

February 2020



EXISTING CONDITIONS REPORT



CONTENTS

Overview	1
Project Goals	2
Key Findings	3
Planning Context	5
2008 Downtown Plan Summary.....	5
Shaping Spokane – 2017 Comprehensive Plan.....	10
What’s happened since the 2008 Downtown Plan.....	12
Opportunity Sites.....	12
City Policy & Regulation since 2008	16
Focus Groups and Interviews	16
Parking, Transportation, and Public Safety Focus Group.....	16
Economic Development, Urban Design, Downtown Experience Focus Group.....	19
Demographic and Economic Trends	22
Zoning, Development Regulation, Design Guidelines	23
Building Height and Floor Area Ratio.....	24
Parking Requirements and Regulations.....	30
Design Guidelines.....	31
Browne’s Addition Historic Guidelines	33
Development Potential	34
Ideas for Actions	36
Historic Preservation	37
Public Safety.....	38
Ideas for Actions	39
Homelessness	39
Impacts on Public Space	43
Parking.....	43
Ideas for Actions	46
Public Realm.....	47
Transportation & Mobility	50
2008 Downtown Plan	50
Roadway Network.....	52

Central City Line & Transit Improvements.....	55
Bicycle Network and New Facilities.....	55
Best Practices	58
Streets and Public Spaces.....	58
Homelessness	65
Arts + Culture	70
Parking	75
Programming + Activation.....	79
Alleys.....	80
Regulatory Tools	81
Vision + Policy.....	84

Appendix A: 2008 Plan Vision, Goals, and Strategies

LIST OF FIGURES

Figure 1. Downtown Planning Area.....	2
Figure 2. Existing Context Map.....	3
Figure 3. Downtown Planning Area Districts.....	6
Figure 4. Opportunity Sites (2008 Plan)	15
Figure 5. Downtown Zoning Map	24
Figure 6. Surface Parking Limited Area.....	30
Figure 7. Parking Exempt Area.....	31
Figure 8. Height Limit along Spokane Falls Boulevard.....	31
Figure 9. Example Design Guideline Page	32
Figure 10. Development Potential	35
Figure 11. Surface Parking Lot in Downtown.....	35
Figure 12. Historic Buildings and Districts.....	37
Figure 13. Homeless Services Map	41
Figure 14. Homelessness Trends (2009 -2019)	43
Figure 15. Downtown Parking Study Area	44
Figure 16. Downtown Core Monthly Parking Options (October 2019)	46
Figure 17. Riverfront Park Entrance from Howard Street.....	47
Figure 18. STA Plaza.....	48
Figure 19. First and Adams Plaza, Before.....	49
Figure 20. First and Adams Plaza	50
Figure 21. Downtown Complete Streets Map.....	52
Figure 22. East-West Couplets Downtown	53
Figure 23. North-South Couplets Downtown	54
Figure 24. Bike Facilities.....	57
Figure 25. State Street, Madison, WI.....	59
Figure 26. Adelaide Street, Toronto, Canada.....	60
Figure 27. Westlake Park with Expanded Programming	61
Figure 28. Complete Street Overview	62
Figure 29. Intersection treatments and curb bulbs.....	62
Figure 30. Downtown Parklet	64
Figure 31. Terry Avenue North, Seattle, WA.....	65
Figure 32. Bergen County Homeless Center	66
Figure 33. Rendering of Mary's Place Shelter at Amazon	67
Figure 34. Quixote Village, Olympia, WA.....	68
Figure 35. A Place for You	69
Figure 36. Backyard Cottage from the Pilot Program	70
Figure 37. Spokane Arts + Culture Map	71
Figure 38. Arts Ecosystem in Tacoma	72
Figure 39. Boise Cultural Master Plan Goals.....	73
Figure 40. Indianapolis Cultural Trail	74
Figure 41. Progressive Pricing Tiers	75
Figure 42. Shared Parking Facilities and Programs.....	76

Figure 43. City of Sacramento Interactive Parking Map	77
Figure 44. Path to Park App.....	78
Figure 45. Paid Parking on Residential Streets.....	79
Figure 46. Canalside, Buffalo, NY	80
Figure 47. Pioneer Square Alleys, Seattle, WA	81
Figure 48. Linear Building Frontage Type	83
Figure 49. Diagram of values-based planning process for the East False Creek district	85
Figure 50. The Green Loop Trail	86

OVERVIEW

This Existing Conditions report supports the Spokane Downtown Plan update, expected for adoption in 2020, with a review and analysis of recent and proposed development. To accomplish this task, the document includes a look back at the existing Downtown Plan, adopted in 2008, and describes an inventory of existing conditions in several topic areas. It summarizes initial meetings with Downtown stakeholders, conducted during the fall of 2019, and includes an attached Best Practices Review of policies and regulatory tools in cities similar to Spokane that could be effectively implemented here.

The project team's review suggests the success of Downtown Spokane, particularly over the last 5 years, is widely recognized in the community and beyond. Major public and private investments in Downtown have resulted in new buildings, rehabilitation of historic structures, new activity centers, more people living downtown, increasingly active streets, improved parks and new public spaces, and an increasing number of lively downtown events. Most participants of early outreach events in fall 2019 believe that as Downtown and the region have experienced measurable success, many community members are acutely concerned with challenges that remain, such as homelessness and the perception of an eroded sense of safety and security in public spaces Downtown.

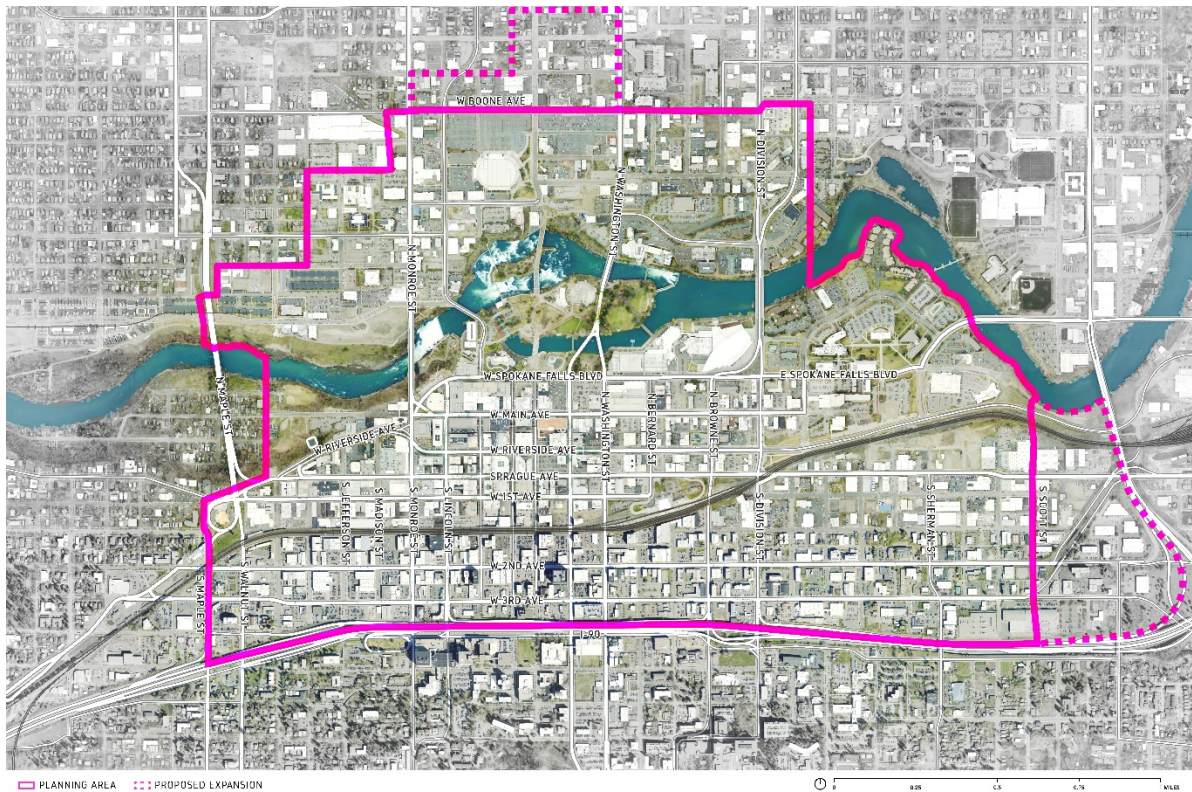
The Downtown Plan update will focus on achieving continued success in Downtown and addressing existing and emerging challenges over the next decade. Continued success in Downtown will require further reducing barriers to public and private redevelopment including expanding housing Downtown. The Downtown Spokane Partnership and the City of Spokane expect the Downtown Plan to provide updated, distinct vision and policy for the Regional Center as a functional part of the City's Comprehensive Plan. It is an opportunity to facilitate a conversation, coordinate with other adopted plans and regional strategies, and address related issues such as public space management and increasing the feeling of welcomeness and safety in public spaces which largely create the experience of Downtown.

The Existing Conditions report addresses the current state of Downtown and changes since the last Downtown Plan was adopted in 2008. It focuses on the following topics identified by DSP and the City:

- Vision + Policy
- Streets and Public Spaces
- Homelessness
- Public Safety

- Arts + Culture
- Programming and Activation
- Parking + Mobility
- Implementation

Figure 1. Downtown Planning Area



City of Spokane; Framework, 2019

PROJECT GOALS

The following are the goals for the Downtown Plan update:

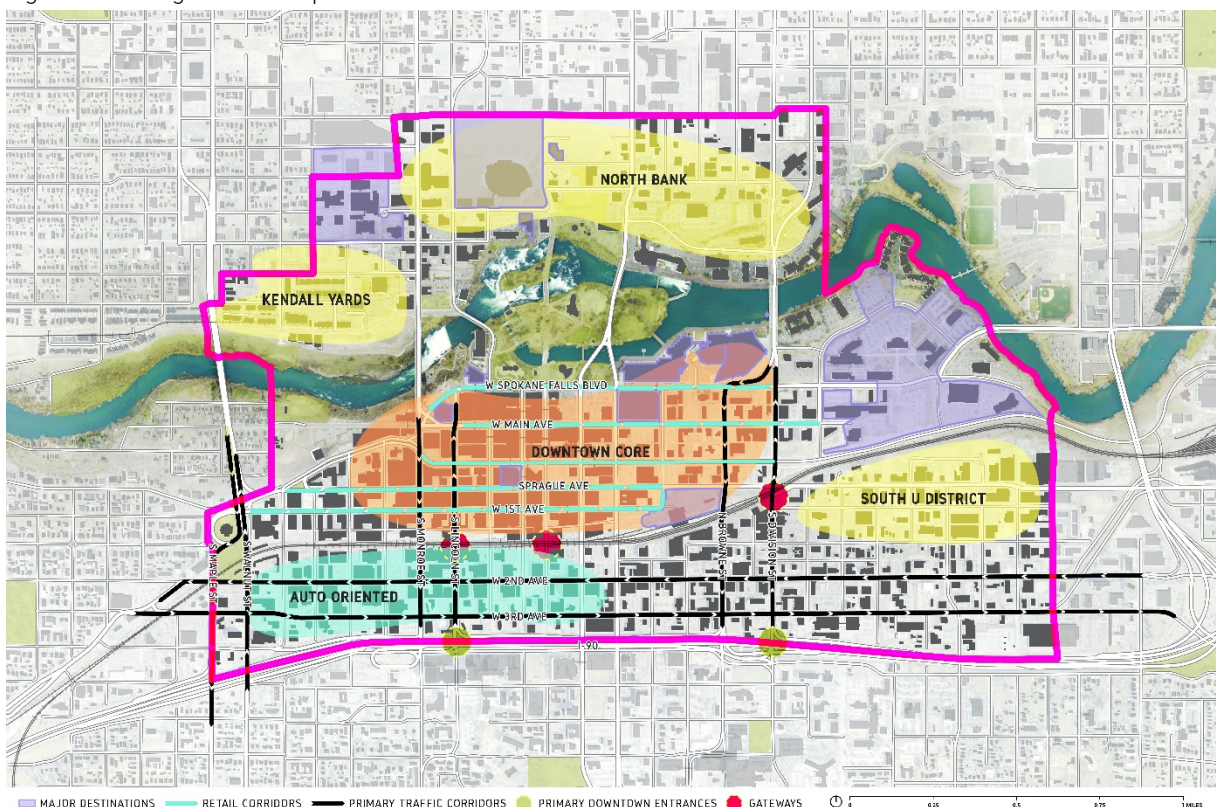
1. 10-year Downtown Plan: Create a new 10-year plan for Downtown including specific strategies and actions
2. Community Engagement: Engage the community to create an updated vision for Downtown
3. New Plan Document: Develop a user-friendly Downtown Plan that is graphically oriented,

easy to navigate, and is consistent with the goals and policy format of the Comprehensive Plan.

4. Existing Conditions: Assess existing conditions and develop plan concepts, strategies and actions concerning current challenges and opportunities

KEY FINDINGS

Figure 2. Existing Context Map



Framework; City of Spokane, 2019

- **Downtown has achieved measurable success, particularly over the last 5-years:** Significant public and private investment has enhanced Downtown and increased amenities.
- **Many downtown streets are auto dominated and oversized for vehicle capacity:** Opportunities exist to right size streets and expand public space to improve pedestrian, bicycle, and micro-mobility to and within Downtown.

- **Community members desire continued progress on two significant issues facing Downtown:** providing services and solutions for those experiencing homelessness, followed by improved public safety. Crime statistics show that crime is decreasing Downtown in 2019. Annual point-in-time counts of homeless people suggest increasing numbers for certain populations, but the increase may be attributed to including areas outside of Downtown Spokane starting in 2018. The Spokane City/County Continuum of Care Board prepared an updated regional 5-year strategic plan to prevent and end homelessness, adopted by the City in 2019. Reducing homelessness and improving the sense of safety and security in Downtown will continue to be major efforts for Downtown during the 10-year planning period.
- **Activity nodes lack connectivity:** Several areas of the Downtown are well-connected, such as Riverfront Park and River Park Square, while others, such as the related North Bank and South University District subareas, have concentrations of active uses but are disconnected physically and visually from the core of Downtown. Enhancing connections through street and mobility improvements, wayfinding, and infill development will help better connect city locations where particular uses are concentrated and the numerous amenities in Downtown.
- **The parking system lacks cohesion and provides a poor user experience:** A substantial effort is underway to improve parking Downtown through improved on-street management, technology, shared parking, and branding and wayfinding to better manage existing parking resources. The City of Spokane approved the Downtown Parking Study in 2019 and will continue to provide implementation.
- **Riverfront Park improvements can be a catalyst for the further transformation of Downtown:** The \$65 million invested in the renovation of Riverfront Park is only now being realized and its impacts on the future of Downtown are only beginning. Riverfront Park provides an opportunity to serve as the heart of Downtown and be the catalyst for future development efforts in Downtown.

Entries and connections into Downtown should have a higher quality that serve to orient travelers with visible destinations without the need for intensive signage: Improvements to major streets that serve as the entrances to Downtown as well as highlighting natural gateway extensions such as the railroad trestle will provide an improved experience and image of Downtown for those arriving. Recent improvements on Division, Lincoln, and Maple Streets are the first steps towards improving the entries to Downtown.

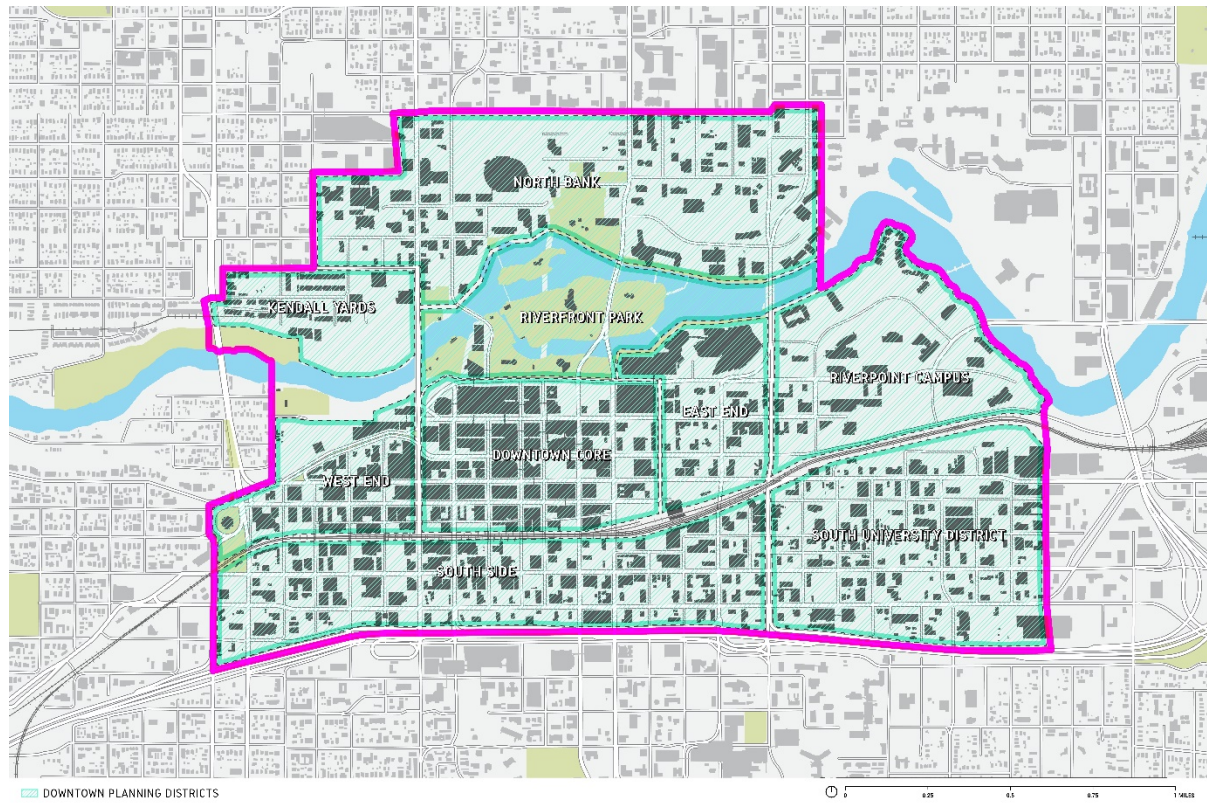
PLANNING CONTEXT

2008 Downtown Plan Summary

Spokane's 2008 Downtown Plan built on the long-term vision and strategic plan in the prior 1999 Downtown Plan to guide downtown development policies and actions. The 2008 plan update revisited the short-term (0-5 year) and mid-term (6-10 year) actions to spur further investment in Downtown Spokane. This current (2019-2020) downtown planning process follows the precedent of the 2008 Plan Update--to reexamine and amend the planning framework for Downtown Spokane every 10 years. Through that planning process the Downtown Planning Area was expanded to its present boundaries with the addition of parts of Kendall Yards, the Riverpoint Campus and the University District.

Downtown is the heart of Spokane—it is the economic, intellectual and cultural center of the growing Inland Northwest region, with a unique concentration of housing and employment opportunities. Community workshops in 2008 reaffirmed that Spokane's residents and businesses value Downtown's balance of cosmopolitan amenities and smaller-city character and approachability. The 2008 Downtown Plan aimed to take advantage of Downtown Spokane's revitalization of the prior decade and build on momentum to reinvigorate each of Downtown Spokane's nine districts and support investment in targeted opportunity zones.

Figure 3. Downtown Planning Area Districts



Downtown Spokane Partnership; Framework, 2019

The Vision for Downtown Spokane articulated in the 2008 Downtown Plan is largely consistent with prior planning efforts, with greater emphasis on Downtown as a sustainable destination, and economic center and forging new connections to the Spokane River Gorge with Riverfront Park as an anchor. The broader goals set out in the 2008 Downtown Plan include:

- Economic Development: Foster economic development within the Downtown Core
- Built Form & Character: Foster and improve upon the unique, Downtown “sense of place.”
- Circulation & Parking: Improve circulation and parking in and around Downtown for all users.
- Open Space & Public Realm: Improve the Downtown environment for pedestrian and bicyclists.
- Housing & Neighborhood: Increase housing options Downtown and protect existing neighborhood character.
- Environmental Stewardship: Incorporate sustainable practices in redevelopment efforts.

The objectives set out in the Plan under each of these goals reflect a renewed focus on access to the riverfront and sustainability. These objectives incorporate and support sustainable growth through:

- Compact and infill development, adaptive reuse and preservation of older buildings;
- Stronger multimodal connections to, through, and within Downtown;
- Safer, welcoming and more complete streets for people walking and biking Downtown;
- Reduced on-street surface parking Downtown;
- A safer, more welcoming and complete bicycle and pedestrian network along downtown streets and across physical barriers;
- A diverse mix of services, shopping, and living options to people of different backgrounds and means; and
- Preservation of important views and ensuring access to natural light
- Support for more environmentally sustainable building practices and stormwater mitigation.

The Plan's goals and objectives informed a framework for improvements downtown summarized in a downtown development concept that identified thirteen private opportunity sites and six public opportunity sites, key streetscape and transit improvements, and potential gateways and crossing enhancements (including bridges and underpasses).

The 2008 Plan put forward strategies to support its goals and objectives that fall into ten key subject areas that were integrated into the larger conceptual framework shown above. Many of the strategies recommended in the plan are broader policies, which provide guidance, but are not action oriented. Those key subject areas and chief strategies recommended in the plan are listed below:

1. Streetscape and Public Space Improvements: The 2008 Plan included a new street classification scheme for Downtown Spokane that breaks downtown streets into different types of "complete streets," but this use of the term is inconsistent with how the term is used in transportation planning, and in Spokane's municipal code. The downtown complete street designations are discussed in further detail in the Transportation & Mobility section. Improvements to Howard Street through Riverfront Park, general guidelines for new public spaces and BID streetscape implementation were all included among the strategies in this section. While the streetscape improvements are prioritized along specific corridors, there is insufficient direction on the design of these corridors Downtown. The plan does not include detailed descriptions of recommended design features, or standard cross-

- sections or diagrams that could serve as the basis for street design in the future. The strategies to improve the City's skywalk system that will be revisited in the Downtown Plan Update focus heavily of connectivity, but less on impacts to view corridors and street activity downtown.
2. **Multimodal Transportation and Parking:** Multimodal strategies in the Plan sought to shift mode share away from single-occupancy vehicles and encourage active transportation where possible. These strategies included shifting more vehicle trips to carpools and high occupancy vehicles, conversion of existing east-west one-way couplets to two-way operation, improvements to pedestrian facilities and bridges, creating a strong network of bicycle connections through Downtown, improving transit service and facilities to Downtown and adjoining neighborhoods, and effective management of downtown parking.
 3. **Gateways Signage and Wayfinding:** The 2008 Plan recommended a signage and gateway program to help support a cohesive identity within Downtown. One of the key strategies as part of that program that still presents an issue to Downtown today is how to effectively enhance the extension of these interstate entrances into Downtown, and railroad underpasses within Downtown.
 4. **Infrastructure:** Infrastructure strategies in the plan were intended largely to support the Plan's multimodal and streetscape strategies with sidewalk maintenance, road resurfacing, and new pedestrian and bicycle connections on the City's existing bridges.
 5. **Housing:** The previous Downtown Plan's housing strategies were intended to create new and diverse housing opportunities affordable for people at a range of incomes, including affordable, market-rate, luxury and student housing along with incentives for targeted redevelopment, infill development and rehabilitation of existing residential properties. These strategies do not offer detailed recommendations for how best to incentivize specific types of development or development in specific areas and was more focused on creating new market-rate and luxury housing opportunities to balance residential opportunities Downtown at the height of the Great Recession.
 6. **Environmental Stewardship:** Environmental stewardship strategies in the 2008 Plan emphasize stormwater mitigation and sustainable development, along with local support for local agriculture and food systems as well as climate resilience. Each of these strategies incorporate principles of sustainable growth, development and

- infrastructure, but some lack mechanisms to help support those principles.
7. **Economic Development:** The 2008 Plan pointed to specific gaps in Downtown retail and employment sectors that Downtown Spokane could take advantage of to develop a complementary and resilient mix of downtown retail and employers within each of Downtown's discrete districts. These strategies include varying degrees of specificity in terms of suitable sites and ways to encourage specific forms of retail or targeted growth in certain sectors.
 8. **Arts Culture and Entertainment:** Arts and culture strategies in the 2008 Downtown Plan focus on encouraging certain uses, spaces and types of development that could support arts and cultural uses, with few specific mechanisms to incentivize the creation of spaces for arts and culture. These strategies do adequately address opportunities for public art at key locations Downtown, and programs which could help support public art Downtown.
 9. **Management Marketing and Programming:** The 2008 Plan's strategies for management, marketing and programming focus on publicity and sponsorship for events and partnerships for promotions with organizations that support Downtown Spokane as a destination. Those organizations include the Spokane Convention Center, Visitors Bureau, the BID, and DSP. Partnerships with the City for downtown improvements such as the street tree grant program and public safety and police enforcement were also noted as priority management strategies.
 10. **Standards and Guidelines:** The strategies related to development regulation and design guidelines in Downtown Spokane are broad, and primarily ensure that regulatory changes are consistent with the plan, with little direction on which sections may hinder or support the goals and objectives of the plan.

The 2008 strategies guided activity Downtown, resulting in updated zoning regulations and design guidelines, guidance for development, and changes to transportation systems and Riverfront Park over the following decade. The Plan shaped the development of the bikeway network through Downtown, and the City has implemented this network, with the exception of the east-west connections at 1st and Main and maintained the strong bicycle-pedestrian link through the park along Howard Street. Spokane Transit Authority incorporated the east-west connections identified for pedestrians and high-occupancy vehicles as part of the Central City Line, which evolved into the current rubber tired Bus Rapid Transit system through multiple studies supported by all regional partners. The plan update should review this progress, reaffirm direction, update terms, and identify

how these strategies may need to evolve with the advent of emerging transportation options such as shared mobility.

The 2008 plan divided the Downtown Planning Area into nine geographic and functional districts covering the entire planning area. The strategies for each of these districts define a vision and goals for future land use, and plans or ideas for catalytic development on opportunity sites in the district. For strategic purposes, the 2008 Plan also separately defined five, more-focused “special districts.” Each of the five small, broadly defined special districts, which were intended to create agglomerations of similar attractions, activities, and retail stores, have their own strategies for improving and connecting each district. These special districts are not referenced consistently throughout the document, and specific strategies that pertain to each of these districts are not well differentiated from the broader district or downtown recommendations in the Plan.

Shaping Spokane – 2017 Comprehensive Plan

Spokane’s 2017 Comprehensive Plan recognizes Downtown Spokane as the economic, social and cultural center of region. Downtown is part of the City’s broader vision statement for growth, which is reflected in the Plan’s values goals and policies.

Growth will be managed to allow a mix of land uses that fit, support, and enhance Spokane’s neighborhoods, protect the environment, and sustain the downtown area and broaden the economic base of the community.

The 2017 Comprehensive Plan included specific policies for downtown that built on this vision. The specific downtown policy in the Plan’s Land Use element (LU 1.9) addresses how citywide land use frameworks can help ensure the viability and economic strength and resilience of Downtown, noting that changes to citywide land use should be evaluated for potential impacts on Downtown. The land use element prioritized higher intensity development and growth in centers and along corridors, with the highest intensity development and potential to absorb growth in the Regional Center, Downtown Spokane.

The Plan’s transportation element reiterates the importance of focusing development in and around Downtown where traveling by alternative modes (other than driving) is more viable. Many of the policies in the transportation element relate to Downtown and the surrounding neighborhoods, although few specifically reference Downtown Spokane. These include coordinating transportation investments with land use goals, improvements to multimodal access in the City’s centers, affordable access to alternative

modes, and integration of new technologies and best practices into transportation system management among others.

Downtown is also a focus of the Plan's economic development element and keeping Downtown strong and economically viable is a key part of the City's economic vision. A specific Downtown policy within this section (ED 3.10) underscores the importance of Downtown Spokane as the center of the Inland Northwest region and supports partners in Downtown revitalization while seeking to expand employment and housing opportunities Downtown.

The Comprehensive Plan's housing element (Chapter 6: Housing) includes a broad vision statement of creating housing options for people living in homelessness in the City and includes a range of policies to create affordable housing Downtown and in Spokane's established residential neighborhoods. Some of these goals focus on regional coordination, and creating affordable housing set asides for new development, along with mixed income housing and development incentives to create housing affordable to a range of incomes. This section's specific policy for Downtown Spokane was to allow the development of Single-Room-Occupancy (SRO) units, which often represent the most affordable housing option for lower income individuals living alone.

One of the major goals of Chapter 8: Urban Design and Historic Preservation is to ensure that Downtown Spokane remains a viable and livable urban center, while reinforcing its distinct historic urban character. The key policies this section of the Comprehensive Plan embrace are:

1. Encouraging investment that allows more people to live and work downtown;
2. Promoting more vibrant and active street life Downtown, particularly with pedestrian activity; and
3. Support a diverse array of services to meet the needs of residents Downtown, and reduce dependency on driving.

Downtown is a focus of the historic preservation in the Comprehensive Plan—it is home to many of the City's landmark structures, and the City's broad vision for Downtown is one that preserves and celebrates the neighborhood's architectural splendor. This section of the plan also includes policies to address Downtown's unique neighborhoods, corridors, and historic character areas with guidelines tailored specifically to the character of these areas Downtown.

The Social Health Chapter of the Comprehensive Plan (Chapter 10) addresses qualitative aspects of Spokane's social fabric, such as public safety, the arts and cultural opportunities. The section supports public arts incentives and a 1% for the arts program for provide developers, as well as

incorporation of the arts into public projects. This chapter also set goals and policies for public safety in Spokane, many of which integrate principles of Crime Prevention Through Environment Design (CPTED), which is highlighted in its own policy for integration into new development. A range of related strategies are included in policies 6.1 through 6.4 to create spaces that feel safer and more defensible with clearly defined access, natural surveillance and territorial reinforcement.

Chapter 14 of the City's Comprehensive Plan sets the direction for preservation, restoration and development along the Spokane River, and in the Intensive Urban Environment, which largely corresponds to Downtown Spokane's riverfront areas. The management policies and vision for these designated areas include more intensive uses, with a priority on water dependent and public uses while balancing development with open space and preservation along the Spokane River near the Falls. A number of the management policies for this area in the Plan involve maximizing public use and enjoyment of the waterfront and encouraging physical and visual access to the River.

WHAT'S HAPPENED SINCE THE 2008 DOWNTOWN PLAN

Opportunity Sites

The 2008 Downtown Plan highlighted thirteen private opportunity sites and six public opportunity sites where development or public improvements could help catalyze reinvestment in Downtown. Redevelopment is complete or is underway at seven of the thirteen private opportunity sites, the status of which are summarized below:

1. **Convention Center Expansion:** Development on the convention center south site is complete with the construction of a hotel, parking garage, and new skywalk connecting to the convention center north of Spokane Falls Blvd. The Convention Center expansion added 91,000 square feet of meeting and event space and was completed in 2014.
2. **Major Downtown Site 1:** This site has not yet been redeveloped, in fact, the surface parking lot on eastern half of the block has expanded to include the site of now demolished Cyrus O'Leary's restaurant. On the western half of the block, the Bennett Block building was renovated in 2014, and its skywalk connections to the west and south were replaced as part of the Macy's Building site renovation. The northern portion of this site is subject to a 100-foot height restriction as part of the DTC-100 special height district.

3. Major Downtown Site 2: This site has not yet been redeveloped. Parking lots still dominate the block, particularly to the north. The northern portion of this site is subject to a 100-foot height restriction as part of the DTC-100 special height district.
4. STA Plaza: STA completed a redesign of the plaza, focusing most of the transit activity on the ground floor and at the curbside of the block.
5. Macy's Building Site: The Macy's building was redeveloped with 60,000 square feet of ground-floor retail and 114 upper story residential units--the new building opened in 2018.
6. New Mobius Site: The Mobius site on the North Bank is now under redevelopment as part of the North Bank playground, parking south of the maintenance and operations facility for Riverfront Park. The Parks Department intends to pursue a bicycle and pedestrian route connection from the playground site north to the planned SportsPlex. Mobius continues to operate its children's museum in River Park Square, 808 W Main Ave, and opened the Mobius Science Center nearby at 331 N Post St.
7. Bridge Street Site: The Bridge Street site, now renamed Summit Parkway, is a gravel parking lot that has not yet been redeveloped. The City Parks Department owns the property and it is currently subject to Washington Recreation and Conservation Office restrictions for use. The City constructed a combined sewer overflow tank on the site that can accommodate one- to two-story nonresidential development at grade above the overflow tank.
8. Pine Street Development Site: Proposals for adaptive reuse of the landmark Jensen-Byrd warehouse building and nearby structures were explored along with new construction on this site but ended in 2017 pending updates to Washington State University's Spokane campus master plan. The buildings on the northern half of this block were demolished and replaced with a surface parking lot. The buildings on the southern half of the block, part of the Jensen-Byrd warehouse complex, currently serve WSU's Facilities Operations.
9. YMCA Site: The YMCA site was purchased through the Spokane County's Conservation Futures program, the building was demolished, and the site is now a partially restored stream and viewing area surrounded by Riverfront Park. With the conservation purchase, this site was incorporated into public opportunity site C.
10. Old Greyhound Station: This site has not been redeveloped and is unchanged since the 2008 Downtown Plan. It remains used for storage and staging for the Spokesman-Review.

11. **Intermodal Center:** The Intermodal Center still supports the Amtrak and Greyhound Bus terminal uses, but the mixed-use components described in the 2008 plan were not developed. Portions of the main building and an adjacent building have been remodeled, but the site is largely unchanged.
12. **Kendall Yards:** Development of Kendall Yards underway as described in the 2008 Downtown Plan and is planned to include 1,088 residential units and 700,000 square feet of retail and office space at buildout.
13. **South U District:** The City is currently leading a planning process for this subarea of the Spokane Downtown Plan. In 2018, the City completed the University District Gateway Bridge (Public Opportunity Site D), a bicycle-pedestrian bridge connecting this area to the university campuses to the north across the BNSF railroad tracks. A transit-supportive outdoor plaza and new office and classroom buildings are under construction near the bridge. A feasibility study is underway for the construction of a shared-use pathway connecting the bridge to the Sprague Union Business District and the Ben Burr Trail.

The City's public opportunity sites focus primarily on improvements to public spaces and public realm Downtown and forging new connections with Riverfront Park, and across the Spokane River Gorge along existing and new Bridges running between the Downtown Core and the North Bank. These catalytic sites of public improvements are primarily intended to improve the experience of people walking and biking, expand recreational opportunities Downtown, and help strengthen connections between Downtown districts. Since the previous plan was Adopted in 2008, five out of six of these projects have been completed or are underway.

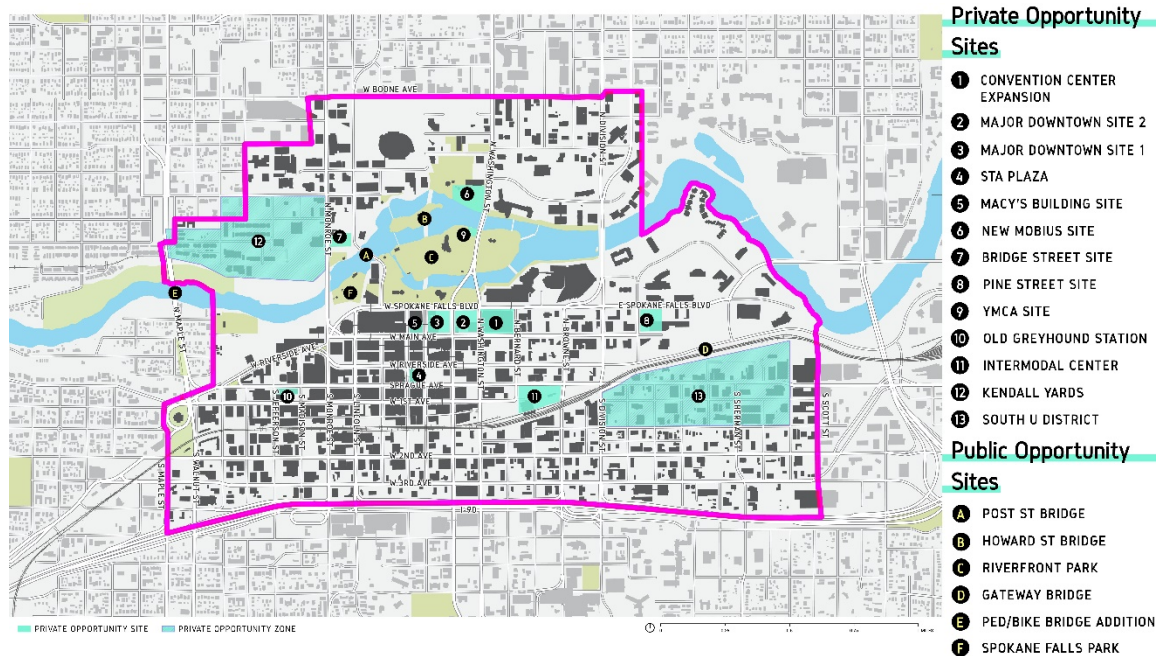
- A. **Post Street Bridge:** Design work for the bridge is underway, with construction now planned to begin spring of 2020. Both ends of the bridge will be redesigned to accommodate the approaches and future flexibility of the bridge, providing opportunities for recreational amenities as well as landscaping and potential gateway features to Downtown.
- B. **Howard Street Bridge:** The City replaced the span over the south river channel through Riverfront Park with a new orange bridge. The old blue truss bridge over the River's middle channel has been renovated and modified so that it is safe for use as a pedestrian bridge.
- C. **Riverfront Park:** The City adopted a Riverfront Park Master Plan and bond in 2014, funding a \$64 million redevelopment of the 100-acre Park's grounds, public spaces, pavilion, and buildings. Construction

is still underway, with the last sections of the Park expected to open in 2020.

- D. **U District Gateway Bridge:** In 2018, the City completed the bicycle-pedestrian bridge connecting the southern section of the U District (south of E MLK Jr Way) to the university campuses to the north across the BNSF railroad tracks. City-led studies and pilot projects that aim to improve pedestrian and bicycle connections to the bridge are currently underway.
- E. **Maple Street Ped/Bike Bridge Addition:** The addition of a new bottom deck with improved bicycle and pedestrian facilities was proposed in 2008 Downtown Plan, but this was not incorporated into a street improvement program and has not been developed.
- F. **Spokane Falls Park:** Avista Utilities completed Huntington Park and the Gathering Place plaza near City Hall in 2014.

The public and private opportunity sites designated in the 2008 Downtown Plan are shown on the map below in Figure 4.

Figure 4. Opportunity Sites (2008 Plan)



City of Spokane; Framework, 2019

Several the public opportunity sites involved substantial improvement to downtown open spaces, most prominently the redevelopment of Riverfront Park in accordance with the 2014 Master Plan adopted for the Park space.

City Policy & Regulation since 2008

After the adoption of the 2008 Plan, the City has made efforts to improve entrances into Downtown from I-90. In 2013 the City adopted Architectural Guidelines and kit of parts that responded to the desire to improve gateways into downtown. To date, three gateway entrance improvements have been completed (Division in 2015, Lincoln in 2017, and Phase 1 of Maple in 2019).

In response to the 2008 Plan, the city adopted Downtown Design Standards and Downtown Design Guidelines and simultaneously reorganized the Design Review process and Design Review Board in 2010. These new guidelines drew heavily on the City of Seattle's Downtown Design Standards and eliminated prior design standards for skywalks.

FOCUS GROUPS AND INTERVIEWS

Two focus groups were held in Downtown on September 23rd and 24th, 2019 with a mix of Downtown stakeholders. The first focus group was on parking, transportation, and public safety and the second focus group was on economic development, urban design, and the downtown experience. The stakeholder interviews and focus groups provided opportunities for targeted outreach to representatives of specific groups such as Downtown residents, business owners, developers, and community groups. While these focused events were widely representative and provided early input in a broader public process, the perceptions expressed in these sessions were not necessarily reflective of the community in its entirety. The following summarizes key themes from the two focus groups. **The summaries reflect input from the focus groups and represent the opinions of the participants.**

Parking, Transportation, and Public Safety Focus Group

Attendees

- Alan Chatham, Chair of the Riverside Neighborhood Council
- Bryn West, Vice President of River Park Square Shopping Mall
- Bob Simmons, Vice President of Business Center Operations for Travelers Insurance
- Jonathan Mallahan, Vice President of Housing, Catholic Charities of Eastern Washington
- Jeff Johnson, President of Black Commercial, Inc.
- Ryan Patterson, Bike and Multimodal Advocate
- Rita Santillanes, Peppertree Inn Hotelier

- Stephanie Curran, Chief Executive Officer of the Spokane Public Facilities District

Key Themes Identified by Participants

- Downtown is successful. It's as good as it's ever been and much of the success has occurred over the last 5-years.
- The redone Riverfront Park and development of the North Bank are shifting Downtown's center of gravity. The Downtown Plan should capitalize and respond to the investments along the river.
- Downtown is facing new challenges. Primarily resulting from homelessness and public safety issues in downtown.
- Homelessness and public safety are the biggest challenges facing Downtown. There is a strong desire by all attendees to develop solutions to address these challenges.
- Parking in Downtown is challenging. There are too many surface parking lots and inconsistent parking. Participants perceived that monthly parking for employees is insufficient to meet demand and people visiting downtown often don't know where to park. Participants suggested that better connections to remote parking are needed to make it accessible for users.
- Need more housing Downtown. There is a desire for diverse Downtown housing options which would help with transportation issues, enliven the neighborhood and increase engagement in Downtown's success.
- More and improved bike parking is needed. There is a shortage of safe bike parking such as bike lockers.
- Divergent opinions about the concentration of homeless services. Some attendees stated that services should be decentralized, and others stated that centralized services are easier to administer.

Live Polling

The 8 focus group attendees were asked three questions during a live polling exercise using smartphones to respond. The following is a summary of the questions and responses.

1. List three words that describe what should be preserved in Downtown through the Plan update.

hotel/restaurant/retail
spokane ambassadors green
local walkability/bikeability clean
traffic welcoming parks
life walkable
nature walkability safe historic
density
character night
convenience

2. List three words that describe the biggest challenges in Downtown (i.e. should be changed through the Plan update).

pedestrian infrastructure
wayfinding
buildings housing after hours transportation
facilities
public
parking options crime parking
homeless
homelessness
safety

3. Are there cities that you have lived or visited that Spokane should look to for inspiration in the Plan update?
 - Kansas City, MO: walkability and parking
 - Charleston, SC: parking garages surrounding Downtown
 - Nashville, TN: feeling of safety in the entertainment district
 - Cody, WY
 - Tokyo, Japan
 - Zurich, Switzerland

- Boise, ID: cleanliness and lack of visible homelessness

Economic Development, Urban Design, Downtown Experience Focus Group

Attendees

- Jim Kolva, Historic Preservationist and Art Gallery Owner
- Andy Dennison, Owner Atticus Coffee and Boo Radley's
- Jeff Thomas, Frontier Behavior Health, Nonprofits
- Jordan Tampien, Co-founder 4-Degrees Real Estate
- Matt Santangelo, Executive Director Spokane Hoops Association and Spokane Hoopfest
- Jeff vom Saal, Spokane Symphony Director, Fox Theater Executive Director
- Meg Winchester, President and CEO of Visit Spokane
- Melissa Huggins, Executive Director Spokane Arts
- Dana Harbaugh, President and CEO of NAC Architecture, Spokane

Key Themes Identified by Participants

- Need more Downtown housing and residents. More housing and residents Downtown will increase activity and allow more people to participate in the future of Downtown.
- Spokane is great at planning and hosting major events. There is a long list of successful events in Downtown and Spokane should leverage this success to continue to bring more people Downtown including through tourism.
- Perceptions about parking and public safety are a major issue. The perceptions are impacting business decisions and people's decisions about coming Downtown.
- Riverfront Park is an amazing asset and should be a catalyst for future success in Downtown. The recently completed park improvements highlight additional opportunities for the park to serve as a catalyst for further development Downtown including housing and other uses.
- The pedestrian and retail experience are fragmented and there is a need to fill the voids. Retail is concentrated along a few specific streets with voids between them that discourage people from going to these activity nodes. Streetscape improvements, wayfinding, and infill development should be pursued to fill the voids.
- Streets are oversized for vehicle capacity and should be reconsidered in terms of quality public spaces, transit, pedestrian and bicycle improvements. "Right size" the streets to support a better pedestrian experience and connectivity while reducing the

negative impacts resulting from oversized streets for vehicles (i.e. vehicle speeds)

- The gateways into Downtown, particularly at I-90 overpasses and railroad undercrossings should be better designed and provide a better user-experience. The overpasses in downtown can serve as a barrier to Downtown if not better designed and celebrated through lighting improvements, trees, landscaping, and public art.
- Downtown needs better wayfinding. Despite a strong desire for wayfinding previous efforts have not resulted in implementation. It was acknowledged that there is new wayfinding in Riverfront Park that could serve as a catalyst for future wayfinding projects.
- Maintenance and activation of parks and public spaces are critical. Redevelopment of parks and public spaces requires ongoing maintenance and activation to be successful.

Live Polling

All nine focus group attendees were asked three questions during a live polling exercise using smartphones to respond. The following is a summary of the questions and responses.

1. List three words that describe what should be preserved in Downtown through the Plan update.



2. List three words that describe the biggest challenges in Downtown (i.e. should be changed through the Plan update).



3. Are there cities that you have lived or visited that Spokane should look to for inspiration in the Plan update?

- Portland, OR (2)
- Chicago, IL (2)
- Marrakesh
- Vancouver, BC
- San Diego, CA
- Austin, TX (2)
- Boise, ID (3)
- Nashville, TN
- Bellingham, WA
- Tacoma, WA
- Bend, OR
- Salt Lake City, UT

DEMOGRAPHIC AND ECONOMIC TRENDS

As of 2018, Downtown Spokane's estimated employee population was 50,498, putting employment density Downtown at 4,674.55 per square mile. Over 41% of Spokane County residents, or 209,527 people, live within 5 miles of Downtown. Although Downtown Spokane's population is fairly small compared to Spokane's population overall, and has not experienced the rapid growth of the downtowns of similar cities, it has experienced some growth since the 2008 Plan. Total population increased by 4% or 379 people, according to 2018 American Community Survey 5-year estimates, from a 2010 Census count of 9,654 people within the six combined block groups that overlap the Downtown Planning Area. As described above, recent development resulted in housing construction with additional options, such as the adapted M and Chronicle Buildings, and workforce housing in the former Ridpath Hotel in the core, and additional proposed projects in the greater Downtown, including Kendall Yards and the University District. According to DSP's 2018 State of Downtown Report there were an estimated 9,100 housing units located in Downtown Spokane, with another 927 units under construction at the end of 2017. A projected 4,000 additional units are projected to come online by 2040.

In 2008, the year the current Downtown Plan was adopted, the population of Spokane was estimated at 206,845. In the past decade, Spokane's population has grown by nearly 6% or 12,345 residents to 219,190 and Spokane County grew by 13% or 59,427 over the same period. The average annual growth rate of the City over that 10-year period was roughly 0.58% compared to 1.22% for Spokane County. Population growth in both the City and the County have accelerated since 2014 to 1% annually for the City and 2% annually for the county. Annual growth over the next five years is expected to be stronger within the City of Spokane at 1.7%.

Employment and population growth in the Inland Northwest in recent years has outperformed the U.S. as a whole. According to the most recent Market Review from Kiemle Hagood in the winter of 2019, employment growth in the Spokane Kootenai Metro Area grew at 2% compared to 1.6% nationally, with the strongest growth in construction, manufacturing, healthcare, leisure and hospitality and professional services. The submarkets defined in the Kiemle Hagood reports do not correspond to planning and regulatory districts, but offer an understanding of the region's real estate market areas, with the Central Business District (CBD) referring largely to the core of Downtown and close-in submarkets including the South University District, North Bank and Kendall Yards among others. The Office market in Downtown Spokane has been fairly active with steady leasing and sales, and positive absorption, but vacancy rates for office space in the CBD (16.4%)

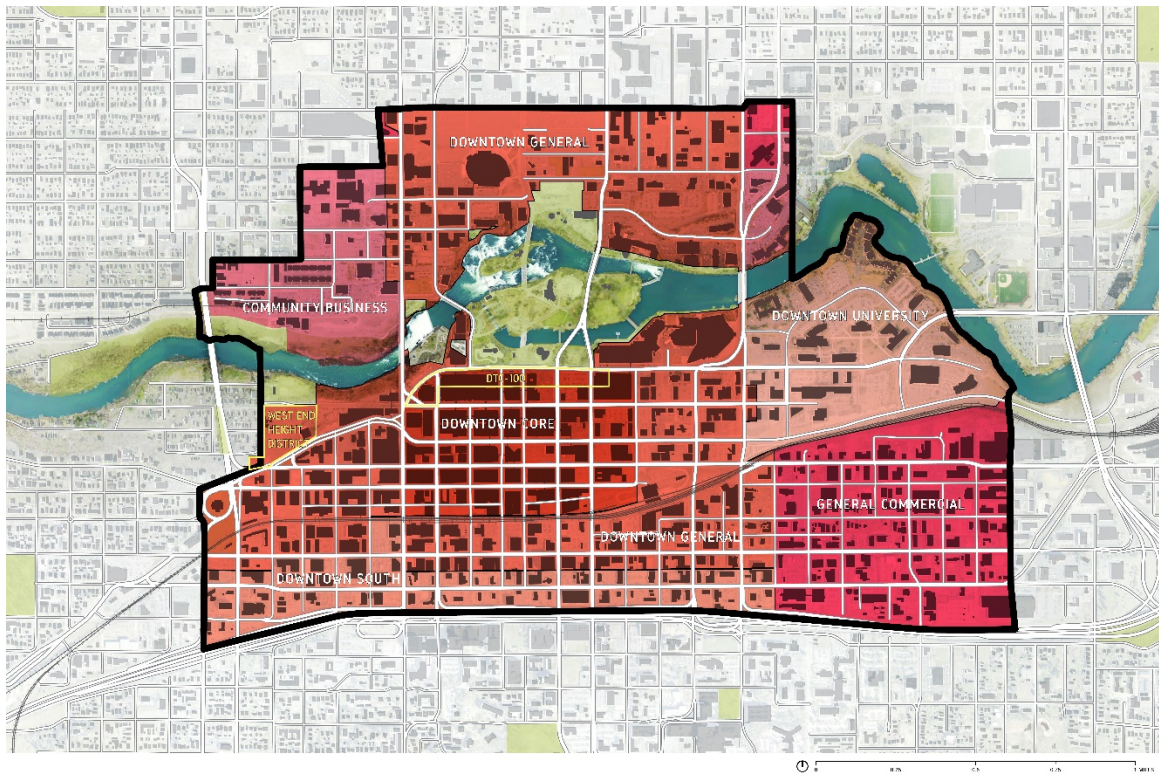
have grown slightly higher than those in suburbs and outlying areas (15.6%) over the past few years. Retail rental rates throughout Spokane have remained stagnant, but vacancy throughout the Metro Area has dropped steadily over the past five years – the CBD lags behind suburban and close-in retail submarkets at 8.4%. These point to challenges with business retention in Downtown Spokane identified by the Downtown Spokane Partnership as companies in the core grow and their needs for larger office floor space pushes them out of Downtown.

ZONING, DEVELOPMENT REGULATION, DESIGN GUIDELINES

Downtown has four distinct zoning districts with the following characteristics as outlined in Section 17C.124.030 of the Spokane Municipal Code (SMC).

- Downtown Core (DTC): The downtown core zoning category is applied to the core area of the downtown. The DTC zone allows the most intensive building height and massing within the downtown and the City.
- Downtown General (DTG): The downtown general zoning category is a mixed-use use category applied within a large area of the downtown. This is a high-density, mixed-use area in which community-serving retail uses are encouraged, especially at street level; and residential and office uses are encouraged, especially as part of a mixed-use building. A very wide range of uses are allowed. New auto-oriented or intensive industrial uses are discouraged or not allowed.
- Downtown University: The downtown university zone encourages a wide range of uses that support the ongoing development of an urban inner-city university. A pedestrian friendly and safe urban environment is encouraged along with a wide range of residential, office, retail, and other supporting commercial uses.
- Downtown South (DTS): The downtown south zone is generally found along Third Avenue and other areas that include auto-oriented uses south of the railroad viaduct. The downtown south zone accommodates a wide range of uses, including auto oriented uses.

Figure 5. Downtown Zoning Map



City of Spokane, 2019

The existing zoning standards lack effective standards to regulate all sides of a building on a larger site, such as a development of an entire city block. Issues include accommodating loading requirements while also ensuring pedestrian-oriented design and ground-floor building design that supports walkability including a standard for first floor height. The connection and consistency between the zoning code standards and the design guidelines could also be improved. Ground-floor building standards also do not effectively account for land uses such residential versus retail use.

Building Height and Floor Area Ratio

The Downtown Core Zoning has unlimited height and Floor Area Ratio (FAR) outside of special height district, while the other zones generally have a base height limit of 12 stories and a maximum FAR of 6.0 except the Downtown South District has a FAR limit of 4.0. FAR limits apply only to nonresidential development, and residential space does not count toward FAR. Some areas of downtown are subject to specific or special height restrictions including on the south side of Spokane Falls Boulevard along Riverfront Park the DTC-100 special height district, where the base height is limited to 100 feet, increasing as distance from the park increases, for a depth of 200 feet from the edge of the park. Such specific height limits in feet are reflected in the

number that follows the zoning designation in the municipal code (See Figure 8).

In 2017, a City Plan Commission subcommittee conducted a review of the City's height restrictions in the DTC-100 zone along Spokane Falls Boulevard. Following a later public outreach process in 2018, the Plan Commission prepared findings and a recommendation to City Council to allow development above the current height limit, subject to bulk restrictions on a maximum floor plate area and required separation of towers above that height, along with use limitations for the building. In its recommendation to approve the municipal code amendments, the Plan Commission cited the 2008 Plan's discussion of promoting buildings designed to reduce shadows in significant public open spaces such as nearby Riverfront Park, mainly as applied to the northern portions of the two major Opportunity Sites, located within the DTC-100 zone and described above in this report. The 2008 Plan proposed buildings with housing at these sites and described the instrumental role that redevelopment would have in stimulating future private investment Downtown. The Plan Commission found the amendment to be consistent with the applicable provisions of the Comprehensive Plan. The City Council did not schedule the 2018 Plan Commission recommendation for public hearings or final adoption.

The zoning code includes incentives that allow for increased building height for various features ranging from bicycle commuter showers to affordable housing. While these development incentives include valuable features that the City should encourage, some do not align well with the goals they are seeking to fulfill or do not offer rewards commensurate with the benefit the specific feature adds to the building. Building height incentives apply primarily outside of special height districts, but those districts do allow additional stories up to the maximum permitted in the zoning district for upper story step backs. An audit of these incentives in Spokane Municipal Code (SMC) Section 17C.124.220 is included below.

CODE SUBSECTION	CODE TEXT	RECOMMENDATIONS
E. Additional Height within Specific Height Designation Areas	1. One additional story is allowed for every fifteen feet of upper story structure stepback from a street lot line, up to the maximum number of stories allowed in the zone without a maximum height specified.	Include a maximum measurement in feet per additional story.
	2. In the DTC-100 zone one additional story is allowed for every fifteen feet of upper story structure stepback from Spokane Falls Boulevard. There is no upper story structure stepback required from street lot	See above.

CODE SUBSECTION	CODE TEXT	RECOMMENDATIONS
	lines that are not adjacent to Spokane Falls Boulevard after the first fifteen feet of upper story structure setback from Spokane Falls Boulevard.	
G. Bonus Height	The bonus height provisions are not available within specially designated height areas or the downtown zones that have a maximum height specified...	Reorganize incentives in related sets of bonuses, i.e. affordable housing, public space, ground floor uses and features.
	2. Bonus Height Provisions	
	a. The following items qualify for addition structure height.	
	i. Structure envelope devoted to permanent affordable household living space (housing units affordable to households making less than eighty percent of area median income for the City as defined by HUD) is not subject to a height or story limit.	Additional height is not an effective incentive for 100% affordable residential construction, as additional height requires structure that is prohibitively expensive for affordable development.
	ii. An area equal to the area devoted to permanent affordable housing that lies below the twelfth story may be added above the twelfth story in residential use that is not affordable housing.	Consider offering a greater incentive for inclusionary development.
	iii. Subject to the requirements of chapter 17D.070 SMC, Transfer of Development Rights, additional building height and gross floor area may be transferred from a building on the Spokane register of historic places that is within a downtown zone to a new development within a downtown zone. The TDR may be transferred from a historic landmark located on the same site or from a historic landmark located on a separate site.	
	b. Two Story Bonus	

CODE SUBSECTION	CODE TEXT	RECOMMENDATIONS
	i. Ground Floor Uses that “Spill” onto Adjacent Streets. One ground floor use that “spills” (single use) per one hundred foot of structure street frontage.	Consider consolidating with (c)(iii) below and scaling based on frontage occupied by active uses.
	ii. Canopy Covering at Least Fifty Percent of Adjacent Frontage Over Public Sidewalk. A virtually continuous canopy structure. A canopy is a permanent architectural element projecting out from a building facade over a sidewalk or walkway. A canopy shall be at least five feet in horizontal width and be no less than eight feet and no more than twelve feet above grade	Consider integrating this into the land use section of the SMC
	iii. Alley Enhancements. Decorative paving, pedestrian-scaled lighting, special paving, and rear entrances intended to encourage pedestrian use of the alley.	Include more specific benchmarks for alley enhancements to ensure the benefit is commensurate with incentives.
	iv. Additional Streetscape Features. Seating, trees, pedestrian-scaled lighting, and special paving in addition to any that are required by the design standards and guidelines.	Include more streetscape requirements to ensure that the benefit is commensurate with incentives.
	v. Small Scale Water Feature. A small scale minor water feature integrated within an open space or plaza between the structure and public sidewalk. Small scale minor water features are generally designed to be viewed but not physically interacted with.	Consider a specific public space requirement between the sidewalk and the building that includes seating and landscaping that is open the public at all times.
	vi. Incorporating Historic Features and Signage. Including historic plaques or markings about the local area or site. Reusing	Consider requiring more specific historic feature requirements such as historic materials and original building elements so that incentives are commensurate with benefit.

CODE SUBSECTION	CODE TEXT	RECOMMENDATIONS
	historic building elements and features on the site. Reusing existing landmark signs.	
	vii. Incorporating Bicycle Parking Enhancements. Providing covered bicycle parking for all required bicycle parking along with other bicycle amenities such as secured bicycle lockers and equipment storage facilities.	Consider requiring specific bicycle enhancements or requiring developers to choose a certain number from a set of improvements.
c.	Four Story Bonus	
	i. Additional Building Stepback Above the Seventh Floor. An additional ten feet of upper floor stepback from the street lot lines.	
	ii. Preferred Materials in Pedestrian Realm. Use of brick and stone on the building facades that face streets on the first three stories of the building.	
	iii. Multiple Ground Floor Uses that "Spill" onto Adjacent Streets. One ground floor use that "spills" per thirty feet of structure street frontage. Preferred uses include retail sales and service or entertainment use, or any combination thereof, located on the ground floor with direct access and fronting on a street.	Consider consolidating with (b)(i) above, and scaling based on frontage occupied by active uses.
	iv. Major Exterior Public Spaces/Plaza. A plaza or courtyard, with a minimum area of four hundred square feet or one percent of the site size, whichever is greater. A plaza or a courtyard is a level space accessible to the public, at least ten feet in width, with a building façade on at least one side...	Consider consolidating with (b)(v) above and scaling based on the size of public spaces.

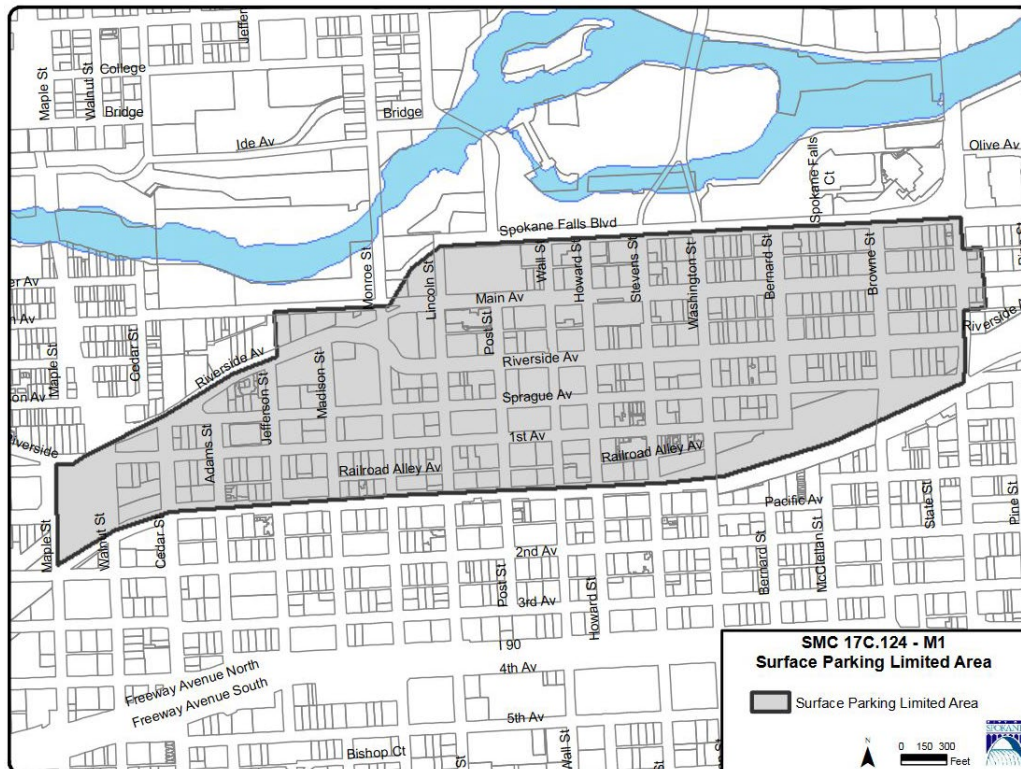
CODE SUBSECTION	CODE TEXT	RECOMMENDATIONS
	v. Workforce Housing Greater Than Twenty-five Percent of the Total Number of Housing Units. For this bonus, the housing units shall be affordable to households earning one hundred twenty percent or less of area medium income (AMI).	
	vi. Public Art. Public art includes sculptures, murals, inlays, mosaics, and other two-dimensional or three-dimensional works, as well as elements integrated into the design of a project (e.g., fountain) that are designed and crafted by one or more artists.	Consider more specific requirements to ensure that incentives scale with the size of investments in public art.
	vii. Through-block Pedestrian Connections. Through-block pedestrian connection providing a continuous walkway accessible to the public, at least ten feet in width, paved with decorative paving and lighted for nighttime use. It may be covered or open to the sky.	
	viii. Major Water Feature. A major water feature integrated within an open space or plaza between the structure and public sidewalk.	Consider integrating this into public art or public space amenity bonuses and scaling down height bonus.
	ix. Green/Living Roof. A planted area of a roof covering greater than fifty percent of the roof surface.	Consider creating general green building or sustainability incentives and provide guidance that green roofs or walls may be appropriate to Spokane's unique climate and environment.
d. Four Story Bonus		
	i. Workforce Housing Greater Than Fifty Percent of the Total Number of Housing Units	Consider integrating this with (c)(v) and scaling based on workforce housing provided.
	ii. Bicycle Commuter Shower Facilities. Structures containing two hundred	Consider reducing this incentive and integrating this with (b)(vii) as part of a set of bike infrastructure incentives.

CODE SUBSECTION	CODE TEXT	RECOMMENDATIONS
	thousand square feet or more of office gross floor area shall include shower facilities and clothing storage areas for bicycle commuters	

Parking Requirements and Regulations

New standalone commercial surface parking lots are prohibited in the area shown in Figure 6. Surface parking lots that are associated with a permitted land use are permitted.

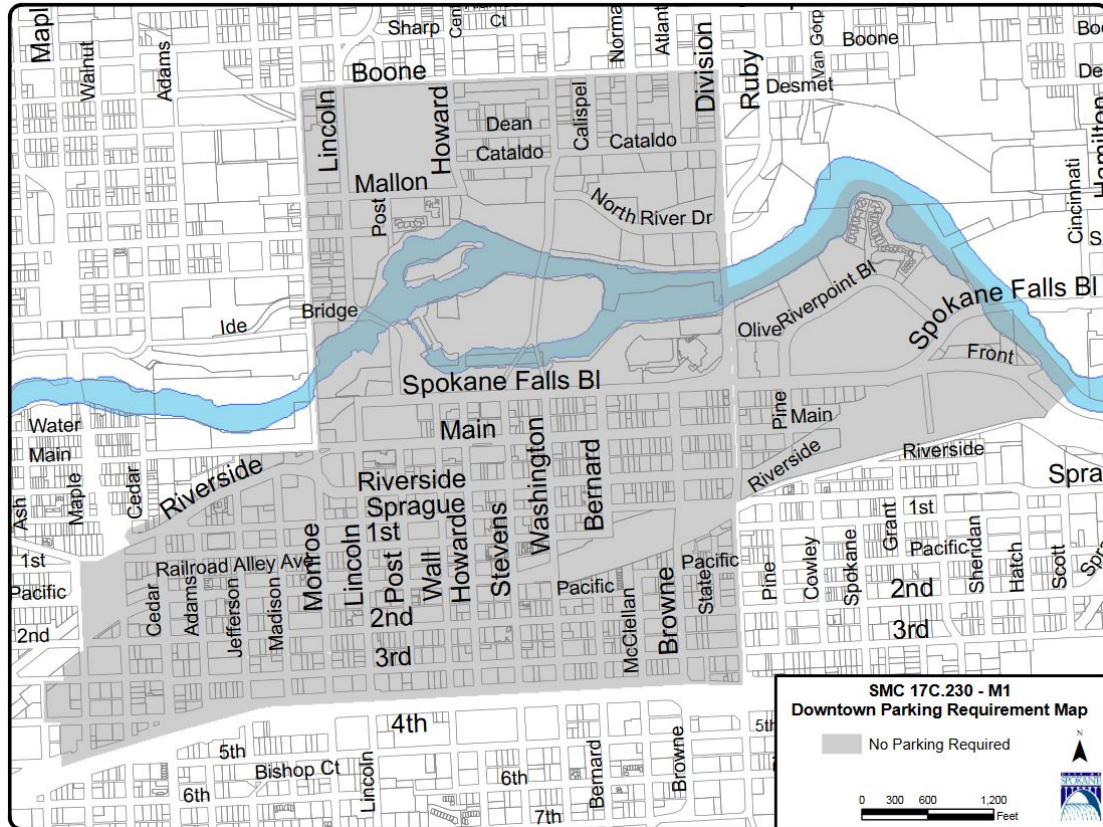
Figure 6. Surface Parking Limited Area



City of Spokane, 2019

Most of the Downtown is exempt from parking requirements as shown in Figure 7.

Figure 7. Parking Exempt Area



City of Spokane, 2019

Figure 8. Height Limit along Spokane Falls Boulevard



City of Spokane, 2019

Design Guidelines

The City adopted Downtown design guidelines in 2010 that address the following topics (See Figure 9 for an example guidelines page):

- Site Planning & Massing


- Architectural Expression
- Pedestrian Environment
- Public Amenities
- Vehicular Access and Parking

Figure 9. Example Design Guideline Page


A1

A-1 Respond to the Physical Environment


Each building site lies within a larger physical context having a variety of distinct features and characteristics to which the site planning and building design should respond. Develop a site and building design concept that responds to Spokane's regional character; a city located at the intersection of the Rockies and the Palouse.



Views of noteworthy structures and natural features should be considered.



Saranac Building: Consider how a project can take advantage of green technology effective in Spokane's climate.



View from I-90: Consider how the skyline is seen from the regional transportation network.

Develop an architectural concept that responds to Spokane's attributes, including:

1. Climate (sun, temperature, wind, precipitation);
2. Geography (water, topography, vegetation); and
3. Patterns of urban form found beyond the immediate context of the building site.

Key Points

Arrange the site features and building mass in response to one or more of the following, if present:

- a. A change in street grid alignment that results in a site with a nonstandard shape;
- b. A site having dramatic topography or contrasting edge conditions;
- c. Unique patterns of urban form such as distinctive and effective massing compositions on nearby buildings;
- d. Access to direct sunlight—for interior spaces and public streets;
- e. Views of geography beyond Downtown such as South Hill, North Hill, Mount Spokane, the western river gorge and gorge ridges and the mountains to the east;
- f. Views to noteworthy structures or natural features, such as: County Courthouse Tower, St. Aloysius, Monroe Street Bridge, Riverfront Park Clock Tower, U.S. Pavilion, Our Lady of Lourdes Cathedral, Spokesman Review Tower, Paulsen Building, Davenport Hotel, Steamplant Building, St. John's Cathedral, West Riverside Avenue, the railroad corridor, Spokane River, and Riverfront Park;
- g. Views of the site from other parts of the City;
- h. Proximity to existing and future regional multi-modal transportation opportunities: Interstate 90, US Highways 2 and 395, future mass transit, freight rail and Centennial Multi-Use Trail; and
- i. Visibility from designated gateways into the City.

City of Spokane, 2010

The purpose of the Design Review Board was reorganized in 2010, and was established under SMC 4.13.015 to:

- A. improve communication and participation among developers, neighbors, and the City early in the design and siting of new development subject to design review under the Spokane Municipal Code;

- B. ensure that projects subject to design review under the Spokane Municipal Code are consistent with adopted design guidelines and help implement the City's comprehensive plan;
- C. advocate for the aesthetic quality of Spokane's public realm;
- D. encourage design and site planning that responds to context, enhances pedestrian characteristics, considers sustainable design practices, and helps make Spokane a desirable place to live, work, and visit;
- E. provide flexibility in the application of development standards as allowed through development standard departures; and
- F. ensure that public facilities and projects within the City's right-of-way:
 - 1. wisely allocate the City's resources,
 - 2. serve as models of design quality.

According to the 2010 Downtown Design Guidelines, the primary objectives of Design Review in the when reviewing Downtown projects are to:

- 1. Implement Spokane's Downtown Plan;
- 2. Protect public and private investments in the Downtown;
- 3. Encourage thoughtful design and site planning to enhance the character of the city and ensure that new development sensitively fits into districts and neighborhoods;
- 4. Provide flexibility in the application of development standards; and
- 5. Improve communication and participation among developers, neighbors and the City early in the design and siting of new development.

The current design review program lacks design guidelines for specific project types including skywalks and public projects and structures. The City is also interested in reconsidering the review thresholds for design review to maximize the effectiveness of projects under board review.

Browne's Addition Historic Guidelines

In 2019, the City adopted the Browne's Addition Historic Design Guidelines to keep the character of the historic district intact while incentivizing rehabilitation and development that fits successfully with the district's historic streets and buildings. The guidelines for modifications to existing buildings and preservation and restoration of distinctive architectural features that are true to the style and architectural history of the neighborhood's historic buildings are a model for good local practice in

historic preservation. The framework for compatible design in the guidelines document provides guidance for scoring proposals for new development. In neighborhoods with more development pressure, historic design standards and guidelines could better tie the components of context and design analysis to submittal requirements.

While the guidelines include specific submission criteria in Section 2 of the document, there are no specific submittal requirements for context analysis at a defined scale, and there is not much direction on what detail the site plan, elevations and floor plans should contain. Offering example application materials with specific requirements on what information to include would help ensure a more consistent process and more uniform applications to the Historic Preservation Office. These neighborhood specific guidelines could be folded into a single historic review document with one process and specific guidelines for each neighborhood or historic district, which would make the process easier to manage for the City.

The application of these guidelines and approval processes should be monitored and assessed to gauge the success of the document and the various programs that support historic preservation in Spokane. This will help ensure the continued success of local historic preservation in the city, and allow the City to refine its programs, policies and processes.

Development Potential

Downtown has substantial capacity for new and infill development. The City has released a preliminary development factors GIS-based mapping application. Spokane's development factors map is based on a combination of improvement to land value (ILV) ratio and weighted positive development factors including transit service, water and sewer infrastructure, and proximity to parks and public services. Downtown, where services are in close proximity and infrastructure is present, the development potential of these parcels is largely determined by the property's ILV ratio. Properties with improvements valued at less than or equal to the land value of the property are considered to have redevelopment potential, although some may be erroneously marked as having development potential due to ownership structure or irregularities in tax assessment data (See Figure 10). There are also a number of vacant parcels with development potential, although some may be constrained by irregular parcel shape, dimensions, and natural features. Many of the parcels identified are surface parking lots that could be converted to active uses through redevelopment (See Figure 11 on the following page).

Figure 10. Development Potential

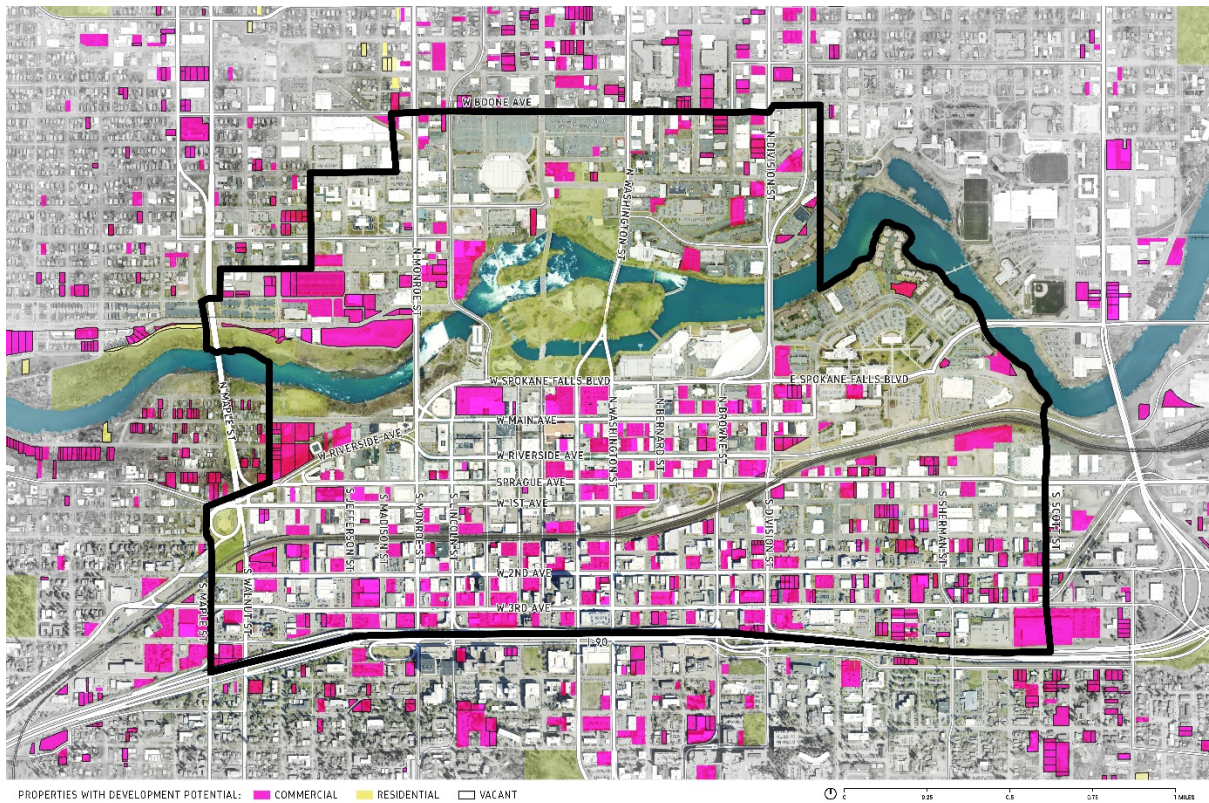


Figure 11. Surface Parking Lot in Downtown



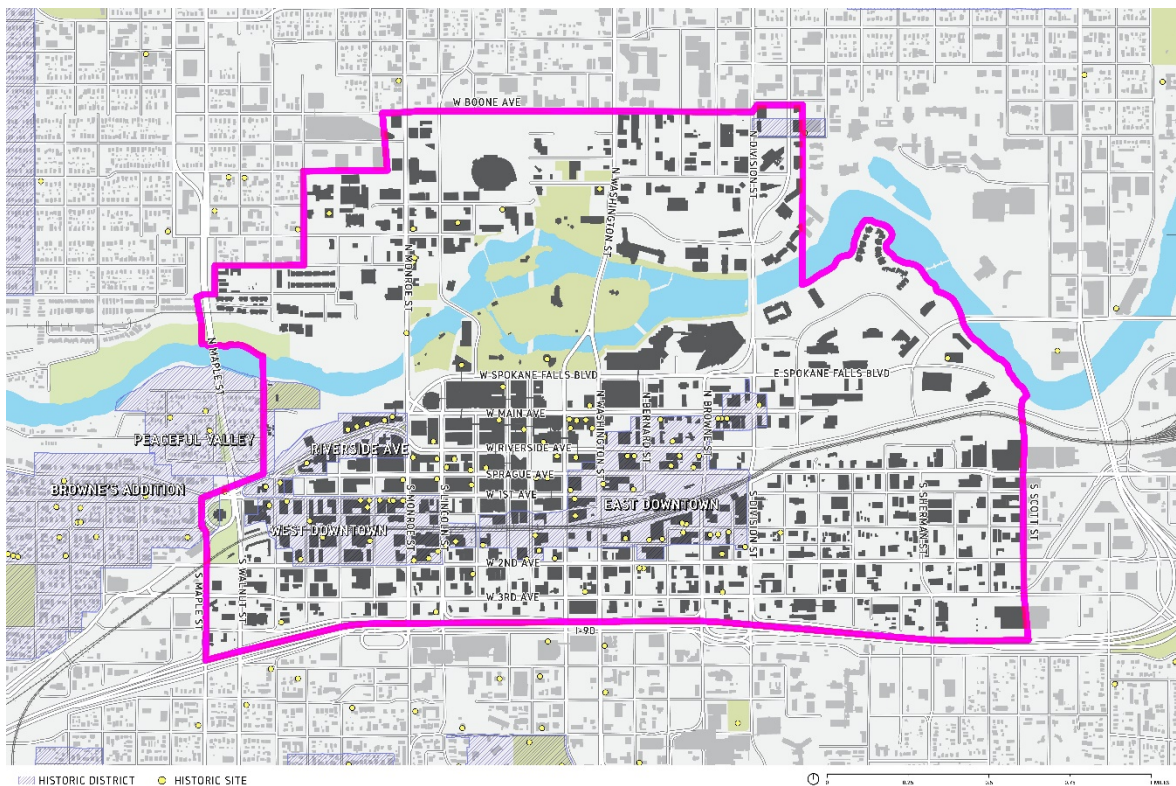
Ideas for Actions

- Consider amendments to building height, mass, and use standards in the Downtown Core-100 zone as described above.
- Reexamine the building height standards, incentives and floor to area ratio to ensure compatibility.
- Clearly define design standards versus guidelines and eliminate terms that are difficult to define such as “consider.” The existing guidelines appear voluntary and it’s unclear how they apply consistently to different project types.
- Require more in-depth context analysis as part of the initial design review submittal and meeting with the design review board. This analysis should include important features of the built environment (height, bulk, siting, setbacks, historic places etc.), natural environment (topography, vegetation, soils, light and shadow, flood risk etc.), and public realm (nearby uses and activities, relationship of buildings to the street, nearby public and private open spaces, and patterns in landscaping).
- Provide a greater variety of project examples including more recent projects. The examples are focused primarily on historic buildings. Provide more examples with people in the photographs to better show how spaces are being used.
- Develop new design guidelines for specific project types including skywalks, public projects and structures, and consider design guidelines for Planned Unit Developments (PUD).
- Consider developing a form-based code for Downtown that integrates with the design standards, guidelines, and the design review program.

HISTORIC PRESERVATION

One of Downtown’s best assets is the concentration of historic buildings and districts that define Downtown and give it character and a sense of history. The City established the Landmarks Commission in 1981 to preserve and protect historic buildings and resources in the City including in Downtown. Eligible properties may be designated on the Spokane Register of Historic Places and modifications to historic properties are reviewed as part of the Spokane Historic Preservation Commission’s Certificate of Appropriateness review. Three historic districts are within the Downtown planning area including the East Downtown Historic District, the West Downtown Historic Transportation Corridor, and the Riverside Avenue Historic District. The Spokane City/County Historic Preservation Office reviews demolition of any property within a downtown boundary area that covers a portion of the downtown planning area (See Figure 12).

Figure 12. Historic Buildings and Districts



City of Spokane; Framework, 2019

PUBLIC SAFETY

All residents and visitors of Spokane can expect a Downtown that feels safe throughout the day. The city's development regulations can mitigate the real or perceived secondary effects of certain land uses, including those on public safety. Designing for a safer public realm can enhance and improve the experience of Downtown for all people living, working and shopping in or visiting Spokane.

According to a report from the Spokane Police Department for 2018 violent crime, a category that includes robberies and assaults, increased both citywide and Downtown, while property crime, such as burglaries and thefts, decreased compared to 2017. Violent crime increased approximately 14% in the city overall while property crime decreased by approximately 4% (City of Spokane, 2018). In the P8 police district that includes most of the Downtown planning area violent crime decreased, year-to-date violent crime increased by 44% and property crime decreased by 3% compared to 2017.

For 2019, crime statistics indicate that both violent and property crimes are down compared to 2018. Property crimes through June 1st for the entire city are down 13% and violent crimes are down approximately 12% compared to the same period in 2018. Some types of crimes did increase including commercial robberies (23%) and personal robberies (5%). In the downtown precinct crime through June 1st is down 18% compared to 2018 for violent crimes, and 16 % for property crimes. The City of Spokane has added 50 police officers in the last five years and another 20 officers will be added in the next few years based on the passage of a public safety levy in 2019 (Spokesman Review). For the area Downtown and around the Plaza, Spokane Transit Authority has contributed to the equivalent of one full-time police officer since 2005.

Regardless of the statistics, stakeholders and members of the public have noted that people feel less safe or comfortable downtown, with many businesses expressing frustration with the impacts to their customers, business, and property. Public space management strategies are one potential strategy to explore during the Downtown Plan update as increasing the number of people using public space increases eyes on the street and the feeling of safety.

One of Spokane's innovative responses to "quality of life" crimes in the downtown core is the Spokane Municipal Community Court. Established in 2013, the mission of the Spokane Municipal Community Court is to build stronger and safer neighborhoods by providing accountability with help for individuals involved in the criminal justice system to reduce and properly address quality-of-life offenses by utilizing a collaborative, problem-solving

approach to crime. Community Court endeavors to hold participants accountable, address factors impacting participants' criminal behavior, provide access to local resources, address victim needs, and increase public confidence in the criminal justice system.

There is a recognized need for more diverse housing opportunities, including affordable housing, both Downtown and throughout Spokane. However, there is concern from the City's police chief and deputy chief that concentrating low- and no-barrier housing can create greater service demands Downtown. There are opportunities to create very low-income housing at strategic locations with access to appropriate services and integrate these units into mixed-income neighborhoods.

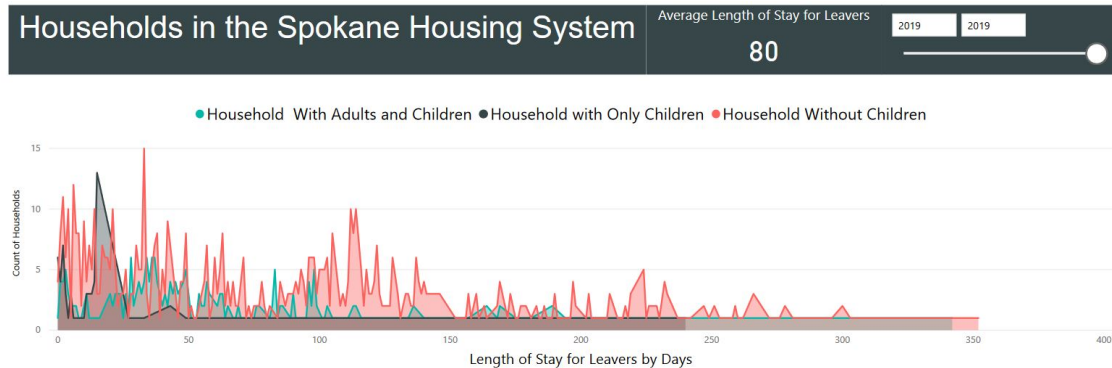
Ideas for Actions

- Implement activation and programming in Downtown public spaces to increase activity and make the street and public spaces welcome for all.
- Implement principles of Crime Prevention through Environmental Design (CPTED) to increase safety and security in Downtown streets and public spaces.
- Partner with Spokane Police Department on CPTED evaluations during the planning and design of city-owned facilities and encourage partnerships between the DSP and SPD to help private property owners assess, design or retrofit public spaces based on CPTED principles.
- Continue to support the police department with enough resources to effectively police downtown and reduce crime levels.

HOMELESSNESS

Homelessness is a significant challenge facing Downtown Spokane and the greater Spokane region. According to the Everybody Counts annual data collection on homelessness, the number of people experiencing homelessness in Spokane County has increased approximately 33% in 3 years, from 981 persons in 2016 to 1,309 in 2019. This increase is, in part, due to a change in count methodology, which expanded point-in-time homelessness counts from the Downtown Core in 2017 to the entire County in 2018. Adult only households account for many of the new families included in the count, while households with children have reduced from a peak of 630 in 2011 to 302 in 2019. Although households of adults with children has decreased, they still have periodic spikes in concentration, although they spend less time in the housing system.

Figure 12. Length of Stay by Household Q4 2019

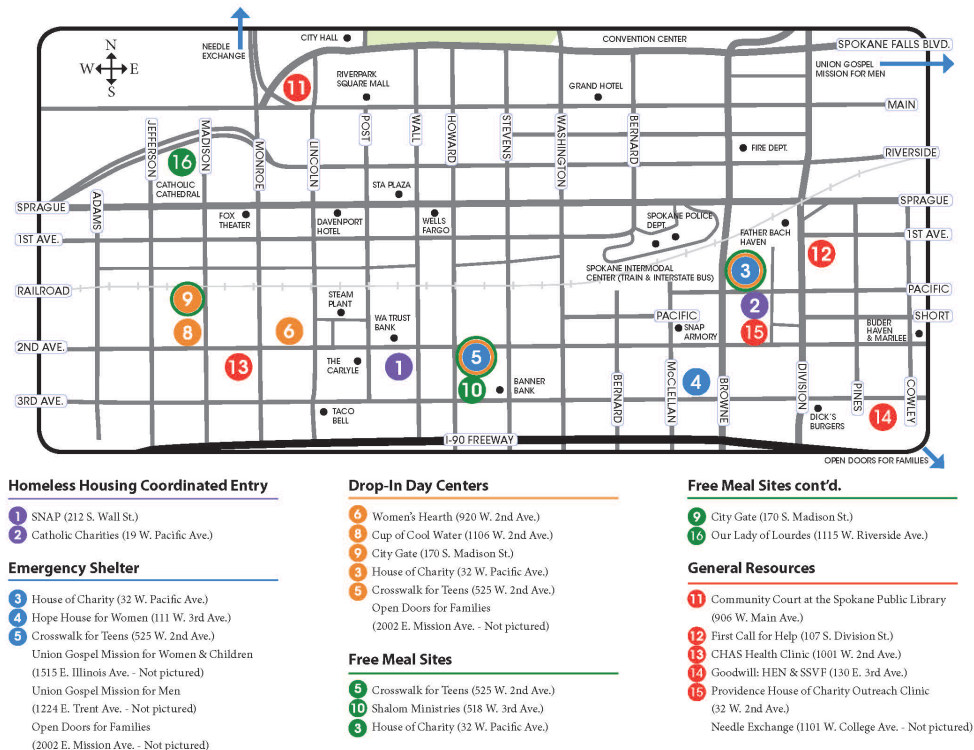


City of Spokane, 2019

Downtown is central for a variety of homeless services including drop in day centers, free meal sites, shelter housing, and other support services. Between 2014 and 2018 the homeless population increased by 100, but with the recent reduction of beds in the House of Charity shelter, those previously sheltered found themselves on the streets, bring the number of unsheltered to 315 individuals and families in 2019.

The Point-in-Time count has been conducted for 12 years, but until 2017 was conducted in the Downtown core only. The count changed in 2018 to include the whole county, with a focus now on regional solutions. The Continuum of Care Board is a regional body consisting of 12 cities and towns, along with unincorporated areas, and collects data from whole county beginning in 2018.

Figure 13. Homeless Services Map



Spokane Neighborhood Action Partners, 2018

The City of Spokane is working to address homelessness downtown through a combination of programming aimed at providing real sustainable solutions to support people on a path to more permanent housing. The Spokane City and County Continuum of Care Board adopted a new regional strategic plan to end homelessness for 2020-2025. These documents can be found at the City of Spokane's homelessness dashboard here: <https://my.spokanecity.org/endinghomelessness/about/>.

The 5-Year Homelessness Plan offers a regional approach to homelessness, where the prior strategic plan was an effort of the City of Spokane. This regional approach broadened not only the geographic scope of the planning effort to end homelessness, but also engagement with the business community, landlords, and addressing the needs of aging population in the County and City. One key strategy in the plan is data driven programs and performance evaluation. Central to that effort is the homeless management information system, which is a single data site that enables various parties in the region to better address homelessness. The City and County continuum of care have access to demographic data and medical information for individuals. Currently used primarily by social workers, the data also provides insight into the duration and previous housing for those in the system.

The Plan outlines a range of strategies to reduce homelessness and extend support to those living unsheltered in the County including emergency shelters, transitional housing, rapid rehousing and permanent supportive housing. Ongoing efforts in the County to centralize resources, address quality of life issues stemming from homelessness, and prevent at-risk families from falling into homelessness were pioneered by the City of Spokane in the past decade.

The Spokane Resource Center is a HUD EnVision Center launched in 2019—one of only 17 in the country. The Spokane Resource Center combines the knowledge and services of 15 community agencies to provide wrap-around support to help people achieve economic security. The services provided at the Spokane Resource Center are tailored to meet the Four Pillars of Opportunity identified by the United States Department of Housing and Urban Development which are:

- Economic empowerment
- Educational attainment
- Health and wellness; and
- Character and leadership

Each of these areas of personal and professional development rely on and are strengthened by each other. The Spokane Resource Center is one of the key strategies in the 5-Year Homelessness Plan.

Community Court, another downtown intervention was designed to address quality-of-life offenses with a therapeutic judicial alternative with support services, and the program has demonstrated lower rates of recidivism than those who went through the traditional judicial system.

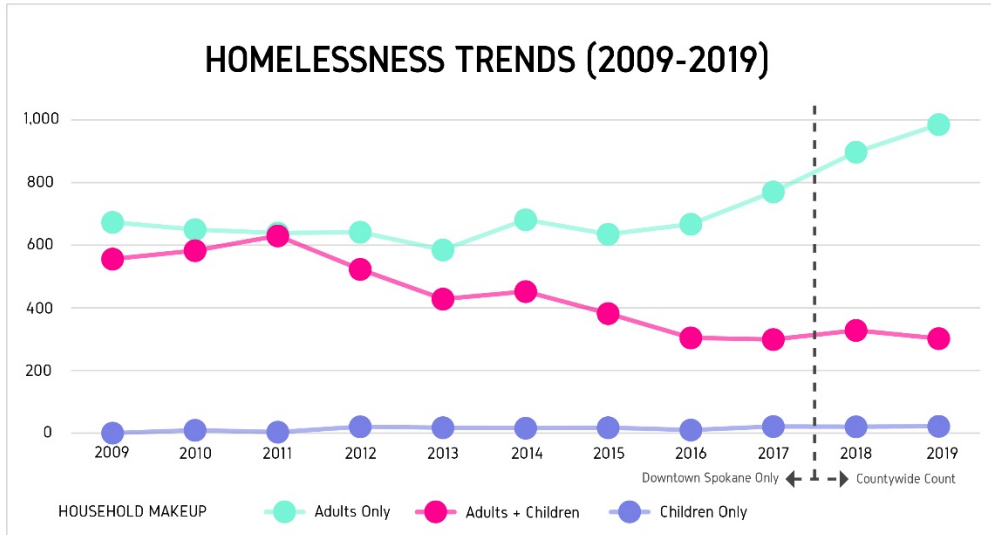
The City also expects to increase use of a new performance measurement tool using By-Name Lists. It is currently utilized for veterans, a group for which City efforts have had great success in reducing homelessness, and proposed for youth, which the City has a goal of functional zero homelessness by 2022. The 2019 point-in-time count of unsheltered veterans, compared to by-name list, matched. A by-name list allows you to know everyone in your community experiencing homelessness in real time. Without this information, you cannot:

- Understand the scope of homelessness in your community
- Understand how people move in and out of your system on an ongoing basis
- Have accurate information to set goals to reduce homelessness
- Have accurate information to understand if you are making progress in ending homelessness

The key components of a quality By-Name List include ensuring that your system is touching everyone who is homeless in your community; that you

can accurately assess who is entering your homeless system on an ongoing basis; and that you can accurately track their progress through the system, including how successful you are in implementing prioritization and providing permanent housing to those who need it.

Figure 14. Homelessness Trends (2009 -2019)



Everybody counts, 2019

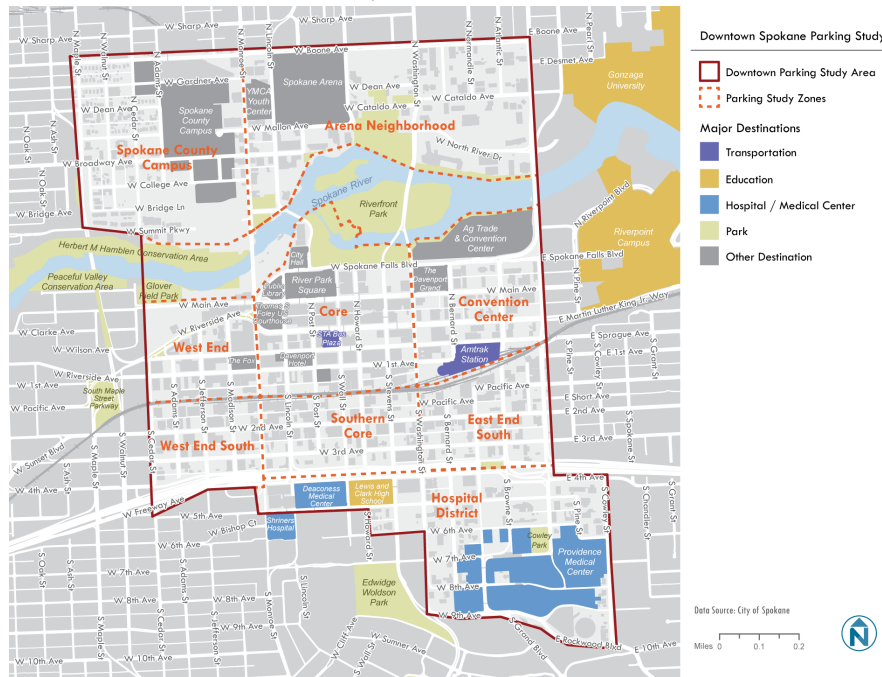
Impacts on Public Space

For unsheltered persons the use of public space for camping is a challenge both for those experiencing homelessness and for Downtown visitors, employees and businesses. The City of Spokane has a sit and lie ordinance; and a separate ordinance that restricts illegal camping in public spaces. The City enforces these ordinances consistent with the recent decisions in Federal courts, related to providing sufficient alternative space to shelter individuals.

PARKING

The City recently completed a comprehensive 2019 Downtown Parking Study that includes much of the planning area and some adjacent areas.

Figure 15. Downtown Parking Study Area



City of Spokane, 2019

The following are the key findings and strategies from the 2019 Downtown Parking Study:

1. There are 37,000 parking spaces in downtown Spokane. 85% are off street, 15% are on street.
2. Parking occupies 30% of land in the downtown study area.
3. Even during the busiest time of day (weekdays at 10 a.m. to 12 p.m.), parking occupancy across the study area peaks at 56%. At peak, thousands of parking spaces are underutilized.
4. Parking demand varies by geography, on- versus off-street space, and time of day. The Downtown Core experiences higher demand, especially on-street parking, yet many areas have underutilized spaces, even during the peak.
5. People who overstay the time limit impact access to local businesses.
6. The most convenient spaces are underpriced, incentivizing circling for parking. In the Downtown Core, off-street parking costs 2.2 times as much as on-street parking.
7. The City of Spokane manages less than 1% of off-street parking. Off-street management is dispersed, presenting challenges for rate-setting, communication, branding, and technology.

8. The fragmented parking system means only 51% of parking is always available to general public.
9. Wayfinding, pricing, and payment systems are confusing and uncoordinated.
10. Downtown Spokane is growing, and Spokanites can leverage existing parking assets, new development, and multimodal investments to improve downtown parking.

The final plan developed a set of 20 strategies within 7 groups enumerated and briefly described below. The City is continuing planning and implementing certain strategies while others may require additional public outreach and consideration of other factors before implementation may occur.

- Adopt Downtown Parking Goals. This strategy proposes six goals which guide the evaluation of strategies in this plan and should also guide future planning efforts.
- Maximize Use of Existing Supply. Management of existing parking can be improved with the implementation of a Performance Based Parking Management Program, as well as adjustments to on-street regulation, and prioritization of shared parking programs.
- Optimize Management and Policy Programs. There are many competing users for both on and off-street parking spaces – this group of strategies proposes the modernization of existing permit programs and event management policy.
- Enhance Administration and Operations. Ensuring curb access requires consistent enforcement of curb regulations – Spokane's enforcement program needs investment and modernization.
- Make Parking Simple to Find and Use. Many have trouble finding the available downtown parking spaces. A formal Downtown parking "brand" and a wayfinding program are proposed, in addition to a more general marketing and communications plan. Downtown payment systems are also recommended for improvement.
- Update City Policy and the Zoning Code. Policy updates are needed to ensure sustainable long-term growth and support multimodal travel to and from downtown.
- Reduce Parking Demand. Strengthening the availability and encouraging the use of travel options in Downtown Spokane can further extend the efficiency of the existing parking system, while also achieving broader goals regarding sustainability, livability, and equity (City of Spokane, 2019)

The City is currently in the process of further planning and implementation the parking plan including equipment, technology, policy, administrative, and

parking management improvements. Parking management improvements include demand-based and progressive pricing where on-street parking rates are varied based on demand and to better align with off-street rates. Progressive pricing eliminates time limits in favor of increased pricing for longer stays to encourage turnover. For off-street parking a common brand will be developed with wayfinding to improve the user experience and make people more aware of parking options.

During early public outreach for the Downtown Plan update (a separate process from the 2019 Downtown Parking Study), stakeholders have identified a need for improved monthly parking options for Downtown employees with a preference for structured parking. Review of the database maintained by DSP on their website indicates monthly parking is full at most properties surveyed. Monthly parking is only available at two facilities with a total of 154 stalls available for approximately \$145 per month.

From a land use perspective, the Downtown has many surface parking lots that could be redeveloped for more active uses and parking could be consolidated in structured facilities.

Figure 16. Downtown Core Monthly Parking Options (October 2019)



Downtown Spokane Partnership, 2019

Ideas for Actions

- Continue implementing the recommendations of the Downtown Parking Study.
- Pursue expanded monthly parking options through shared parking.
- Reduce surface parking and consolidate parking facilities.

PUBLIC REALM

Downtown Spokane's jewel of the public realm is the newly renovated Riverfront Park. The park was a bold, \$64 million upgrade of the site of Expo '74, and highlights the river and the falls as a feature that makes Downtown Spokane unique. The park is welcoming at the human scale (See Figure 17). It is also iconic, with the dramatic lights on the pavilion.

Don't underestimate the 'wow factor' of the pavilion--
Focus Group member

Figure 17. Riverfront Park Entrance from Howard Street



Downtown Spokane Partnership, 2019

The Riverfront Park is an attractor for people around the region and a centerpiece for Downtown and the nearby neighborhoods. Part of the opportunity of the plan update is to maximize the benefits of the park as a heart for Downtown, moving from the feeling of an "edge" to a centerpiece of expanding neighborhoods with residences, the retail core, and institutions.

Trails are another signature feature of Downtown's public space, offering pleasant green routes to move along the river. Centennial Trail is over 37 miles, with a stretch running through Downtown. Recent improvements to

the trail have included a section installed by Kendall Yards and a portion near Summit Boulevard between Bridge and Boone Avenues.

The Spokane Transit Authority (STA) Plaza is among the busiest passenger transportation centers in the region, with between 10,000 and 12,000 trips per weekday. This plaza and the surrounding area serve important connections for 28 of STA's 40 routes. Its passengers commute to area colleges, schools, medical appointments, and employment—including 500 people each day who utilize Shuttle Park, which frees up valuable parking in the Downtown core. The plaza's exterior and interior spaces were built to give transit patrons a place to wait for connections, especially during inclement weather, rather than standing along the sidewalk. A \$4.7 million makeover in 2016 resulted in better use of the space, with enhanced security abilities through the consolidation of restrooms and restaurants on the first floor and opening up of sight lines on the first floor; further changes may come about to add service and shrink the footprint of transit in front of adjacent businesses.

Figure 18. STA Plaza



Framework, 2019

As noted above, the 2008 Plan strategies for the Plaza focused entirely on physical improvements. Participants in early engagement activities in 2019 mentioned perceptions that the STA Plaza plays host as a congregating space and some undesirable activities, despite the security presence, which can contribute to an uncomfortable environment for pedestrians and

passengers. Planned physical improvements nearby should support pedestrian traffic with additional opportunities for programming and active uses on Wall Street, which extends north between the Plaza and Riverfront Park. In 2016, the block north of Main Avenue was reconfigured as a pedestrian festival-style street. With the construction of the Central City Line, the portion of Wall Street between Main and Riverside avenues will also be renovated.

Spokane has found new opportunities to create parks with the construction of their combined sewer overflow (CSO) stormwater system. First and Adams in the West End of Downtown now has a new dog park and half-block gathering space, built on top of large below-grade storage tanks. This growing neighborhood can find many ways to use the park as a central public space for the West End. The new park comes as major redevelopment is happening in the neighborhood, with a new mixed-use building, the renovation of the Otis Hotel and the rehabilitation of the old Watts Automotive building into a brewery (See Figure 19 and Figure 20 for before and after photos of the plaza).

Figure 19. First and Adams Plaza, Before



Google Earth, 2019

Figure 20. First and Adams Plaza



Scott Crawford, 2019

There are few other parks in Downtown, which places the streetscape at the forefront of public realm. The current streetscape has little in the way of outdoor seating, landscape and other amenities that would encourage positive lingering and healthy public space. Because of the disproportionate width of many Downtown streets related to the low levels of traffic, there is room within the right-of-way for potential streetscape and landscape improvements.

Community members point out the “gaps” in the pedestrian fabric of Downtown. Some blocks lack activity and amenity while discouraging people from walking in the city and finding the nodes of Downtown that do have activity. The plan update should consider improvements to targeted areas to fill in critical gaps with active businesses, streetscape, landscape, art, outdoor seating or vending, and improved wayfinding.

TRANSPORTATION & MOBILITY

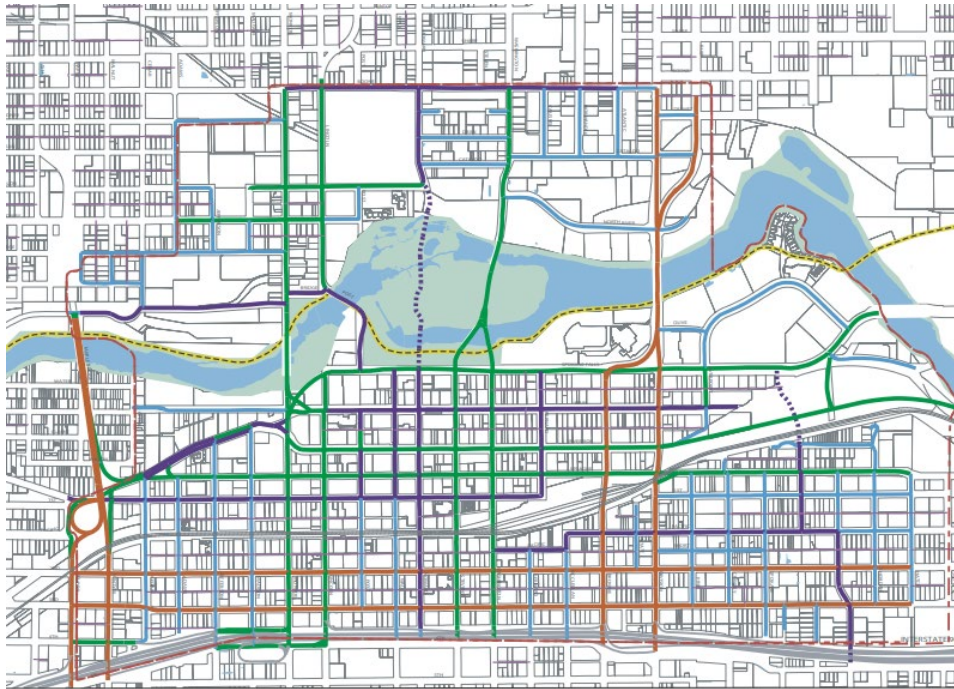
2008 Downtown Plan

A central concept of the 2008 Downtown Plan was street design and improvements that meet the needs of people walking, cycling, driving and taking transit all within the finite space of Downtown roadways. Complete streets were a central strategy in the Plan and the complete streets framework was intended to replace and improve upon the green streets

concept in the 1999 Plan, with its basis in Spokane's 1913 Master Park Plan, with a system of regional and local parks connected by a network of green boulevards and parkways. A hierarchy of streets set forth in the Plan helped define the priorities and function for each street in the Downtown network, intended to balance the needs of different users complements the function and context of each street. The complete streets designations Downtown, however, do not necessarily reflect complete streets practices, in fact, the Type III complete street includes arterial roadways that prioritize vehicular traffic. The designations create an inconsistent use of complete streets in the City's code and should be better coordinated for consistency with the City's complete streets policy in SMC 17.H.020. The four street types in the plan are summarized below (See Figure 21 for a map of the designations).

1. Type I (Community Activity): slow, two-way streets with ample pedestrian amenities
2. Type II (Community Connector): major pedestrian and vehicular routes within downtown with connections to surrounding neighborhoods
3. Type III (City-Regional Connector): move traffic through downtown and serve as primary vehicular connections to the City and the region, envisioned as complete arterials with pedestrian amenities and landscaping.
4. Type IV (Neighborhood Streets): streets with very low through traffic and tend to have less commercial activity.

Figure 21. Downtown Complete Streets Map



City of Spokane, 2008

This scheme centered on Howard Street, Main Avenue and First Street as priority pedestrian corridors Downtown, with Howard Street as the principal north-south connection through the retail core, Riverfront Park and the North Bank. Howard Street was envisioned as a “string of pearls” – a primarily pedestrian corridor with amenities including wide sidewalks, landscaping, street furniture and seating, public art, and improved interaction with building on the street. First Street and Main Avenue were envisioned as the primary east-west connections through Downtown for people walking, with Main Ave extending into the U-District as a corridor with infrastructure and amenities for people walking and cycling. While Downtown’s alleys were not included in this concept, they were noted as opportunities to prioritize the experience of people walking, and to create activated public spaces and midblock connections with access to businesses, outdoor dining and other key amenities.

Roadway Network

Downtown Spokane’s network of roadways is dominated by one-way couplets along critical Downtown connections. Most of the one-way streets Downtown are along major arterial thoroughfares that include transit service and transition to two-way streets as they leave Downtown. The primary East-West couplets Downtown are listed in Figure 22 below.

Figure 22. East-West Couplets Downtown

STREET	DIRECTION	CONFIGURATION	VOLUME
Spokane Falls Blvd	Westbound	3 travel going down to 2 west of Wall St, 1 parking lane (south side), and 1 bike lane (north side)	9,500 ADT
Main Avenue	Eastbound	3 travel lanes, 2 parking lanes, and bike lane (south side)	5,800 ADT
Sprague Avenue	Westbound	3 travel lanes and 2 parking lanes, except near the STA Plaza, where there are only 2 travel lanes westbound and 1 parking lane	5,300 ADT
1 st Avenue	Eastbound	3 travel lanes going down to 2 east of Washington, and 2 parking lanes	6,000 ADT
2 nd Avenue	Westbound	3 travel lanes and 2 parking lanes, 4 travel lanes and 1 parking lane between Lincoln and Stevens	16,300 ADT
3 rd Avenue	Eastbound	3 travel lanes and 2 parking lanes	15,700 ADT

City of Spokane, 2017

Riverside and its continuation as E MLK Jr Way is the only east-west two-way street throughout Downtown, with other one-way east-west streets transitioning to two-way operation to the east in the South U District and to the west at Peaceful Valley and Browne's Addition.

The primary north-south couplets Downtown are listed in the table below in Figure 23.

Figure 23. North-South Couplets Downtown

STREET	DIRECTION	CONFIGURATION	VOLUME
Monroe Street	Southbound	4 travel lanes and 1 parking lane (west side)	18,300 ADT
Lincoln Street	Northbound	3 travel lanes and 2 parking lanes, changing to 3-4 travel lanes and with 1 parking lane south of Railroad Alley	12,800 ADT
Stevens Street	Southbound	4 travel lanes and 1 parking lane (west side)	11,000 ADT
Washington Street	Northbound	4 travel lanes and 1 parking lane, changing to 3 travel lanes and 2 parking lanes north of Riverside	12,700 ADT
Browne Street	Southbound	3 travel lanes and 2 parking lanes, changing to 4 travel lanes only south of Sprague	24,400 ADT
Division Street	Northbound	4 travel lanes northbound and 1 parking lane, changing to 3 travel lanes and 2 parking lanes north of Riverside	29,200 ADT
Maple Street	Southbound	3-4 travel lanes	20,600 ADT
Walnut Street	Northbound	4 travel lanes	23,400 ADT

City of Spokane, 2017

All north-south couplets run from the Spokane River to the Cliff-Cannon neighborhood, with most ending near Deaconess Hospital and Providence-Sacred Heart Medical Center.

The 2008 Downtown Plan recommended conversion of several one-way streets to two-way operation, particularly Sprague Avenue, Main Avenue, and 1st Avenue to support a more pedestrian-friendly retail environment. Although none of these roadways in Downtown Spokane have been converted to two-way operation since the adoption of the Plan, the community perceived two-way streets as safer than one-way streets, which may be due to the reduced traffic speed that often comes with conversions to two-way operation. While one-way streets can increase throughput and reduce conflicts, they can cause a detrimental impact on access to transit, the safety and comfort of people walking, biking. Meanwhile, one-way streets are beneficial to transit speed and reliability, as it is easier to coordinate the signals on a one-way street. Conversion to two-way operation may be viable along some lower traffic arterials downtown, but

other traffic calming measures may also be effective in creating a safer and more comfortable pedestrian experience.

Since the last Downtown Plan, the City has advanced plans to extend Riverside Avenue along the new MLK Jr Way from Division Street Downtown through the South U District to the Trent Avenue Bridge roundabout. This new connection helps create a more complete street network east of Downtown with connections to Gonzaga University, the Ben Burr Trail along the River and Erie Street. Phase 1 with new connections to Spokane Falls Blvd and the bridge over the Spokane River to Gonzaga University via a new section of Sherman Ave north of the BNSF rail tracks was completed in 2012. Phase 2 of construction with connections to Erie Street, the Ben Burr Trail and Trent Avenue was completed in 2019. Improvements to Erie Street, connecting to 1st Ave east of the Hamilton Street Bridge, Sprague Avenue west of the Bridge and under the BNSF rail tracks to MLK Jr Way. The new roadway connection includes new pedestrian amenities and a portion of roadway project is included in STA's planned Central City Bus Rapid Transit Line.

Central City Line & Transit Improvements

Building on the past planning efforts to enhance transit service in and through Downtown, Spokane Transit Authority (STA) is actively pursuing improved transit service through Downtown. Planning for the Central City Line, a 6-mile bus rapid transit (BRT) corridor running east-west through downtown from Spokane Community College to Browne's Addition began in 2011. A 2012 Transit Alternatives Analysis evaluated and built upon past plans, studying corridors as well as modes (including streetcar). It concluded the preferred mode was an electric bus/trolley. Engineering design for the project is nearing completion, and the Federal Transit Administration (FTA) pledged over \$53 million to the project, which is slated to begin service in July 2022. The Central City line will have many features of BRT including off-board fare payment and all door boarding to reduce dwell time, limited stops and more frequent and all-day service. Documentation is available at <http://stamovingforward.com/plan/projects/hpt-service-central-city-line>

STA is also working to increase service, improve reliability and expand service on weekends, and implementing a series of high-performance transit lines throughout the County. STA's Connect Spokane Comprehensive Plan for Public Transit was originally adopted in 2010 and updated in 2019.

Bicycle Network and New Facilities

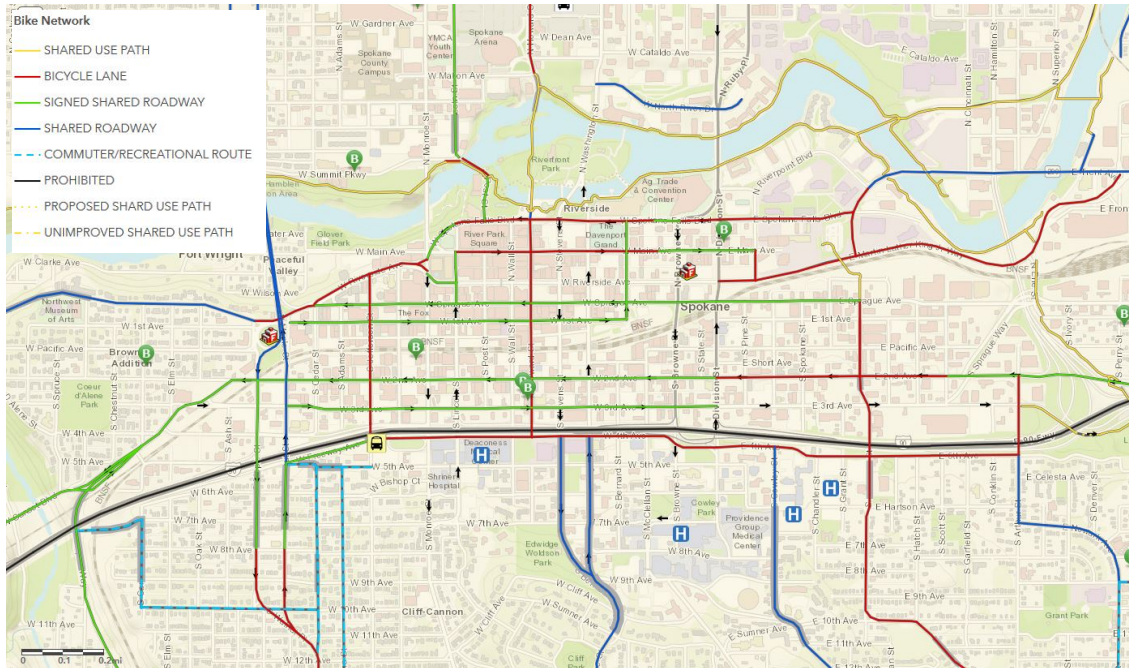
Downtown has a developing bicycle network and enjoys easy access to regional bicycle facilities and multi-use trails, particularly along the Spokane

River, where the Centennial Trail, North River Trail and Ben Burr Trail offer off-road facilities that are particularly inviting for recreational users. Downtown Streets also have integrated bicycle facilities, with bike lanes along Main Ave, Spokane Falls Blvd, Howard Street, Jefferson Street, and parts of Riverside Avenue west of Monroe Street. In the U District, bicycle lanes have also been added to new sections of MLK Jr Way, Spokane Falls Blvd, 2nd Avenue, and Sherman Avenue connecting to the Gateway Bridge. Many streets are also designated shared streets or signed shared roadways using sharrows, but on higher speed, busier roadways Downtown such as the Maple Street Bridge and 2nd and 3rd Avenues, these facilities may be too stressful or dangerous for all but the most experienced cyclists.

The City is undertaking major improvements and pilot projects to improve bicycle connections in and around downtown, which will contribute to a safer roadway for people walking as well as people cycling. The City is designing and collecting public input on options for a protected bike lane and three-lane section along Riverside Avenue between Monroe Street and Division Street, which will create a critical two-way link the downtown bicycle network.

The City piloted a temporary protected two-way cycle track along Spokane Falls Boulevard from WSU Spokane across the Spokane Falls Blvd Bridge to the Cincinnati Greenway near Gonzaga Campus. Based on initial counts and input, the number of people biking along the corridor rose after the installation of the cycle track. The City's initial surveys of users along the protected bike lane segment found that it had dramatic impact on perceived safety. While only 39% of users felt somewhat or very safe biking in Spokane normally, 91% said they felt somewhat or very safe biking in the pilot protected lane, and 84% said protected lanes would make them more likely to commute by bike.

Figure 24. Bike Facilities



Spokane Regional Transportation Council, 2019

BEST PRACTICES

Streets and Public Spaces

The first point in best practices for streets and public spaces is to support active uses that draw and engage people. Downtowns such as Spokane's have changed over the years, responding to economic cycles in industry and commerce. Spokane is fortunate in its rich fabric of historic buildings built in the late 1800's and early 1900's. These historic buildings give the Downtown much of its character. In more recent years, downtowns across the country have reinvented themselves as the role of shopping districts have moved to suburban locations or receded with the increase of on-line sales.

Downtown Spokane has nodes and corridors of strong activity, including Main Street, and nodes such as Kendall Yards and the Riverpoint Campus. One function that Downtown Spokane's streets could more effectively play is as strong *connectors*.

Madison, WI

Madison Wisconsin's State Street is a best practice example of a connector, linking the state Capitol and the University. The original planning of the street placed the capitol building on axis for maximum visibility. The University helps add to the number of people nearby, and the street is designed for pedestrians with wide sidewalks, trees and no regular vehicles. Shops, music venues and a recently built art museum line the street.

Lessons: The visibility of the iconic state capitol orients people and leads them down the street. Spokane streets would benefit by visible clues to encourage pedestrians to walk to further destinations. The design of the street supports already active storefronts.

Figure 25. State Street, Madison, WI



Theedgewater.com, 2019

Recent best practices have found ways to make protected bicycle lanes both functional and attractive. Spokane is seeing heavy use of electric scooters to move through Downtown, and a protected lane for bicycles and scooters would promote safety and alternatives to driving and parking.

Toronto's Adelaide Street has used colorful plantings as separators of cyclists and vehicles. The BIA maintains the planters, replacing the flowers with evergreen materials. The use of planters for bike lane separation has become more feasible with commercially available self-watering planters.

Lessons: Changes to functions in the street can also include an aesthetic component.

Figure 26. Adelaide Street, Toronto, Canada



Cityclock.org, 2019

Seattle, WA

The Downtown Seattle Association (DSA), in partnership with the City of Seattle and the business community, has reprogrammed Westlake Park (See Figure 27) and Occidental Square in Downtown to make them more active and welcoming spaces for all. Prior to the programming effort there was aggressive panhandling and intimidation of visitors by people hanging out in the park. After implementing the program calls for police service in Westlake fell by more than half while at Occidental Square calls were reduced by two thirds (Puget Sound Business Journal, 2016). Businesses have also reported increased sales as a result of the transformation.

Funding for the programs is a mix of City funding, DSA funds, and private donations. During the first year of the pilot program \$9.25 was raised for each dollar provided by the City (\$900,000 in funding). Funding was raised through an assessment of downtown property owners, non-profits, and permit fees (Puget Sound Business Journal, 2016).

"The successful model for managing an urban park is to flood it with activity to bring lots of people in. It's not about pushing people out," said Scholes, who said the city could

have stationed police around the clock at the parks. That would have gotten rid drug use and drug dealing, "but it wouldn't have made for a phenomenal park (Puget Sound Business Journal, 2016)."

Lessons: Programming and activation can transform underperforming public spaces to make them safe and welcome for all. Partnerships are important to build consensus and combine resources to sustain efforts over the long-term.

Figure 27. Westlake Park with Expanded Programming



Sarah Oberklaid, 2015

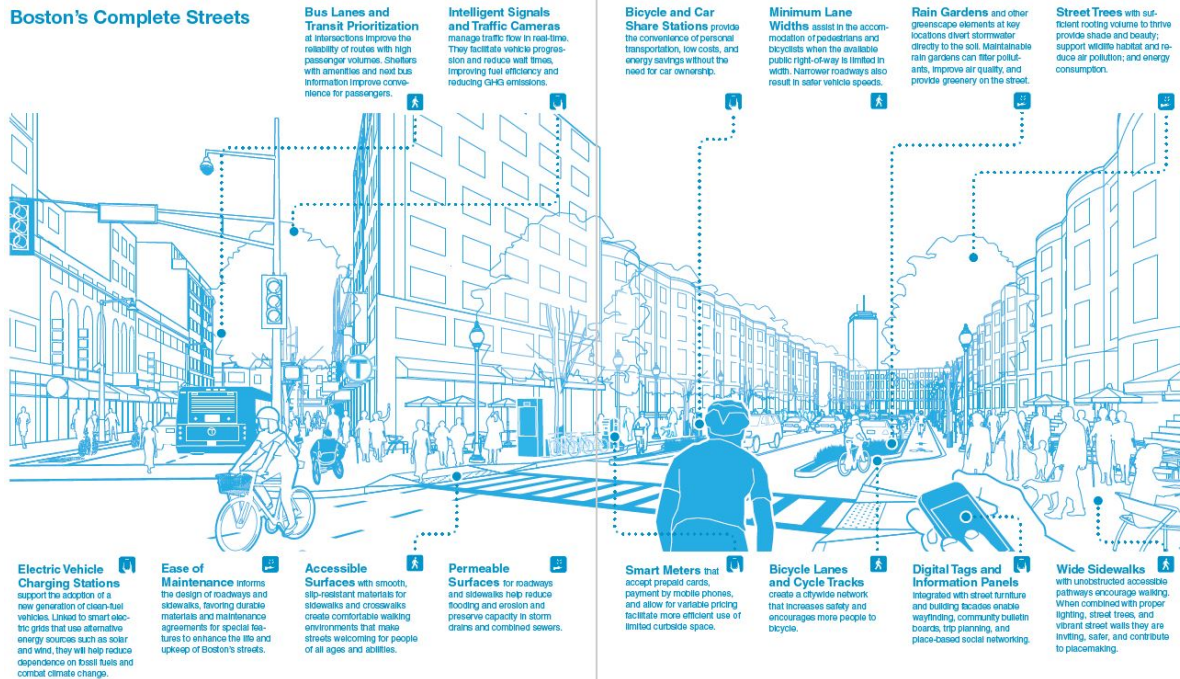
Boston, MA

Boston Complete Streets Guidelines

Recognizing that streets comprise 56 percent of land in the City of Boston, streets are both public spaces and transportation corridors. The City identified the need to design streets that put bicyclists, pedestrians, and transit riders on equal footing as drivers. By creating not only new guidelines, but a whole new way to present information, the City created a graphically rich document that introduces planners, designers, engineers and the public to the new policy approach in urban street design- Complete Streets. The future of street design for Boston would be multimodal, green, and smart. The intention behind the guide for the City was twofold: to communicate best practices in urban street design, and to garner public

support and build literacy for the new design. Using graphic illustration containing Boston icons, the guide was designed for multiple platforms, in both print and an interactive website with a community outreach blog. Figure 28 and Figure 29 show examples from the guidelines.

Figure 28. Complete Street Overview



City of Boston, 2019

Figure 29. Intersection treatments and curb bulbs



City of Boston, 2019

Chicago, IL

Chicago Complete Street Design Guidelines

The City of Chicago offers practical guidance for complete streets and sustainable urban infrastructure. The City's Complete Streets Design Guidelines considers the functions of and uses along the streets with that help factor contextual considerations into street design. The guidelines include ranges of measurements allocated between different cross-section elements such as pedestrian, furnishing, and frontage areas, concepts for reconfiguring irregular intersections specific guidance for individual treatments. The Guidelines set themselves apart with a focus on implementation with a process from context analysis and design to construction and successful maintenance.

Opportunities

How could Spokane's streetscape better support local businesses? Best practices show that street amenities function best when adjacent to interested business owners. Where cafes and restaurants are along the street, a wide sidewalk can increase both visibility and space for customers. Spokane has permit programs for Parklets and Streateries (See example in Figure 30). Parts of Downtown farther from Riverfront Park have very limited access to parks and open space, and parklets may help address the need for local public open space and yield higher usage. Establishing and maintaining parklets can be expensive, especially for lower budget locally owned businesses. One interesting lesson from best practices comes from New York City, where pocket parks are developed by community-led processes instead of being associated with an adjacent business. This may be useful given the increase in Downtown residents and a lack of smaller resident-focused park space.

Figure 30. Downtown Parklet



City of Spokane, 2019

The allocation of space within the right-of-way determines both the functions of the street and its character. One best practice that could be applied more widely Downtown Spokane is angled parking paired with landscaping and pedestrian improvements, which can result in a more attractive street that integrates parking, landscaping and public spaces to create better pedestrian environment. Seattle's Terry Avenue North is an example of that approach, with landscape/plaza areas between five angled parking stalls. The result is that landscaping comes toward the center of the right-of-way, making the street feel narrower and greener. Because of Spokane's winter weather, the landscape/plaza zones would need to be shaped for the ability to plow winter snow.

Figure 31. Terry Avenue North, Seattle, WA



Framework, 2019

Homelessness

Across the county cities are implementing a range of strategies to end homelessness, with varying degrees of success. The best practices included below reflect these varied approaches and illustrate how other places are trying to address homelessness. Broader social policy and strategies to address more systemic issues like homelessness are typically outside of the scope of Downtown planning efforts but are included here because of overwhelming public response.

Built for Zero - Nationwide program

Built for Zero initially worked to eliminate homelessness for veterans and has expanded the program to other populations. Managed by the nonprofit Community Solutions, the organization attributes program success on use of real time data. Individualized data is centralized into one place, so that various agencies can see how various interventions are working. The real time data allows communities to make strategic and informed decisions about how to best use resources to address homelessness for their municipality. A project of the Tableau Foundation, the success of the program has prompted it to increase the capacity in order to allow additional cities to participate. Bergen County Housing, Health and Human Services center in Bergen County, New Jersey is one community that has ended homelessness for their veteran population with the program. The focus on utilizing real time data at a systems level enabled the center to see trends before they become a larger problem, allowing them to adjust policy and level of service for specific populations.

As noted above, Spokane has a goal of functional zero for youth by 2022. Spokane has seen great success in reducing the number of homeless veterans from 2010, when 29 homeless veterans were counted within the City to 2019, which only 9 homeless veterans were counted in the entire County.

Bergen County, NJ

Bergen County in northern New Jersey was recognized by the Department of Housing and Urban Development (HUD) in 2017 for reaching “functional zero” and essentially ending homelessness. Functional zero is when the number of people going out of the homelessness system is greater than those coming into the system. Bergen County’s success is attributed to its housing first approach that resulted from a 10-year plan created in 2008 to end homelessness that included development of a new homeless center where all services are provided in one location. The homeless center opened in 2009 and is open 24 hours a day and includes a shelter and related services. Over 300,000 people have been provided shelter since the facility opened (See Figure 32).

Figure 32. Bergen County Homeless Center



Housing Authority of Bergen County, 20019

Supportive Housing Strategy Vancouver, BC

Vancouver, British Columbia’s supportive housing strategy was developed together with Vancouver Coastal Health (VCH), the Metro Vancouver’s regional health authority. The framework developed by VCH and the City of Vancouver in 2007 focused on mental health and addiction, helping tenants stabilize their lives in permanent supportive housing. The City and VCH took a dispersed approach to creating new supportive housing, locating new buildings and units in zoning districts with appropriate multifamily density. Under this strategy, permanent supportive housing includes both supported housing with treatment for mental health and low-barrier housing for those

not yet ready treatment for substance abuse or mental illness, and all units are overseen directly by service providers and VCH.

After the adoption of the City's Housing and Homelessness Strategy in 2012, 1,400 permanent supportive housing units were developed through a partnership between the City of Vancouver and the Province of British Columbia, whereby the City provided the land for development, and the Province funded the costs of construction. The program places an emphasis on integrating successfully into neighborhoods, with regular monitoring from housing support staff, and sometimes operational management plans that include regular meetings with the community.

Mary's Place – Seattle, WA

As part of its corporate headquarters just north of Downtown Seattle, Amazon is constructing a shelter for families experiencing homelessness. Mary's Place's former location in a Travelodge was owned by Amazon and slated for redevelopment (See Figure 33).

Figure 33. Rendering of Mary's Place Shelter at Amazon



Citylab, 2019

Because of Amazon's longstanding community partnership with Mary's Place, whose mission focuses on keeping women, children and families out of homelessness, the tech giant offered the organization a permanent shelter space in one of their upcoming buildings as part of their commitment to fighting homelessness around their corporate campuses. Amazon agreed to pay the costs of rent, utilities and security for a 63,000 square-foot

shelter for families in the first eight floors of the company's newest office building. The new permanent shelter will accommodate 275 people each night and will include an industrial kitchen, where meals will be provided for guests at Mary's Place's 10 locations and elsewhere in King County.

Quixote Village - Olympia, WA

Initially founded in 2007 as a self-governed tent community for those experiencing homelessness, in 2017 they were able to transition to a site that is leased from Thurston County for 1 dollar a year. The community provides a drug and alcohol-free environment with individual case workers, and health and wellness activities such as yoga and weekly communal dinners. Residents pay 30 percent of their income for rent with a minimum of 50 dollars. If a resident does not have income they do not pay. The housing is permanent housing, and residents can stay for as long as they want, with 90 percent moving on to another form of permanent housing. It is a small community of 30 buildings averaging 144 square feet, each outfitted with electricity, heating and water. Initial funding for the village came from a variety of State, Federal, County, community and philanthropic donors.

Figure 34. Quixote Village, Olympia, WA



Archdaily, 2019

A Place for You - Multnomah County, Oregon

A Place for You is a pilot project from the Multnomah County Department for Community Human services (See Figure 35). The idea is to bring the greater community into supporting each other thorough housing a family experiencing homelessness in a small cottage in their back yard. When the call for volunteers to host families went out over 1,000 people volunteered, exhibiting a high level of support from the community. The collaborative project between the County and partners placed 4 families with a host for 5 years in a cottage provided by a nonprofit. After 5 years the homeowners have the option to purchase the cottage at fair market price.

Figure 35. A Place for You



Multnomah County, Oregon, 2019

Figure 36 shows an example of a backyard cottage from the A Place for You Pilot Program.

Figure 36. Backyard Cottage from the Pilot Program



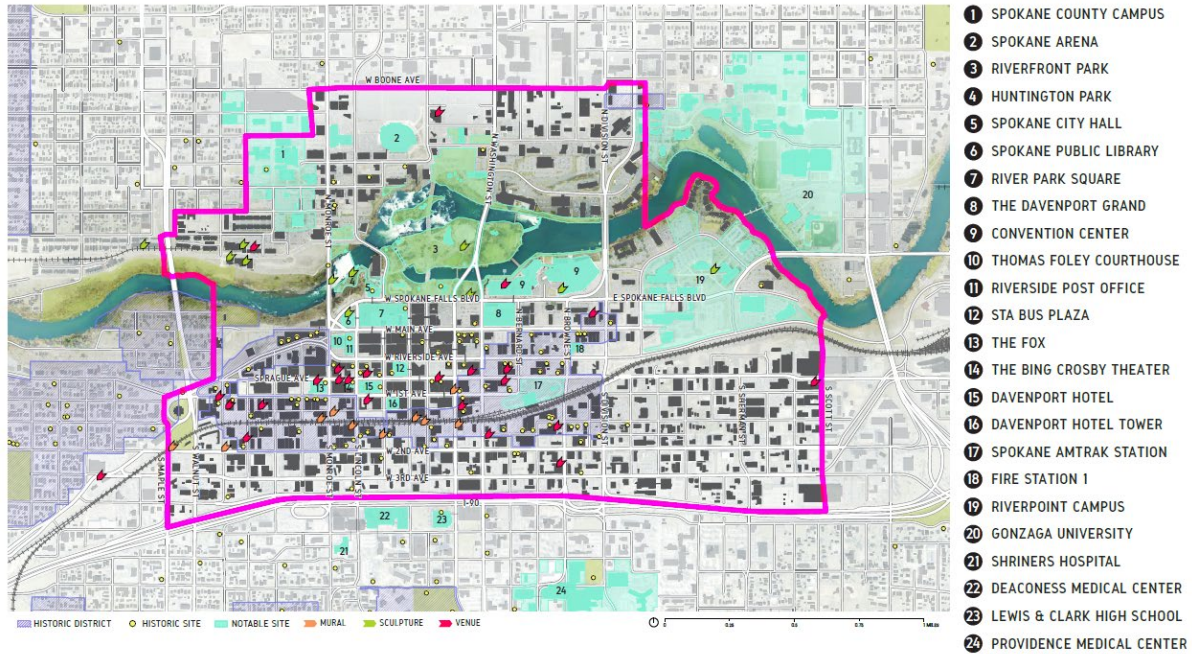
Multnomah County, Oregon, 2019

Arts + Culture

Arts and culture are playing increasing roles in cities that are looking to attract residents, visitors and employers. It is recognized that cultural vitality brings economic value as well as multiple values to cities.

Spokane is the regional arts and cultural hub of the Inland Northwest. Downtown has galleries, public art, performing arts, and a wealth of historic architectural fabric. Spokane Arts provides leadership for the arts sector, offering advocacy, programming, grants programs and professional development. Spokane in many ways has a growing arts and cultural sector, with growing numbers of creative jobs despite a relatively low level of public funding. Spokane has been spending dramatically less on the arts than peer cities. In the 2012 Creative Vitality Index study, the City of Tacoma spent 11.5 times the public funds on arts that Spokane spent: Boise outspent Spokane by a factor of 20.

Figure 37. Spokane Arts + Culture Map



Spokane Arts, City of Spokane, Framework, 2019

Tacoma, WA

Tacoma, with a population very similar to Spokane, has made arts and culture a centerpiece of their downtown. In the past decade, the City and its non-profit organizations have expanded the Tacoma Art Museum, built the Museum of Glass and the Glass Bridge, and completed the LeMay Museum. They have grown their public art collection with a 1% for the arts fund. The City's Office of Arts & Cultural Vitality created a five-year strategic plan, *Artful Tacoma*, to most effectively focus resources to support the City's cultural goals. The Americans for the Arts study found some \$136 million dollars of spending by institutions and audiences in 2015, producing tax revenues and supporting an equivalent of 3,656 arts-related jobs.

Arts, culture, and creativity are essential keys to Tacoma's unique and distinctive identity. Creativity is also the engine of the new economy. The creative sector contributes directly and indirectly to community prosperity through generating economic activity, providing employment, making Tacoma attractive to today's mobile knowledge workers, and contributing to Tacoma's quality of life. Artful Tacoma (City of Tacoma, 2016)

Figure 38 highlights the arts ecosystem in Tacoma and its relationship to a variety of city functions to ensure that art is integrated and not an afterthought.

Figure 38. Arts Ecosystem in Tacoma



City of Tacoma, 2019

Boise, ID

Boise, Idaho, has developed a reputation as a community where arts thrive. The City's Department of Arts & History, founded in 1998, and restructured to include history in 2008, authored Boise's first Cultural Master Plan in 2017 to strategically develop an "integrated, vibrant cultural environment." History and the arts are seen as ways to connect residents to the place that they live and to each other. The focus on the arts has brought economic benefits to downtown Boise in particular, with \$112 million of revenues from creative-related industries in 2016.

Figure 39. Boise Cultural Master Plan Goals



Indianapolis, IN

One recent plan put forward by the DSP to improve Downtown Spokane is the Cultural Trail Plan. This approach has been used to successfully make distinctive connections in a downtown. Indianapolis' Cultural Trail, a national example, is 8 miles long and was funded with \$63 million of philanthropic and public transportation dollars (See Figure 40). The trail is a bold, city-shaping move that is well-liked and well-used by locals and brings in people from outside of the city. Created to unite six districts, the trail has had a significant measurable impact on the economy, with increases in property values and adjacent businesses reporting higher sales. The Cultural Trail

has also spurred reinvestment and development in Indianapolis's Downtown, showing that active transportation can be an effective anchor for development in the same way that fixed-guideway transit can be. Indianapolis's trail-oriented development like the Circa, a six-building, 265-unit development along the Cultural Trail have successfully integrated features that are friendly to active transportation like bike storage, work rooms and washing stations. A lesson to be learned from Indianapolis is that the success is based on the magnitude of the trail's connectivity and imageability. People know that they are on the trail; people come to visit the trail. Spokane could benefit from a Cultural Trail and should consider the concept as a major project to connect nodes of activity and the greener route of the Centennial Trail.

Figure 40. Indianapolis Cultural Trail



Greg Raisman, 2019

Parking

Improved parking management can enhance access to Downtown, better utilize existing parking to support new development, and generate revenue to support parking management and other improvements to Downtown such as public space management, street improvements, and mobility enhancements. The best practices for cities related to parking include those cities that have gone beyond basic parking management to make the parking system a strong asset for Downtown and improve the user experience.

Sacramento, CA

The City of Sacramento is widely recognized as having one of the most innovative parking management programs in the US. The City, in partnership with other community organizations such as the Downtown Sacramento Partnership, is involved in all aspects of parking management including on-street, off-street, enforcement, event parking, and promoting other mobility options. The City has branded the parking system as SacPark and manages many public and private facilities through the City and in Downtown.

On-Street Management

Sacramento has implemented progressive pricing for on-street parking that eliminates time limits in favor of increased costs. The base price is valid for the number of hours listed and then pricing increases each additional hour above the base rate as shown in Figure 41.

Figure 41. Progressive Pricing Tiers



City of Sacramento, 2017

Shared Parking

Sacramento has implemented an extensive shared parking program including the management of public and private parking facilities. The City offers a range of services to private parking owners including revenue collection, technology and equipment, and enforcement. The City adopted an ordinance allowing them to enforce parking on private properties. The shared parking system has improved the efficiency of existing parking, increased parking revenues, and provided more options and predictability for users. The shared parking program includes large parking garages and small commercial and multi-family properties. Shared parking facilities are managed for hourly, daily, monthly, and event parking.

Figure 42. Shared Parking Facilities and Programs

PARKING GARAGES

▶ City Hall Garage (10th & I, 11th & I)
▶ Capitol Garage (10th & I)
▶ Old Sacramento Garage (2nd & I)
▶ Tower Bridge Garage (Front & Capitol Mall)
▶ Memorial Garage (14th & H Street)
▶ Fremont Mews Lot A (14th & P St.) & Lot B (15th & Q St.)
▶ 1801 L Street (18th & L St.)
▶ Ice Block I (Garage entrance at 1610 Rice Alley)
▶ Kaiser Permanente Garage (501 J Street)
▶ Gio Garage (3675 T Street)
▶ Capitol Towers Garage and Lots (1500 7th Street)

PARKING LOTS

▶ 6th/8th Street Lot W/X Freeway
▶ 18th Street Lot W/X Freeway
▶ 19th Street Lot W/X Freeway
▶ Lot 293 (5th & I Streets) Sacramento Valley Station/Amtrak
▶ Lot 296 (6th & H Streets)
▶ Lot D (12th & I St.)
▶ Lot X (2nd & N St.)
▶ Lot Y (2nd & O St.)
▶ Front & L Lot (Front & I St.)
▶ Garcia Bend Lot (7654 Pocket Rd)
▶ Granite Regional Park Lot (3321, 3341 & 3615 Power Inn Rd)
▶ Ice Blocks III (1715 R Street)
▶ Legado de Ravel Lot (16th & O St)
▶ Metro Lot (7th & L St.)
▶ Sacramento Marina (Miller Park Recreational Facility)
▶ Sand Cove (2101 Garden Highway)
▶ SEIU (1807 13th, 1808 14th and 1325 S St)
▶ The Cannery (1651 Alhambra Blvd)

City of Sacramento, 2017

DISCOUNTED PARKING

The City of Sacramento offers many discounted parking options to meet various parking needs. Search for one that works for you!

FREE OR VALUE PARKING

- Free Motorcycle Parking
- Monthly Parking Permits
- Bicycle Lockers & Enclosures
- Flat Rate and Commuter Specials (Garages)

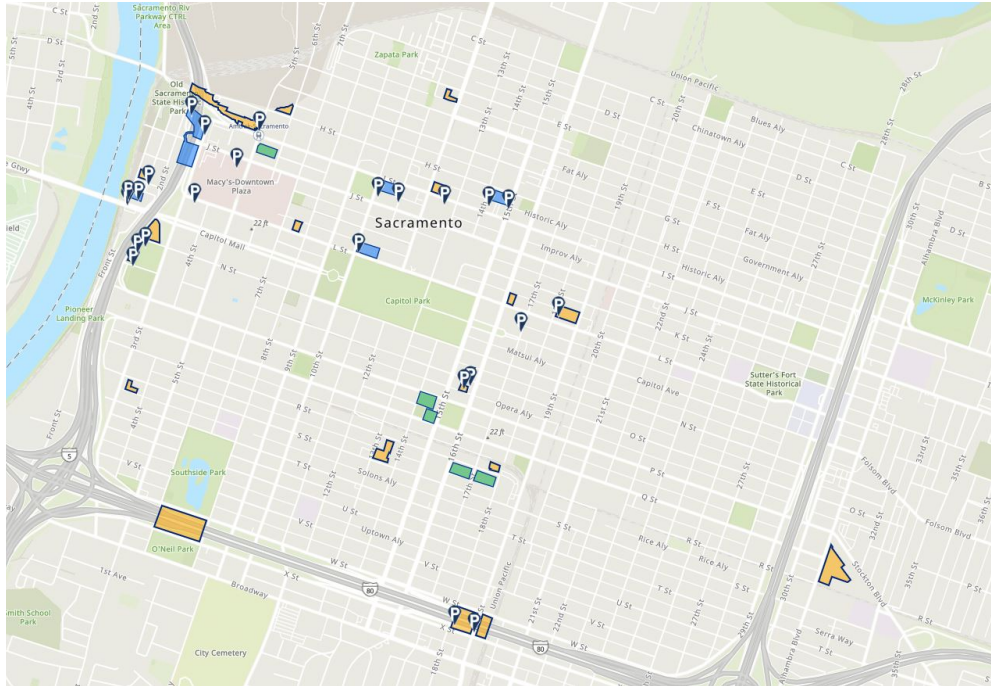
DISCOUNT PROGRAMS

- Carpool Program
- Electric Vehicle Parking
- Discounted Employee Parking Program (DEPP)
- Part-Time Employee Parking Program (P-TEP)
- Alternative Mode Commuter Option (AMCO)
- Special Event Passes (Group Discount)
- Merchant Validation Program

Technology

The City has invested in technology to improve parking management and the user experience including an interactive parking map for Downtown shown in Figure 43 below.

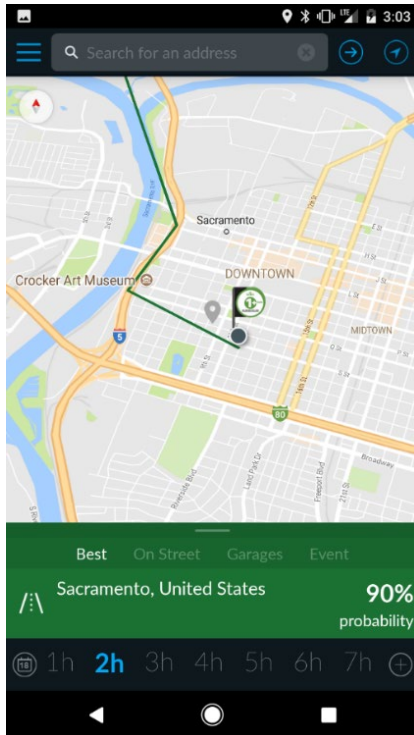
Figure 43. City of Sacramento Interactive Parking Map



City of Sacramento, 2017

The Path to Park app was developed to allow users to find and navigate to on- and off-street parking, pay for parking, and reserve parking for major events (See Figure 44). Parking meters with sensors are used to facilitate the progressive pricing program on-street that requires the meter time to be reset after a vehicle leaves a parking stall.

Figure 44. Path to Park App



City of Sacramento, 2017

Columbus, OH

The City of Columbus primarily manages on-street parking in the City and has adopted several progressive parking policies in recent years including parking benefit districts, demand-based pricing, and permit parking reforms. Parking benefit districts provide revenue (above operating costs) to the neighborhood or district where the revenue was generated. Demand-based pricing establishes on-street parking rates based on actual demand and requires at least annual data collection to set rates.

Short North District

The Short North Arts District is located adjacent to the core of Downtown and is a shopping, dining, and event destination. The attractiveness of the district results in a high demand for parking that was spilling over to adjacent neighborhoods. To address the issue the City expanded paid parking to the adjacent residential streets and created a parking benefit district that in the first year has generated approximately one million dollars for parking management, expanding mobility options, and neighborhood improvements. Parking on residential streets was implemented using only mobile payment.

Figure 45. Paid Parking on Residential Streets



Framework, 2018

Programming + Activation

Spokane's Riverfront Park is an excellent example of an urban park with multiple activities. The carousel, ice ribbon, gondola and events will draw people throughout the region. Even so, we heard during focus groups the encouragement to keeping a high level of programming going in the park. Kendall Yards is also actively programmed and managed privately. Less activation and programming occur in other areas of Downtown.

From a best practice standpoint, activation of public spaces has drawn on experiences from revitalizing Bryant Park in New York City during the late 1970's and early 80's, turning the park from an unsafe place known for drug activity into one of the city's most beloved spaces. The successful strategy concentrated on cleaning the park, enforcing nuisance laws, and supporting coordinated activation, with book and flower markets, landscape improvements, and a variety of things for people to do. Dan Biederman, who was instrumental in the transformation of Bryant Park, has gone on to work in public spaces around the country. The image below is of Canalside in Buffalo, NY, a riverfront city similar in size to Spokane, where Biederman's group let a plan for activation. Of note are the winter activities, which include ice bicycles, ice bumper cars and curling.

Figure 46. Canalside, Buffalo, NY



Activating streets and sidewalks is typically a partnership between businesses and the City. The public role is often just making it easier for businesses to activate the street with desirable uses. A wide range of possibilities have taken on new life throughout the country: outdoor cafes and street eateries, food trucks, street markets, festivals, street performers, outdoor merchandising, street dining and block parties. Spokane is no stranger to these activation techniques, with existing programs for parklets, Terrain’s Window Dressing program to place art in vacant storefronts, and a reputation for putting on superlative events, including Hoopfest and Bloomsday. Still, there is room for day-to-day activation improvements, especially in the “dead” zones where surface parking lots and vacant or blank storefronts line the sidewalks.

With shifts in “brick & mortar” retail to on-line, some best practice ideas are going beyond art in the windows. For example, in Cambridge, Massachusetts, some vacant storefront spaces are turned into “pop-up” community spaces, led by non-profit CultureHouse. The organization provides a public indoor space with light programming such as board games, dinners or music. In San Francisco, the East Cut Community Benefits District temporarily transforms vacant spaces into large-scale pop-up art shows and events, partnering with local arts groups and property owners. Part of their mission is to show the potential that these spaces have to enliven the block and that lively uses for vacant spaces can be supported.

Alleys

Alleys have seen revivals worldwide, and Spokane is part of that movement with alley activation included in the City’s Downtown Design Guidelines, ongoing implementation of an alley activation toolkit for adjacent property owners and the innovation alleyways project that launched in 2019. Other cities have reclaimed their alleys while maintaining essential service functions, Melbourne has been one of the leaders in reclaiming alleys as

human-scaled active commercial spaces, and Vancouver, British Columbia runs a successful program in “laneway” housing. Chicago, IL began implementing its green alley program in 2001 focused on drainage, stormwater, mitigating heat island effect, and integrating dark sky compliant lighting.

Seattle’s historic neighborhoods have become a model for alley activation. With the removal of the dumpsters, the network of alleys in Pioneer Square held new potential for use as public space. The initial change in the perception of the alleys took a major effort of programming, let by the International Sustainability Institute. A white-tablecloth event in the alley, shown below, was one of the events that helped people reimagine the potential of the space. Major arts events, screenings of soccer’s World Cup, and landscape efforts by residents led to permanent improvements and new businesses opening their doors on to the alley. Now the alley no longer needs the active programming; funds were allocated to new paving and lights, the bicycle shop brings activity, and with an event space opening on to the alley, wedding photo sessions can be found in what was once a derelict space.

Figure 47. Pioneer Square Alleys, Seattle, WA



Framework, 2019

Regulatory Tools

Spokane has the opportunity to build and strengthen the social, cultural and physical connections for Downtown with the surrounding neighborhoods and other groups. The City has responded to the 2008 Downtown Plan with

new Downtown design guidelines adopted in 2010 and has recently adopted historic district guidelines for Browne's Addition, immediately west of the Downtown planning area. Incorporating new tools such as form-based codes, to shape and manage the built form of downtown to create a cohesive and inviting pedestrian experience. A connected Downtown is vital to support the economic, and environmental health of Downtown, ensuring that streets can support businesses and for all modes of transportation, including public transit, bicycles and pedestrian movement on both city streets and trails.

Form-Based Code

Form based codes are context sensitive, recognize the value of existing buildings, and ensure that additions to the building fabric are consistent. The code focuses less on separating uses, and more on the feel and function of space. This type of zoning code relies primarily on images and diagrams to communicate what building types and street frontages are permitted in each zone, clarifying and simplifying the process. It is often used to reinforce historic development patterns, supporting pedestrian oriented design and encouraging compatible housing and mixed-use development.

Buffalo Green Code | Buffalo, New York



E. Mixed-Use Street



The Buffalo Green Code is a product of momentous community engagement, ultimately implementing code that works to add density to the city, without losing the historic character that many residents

communicated was important to them. The Code is innovative and designed to be accessible to a variety of users, with the use of images to describe building form. The plan removed minimum parking requirements, choosing to use a transportation demand process, looking at proximity to high frequency transportation and bike infrastructure. The City used the code to reflect what the city is today, with additions such as legalizing urban agriculture and incorporating provisions on how to address uneven development and plan for future growth.

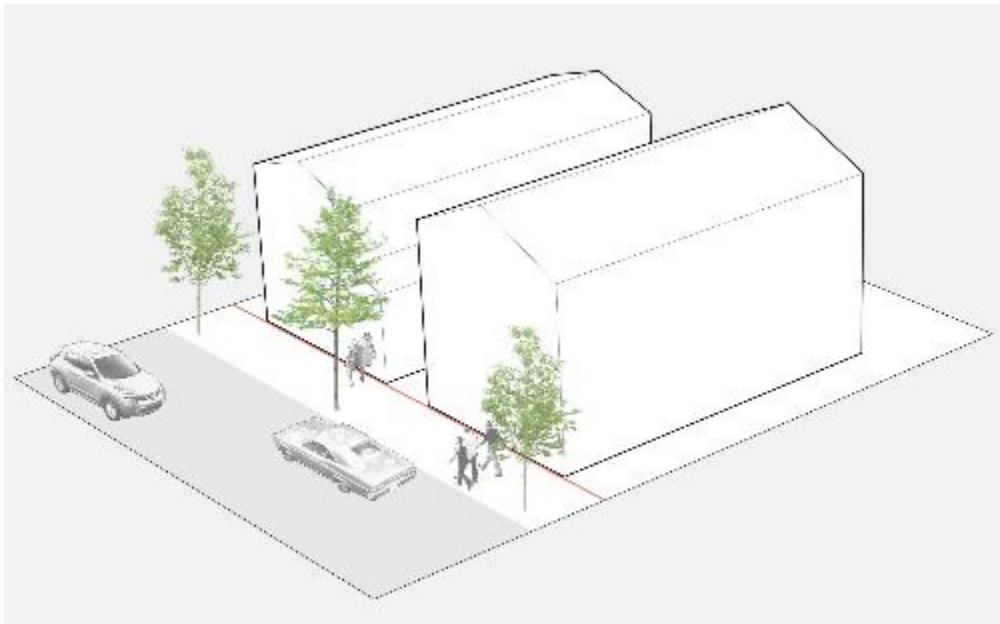
Design Standards and Guidelines

Design for Bainbridge | Bainbridge Island, Washington

The City of Bainbridge Island completed a new set of Design Standards and Guidelines that are framed by the Island's values and principles. The values are localized to Bainbridge Island, consistent with Island character and respectful of local vernacular. The values and principles developed recognize the interdependence of the island on natural resources, with a focus on sustainability, resilience, and nature throughout.

- DESIGN FOR SUSTAINABILITY & CLIMATE RESILIENCE
- DESIGN FOR A WALKABLE, BIKEABLE AND CONNECTED COMMUNITY
- DESIGN FOR HEALTH, EQUITY, AND INCLUSION
- DESIGN TO FOSTER CULTURE AND SOCIAL WELL-BEING
- DESIGN FOR CONNECTIONS TO THE NATURAL ENVIRONMENT

Figure 48. Linear Building Frontage Type



Framework, 2019

Calgary Centre City Urban Design Guidelines | Calgary, Alberta

The City of Calgary in Alberta, Canada adopted urban design guidelines for the center city that include an in-depth consideration of the broader context of the City Center, and integrate design guidelines for buildings, streets and how the two relate to one another. The guidelines offer flexibility in meeting the goals and intent of the document, recognizing that there are solutions that achieve the City's goals and design principles that are not discussed within the guidelines document. The document's streetscape guide includes guidelines for improvements to public streets as well as frontage areas on Downtown Streets that help determine how the building and its frontage area relate to the street. The development guide includes guidelines that relate to built form Downtown, such as siting in relation to public spaces, solar access, and sensitivity to historic and natural sites.

Vision + Policy

Creating a cohesive vision for Downtown Spokane starts with an understanding of the direction residents of Spokane wants to head for the future. Pulling from a community engagement process aimed at discrete priorities, the plan for Downtown Spokane should be representative of what the City is today and where it envisions itself in the future.

Northeast False Creek Plan | Vancouver, British Columbia, Canada

The Northeast False Creek Plan provides an opportunity for reconnection of land adjacent to Downtown, spurred by the removal of an elevated freeway that will open the area up for redevelopment. Although the planning began addressing goals such as adding to the affordable housing stock, and reconnecting to the water; it became a larger process of cultural reconciliation for the City, recognizing cultural groups with a long and forgotten history in the City.

Figure 49. Diagram of values-based planning process for the East False Creek district



American Planning Association, 2019

The values-based planning process centered reconciliation with the City's African American, Indigenous and historic Chinese population, while balancing the principles of livability, accessibility, public enjoyment and inclusivity. Ultimately there will be the reestablishment of street connections, multimodal transportation options and new housing, including social housing in the creation of a new neighborhood that is built on the foundation and recognition of the history of place.

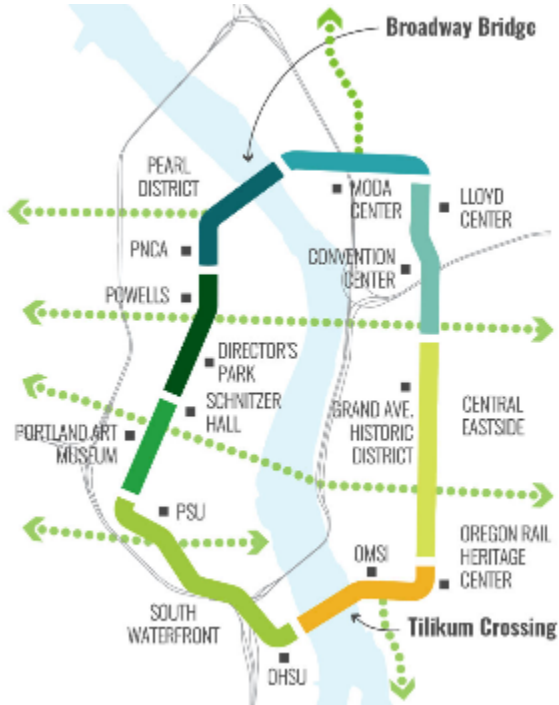
Central City 2035 – Portland, Oregon

The City of Portland created strong goals for the Central City, the economic, cultural and transportation hub for the larger City of Portland and region. Recognizing that most new growth will be occurring within the Central City, there needs to be strong goals and a clear vision for the future. CC2035 envisions a prosperous, healthy, equitable and resilient central city, where people collaborate, innovate and create a more vibrant future together.

'Great Ideas', a product of the community planning process, frame the goals and policies for the planning document. The six ideas: Celebrate Portland's Civic and Cultural Life; Foster Creativity, Innovation and Productivity;

Enhance the Willamette for People and Wildlife; Design Streets to be Great Places; Develop the next generation of public spaces: The green loop; and the sixth is Increase the Resilience of the Center City.

Figure 50. The Green Loop Trail



Portland Maps, 2019

The resulting goals and policies, while they reflect elements of the 'Great Ideas', present a broader framework to guide new development for the Central City and are as follows:

1. Regional Center
 2. Housing and Neighborhoods
 3. Transportation
 4. Willamette River
 5. Urban Design
- Health and Environment

A dark blue silhouette of a city skyline with various building shapes, including a prominent tower on the left and a cluster of buildings on the right.

SPOKANE DOWNTOWN PLAN
