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framework





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EXECUTIVE SUMMARY

PREFACE

Spokane's Downtown Plan update is being published at a time that is very different from when we began the process. Through the experience of the COVID-19 public health crisis, economic impacts of business closures, and examining long-standing inequities in society, the City recognizes rebuilding our economy will need to provide inclusive opportunity for everyone to prosper.

The Downtown Plan has a ten-year horizon, and the beginning of that timeframe will focus on economic recovery from the aftermath of the pandemic. The intent of this plan is to set a framework for decision-making with a focus on diversity, equity, and inclusion so that as Spokane regathers its strength, Downtown will come back stronger, more resilient, and more welcoming and nurturing to all.

What downtown plans do best

Downtown plans synthesize many related efforts to find the gaps and synergies between them. Spokane has been working on targeted plans for infrastructure, transportation, public safety, diversity and inclusion, zoning and land use regulations, subarea planning, branding and marketing, and arts and culture. The role of the Downtown Plan is not to redo existing plans or social service policy, but to look for areas of agreement and ways that the multiple targeted efforts can work together in better ways. The Downtown Plan is an opportunity to highlight various efforts the City and its partners are working toward, and to bring people to a level of agreement on priorities and actions.

A Downtown Master Plan for this time and place

Spokane's Downtown Plan strategies will seek out areas of mutual agreement from the strong input received during the process. The recommendations of this Plan are based less on major capital improvements and more toward testing that can further consensus around permanent improvements in the future. The Plan actions are focused on next steps that will have the most impact on bringing activity back into Downtown and a roadmap for future planning.

This Downtown Plan identifies ways to support the people who live, work and play in Downtown, and uses this opportunity to test ideas that may not be new, but may achieve broad enough support to eventually be realized. This Plan can help Downtown stakeholders move past areas of disagreement, building consensus with three overarching principles:

- Focus on areas of agreement
- □ Focus on people and activity
- Test and evaluate new ideas

Areas of Agreement: Energize Downtown

The idea that Downtown should be energized has agreement from all the input received for the Downtown Plan.

To that end, this Plan looks for ways to support businesses and organizations that activate Downtown, foster arts and cultural activities, and make it as easy as possible for people to create activity in public and private spaces. It encourages proactive public-private partnerships for near-term and long-term projects that benefit Downtown. The Plan recognizes that Downtown has space that can be harnessed as active space and options for using that space should be actively explored and tested to cultivate a sense of community. The City, Downtown Spokane Partnership and their partners should make every effort to highlight Downtown's assets, including historic buildings, private and civic activities, and its unique natural setting along the Spokane River and Falls. Finally, Downtown should draw on its own successful existing models, ranging from events like Hoopfest to new neighborhood parks and public spaces like A Place of Truths Plaza, and improved use of space in the street.

Focus on People

Making Downtown a place where people love to spend time means offering a variety of places that feel safe and comfortable, with things to see and do.

This Plan supports working together as a compassionate community toward short and longterm solutions for homelessness and substance abuse. Physical changes in public space that can help with comfort at all times of day include improvements to lighting, seating and plantings. Focusing on people means encouraging and supporting entrepreneurs and artists who bring vibrancy to Downtown. It means making sure that people of all abilities can get to and around Downtown by multiple safe and convenient modes. And it means making Downtown an attractive environment for people to live, work, and play Downtown.

Test and Evaluate New Ideas

With the need to reignite activity in Downtown, it is a time to focus less on permanent changes (beyond those already planned) and more on testing actions that support people and activities Downtown.

Where street reconfiguration supports people's comfort, mobility and interest in Downtown, those changes can be tried in simple ways to see how they meet the goals of supporting people and activity. The City can use pilot programs to test new ideas by making them as easy as possible from a regulatory standpoint. The City and community leaders can engage property owners, businesses and organizations to find ways they would like to be involved in public space activation, looking especially for ways that such activity can benefit local businesses, entrepreneurs and artists. The Downtown Plan highly encourages monitoring and evaluation of the public space tests to understand what lessons can be learned. and use that evaluation to pursue permanent installation of successful temporary actions.

EXECUTIVE SUMMARY

Spokane's Downtown Plan is a strategic, actionoriented document that outlines the community's vision of Downtown for the next ten years. This plan aims not only to articulate a vision for Downtown where there is agreement, but also to define actions to achieve that vision and build consensus around the challenges Downtown faces. This Plan is organized in five sections that touch on the progress the City has made in the past decade, the planning process including what we heard from Downtown stakeholders, and more specific goals and strategies that work toward that vision.

Introduction and Background

The City has made great strides Downtown with significant public and private investment, but new challenges have presented themselves since 2008, when the City adopted its last Downtown Plan. The 2008 Downtown Plan highlighted where private development or public improvements could catalyze Downtown reinvestment. With redevelopment complete or underway at a majority of those sites, several of which were part of the ongoing redevelopment of Riverfront Park, the time is ripe for an update to the Downtown Plan. After the adoption of the last Downtown Plan, the City made great effort to advance the goals of the plan through new policy, regulation, and public projects. Downtown faces some new and enduring challenges such as homelessness and concerns around public safety, but there is growing vitality and energy.

Planning Process

The City and Downtown Spokane Partnership began the process to update the Downtown Plan in 2018. The resources allocated to the plan update and the scope of work are significantly less than for the 2008 plan. Therefore, some of the bigger ideas that were developed during this effort will require further planning and public process.

The existing conditions report formed the basis of preliminary ideas, and best practices that were presented to the public at the initial public meeting in October 2019. A survey, released before the public meeting offered more opportunity for input on existing conditions, challenges and assets. These broader ideas were refined into a draft framework and specific set of goals, which were presented at a second public meeting in February 2020. A second public survey conducted at roughly the same time collected input on the draft framework and goals. The results of these engagements form the basis of this Plan. The City, Downtown Spokane Partnership and planning consultants held several meetings with a steering committee representing stakeholder groups throughout the process as well as a meeting with the Downtown Spokane Partnership board.

Plan Framework

The plan framework outlines overarching goals to guide Downtown Spokane as it continues to grow and evolve. These five goals represent vital parts of a vibrant Downtown that attracts and serves local visitors:

- □ A connected and walkable Downtown;
- □ Thriving arts, culture and historic places;
- A great place to live, work, and play;
- Welcoming and engaging public spaces for all; and
- □ A well-organized Downtown.

The Plan

The vision for the future of Downtown Spokane was formed around five goals mentioned above that were refined through community and stakeholder input on what the future of Downtown should look like. The Plan section includes specific policies and actions for each of these broader goals, bringing together and building on the City's planning, policy, and design projects to move Downtown Spokane toward an ambitious vision.

Implementation and Monitoring

The implementation section of the plan prioritizes the recommended actions to advance the Plan's vision, goals, and strategies, based on the ability to make an immediate impact toward achieving that vision, potential costs, and the timeframe for implementation. Measures of success detailed in this section will allow DSP and the City to track progress on implementation of the Downtown Plan. Some of these indicators correspond to specific strategies in the Plan and reflect the strides the City and DSP make toward the vision and goals of the Plan.

PRIORITY ACTIONS

Based on goals and vision in the plan, and the value of projects in the past ten years (outside of Riverfront Park), the following 15 priority actions will be possible within the next ten years Downtown:

- Transform low traffic streets that are oversized for projected traffic by converting vehicle travel lanes to other uses in target locations such as highquality bike facilities, expanded public spaces, and on-street parking.
- Develop a transportation plan specific to Downtown that considers multiple modes and addresses facility designs, locations, priorities, and funding.
- Make sidewalks active and vibrant places through continued efforts to streamline design requirements, and developing new pilot projects in partnership with local businesses downtown.
- Protect use of alleys for service access and improve certain alleys as pedestrian spaces, where improvements add to connections and active spaces Downtown.
- Actively pursue redevelopment of surface lots.
- Improve pedestrian experience and safety at undercrossings beneath the rail viaduct and I-90 with targeted interventions.
- Improve and activate the streetscape and public realm to support cultural venues.
- Identify sites Downtown for infill development that can help foster small businesses, local start-ups, and arts and culture uses and organizations.

- Develop a thorough understanding of onsite conditions and update market demand studies around opportunity sites.
- Create an integrated network of small parks and public spaces outside of Riverfront Park.
- Pursue redevelopment of the existing surface parking lots in the DTC-100 Zone along Spokane Falls Boulevard.
- Implement Transportation Demand Management (TDM) strategies.
- Strategically program and activate public spaces Downtown.
- Develop the organizational capacity and partnerships to actively manage and program public spaces.
- Connect sponsors with organizations that host events Downtown.





INTRODUCTION + BACKGROUND

The Downtown Plan is a strategic and actionoriented plan to achieve the community's vision for Downtown over the next 10 years. Through the public process the community identified challenges and opportunities to address as priorities during the planning period. Challenges such as homelessness and concerns around public safety have increasingly become issues for the public. But the public recognizes the growing vitality of downtown, expressing enthusiasm about making Downtown more connected and walkable, enhancing arts and culture, strengthening community partnerships to manage the Downtown, in order to make Downtown an even more attractive place to live, work, and play. Community input showed a perception that Downtown is as strong as it has ever been and much of that success is attributed to the last five years. Several big moves have brought positive changes: the redevelopment of the crown jewel of Riverfront Park, growing residential neighborhoods such as Kendall Yards, and a growing presence of higher education in the University District.

At the same time, the community is also aware of new challenges that have emerged and need to be addressed through focused and collaborative effort. It is this collaborative and community-based approach that must drive the implementation of the plan and stewardship of Downtown by the City and everyone with a stake in the future of Downtown. Spokane is poised to capitalize on the success of Downtown and address challenges over the next 10-years to ensure Downtown Spokane remains a powerful asset for the City and the region.



FIGURE 1: A redeveloped Riverfront Park is at the center of a greener, more active Downtown

HISTORY OF DEVELOPMENT

Sp'q'n'i? and the Spokane River

Before European settlement in the 19th Century, the Spokane Falls were the center of fishing and trade for the Spokane Tribe. Since time immemorial, the Spokane Tribe fished the Spokane Falls in the heart of what is today Downtown. The tribe would fish every year for 120 days from late May through September.

Each day, on average, they would harvest 1,000 fish with an average weight of 30 lbs. Some fish, known as the "June Hogs," weighed an astonishing 110 lbs each. Some of these fish were nearly 6 ft in length.

By the end of the summer, the tribe would have harvested approximately 120,000 fish, weighing in conservatively at 3.6 million pounds. The salmon were not only the tribe's main source of protein but they were also the foundation of the tribe's monetary system.

For thousands of years, people from all around would gather at the Spokane River to fish the falls. All were welcomed and all who helped with the harvest were given a generous bounty. All the fishing from the falls of the Spokane River were overseen by the Salmon Chief. The Salmon Chief ensured that not all the fish were taken and plenty were allowed to continue upstream for spawning, assuring a plentiful harvest for future generations.

Historians believe it became unsafe to drink water directly from the river after 1878 due to impacts from agriculture, mining, other industries, urban development, and receipt of untreated wastewater. Later, construction of hydroelectric dams, located downstream, stopped the salmon from returning to the Spokane River. As a result, to this day, there are no longer salmon in the Spokane River. The Spokane Tribe are river people, to them the Spokane River is sacred and has been the heart of their sustenance. The tribe has a celebrated and ongoing relationship with the river.

That's why in 2003 the Spokane Tribe set in motion the actions to create the highest water quality standards in the country for the Spokane River. By applying for and receiving "treatment as a state," through the Environmental Protection Agency and the Clean Water Act, the tribe is helping to ensure these standards will continue to guide the future stewardship of this precious resource. The Spokane Indian reservation sits about 35 miles downstream from the city of Spokane; therefore, all water that comes downstream from the city has to be treated in order to meet these strict standards.

The tribe's commitment to a clean river and healthy ecosystem helps to ensure clean water for generations and an unparalleled quality of life that can only be found in the Inland Northwest.

> - Jeff Ferguson, Artist & Spokane Tribal Member, 2019

Early Urban Growth

The first permanent settlement of Spokane Falls was founded by James N. Glover in 1873, and incorporated in 1881, the same year the Northern Pacific Railway reached Spokane. Spokane experienced its first boom in the 1880s. With its critical position on the Northern Pacific transcontinental railway, the city quickly established itself as the commercial center of north Idaho mines, and the Inland Empire. After the catastrophic Great Fire of 1889, Spokane was rebuilt with the grand brick and stone buildings its residents still take pride in today.

Spokane's population surged in the first decade of the 20th Century, from 36,848 in 1900 to 104,402 in 1910. A booming natural resource economy drove this growth, attracting thousands of workers employed in temporary, labor-intensive work such as mining, logging, railroad, and farm work across the region. Like other large Northwest cities, seasonal lodging and businesses catering to single men working in these industries became concentrated in Spokane on the northern and eastern fringes of the Downtown Core, near railroad depots, rail yards, and other employment opportunities. By 1910 the East End included 97 saloons, 61 lodging houses, 50 clothing stores, 31 employment agencies, 31 barber shops, and five steam baths. At the heart of this bustling district, Spokane's "Chinatown" developed in a three-block area, with Chinese and Japanese residents and small businesses concentrated along a series of alleys and courtyards between Main Avenue and Front Avenue, later called Trent Avenue and now Spokane Falls Boulevard.

Olmsted Report

In 1906, the Spokane Parks Board hired the nationally-renowned Olmsted Brothers, who had just finished park system plans for Portland and Seattle. In Spokane, the Parks Board oversaw a ten-fold increase in the city's park land, including the Olmsteds' plans for Liberty Park, Cannon Hill Park, and a redesigned Manito Park. The Olmsteds were disappointed at the failure of the young city to capitalize on one key park site in Spokane, its natural state lost to a corridor of rail lines and industrial development stretching several miles along the river:

"Nothing is so firmly impressed on the mind of the visitor to Spokane, as regards to appearance, as the great gorge into which the river falls near the center of the city."

Postwar Changes

Downtown continued to flourish as a commercial and cultural center for the region through the Great Depression and World War II while growth in the Spokane region slowed considerably. However, local leaders of the 1950s saw troubling signs that Downtown's commercial activity was following new housing development outward to new suburban areas springing up at the city's periphery; downtown's share of retail sales within the trade area fell from 55% in 1948 to 40% in 1960. Meanwhile, areas such as the East End bore the signs of decades of wear and tear, crowded living conditions, and changing economic patterns. Depletion of local resources and mechanization reduced the labor force of industries like logging and mining that had once filled the residential, retail, and entertainment spaces of the East End over winters.



1881

Northern Pacific Railway reaches Spokane

City of Spokane Falls incorporated (later changed to Spokane)

1889

The Great Fire destroys 32 city blocks

1909

Spokane becomes the largest city west of Minneapolis

1974

Spokane World's Fair and riverfront redevelopment

1990

Downtown Spokane Development Plan

2002 Davenport Hotel reopens

2007 Fox Theater reopens

2014 -

Convention Center Expansion



falls, and access to the river.

Source: Washington State Archives

Ebasco Plan

In 1959, a group of downtown business leaders called Spokane Unlimited hired Ebasco Services, Inc., a New York-based consulting firm, to prepare a plan for "major corrective surgery" on the heart of the city. Completed in 1961, the Ebasco Report for Downtown Spokane featured variations on the recommendations found in many of the 700 downtown plans adopted by American cities facing similar circumstances during the 1950s, inspired by elements of shopping malls that had recently begun to open in the suburbs.

Downtown Spokane realized part of this plan by establishing an "inner loop system" of one-way streets defining the core area's perimeter to improve vehicular movement. Some of the plan's other proposals (closing a downtown street to cars, developing a skywalk system, creating a centralized parking garage) were adopted many years later, and not to the extent envisioned by Ebasco. The centerpiece project in the Ebasco Report was a new Civic Center, which would have cleared the East End and created a modernist campus of "superblocks" harboring federal, state, county, and city governmental buildings, using federal urban renewal dollars. However, voters rejected funding for the Civic Center proposal twice, and Downtown leaders went back to the drawing board.

Expo '74 and Riverfront Park

Spokane Unlimited then hired a planner from California named King Cole to revive the effort to implement the Downtown revitalization program. Cole discovered that plans for a park on Havermale Island and both banks of the Spokane River held a special importance for those both inside and outside of Downtown. A dedicated group of planners and civic, business, and political leaders joined Cole in spending the next decade advocating for a transformative project along the Downtown riverfront.

These efforts ultimately led Spokane in 1974 to become the smallest city at the time to host a World's Fair, Expo'74, which was attended by more than 5.1 million visitors. In less than a decade following the failed ballot initiatives in the East End, the tangle of tracks and trestles along the river was transformed into a world's fairgrounds, celebrating humankind's newfound appreciation for the natural environment. The result was an enormous success for the city with a residual 100acre park and convention center site remaining at the fairgrounds, reclaiming access to Downtown's waterfront marveled by the Olmsted Brothers, and resembling the vision for riverfront parks and cultural uses proposed in the Ebasco Report.

Potential for Growth

Reflecting extensive citizen involvement, the local decision to pivot away from federal urban renewal funds, and toward state and federal sponsorships of the World's Fair, was responsible for Downtown revitalization in the long run. Transformation of Spokane's rail yards continued east of Riverfront Park with the Health Sciences university campus (formerly Riverpoint) beginning in the 1990s, and to the park's west, the Kendall Yards mixed residential, commercial, and office development, beginning in the 2000s. Today, both developments are substantially, but only partly, built out.

While revitalization occurring since the Ebasco Plan allowed some historic structures to be saved, many original buildings fell victim to a variety of factors, including a decline in railroad- based industry, difficulty adapting to safety codes and amenities featured in newer buildings, and speculation fueled by Expo '74. Several surface parking lots remain near Riverfront Park, in the East End, and elsewhere Downtown, on sites that formerly housed thousands of residents in single room occupancy and apartment dwellings, with street-level shops serving Downtown residents and visitors from far away; these sites represent potential for that vibrancy to return.

- The History of Development section contains text adapted from an Eastern Washington University research project by Christopher Green. He is now a planner with the City of Spokane.

FIGURE 3: Along the Spokane River, extensive railroad infrastructure and related activities later evolved into the Convention Center and Riverfront Park. Nearby in the Downtown Core and East End, buildings were removed on nearly every block over time. The parking lots that remain harbor potential for additional development.





ACCOMPLISHMENTS IN THE PAST 10 YEARS

Related Planning Documents

In the course of developing this Downtown Plan, the team gave careful consideration to the City's prior and ongoing planning efforts Downtown. One of the chief purposes of the Downtown Plan is to bring these projects together so that their work is aligned and integrated.

- Spokane Municipal Code
- 2019 Downtown Parking Study
- 2010 Downtown Design Guidelines
- **Q** 2019 Browne's Addition Historic Guidelines
- 2020-2025 Strategic Plan to Prevent and End Homelessness
- 2014 Riverfront Park Master Plan

- 2014 Washington State University Health Sciences Master Plan Update
- 2015 Division Street Gateway Study
- 2017 Shaping Spokane Comprehensive Plan Periodic Update
- 2017 Main Avenue Visioning Study
- North Bank Subarea Plan, Ongoing
- □ 2020 South University District Subarea Plan
- 2016 Market Factors in Urban Growth Area Planning Analysis
- 2016 STA Moving Forward Plan and Central City Line Design and Planning

Public Projects

After the adoption of the 2008 Plan, the City built several public projects in addition to the opportunity sites summarized later in this section. In 2013, the City adopted Architectural Guidelines and kit of parts to improve entrances into Downtown from I-90. To date, three gateway entrance improvements have been completed (Division in 2015, Lincoln in 2017, and Phase 1 of Maple in 2019). Major combined sewer overflow facilities including tanks and other infrastructure were installed between 2016 and 2019. The CSO tanks at 1st Avenue and Adams Street and adjacent to the Downtown library are each capped with public plazas.

In the University District, the WSU Health Sciences campus continued expansion and the City extended Martin Luther King Blvd to the east, connecting in 2018 with Erie Street and Trent Avenue. The City also reconstructed a portion of Sprague Ave east of Division. The completion of the University District Gateway bicycle and pedestrian bridge stimulated development near its south landing, including the 2020 construction of Avista's Catalyst and Hub Buildings, and the Sherman Street pedestrian plaza.

Other notable street projects included new bike lanes for Main and Spokane Falls Blvd, reconstruction of Lincoln and Monroe Streets, and a pilot for lane reconfiguration on Main Ave to support additional parking along high-quality retail blocks. The City joined regional partners in developing the Wayfinding Project in 2016. This project described different levels of wayfinding signs for pedestrians and vehicles. The City continues to work toward implementation of the project with community partners.

Downtown Spokane Partnership recently founded the Downtown Spokane Community Investment Group (DCIG), a Community Development Corporation (CDC) that can partner with the City on public projects. The DCIG can access public bond market funding for projects that will eventually be under public ownership.

Policies, Regulations

In 2010, in response to the 2008 Plan, the city revised Downtown zoning design standards. reorganized zones, and introduced a new requirement within a portion of central Downtown for commercial parking to be located within a parking structure. The City separately and simultaneously adopted Downtown Design Guidelines, character area considerations, and reorganized the design review process and Design Review Board in 2010. These new guidelines drew heavily on the City of Seattle's Downtown Design Guidelines and did not include prior design guidelines for several types of projects, such as skywalks, bridges, and some types of public projects. The City of Spokane is currently working with a consultant to address those omissions.

Amendments to historic preservation regulations in 2018 expanded the review of demolitions by the Historic Landmarks Commission.

Opportunity Sites

The 2008 Downtown Plan highlighted thirteen private opportunity sites and six public opportunity sites where development or public improvements could catalyze reinvestment in Downtown. Redevelopment is complete or is underway at seven of the thirteen private opportunity sites, and projects in five out of six of the public opportunity sites have been completed or are underway. The location and status of each of these sites in shown in Figure 3 on the following page.

2008 OPPORTUNITY SITES

FIGURE 5

Public and private opportunity sites described in the 2008 Downtown Plan Source: City of Spokane. DSP. 2020



PRIVATE OPPORTUNITY SITES + ZONES

Convention Center Expansion	Completed 2014: 91,000 SF expansion, new connected hotel and garage
2 Major Downtown Site A	Awaiting redevelopment, adjacent Bennett Block renovated in 2014
3 Major Downtown Site B	Not redeveloped
4 STA Plaza	Completed 2017: redesign with focus on street level activity
5 Macy's Building Site	Completed 2018: 60,00 SF retail and 114 apartments
6 New Mobius Site	Redevelopment underway as part of North Bank Playground
Bridge St Site (Summit Pkwy)	Incomplete: CSO constructed with nonresidential development potential
8 Pine St Development Site	Not redeveloped, in use by University
YMCA Site	Converted to a conservation area within Riverfront Park
Old Greyhound Station	Not redeveloped
Intermodal Center	Not redeveloped
🕑 Kendall Yards	Redevelopment underway, with initial phases complete
B South U District	Subarea planning completed 2020
PUBLIC OPPORTUNITY SITES	
A Post St Bridge	Anticipated 2021 completion
B Howard St Bridge	South span replaced, middle span restored for pedestrian use
Riverfront Park	Anticipated 2021 completion
Gateway Bridge	Completed 2018
Maple St Bridge Ped/Bike Addition	Not implemented
Spokane Falls Park	Completed 2014: Huntington Park and Tribal Gathering Place

INTRODUCTION + BACKGROUND

PUBLIC SAFETY

In 2020, the Spokane Police Department reestablished its Downtown Precinct in the core. As it continues to add police officers following passage of a citywide public safety levy in 2019, the Precinct builds on foundational, neighborhoodbased operations, an overall decreasing crime trend, and existing partnerships including collaborative outreach between agencies in the immediate vicinity.

The new highly visible Precinct location in the heart of Downtown positions police and partner organizations to enable increased community policing practices appropriate to improve the neighborhood's safety, such as police and ambassador patrols throughout Downtown on foot, bicycle, and other multimodal options, and engaging with and developing trusted relationships among the community to improve actual and perceived safety.

The Spokane Police Department continues these community policing efforts, meets regularly with Downtown Spokane Partnership staff to discuss policing strategies Downtown, and participates on Downtown's Business Improvement District board. These cooperative efforts, combined with many other community resources and the vision and goals in the Plan Framework of this document, contribute to a clean and safe Downtown for all of Spokane's residents and visitors to enjoy.

HUMAN SERVICES

Downtown Spokane serves as a central location for many support services for homeless individuals and families in the city and surrounding area. In recent years, the City of Spokane and Spokane County have led a regional approach to end homelessness, providing services and solutions for those experiencing homelessness. This new approach acknowledges that connecting individuals with services in their own communities leads to better outcomes, and increased stability than sending individuals to other locations they are not familiar with to access services.

According to the 2019 annual Point-in-Time Count of people experiencing homelessness, required by the U.S. Department of Housing and Urban Development and the State of Washington Homelessness Housing and Assistance Act, there are approximately 1,309 homeless individuals which make up 1,070 homeless households in Spokane County. This was up from 1,245 homeless individuals counted in January 2018. The Point-in-Time Count has been conducted for 12 years. The boundaries of the study expanded to include all of Spokane County in 2018, making it problematic to compare numbers in previous years. The Count can be accessed at the City's website here or obtained at the City of Spokane, 808 W. Spokane Falls Blvd., Spokane, WA.

The City of Spokane is working to address homelessness through a combination of programs aimed at providing sustainable solutions to support people on a path to permanent housing, including programs that assist with substance abuse, mental health and improved job skills and training. The Spokane City and County Continuum of Care Board, a regional decision-making body adopted a <u>5-Year Strategic Plan to Prevent and</u> <u>End Homelessness</u> for 2020-2025.

The 5-Year Plan outlines a range of strategies to reduce homelessness and extend support to those living unsheltered in Spokane 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. Current efforts include:

- The <u>Spokane Resource Center</u>, a HUD EnVision Center launched in 2019 to provide wrap-around support to help people achieve economic security.
- Community Court, a Downtown intervention, is designed to address quality-of-life offenses with a therapeutic judicial alternative with support services. Individuals participating in the program have lower rates of recidivism than those who went through the traditional judicial system.
- Increased use of "By-Name Lists" to evaluate, by priority population, (e.g. veterans, youth, families, etc.), the number of people actively experiencing homeless, the rate at which people become homeless, and the rate at which people experiencing homelessness are housed. This method is <u>currently utilized for veterans</u>, a group for which City efforts have had great success in reducing homelessness, and proposed for youth, which the City has a goal of <u>functional zero homelessness by 2022</u>.

The City's <u>Comprehensive Plan</u> calls for regional sharing of services and housing solutions, while encouraging support and coordination among the partners involved to make that happen. It provides for dispersion of facilities and services across the city (Chapter 6, Section 6.2, Values; and Chapter 10, Policy SH 2.2 Special Needs Temporary Housing). The Comprehensive Plan also emphasizes a need for cooperation between public and private agencies to avoid duplication of services in developing a regionally equitable service delivery system (Chapter 10, Policy SH 5.1 Coordination of Human Services).



Context map highlighting corridors, development patterns and gateways Source: Framework, City of Spokane, Downtown Spokane Partnership, 2020

EXISTING CONDITIONS + TRENDS

Downtown Spokane's population is fairly small compared to the City's population overall and has not experienced the rapid downtown growth of similar peer cities in the U.S. Downtown has, however, seen some residential growth since the 2008 Plan, with a population increase of 4% between 2010 and 2018. By comparison, Spokane overall grew by nearly 6% and the County by almost 13% during the same period. As of 2018, Downtown Spokane's estimated employee population was 50,498, putting employment density Downtown at 4,675 per square mile. Over 41% of Spokane County residents, or 209,527 people, live within 5 miles of Downtown.

Employment and population growth in the Inland Northwest in recent years has outperformed the U.S. as a whole. In 2018, employment 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. While the office market in Downtown Spokane has been fairly active, vacancy rates for office space in the Central Business District (16.4%) have grown slightly higher than those in suburbs and outlying areas (15.6%). This may point to new opportunities to build upon the recent success in Downtown to enhance business attraction and retention.

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Findings

The following are the key findings from the Existing Conditions Report in Appendix A.

- Downtown has achieved measurable success: Significant public and private investment has helped reinvigorate Downtown.
- Many streets in Downtown are auto dominated and oversized for vehicle capacity: Opportunities exist to energize streets by expanding space for pedestrians, cyclists, and other forms of micro-mobility.
- Community members desire continued progress on two significant issues facing Downtown: providing services and solutions for those experiencing homelessness, followed by improved public safety. People consistently expressed concern for public safety. Even so, police statistics show that crime decreased Downtown in 2019. Annual point-in-time counts of homeless people suggest increasing numbers for certain populations, but that is likely due to an expanded geographic area for counts starting in 2017.
- Activity centers are disconnected: While areas of Downtown have successful concentrations of activity, they are disconnected both physically and visually from the core of Downtown. Enhancing connections through street and mobility improvements, wayfinding, and infill development will help connect the City and the many 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 onstreet management, technology, shared parking, and branding and wayfinding to better manage existing parking resources.

- Riverfront Park improvements can be a catalyst: The \$65 million invested in the redevelopment of Riverfront Park will impact the future of Downtown, providing additional opportunities to catalyze future development efforts. The new energy from investment in Riverfront Park can extend throughout Downtown, with the Park as the heart of Downtown rather than its edge.
- Entries and connections into Downtown should feel safe, welcoming, and distinct: Major streets that are entrances to and exits from Downtown merit improvements as city-defining gateways. Other natural gateways like undercrossings can help offer a better experience and image of Downtown.





KEY THEMES

Several common themes emerged from stakeholder and public input gathered throughout the planning and engagement process.

- **1.** There is strong support to improve streets, alleys, and public spaces.
- 2. Parking is inconsistent, with too many surface lots, and a lack of well-designed and managed employee parking Downtown.
- **3.** Homelessness and public safety are pressing concerns from the public. There are divergent opinions about how to effectively address homelessness through centralized or decentralized services.
- **4.** Greater access to viable alternatives to driving Downtown.
- 5. There is support for preserving vehicle access on major routes into and out of Downtown.

PUBLIC MEETINGS

DSP, City Staff and the consultant team hosted two public workshops over the course of the plan update. The first workshop on the evening of October 22, 2019 focused primarily on existing conditions Downtown, peer cities, and best practices. The second workshop on the evening of February 5, 2020 addressed the draft goals and strategies developed early in the process.







Public Workshop #1

The first public workshop at the Pavilion in Riverfront Park ran for over two hours and drew some fifty-five attendees. Community members were invited to comment on preliminary findings and existing conditions and map opportunities and challenges related to buildings, streets and public spaces, and public safety. The consultant team briefly presented an existing conditions analysis and opened the floor to feedback with live polling and a moderated question-and-answer session.

Comments from the public were largely supportive of broad ideas for the future of Downtown listed below.

- Creating a safe and well-maintained network of bike routes
- Improving the experience of people walking through better maintenance and strengthening walkable connections Downtown
- Improving and co-locating homeless services
- Creating new smaller-scale public spaces and activating existing public spaces
- Preserving historic buildings Downtown
- Supporting activities and investment in Riverfront Park
- Improving access to and use of transit and making modes other than driving more viable

Public Workshop #2

The second public workshop at the Wonder Spokane, located on Post Street on the North Bank, brought out eighty-four participants. The planning team presented the goals and strategies they developed to serve as the framework for the plan update in an open house format. Participants could mark boards to indicate whether they liked or disliked specific strategies and offer detailed comments on specific strategies and locations Downtown. In all, public input was largely positive, and there was clear consensus around the following:

- Improving multi-modal access with new pedestrian and bike friendly connections
- Encouraging new residential development and enhancing residential amenities downtown
- Potential development of a cultural and historical trail



SUMMARY OF COMMENTS FROM WORKSHOP #1







SURVEYS

Through two separate surveys, the Downtown Plan team engaged stakeholders between public meetings and gathered input on priorities for the plan. The first survey focused on existing conditions, challenges, and assets. Participants were invited to submit peer cities and images for Downtown Spokane. The second survey covered the framework, goals, and strategies that form the basis of this Plan.

Among the 590 responses to the first survey, from October 14 to November 4, 2019, there was broad agreement on Downtown's greatest assets and challenges, for each of which participants could select up to 3 responses. The Spokane River and Falls (83.2%) and Riverfront Park (74%) are widely considered to be Downtown Spokane's greatest assets, while Downtown's greatest challenges according to respondents were homelessness (66.3%) followed by public safety (57.1%). Common peer cities respondents listed were Portland, Boise, Denver and Austin.

The second survey from January 14 to February 17, 2020, with 647 responses, was accompanied by a rough plan framework and a reference map of Downtown Spokane showing landmarks, major projects, and focus areas to be incorporated into the plan. Participants ranked the five goals in the Plan Framework section of this document from most to least important, with the most important goals being a connected and walkable downtown, followed by welcoming and engaging public spaces. Average rankings for each goal are shown in the graphic below. Responses were generally favorable to the goals identified by the Downtown Plan team, 62% rating them a 4 or 5 out of 5.

DOWNTOWN'S GREATEST ASSETS	RESPONSE RATE
Spokane River + Falls	83.2%
Riverfront Park	74%
Walkability	45.3%
Shopping + Dining	38.2%
History	32.6%
Buildings	32.2%
Things to Do	23.3%
Character	18.5%
Easy Transportation Access	11.9%

PRIORITIES FOR THE DOWNTOWN PLAN	RESPONSE RATE
Homelessness	66.3%
Public Safety	57.1%
Streetscapes, Parks + Public Spaces	48.1%
Transportation + Mobility	33.2%
Housing	29.0%
More To Do	27.3%
Quality of Life for Residents	21.2%
Employment	11.9%



FOCUS GROUPS

Two focus groups were held in Downtown on September 23rd and 24th, 2019, with a mix of Downtown stakeholders. The first focus group covered parking, transportation, and public safety. The emphasis of the second group was on economic development, urban design, and the Downtown experience. The stakeholder interviews and focus groups were opportunities for targeted engagement with representatives of specific groups such as Downtown residents, business owners, developers, and community groups. The perceptions expressed in these sessions were not necessarily reflective of the community in its entirety. Input at each of these events revolved around several key themes, summarized below:

- The redeveloped Riverfront Park is a tremendous asset that is shifting the center of gravity of Downtown;
- Spokane is great at planning and hosting successful major events that should be leveraged to bring more people Downtown;
- Homelessness and public safety are the biggest challenges facing Downtown;
- Parking is inconsistent, with too many surface lots, and a lack of employee parking Downtown;
- There is a need for more housing, and more diverse housing options Downtown;
- The pedestrian and retail experience
 Downtown are fragmented with voids
 between active uses, and lively areas; and
- Maintenance and activation are critical to the success of Downtown's parks and public spaces.

STEERING COMMITTEE

The City, DSP and the consultant team held three steering committee meetings between January 8 and February 28, 2020. Members of the steering committee represented various City boards, local agencies, and organizations, including:

- Business and property owners
- Hospitality Association
- Developers/Builders
- □ Spokane City Council
- Residents and employees
- Plan Commission
- Arts Organizations
- Downtown Spokane Partnership
- Visit Spokane
- Avista Utilities
- Spokane Public Facilities District
- University District
- Washington State Department of Transportation

Common themes for improving Downtown Spokane from the stakeholder meetings included:

- Better connections to and from surrounding neighborhoods and different districts across downtown
- A broader range of prices and sizes for housing development
- Encouraging street vibrancy and economic development with more uses and activities in public areas at different times of the day
- Implementation of strategies that will make streets more navigable for visitors and walkable for everyone
- Demand and supply approaches to reduce the prevalence of surface parking lots



PLAN FRAMEWORK



INTRODUCTION

This plan framework outlines a series of overarching goals to guide Downtown Spokane in its continued growth and revitalization. It reflects current conditions, opportunities, and public input received during the project building upon Downtown's successes over the past decade. The framework sets forth strategies to achieve that vision for Downtown, putting community goals first. A detailed discussion of these strategies in the following section integrates them into a set of physical, regulatory and programmatic improvements that will help build a more welcoming, better connected, livelier, and culturally rich Downtown.



VISION

Downtown Spokane is the cultural and economic heart of the Inland Northwest, drawing people from the region, the nation, and around the world. Centered on the Spokane River, the spectacular falls, and the signature Riverfront Park, the urban fabric is walkable and full of interest and distinctive character. Downtown feels safe, comfortable, and welcoming for people of all communities and backgrounds. The history of Spokane shines through in its irreplaceable architecture and the stories of railroads and industry. Downtown Spokane continues to draw new residents and businesses with opportunities for education, recreation and cultural activities. As everyone's neighborhood, Downtown Spokane is a great source of pride and is poised to capture the opportunities of the future.
GOALS

A CONNECTED + WALKABLE DOWNTOWN

- **CW1** Energize streets and Alleys Downtown as active pedestrian- and bike-friendly connections
- **CW2** Capitalize on the City Line and support the transit network with coordinated investments that improve access to transit
- **CW3** Reduce impacts from surface parking
- CW4 Implement a wayfinding program for Downtown

THRIVING ARTS, CULTURE + HISTORIC PLACES

- ACH1 Highlight Downtown's history to build awareness of local culture and support the arts
- ACH2 Bring arts and culture into the public realm Downtown and develop an Arts Plan to support arts and cultural uses with a focus on Downtown
- ACH3 Create space for art-focused and culturally-oriented small business and organizations, targeting those that cannot afford to locate Downtown

A GREAT PLACE TO LIVE, WORK + PLAY

- LWP1 Encourage residential and mixed-use development with a variety in housing types and sizes that are affordable to a range of income levels
- LWP2 Enhance residential amenities like public spaces, services, and cultural uses Downtown
- LWP3 Apply zoning changes and other tools to sustain and enhance mixed-use development with active street-level uses
- LWP4 Improve transit access, commute options and parking management for Downtown residents and employees
- LWP5 Support environmentally sustainable growth Downtown and responsible stewardship of the Spokane River and Falls

WELCOMING + ENGAGING PUBLIC SPACES FOR ALL

- **PS1** Program and activate public spaces Downtown
- **PS2** Protect, expand, and improve public space in strategic locations

A WELL-ORGANIZED DOWNTOWN

- WO1 Cultivate leadership, strengthen community partnerships, and expand organizational capacity for Downtown management
- WO2 Leverage parking management to improve Downtown and enhance the Paid Parking Zone
- W02 Develop new promotions and marketing campaign to attract businesses









The vision for the future of Downtown Spokane was formed around five goals that came out of input from focus groups, public meetings, and survey results. Each of these goals represents a vital piece of an aspirational Downtown, attracting and serving local communities and visitors. The Plan includes broad goals with specific strategies and actions for each goal, bringing together and building on the City's planning, policy, and design projects to move Downtown Spokane toward an ambitious vision.

GOAL: CONNECTED AND WALKABLE

A well connected and walkable fabric recognizes that the right-of-way is actually public space, and the allocation between modes of travel, parking and places for people and commerce can be adjusted to best serve the city's needs. Downtown's streets and public spaces contribute to the image of an attractive downtown and provide the setting for public life and community activities. Spokane's historic development pattern provide an opportunity for a rich pedestrian environment, but street improvements should be modified so they could better support movement, commerce, and activity throughout the day, into the evening, and throughout the year, while still balancing the needs of all street users. The intent of strategies in this section is to:

- Prioritize space for people in the design of streets while accommodating vehicle access.
- Improve connections that link Downtown and surrounding neighborhoods.
- Support more active streets with integrated public spaces, public art and wayfinding along with more active retail, dining and cultural uses.
- Increase access to transit for people of all economic status in adjacent neighborhoods and throughout Spokane.

Streets comprise more than 80% of public spaces in cities, but they often fail to provide their surrounding communities with a space where people can safely walk, bicycle, drive, take transit, and socialize.

- National Association of City Transportation Officials (NACTO) Urban Street Design Guide, 2013

CW1 STRATEGY: Energize streets and alleys Downtown as active pedestrian- and bike-friendly connections

Several streets in Downtown are designed to carry much more motor vehicle traffic compared to current or projected lower volumes, remaining under-utilized as public space (see Figure 7, Traffic Volumes). Maintaining convenient vehicle access Downtown, creating a friendlier environment for people walking and biking are both key to energizing Downtown streets. There are opportunities to create or improve bicycle, scooter, and pedestrian infrastructure, and potentially on-street parking where there is more vehicle capacity than is needed now or anticipated in the future. These specific, following Actions include initial low-barrier changes to test how the improvements function and to inform potential long-term capital projects, and priority investments in the City's multimodal network that link Downtown and surrounding neighborhoods.



Prismatic interactive sculptures help activate the street in Downtown Fayetteville, NC



Parklets and bike improvements on Toronto, ON Danforth Avenue create spaces for people to walk, bike and enjoy safely

Throughout the process, people have expressed the desire for better wayfinding. One of the ways to help people navigate is to have more distinct characters to each street and more wayfinding strategies are further discussed in section CW4. In Downtown Spokane, it is easy to tell when you are on Spokane Falls Boulevard because of the adjacency of the park. By clarifying and boosting the particular positive characteristics of the other streets, each street benefits and people are more aware of their location. A high-level description of key streets is on the following page and several of these streets will become part of the new City Line Bus Rapid Transit (BRT) line.

SPOKANE FALLS BOULEVARD is distinct as the edge of Riverfront Park. The south side of Spokane Falls Boulevard can benefit from adjacency to the park and provide compatible uses, such as restaurants and cafes. It is also important for through traffic, with the highest volumes of the east- west retail corridors.

MAIN AVENUE, between Lincoln and Howard and immediately west of Division, has the strongest retail character. Main also has areas with excellent pedestrian-scale streetscape that can serve as a model. In 2017, the City Council approved the Main Avenue Visioning Study from Washington Street to Pine Street. The Visioning Study, included in Appendix B, is an approved component of this updated plan as adjusted for the City Line.

RIVERSIDE AVENUE / MLK JR WAY has the only two-way configuration of the east-west streets, and it has good connectivity to the east and the west. It is central to the five major east-west retail corridors of Downtown. All of these characteristics make it ideal for multi-modal and transit use.

SPRAGUE AVENUE has lower traffic volumes along with a high concentration of historic buildings and cultural uses, including the Davenport, the Knitting Factory and the Fox. Sprague has the potential to highlight some of Downtown Spokane's unique architecture and cultural venues.

FIRST AVENUE is farther from the river and one block from the elevated rail tracks, retaining some of the working feel of old Spokane. Along with Railroad Alley, it benefits from a mix of uses and a less refined aesthetic.

HOWARD STREET has been identified in previous plans and used as a key pedestrian street because of its connection through Riverfront Park. This plan also recognizes Howard as an important pedestrian and bicycle route and retail street through the Downtown Core.

STEVENS STREET is a one-way connector southbound from the North Bank through Downtown to neighborhoods to the south. There is an opportunity to add on-street parking and bike facilities in the Downtown Core.





W Main Ave looking east near N Wall St



W Riverside Ave looking west near N Stevens Street



Sprague Ave and N Lincoln St looking west



W 1st Ave looking west near N Stevens St



N Howard St at Sprague Ave looking north



N Stevens St looking north near Sprague Ave





- 10"

SIDEWALK

PARALLEL

Each of these streets is an opportunity to create a more complete bicycle network and a more comfortable environment for people walking and rolling.

> Sprague Ave existing cross-section between Wall St and Bernard St and between Post St and Riverside Ave **FIGURE 9**

LANE

12'

LANE

sprague ave

PARALLEL PARKING

LANE

SIDEWALK

EXISTING - LOOKING WEST 70' right-of-way Bus access on south side

CW1.1 ACTION: Transform low traffic streets that are oversized for projected traffic by converting vehicle travel lanes to other uses in target locations such as high-quality bike facilities, expanded public spaces, and on-street parking.

Space for an active public realm can be created by converting individual lanes of general-purpose travel to bike/ scooter lanes and offer locations or expanded pedestrian spaces where they are in excess of projected traffic needs. Pedestrian space can be prioritized near active and cultural uses with landscaping, outdoor seating and dining, and space for passive recreation and an opportunity to integrate public and civic art along major corridors.

Both 1st and Sprague Avenues carry low traffic volumes but are designed for vehicle capacity well in excess of existing or projected traffic, and each have a concentration of active uses at ground level. These streets in particular are great opportunities to create distinct corridors Downtown with an energized public realm. The City Line, a new six-mile, corridor-based bus rapid transit route, will be an important part of the future streetscape in Downtown and there will be opportunities for enlivening the street in coordination with the transit. Any future street reconfiguration will need to address hotel and entertainment needs for loading and operations, as well as the City Line operations in the left-hand lane west of Post St, since stations are not designed to accommodate bicycle movement. Paired one-way bicycle facilities on both streets or a two-way facility on one of these two streets would help complete the bicycle network Downtown, consistent with the City's Bicycle Master Plan (BMP). To bridge barriers like I-90 and the Spokane River, and reduce stress on bicyclists and pedestrians, north-south connections with bicycle facilities should be prioritized to connect Downtown with surrounding neighborhoods. Washington and Stevens Streets are a key opportunity to complete Spokane's Downtown bike network, connecting both sides of the rail tracks on the east side of Downtown. North-south bike facilities under the rail viaduct on Washington and Stevens could connect with a potential greenway along Pacific Ave with the improvements slated for Riverside Ave, and eventually extend a low-stress bike facility into the South Hill. This facility can use space from one of the four travel lanes on each street with minimal impact on traffic and parking Downtown.

Most conflicts between cyclists and motorists happen at intersections, and intersection treatments are as important as the facilities themselves along these corridors. Bicycle crossing markings should be considered as a treatment at all intersections along protected facilities, with bike boxes at signalized intersections and two-stage bike turn boxes for left-hand turns onto connecting bike facilities. NACTO provides a more complete guide of safe intersection treatments for bicycle facilities along different roadway configurations in the Urban Bikeway Design Guide available <u>here</u>. The bicycle projects should follow current best practice design guidelines as defined by NACTO and the Federal Highway Administration.



A protected bike lane on Adelaide St in Toronto using planters as separation for a protected bike lane



A protected bike lane with integrated public art and plantings in Des Moines, IA

This street design concept integrates bicycle facilities in the existing curb-to-curb space on Sprague and 1st Avenues between Maple St and Bernard St and on Washington and Stevens Streets between I-90 and Riverside. The cross-section on the right shows a near term option for separate bike lane on all four roadways, and could be adapted for an additional travel lane along Washington and Stevens Streets instead of on-street parking along both sides of the street, pending additional traffic analysis.







FIGURE 10

Cross-section of potential near term corridor improvements for Sprague Ave (West of Lincoln). 1st Avenue, and Washington and Stevens Streets. The location of protected bike lane will be impacted by the transit stops.

This design concept shows a longer term vision for Sprague and 1st Avenues and shows how public spaces could be integrated with various facilities at specific points along the street, such as landscaping, bike parking, angled parking and a transit stop. These improvements could connect Spokane's concentration of theater venues and arts uses. These improvements can be accommodated with the same space as one of the existing travel lanes on Sprague and 1st, with small public spaces within the parking lane. Transit stations would need to be integrated with bike facilities running along the north side of Sprague, with specific design solutions for bus operations between Post St and Howard St.

CW1.2 ACTION: Develop a transportation plan specific to Downtown that considers multiple modes and addresses facility designs, locations, priorities, and funding.

The City's Bicycle Master Plan identifies planned bike facilities on most streets in Downtown but does not include specifics on the types of facilities planned on certain streets. The City Line will enhance Downtown accessibility and the transportation plan for Downtown developed under this Action can help integrate all modes, including walking and cycling, with transit. The City and community would benefit from a clearer set of priorities for improvements for bikes and other transportation modes Downtown with an emphasis on high-quality and safe facilities in strategic locations to create a balanced and holistic network. Streets that have excess vehicle capacity but are not a priority for bike improvements could incorporate other features within the City's Downtown Streetscape Improvement Plan to energize the street such as parklets and streateries, public art, landscape elements, lighting and electrical service, and other active uses. In the Downtown core, much of the lighting is about 50 years old and electrical service infrastructure is antiquated and may need replacement as part of the improvements.

CW1.3 ACTION: Make sidewalks active and vibrant places through continued efforts to streamline design requirements, and developing new pilot projects in partnership with local businesses downtown.

The City can streamline process and design requirements for uses near and within sidewalks and pilot other improvements, such as seasonal bicycle and scooter corrals in focus areas such as Sprague Avenue or Howard Street. Further, the City should consider expanding the Parklet program with design guidance and standards for Parklets, Streateries, and bike and scooter corrals in angled on-street parking spaces and spaces in surface parking lots.



This parklet in Logan Square in Boston, MA functions as a linear park space



The Andersonville parklet in Chicago, IL acts as an extension of the sidewalk and a buffer from traffic

CW1.4 ACTION: Protect use of alleys for service access and improve certain alleys as pedestrian spaces, where improvements add to connections and active spaces Downtown.

Downtown has a well-connected network of alleys that are not being used as spaces for people. Alleys provide an opportunity for greater connectivity and creative design interventions to draw people in and create a memorable experience. Alleys also provide dedicated access away from busier streets for garbage collection, delivery and service access and access to parking garages and surface lots.

The City would benefit from developing policy language that protects continued public ownership of desired alleys and rights-of-way. Existing code provisions listing alleys under the Downtown Complete Street Designations, together with vacation criteria, should be reviewed and included in that policy. Where alleys are being activated, redesigned, or used as shared streets, the City and neighbors should invite cooperation of property owners adjacent to the alley. At such activated alleys and other mid-block pedestrian connections, the City should consider implementing painted mid- block crossings to connect these pedestrian links. Place-making furniture, landscaping, and lighting must consider and adequately accommodate other alley uses.

Three alleys present the best opportunities for pedestrian improvements and activation as part of an active shared alley concept and can be used as a model for future Downtown alley improvements.

- Railroad Alley, particularly in the West End (Monroe St to Adams St);
- Downtown alley between Main Ave and Riverside Ave, coordinating public alley improvements to the east and west of Parkade Plaza from Howard to Stevens Streets;
- Steam Plant Alley between the railroad and W 2nd Ave, just south of the Downtown Core, from Post St to Lincoln St.



FIGURE 12

Visualization of potential low-cost improvements to the alley between W Main Ave and W Riverside Ave to make the space more clearly shared between services and business access and pedestrians.

CW1.5 ACTION: Implement streetscape improvements in this Plan on the Howard Street Corridor, with elements of public art and wayfinding, in coordination with infill development.

The Howard Street corridor is featured prominently in the 2008 plan and provides a connection to and is partially aligned with the City Line. Howard Street is an important link between Downtown and the North Bank through Riverfront Park, where the Howard Street Promenade was improved as part of the park renovation. However, the portions of Howard Street in the core of Downtown south to Lewis & Clark High School, and on the North Bank near the Arena, have not fulfilled their potential as an active street with space for people. Future improvements of the Howard Street corridor should convert the existing bike lanes to protected bike lanes, which would cause removal of some on-street parking, but could increase area for bicyclists and pedestrians. Additional streetscape elements such as public art, wayfinding, lighting, furniture, landscaping, and space for Parklets and mobile food vendors would further improve the experience on the street.



Howard St existing cross-section and concept for potential bike improvements in the future with grade separated **FIGURE 13** bike facilities.



Bird's-eye view of current conditions along Howard Street highlighting opportunities to create a more active street through design interventions along blank facades and parking structures.

CW1.6 ACTION: Build a more complete tree canopy along Downtown corridors and continue work to bury utilities.

Landscaping and street trees in particular are an important aspect of a pleasant and welcoming pedestrian environment. The City and utility providers should work to bury power and other utility lines in locations which do not impact or prohibit street tree plantings throughout Downtown Spokane to maximize tree canopy, allowing for street trees Class II or III from the City s approved street tree list. New plantings should be irrigated and require limited maintenance as they are maintained by adjacent property owners.

CW1.7 ACTION: Study ramping and access to the Maple Street Bridge and surrounding intersections for potential reconfiguration and design that reconnects Browne's Addition to Downtown, creates a safe environment for people walking and biking, and continues the planned cultural trail on First Ave west.

The West End near Maple Street has a complicated network of streets that feels confusing and unsafe for pedestrians, bicyclists and scooter riders. In the near term, add bike lanes on designated routes, and study the improvements and effect of City Line operation. Bike facilities should have clear and distinct markings for a more intuitive connection. The intersections in this area also act as a barrier to connections with Browne's Addition to the west. Following the City Line improvements to nearby intersections, the City should study and develop plans to reconfigure intersections to further improve safety and connectivity. Improved pedestrian and bike connections over the Maple Street Bridge were a priority in the past plan and remains an important part of creating a more complete and comfortable bicycle and pedestrian network Downtown. The City should continue to pursue long-term improvements to the bridge to help connect Browne's Addition and the western portion of Downtown to the neighborhoods on the north side of the river.



Riverside Ave, Sprague Ave, Maple St, Walnut St and Pacific Ave converge with ramping to the Maple St bridge, creating a barrier between Browne's Addition and the western portion of Downtown. There are only two paths for pedestrians to cross through the ramp configuration, one of which is ADA accessible, and very few marked crosswalks at surrounding intersections before City Line

FIGURE 15

CW1.8 ACTION: Reconfigure one-way streets with low traffic volume that do not tie into a Downtown freeway interchange to two-way streets as part of long-term changes to the transportation network Downtown and avoid further conversions to one-way street couplets.

The City and STA have been and are continuing to improve in Downtown's east-west streets as part of the City Line, and new bike facilities. Future infrastructure projects should not preclude the possibility of reconfiguring those streets in the future. This conversion is suggested because two-way streets tend to reduce travel speeds, increase visibility of retail uses, and make pedestrians more comfortable and more likely to shop and enjoy Downtown. Any further conversion of existing two-way streets Downtown to one-way operation should be avoided, as there are already limited two-way connections Downtown.

CW1.9 ACTION: Integrate bike parking into Downtown streets and parking facilities.

Bike parking, particularly secure and covered bike parking, can be difficult to find Downtown. Bicycle parking should be part of new street improvements, particularly near civic uses, cultural venues, workplaces and active street-level uses. The City and DSP should work to integrate bike parking and storage into existing surface and structured parking facilities Downtown. The City should develop and adopt bike parking and storage requirements in all new surface and structured parking facilities Downtown, in addition to design standards and an approval process for on-street bike/scooter parking or corrals.

CW1.10 ACTION: Improve the street lighting system Downtown, filling gaps and replacing aging fixtures with pedestrian-scale and roadway lighting that create a safer nighttime environment Downtown.

Downtown's aging system of streetlights has a variety of fixtures that create inconsistent lighting conditions with gaps, particularly in areas that are less pedestrian-oriented. The City should work to incrementally replace the aging "frog-eye" luminaires and poles from the 1970s, owned by the City, with fixtures that are more appropriate for an urban context and offer more uniform light levels along both the roadway and sidewalk. These and other elements should be pursued with a targeted capital improvement campaign that more aggressively implements the existing Downtown Lighting Plan. Pedestrian scale lighting is an important part of creating a nighttime environment that feels safe and has been integrated into new public spaces and streets but does not have a uniform application Downtown.

CW1.11 ACTION: Enhance the skywalk system's connections to the street and concentrate skywalks in the Downtown Core, limiting expansion, particularly along important view corridors.

Downtown Spokane's extensive skywalk system is a distinctive feature that connects workplaces and parking structures, but can detract from an active Downtown streetscape, where they are not clearly oriented toward the street. Enhancing skywalks that serve as links between buildings Downtown and improving connections to the street level can improve the system's functionality for shoppers and other users. Ensuring clear and easy access from skywalks to the street level can also help bring activity onto Downtown streets that would otherwise be confined to building interiors served by skywalks. Any new skywalks should be carefully considered in terms of access to the street and connections to the existing network, with expansions limited to those that provide direct, legible, and accessible connections to the street. The City should consider evaluating existing skywalks and work with property owners to improve access to street level.

CW1.12 ACTION: Update development standards for Downtown Complete Street Designations to support and sustain active street edges.

The City has a Complete Streets Program that provides engineering criteria to accommodate the needs of all users of the public right-of-way. A separate set of Downtown Complete Street Designations included typologies that are primarily used for regulating development along the street edge. The Downtown Complete Street classification system should be retitled to avoid confusion with the engineering criteria. The current Downtown street typologies do not require active ground floor uses and the City should expand the Downtown Complete Street standards to require, or provide further incentives to encourage, active ground floor uses and stipulate a minimum first floor story height on specific streets.



CW2 STRATEGY: Capitalize on the City Line and support the transit network with coordinated investments that improve access to transit

The City Line is a planned high-performance transit line to and through Downtown. Its introduction will enhance passenger experience in the broader transit system and can reduce short vehicle trips in the Downtown during the workday. Related improvements such as bike facilities will enhance the experience for transit users, providing first- and last-mile connections to the transit system. Improving transit access in areas surrounding City Line stations and the experience Downtown for transit riders, pedestrians, and bicyclists can better serve new and existing transit riders, provide better options to residents, visitors, and employees, while helping encourage new investment.



Visualization of the new City Line station at STA Plaza from W Sprague Ave



Visualization of the new City Line station at the Fox Theater on Sprague Ave



Visualization of the new City Line station on W Main Ave in the East End



Visualization of the new City Line station at W Main Ave and N Bernard St

CW2.1 ACTION: Integrate City Line transit stations and the STA Plaza into plans for street improvements and other active transportation investments Downtown.

The City Line will bring several new stations to Downtown. Transit-related improvements are proposed for streets where the City Line will run, and these amenities should be integrated into the streetscape. For example, the concepts for improvements on Sprague Avenue should be integrated with the design for City Line stations such as bicycle station crossings. Several stations will have left side boarding on one-way streets which will affect streetscape design.

CW2.2 ACTION: Improve bike connections Downtown with improved facilities connecting to the City Line together with new pedestrian amenities.

First Avenue and Sprague Avenue function as an east/west couplet in the core of Downtown but both streets carry much lower traffic than their vehicle capacity. A lane of travel on each street could be converted to bike and/or scooter facilities, or parklets and other pedestrian amenities to better connect Downtown while preserving enough vehicle capacity to meet current and future needs (Figure 11). The City has plans to add protected bicycle lanes on both sides of Riverside Avenue with related pedestrian and crossing improvements such as bulb-outs which will be important for providing better access to the City Line stations and other transit stops.

CW3 STRATEGY: Reduce Impacts from Surface Parking

The predominance of surface parking lots detracts from the experience of walking in Downtown. Redevelopment of these sites would strengthen the downtown fabric and bring new activities and jobs. Reducing surface parking and consolidating parking in garages would improve walkability in the city and at the same time improve parking options for businesses, employees, and visitors.



CW3.1 ACTION: Develop a program to use the edges of surface parking lots for active uses, programming, and events such as food trucks, vendors, and farmers markets.

Edges of surface parking lots dominate the frontages along many streets in Downtown and detract from the experience for people walking. Ideally surface parking lots would be redeveloped with active uses along the street but as a temporary solution uses such as food trucks, food standards, farmer's markets, arts markets, and other similar uses could occupy the first row of parking on the street edge to add activity to the street in the warmer months.



An activated surface parking lot in Asheville, NC, parts of which are used for outdoor seating with railings, low cost overhead lighting, while also serving the parking and service needs for the surrounding businesses



A food plaza in Portland, OR, with vendors along the edge of the street in a surface parking lot.



Food trucks used to activate the street edge along a surface lot in Naples, FL

CW3.2 ACTION: Prohibit new surface parking lots in the Downtown Core, East End and West End.

The City should consider prohibiting new surface parking lots in the core of Downtown, East End, and West End, as shown on pages 34-35. New standalone surface commercial parking lots, as a primary use, are currently prohibited in this area, but surface parking lots accessory to new development are permitted.

South Downtown is currently planned for auto-oriented and highway-oriented development through existing plans, policies, zoning, and development standards. Restrictions on surface parking in South Downtown would conflict with existing plans, policies and regulations, but it is unlikely that South Downtown would become a sending area for new surface parking lots to meet the parking demand for the Downtown core. Downtown appears to have sufficient parking resources in the near term based on the results of the Downtown Parking Study. However, to reduce surface parking and support redevelopment efforts new structured parking may be necessary to accommodate new development and replace lost surface parking. There will likely remain better parking and transportation options in the Downtown core than parking in South Downtown and walking into the core.

CW3.3 ACTION: Discourage surface parking lots along the frontage of Type III and Type IV Complete Streets between the building and street throughout the Downtown.

Currently, surface parking must not be located between the building and the street edge on Type I and II Complete Streets, with certain exceptions for slope. The City should consider measures to discourage surface parking along the street in Type III and IV Complete Streets to minimize its impacts to the pedestrian environment along the street. An exemption along specific streets or for specific uses such as auto dealerships may be provided.



CW3.4 ACTION: Actively pursue redevelopment of surface lots.

Most of the surface parking in Downtown is privately owned and managed and not in the control of the City or other public agency. The City and DSP should prioritize an effort to actively pursue commercial and residential mixed-use development on surface parking lots through policy strategies and public/ private partnerships. Policy strategies may include fees for surface parking through the Business Improvement District, changes to property tax structures, tax incentives for office uses that may incentivize redevelopment, and property tax deferrals on new improvements.

Public/private partnerships for redevelopment, through partnership with a community investment organization, should also be pursued with a focus on redevelopment of surface parking lots.

Redevelopment plans may include public uses such as civic and arts and cultural uses along with public parking to address the loss of parking from surface lots. New public parking could be managed under the shared parking program recommended under strategies for a Well Organized Downtown.

Figure 20 shows a redevelopment program and concept for the Rookery Block that complements the adjacent, historic Fernwell Building (1890), adds a major Downtown public plaza, opportunities for public uses at the ground level, public parking, and the option for a mix of residential and office uses in the upper floors. The redevelopment of the Rookery Block would also be a major step towards activating Howard Street as a primary pedestrian street from I-90 through Riverfront Park.

To assure long-term viability of any redevelopment as a public/private partnership that includes a parking structure, any portion of the building devoted to parking should meet design standards that preserve opportunities for adaptive reuse. Such considerations include minimum floor load bearing capacities in the parking structure to accommodate potential future reuse, such as for retail or corridors for an apartment reuse; deck-to-deck height minimums; horizontal parking decks; external speed-ramp(s) or drop out speed-ramp sections; and full perimeter Retail/Office/Housing/Civic uses.



FIGURE 19

Context of the Rookery Block with bicycle and pedestrian street improvements, transit investments, and public spaces that could be activated shown

PUBLIC SPACES **BIKE IMPROVEMENTS** CITY LINE



spaces in each garage or parking lot, where available. The Rookery Block is currently publicly available parking.

SURFACE LOT PARKING GARAGE



CW4 STRATEGY: Implement a Wayfinding Program

A wayfinding program consisting of signage and other elements is intended to help pedestrians and bicyclists navigate the City and better connect Downtown's districts and landmarks, and the neighborhoods adjacent to Downtown. A unified wayfinding system could improve the pedestrian experience and make it easier for people to access amenities Downtown. The wayfinding program should include distinct signage materials, color palette, and other elements that build on Riverfront Park's wayfinding and are appropriate for different modes of transportation. Targeted design interventions at undercrossings beneath the rail viaduct and I-90 including lighting art and other investments in pedestrian and bicycle facilities can help bridge barriers both within Downtown and between Downtown and surrounding neighborhoods. The City has invested in attractive and distinct gateways at major I-90 access point Downtown, has introduced murals and security lighting to undercrossings, and has proposed additional lighting improvements for railroad undercrossings. Public art installations like these are important parts of an intuitive wayfinding system, and the City should look to enhance these transitions between different parts of downtown.



Warren Langley's ASPIRE light sculptures create a safer, more pedestrian friendly beneath a highway in Prymont, NSW, Australia



Downtown wayfinding in Calgary, AB, Canada

CW4.1 ACTION: Develop a wayfinding plan for Downtown with priority locations and signage elements that ties into the County's Wayfinding Project and elements of the cultural trail.

The City and its partners should develop a wayfinding plan with signage and gateway elements unique to Downtown focused on bicyclists and pedestrians that helps highlight Spokane's unique history, culture, and identity and better connect parts of Downtown. Wayfinding was implemented as part of the Riverfront Park renovations and complementary elements could be brought to other parts of Downtown with distinct visual identity, and Spokane Transit has programmed wayfinding elements into City Line stations. Spokane County's Wayfinding Project has taken steps to identify appropriate signage for drivers and pedestrians as part of unified system for the entire County, but there is room for unique Downtown wayfinding that ties into this system and ideas for the cultural trail. (see Arts, Culture, History section of this Plan). In some locations, including along the cultural trail alignment, street name signs only face oncoming vehicle traffic, and should face both directions to include wayfinding needs of pedestrians.

A wayfinding plan for Downtown should consider gateway treatments along major corridors and at undercrossings, signage elements from relevant projects Downtown, and decision points where signage is a priority. Signage for Downtown should include elements that can be mounted into existing poles Downtown, which will make the plan easier to implement, reduce sidewalk obstructions, and limit visual clutter from posts.



The wayfinding system for the Nicolett Ave corridor in Minneapolis, MN includes both full kiosks, and smaller elements that can be installed on poles for existing street lights, and traffic and pedestrian signals



CW4.2 ACTION: Improve pedestrian experience and safety at undercrossings beneath the rail viaduct and I-90 with targeted interventions.

The railroad viaduct is a strong physical barrier in Downtown, and the undercrossings play an important role in defining the entries and exits to the Downtown core as a clear gateway. These spaces can feel uncomfortable and would benefit from continued enhancements such as lighting, public art, and wayfinding. Some of the most successful treatments for undercrossings combine lighting and art to create an environment with visual interest while addressing public safety concerns.

Although the City and DSP have worked with BNSF and WSDOT to improve undercrossing lighting, perceptions of safety around Downtown undercrossings remain a challenge. The City's and WSDOT's mutually formulated I-90 Architectural Guidelines (also called "Kit of Parts") resulted in process improvements to both organizations.

For the railroad undercrossings, the City should work with BNSF to draft a similar set of guidelines as it did with WSDOT. Surface and structured parking tends to dominate the north and south sides of the rail viaduct, which can make the space under the viaducts feel more separated from Downtown. Active uses at street level in vacant spaces that are part of existing buildings or along the edges of parking structures and surface lots on either side of the viaduct can help bring more foot traffic through undercrossings and create a sense of natural surveillance. Where the traditional development patterns of Downtown span the rail viaduct, particularly along Monroe, Lincoln, Post, and Howard Streets there are opportunities to build on existing activity to help bridge the gap created by the viaduct.





A highway underpass in San Jose, CA redesigned to create a safer pedestrian experience with art by Dan Corson that includes painted surfaces, circular lights LED lighting coordinated with pedestrian scale light fixtures along the sidewalk.

Bill FitzGibbons's Light Rails light installation beneath the rail underpass in Downtown Birmingham, AL.

GOAL: THRIVING ARTS, CULTURE, AND HISTORIC PLACES

Downtowns are historically centers of commerce, civic life, arts and culture. At a time where retail has shifted from "bricks and mortar" toward online sales, the civic and cultural components of downtowns have increased in importance. Historic downtowns, like Spokane, have the irreplaceable assets of architectural fabric, human-scale and the stories of multiple generations.

The intent of strategies in this section is to:

Support arts and cultural uses as activators of Downtown and nurture artists and organizations that bring creative uses, especially as the city recovers from the effects of COVID-related shutdowns.

- Use arts, culture and history to highlight the unique aspects of Downtown Spokane, making it attractive to people who live, work and visit Downtown.
- Dedicate resources to arts planning and marketing and develop reliable funding streams for the arts in Spokane and make sure that creative uses are encouraged by City policies and procedures.



Source: Framework City of Spokane, DSP, 2020

ACH1 STRATEGY: Highlight Downtown's history to build awareness of local culture and support the arts

A variety of methods will bring the architectural richness and historic interest of Downtown to life, such as plaques, lighting, murals, photo opportunities, public art and streetscape elements. Partner with the local experts and history-focused organizations, Native American tribes, artists, and educational institutions to develop creative story-telling methods to convey the unique history of Spokane. Look forward as well, bringing attention to the current places and activities that define Spokane's culture.

ACH1.1 ACTION: Tell stories about Spokane's local history and architecture using creative methods.

Downtown Spokane is fortunate to have a rich and fascinating history. Making those stories visible and engaging deepens the unique sense of place in the city and fosters respect for our own place in history. There are many examples of how this has been done in other cities that can inspire ways of celebrating Downtown's history that are most appropriate for Spokane, and the city has many people and organizations that are resources for revealing city history. Highlighting history should be a Downtownwide effort, rather than a district-based approach used in the prior 2008 Downtown Plan, and should bring together Downtown's historic character areas.

ACH1.2 ACTION: Preserve historic structures and bridges and incentivize adaptive reuse of older structures that contribute to Downtown's historic character.

Spokane's Special Tax Valuation for historic properties is the City's primary incentive for the rehabilitation of older buildings on the historic register, many of which are Downtown. As Downtown sees further reinvestment, the City should ensure Spokane's historic sites are treated in a manner consistent with the Secretary of the Interior's guidelines for the treatment of historic properties and standards for rehabilitation, restoration, and reconstruction. Maintaining historic bridges, not only as pieces of critical infrastructure, but also as signature architectural elements Downtown should a priority as the City invests in connections across the river. In considering adaptive reuse, active and sustainable uses should be encouraged, such as street level cultural uses or residential units at the exterior of buildings.

ACH1.3 ACTION: Develop design guidelines for downtown that help create a good fit between new development and Downtown's historic structures.

Develop expanded Downtown Design Guidelines for new development Downtown that emphasize the importance of the Downtown's historical context, and help new development draw on and complement Downtown Spokane's historic structures.

ACTION: Pursue the idea of a cultural trail that links signature sites and activates streets with the intent of drawing visitors and investment.

Downtown Spokane's historic architecture and cultural uses make for distinctive corridors and a cultural trail can define one of the strongest corridors through Downtown. A cultural trail connecting and directing people to historical sites and destinations Downtown, primarily aligned along W Riverside Ave through Downtown, can help tell local stories and highlight Downtown Spokane's historical and cultural gems. This pedestrian-focused connection can act as a draw for tourists, bringing foot traffic to destinations throughout Downtown and connecting surrounding neighborhoods in all directions. The vision for the cultural trail includes streetscape elements and artistic interventions that can help draw people along the length of the trail and create and interactive learning experience. A successful cultural trail can help demonstrate the power of public-private partnerships to help catalyze investment for public benefit and economic development Downtown.



Map of existing plans for a cultural trail through Downtown Spokane connecting to Browne's Addition



Conceptual Design for fixtures along Spokane's planned cultural trail designed to frame architectural details of historic buildings along the trail.

ACH2 STRATEGY: Bring arts and culture into the public realm Downtown and develop an Arts Plan to support arts and cultural uses with a focus on Downtown

Downtown Spokane is the cultural hub of the Inland Empire and the quality of its public realm should rise to meet regional expectations. The City, its partner organizations, and the broader community should work together to foster a thriving cultural sector. This includes nurturing culture spaces, uses and activities, as well as related uses are mutually supportive with cultural venues, contribute to thriving restaurants and night life, and support Spokane's local economy. Public spaces can go a long way in bringing arts and culture and these complementary uses out onto the street and make them more of a visible presence and feature of Downtown Spokane.

WHAT IS THE PUBLIC REALM?

The Comprehensive Plan defines the public realm as public or private areas where people interact with their surroundings or other people (Ch. 3).

An arts and culture plan that brings together a spectrum of organizations and individuals, and offers targeted strategies and concepts to support arts and culture could be of great benefit to Spokane. The City's municipal arts plan, adopted in 2004 and amended in 2007, defines a process for funding, selection, maintenance and removal of public art through the municipal code (chapter 07.06 SMC, Article VII Municipal Art Policy). The City should engage in an intentional process to develop a robust arts and culture plan with a particular attention to Downtown, which would be a strong forum to address how the City and partner organizations can support cultural expression and vet mechanisms to preserve and encourage new cultural uses both citywide and Downtown. We suggest broadening the scope to include both arts and culture. The exact scope of cultural uses can be explored in the plan, but it can include things of importance to the overall culture of Spokane, such as its annual events and its well-loved small businesses, and include the expressions of Spokane's diverse communities through foods, festivals, and holiday traditions. An arts and culture plan should address the needs of the full spectrum of people in the community, offering opportunities for multicultural organizations, and making sure that there are ways for people of all incomes to enjoy free and low-cost activities.

The actions that are part of this strategy are intended to enrich public spaces with support for their civic functions and a broader range of art and cultural activities in the short time, and elements to consider as part of a broader art and culture plan, building on the Comprehensive Plan's Arts and Cultural Enrichment Policies that address public art a form of infrastructure.

ACH2.1 ACTION: Improve and activate the streetscape and public realm to support cultural venues.

Spokane boasts a collection of significant performing arts venues and a range of excellent productions. The historic Fox Theater was renovated in 2007 and is the home of the Spokane Symphony. The Knitting Factory and the Bing Crosby Theater bring crowds for concerts of all kinds. The public space surrounding these extraordinary venues should be as high quality as the events inside. One place that would clearly benefit from improved streetscape is the area around the cluster of these venues. This area could be highlighted and supported with pedestrian spaces, restaurants and nightlife that offer places for arts patrons to enjoy. Such activity would give people a reason to extend their stays before and after performances rather than simply moving from the parking garage to the theater and back. The graphic below shows streetscape treatment with Art Deco patterns related to the Fox; a functional and elegant "red carpet" drop-off, street dining, and projected art on the walls along the street (Figure 22). Note that paint on the street will need to be compliant with the Manual for Uniform Traffic Control Devices and should identify a revenue source for maintenance.

The galleries, clubs and other cultural spaces throughout Downtown can benefit from a supportive public realm that increases visibility and vitality. This may mean art and lighting outside of cultural space, seating or temporary "pop-up" installations encouraged and supported by the City and the Downtown Spokane Partnership.



ACTION: Work with artists and local property owners to create and maintain temporary art installation and facilitate activation of cultural spaces to energize Downtown and support artists.

Light projections and murals are relatively easy ways to energize the public space, especially where there are blank walls that can be turned into assets. Spokane has already been doing this and can build on these successes. An advantage of projections and other transitory installations, events, or performances is that they can tailored to events and seasons and can be changed or scheduled regularly. These shortlived transformations of public space can add to Downtown's vibrancy and activity and help it feel like a safe place for patrons to enjoy, both day and night.

Art installations can be used to fill some of the gaps in Downtown's fabric, in a similar way to parklets. The City should make these kinds of installations as easy as possible from a regulatory standpoint. Art "markers" could be part of a strategy to bring attention to the smaller venues and galleries with highly visible art or installations.

Some of the space in new and existing development adjacent to and within the right-of-way can host a variety of art forms, bringing activity to the street, attracting pedestrian traffic, and supporting a positive social atmosphere. Current installations and programs should be made a part of the public art component of the arts plan. Where brick and mortar spaces are not available, space in the right-of-way may be considered for outdoor seating, dining, and performances in warmer months.





An interactive design installation by Lateral Office and CS Design in Montreal, QC, Canada

An interactive giant pin art installation by Lulu Guiness in London, UK
ACH2.3 ACTION: Explore incentives for preserving cultural space and creating new space for arts and cultural uses Downtown.

The City and its partners in the development of an Arts Plan should look for ideas to preserve cultural space, protect spaces of cultural and historical significance, and encourage the creation of new cultural space. A key part of the process will be understanding what incentives would have the greatest community impact in Spokane, and how those incentives can be best implemented in Spokane. Some of the ideas that a plan should examine closely are:

- □ Creating pathways for funding and technical assistance to encourage the adaptive re-use of older buildings, and the inclusion of cultural space in renovated buildings
- □ Including City parks and library projects as eligible for the 1% for the arts policy and explore the expansion of the program for private development.
- □ Creating mechanisms to encourage or require cultural space in new development, especially larger scale developments, public projects or development that displaces existing cultural space.
- Roles for staff within partner organizations to encourage and support space for arts and culture, including possible designations for a point person for Downtown public art, or a cultural space liaison who could connect the creative sector and property owners, and be part of the entitlement project.
- Roles of the City Arts Commission in best supporting the arts, including the space needed for cultural uses and the use of public space for the arts.

ACH2.4 ACTION: Evaluate how the City's development regulations and permitting process can support cultural space and public art.

An Arts Plan should take a careful look at how permit requirements apply to cultural uses, and which requirements in particular can be burdensome for artists or organizations trying to create cultural space. The review process may also be an opportunity to help ensure new development contributes to arts and culture particularly Downtown where development is tends to be larger scale. The following aspects of permitting and review should be considered in the Arts Plan process:

- Encourage, incentivize, and at the appropriate level, require public art and cultural uses to be part of the development process.
- Inviting representatives from the City Arts Commission and/or relevant local arts organizations to pre-application meetings for projects of a certain scale.
- □ Streamlining the permit review process for cultural space and the potential for permit fee waivers for the creation of cultural space.
- **D** Temporary occupancy permits for artists and arts organizations.

ACH2.5 ACTION: Identify and reduce barriers for cultural events Downtown.

Cultural events and activities draw both tourists and residents Downtown. Downtown Spokane is known for hosting remarkable special events, with signature events like Bloomsday, Hoopfest, Terrain, and the Lilac Parade drawing people from throughout the Inland Northwest and beyond. Community partners involved in hosting cultural events Downtown, however, should examine issues, including requirements and cost. The City should continually review procedures for special event permits and look for ways to reduce permit requirements, and potentially costs incurred, while preserving necessary assurances and safety requirements.



Tourist and residents are enjoying the cultural event on Wall St, Spokane.



Hoopfest is the largest 3on3 outdoor basketball tournament on Earth located in Spokane, Washington. It is also an outdoor festival with shopping, food, and interactive entertainment accessible to all.

ACH3 STRATEGY: Create space for art-focused and culturally-oriented small businesses and organizations, targeting those that cannot afford to locate Downtown

Arts and cultural uses and small businesses are vulnerable to economic shifts and a real estate market with rising rents. Cultural space can have a quantifiable benefit for Downtown, driving economic development, and attracting both visitors and local residents Downtown. One of the best ways to ensure these uses can access space Downtown is to provide affordable space for businesses and organizations that may not be able to afford market-rate space.

A number of non-profit organizations have driven the production of more affordable cultural spaces, or affordable live/work spaces for artists around the country, such as Artspace, which creates, fosters, and preserves affordable and sustainable space for artists, and arts organizations across the United States. There are excellent precedents for a public or semi-public organization like a public development authority (PDA) to create affordable cultural space. For example, the Town of Twisp, WA chartered a PDA to acquire and redevelop a decommissioned forest service ranger station using a combination of public and private funds, and created TwispWorks which supports artists, craftspeople, and small businesses in the Methow Valley.



TwispWorks campus in Twisp, WA has over 38,000 SF for local businesses, artists and organizations.

ACTION: Identify sites Downtown for infill development that can help foster small businesses, local start-ups, and arts and culture uses and organizations.

The Rookery Block between Riverside Ave and Sprague Ave to the north and south and N Stevens St and N Howard St to the east and west is an example of an ideal location for infill development with a centralized affordable space for arts and culture and small businesses. Many successful examples of small, affordable spaces for entrepreneurs, in the tradition of historic public markets, exist throughout the country. These entrepreneurial incubator spaces can contribute to an active and engaging street level, which is particularly important for a site such as the Rookery Block, which is central in the Downtown Core, with frontage on significant pedestrian streets—Howard, Sprague and Riverside. Opportunity sites on Spokane Falls Boulevard would also be appropriate for active ground floor cultural uses and businesses because of their proximity to Riverfront Park.

ACTION: Identify underutilized properties that could serve as affordable workspaces for organizations that are less reliant on foot traffic.

The 2008 Plan called attention to the Intermodal Center as an opportunity site, and this Plan supports retaining this site as an opportunity to create work and/or office space for organizations that support community needs like non-profit and cultural organizations that may require below-market rate rents. The space may be able to serve as a shared office or co-working space, or be subdivided into discrete spaces for businesses with a mixture of market rate and affordable tenants. River City Kitchen in the Intermodal Center currently offers rental space in their commercial kitchen on the second story of the Intermodal Center, as a culinary incubator, and the City can support similar ventures with shared and/or affordable workspace in areas with less pedestrian activity Downtown.

GOAL: A GREAT PLACE TO LIVE, WORK AND PLAY

Downtown Spokane is the economic and cultural engine of the Inland Northwest, drawing residents from the County and region for work, dining, and recreation. Downtown is also a great place to live with workplaces, services, cultural and educational institutions all close by. While Downtown has seen modest growth, it is not widely recognized as a great neighborhood to live in and could benefit from mixed-use development with a diverse range of housing options together with new or enhanced residential amenities. Similarly, there are opportunities to strengthen Downtown Spokane as the economic driver for the region by enhancing amenities to attract and maintain businesses in Downtown.

The strategies in this section are intended to:

- Develop Downtown as a complete, walkable neighborhood with safe and convenient access to goods and services necessary for daily life within walking distance.
- Promote residential infill and rehabilitation projects with diverse housing options affordable to households of different means.



The Ridpath is a historic rehabilitation into apartments with well-designed space and downtown Spokane view.



Downtown Spokane skyline highlighting a concentration of employment and office uses.



A festival at Downtown Spokane allows artists, residents, and tourists to celebrate local art, music, and dance.

LWP1 STRATEGY: Encourage residential and mixed-use development with a variety in housing types and sizes that are affordable to a range of income levels

A healthy Downtown residential population is important not only for the success of Downtown businesses, but also for a Downtown that feels safe and active throughout the day. Residential density in and around Downtown contributes to the local customer base of businesses and services, particularly those which rely on foot traffic. While Downtown Spokane has seen some modest growth in residential and mixed-use development, there are tremendous opportunities for infill development that integrates housing and residential services that meet the needs of people and families with a range of incomes.

LWP1.1 ACTION: Develop a thorough understanding of on-site conditions and update market demand studies around opportunity sites.

The Downtown Plan team identified opportunity sites Downtown where infill development and new public spaces would have a transformative and catalytic effect on Downtown. Redevelopment on these sites should prioritize a mixture of active ground floor uses and public spaces along key pedestrian corridors and upper story residential, or office uses that help build a more complete neighborhood. Future redevelopment on these sites is also an opportunity to address longstanding needs for structured employee parking, that will help downtown remain a viable and competitive destination for new businesses.

The City of Spokane and DSP could support redevelopment on these opportunity sites with market demand and pro-forma analysis, and site analysis that help landowners understand the potential for development that each site holds. DSP can partner with Downtown property owners to adapt to shifts in economic conditions and assess buildings for rehabilitation or redevelopment. Collaboration between property owners, DSP, and the City early in the development process is crucial to ensuring that redevelopment on these sites aligns with community needs, goals and aspirations.



The City of Anaheim, CA created over 1,000 middle-income housing units by waiving property taxes on new apartments in Downtown Anaheim and the City's Platinum Triangle

LWP1.2 ACTION: Develop public/private partnerships, potentially with the assistance of a public development authority, to acquire and assemble property to support redevelopment Downtown.

Public-private partnerships could be an effective tool to spur redevelopment that creates meaningful, positive change Downtown. These partnerships can take many forms, but in Washington the statutory authority for public bodies to serve economic development activities is weak. Governments can only acquire property for public purposes, including affordable housing, and Washington State law interprets public purposes narrowly. The City of Spokane and DSP should identify a public or quasi-public partner to work with private developers on key infill sites, where there is a clear public benefit. Depending on the nature of these redevelopment projects, and each project's ownership and funding models, PDAs can offer distinct advantages in that they can receive funds from ongoing ventures and private donations and more flexibly transfer property where public bodies may not be able to, yet are held accountable with strict transparency requirements. Similarly, a non-profit corporation could access the public bond market to develop projects that would eventually be owned by the City or another public entity.

LWP1.3 ACTION: Build site-based partnerships with affordable housing developers and transitional housing providers into public projects and infill development and engage these organizations in economic analyses of how an affordable housing program can be implemented in Spokane's real estate and development market.

Affordable housing developers play an important role in providing housing for families and individuals with a range of incomes and personal circumstances. Downtown has seen significant investment in new affordable and transitional housing, and while opinions of these developments and services for residents downtown vary widely, the sponsor organizations can be valuable partners in infill development Downtown. These developers have built a mix of residential projects Downtown including new permanent supportive housing, relying primarily on private financing. Redevelopment of underutilized properties Downtown can use funds and organizational capacity from a public/private partnership to complement efforts to produce new market-rate multi-family housing with an affordable or supportive housing component. As the City and DSP work to assess the feasibility of development on targeted sites Downtown, real estate analysis should examine how Downtown's regional share of affordable housing fits into potential development.

As housing costs in Spokane have risen, the City's need for housing affordable to low- and moderateincome households has become more acute. The City has an opportunity work toward a comprehensive housing strategy before real estate costs become more of an obstacle, and should engage affordable housing organizations in the process to determine how the City can help effectively address housing needs in a tightening market. A first step in that process would be to study the economics of multi-family development in Spokane to ensure the City's work to advance affordable housing is grounded in sound real estate analysis and is balanced with market rate multi-family development Downtown. This housing strategy should address housing for both low- and moderate-income residents Downtown, and spur residential development in between the higher end and affordable and supportive housing development that Downtown has seen in recent years.

LWP1.4 ACTION: Explore ideas to strengthen incentives for workforce multi-family development and rehabilitation of historic structures Downtown.

The City of Spokane offers tax-based incentives that have been critical to investment Downtown, including the Multi-Family Tax Exemption (MFTE) and Special Tax Valuation for historic properties. The MFTE Program helps make multifamily residential development Downtown feasible, and the Special Tax Valuation helps defray the costs of rehabilitating structures on Spokane's local historic register. Maintaining both incentive programs is important to the long-term success of Downtown, and the City should explore ways to complement them with zoning and permitting incentives or other programs, like design review that could support multi- family development, affordable housing, and restoration of historic buildings and sites Downtown.

Downtown Spokane can support multifamily development, but the MFTE Program has proven an important component of how these projects are structured financially, and the most effective incentive for higher intensity residential development the City offers. If the City pursues changes to the MFTE as part of an affordable housing strategy for workforce households, defined as 120 percent or less of area median income (AMI), these changes should be subject to thorough economic and real estate analysis to ensure that they do not stall multi-family development Downtown.



The historic St Charles Hospital in Aurora IL was restored and converted to senior apartments using a variety of incentives.



Development in Kendall Yards that utilized the City's MFTE incentive to effectuate redevelopment.

LWP2 STRATEGY: Enhance residential amenities like public spaces, services, and cultural uses Downtown

Downtown Spokane is a great place to live, and recent development has begun to draw new residents Downtown. There is room for investment in local, neighborhood-scale amenities Downtown that would benefit long-term Downtown residents and newcomers, but also make Downtown more welcoming to visitors and commuters. It is the access to services, necessities, and recreational opportunities that help people see Downtown as not only a place to work or visit, but as a great place to live or raise a family.

LWP2.1 ACTION: Develop ground floor standards for residential, retail, office, live/work, and civic uses.

The design of street level uses shapes how residents and visitors experience Downtown. Design of the ground floor can reflect the human scale and contribute to a vibrant public realm, but it is unreasonable to expect ground-floor retail sales and service uses to be successful in every location Downtown. Current development standards include requirements for setbacks (SMC 17C.124.230) and windows (SMC 17C.124.510) on the ground floor but offer little guidance on how to design spaces at street level that work for different uses. For retail uses this may mean visual transparency at eye level, higher ceilings, and on-grade entries, but design for residential uses is somewhat different, including distinct protected entries, and visual and/or physical separation from the street. A set of specific standards that regulate design at street level can accommodate different uses in way that is sensitive to the context of surrounding development and historic reconfigurations of storefronts, and flexible to accommodate changing tenants and owners. These standards can prioritize active uses or specific design practices along specific corridors where the pedestrian environment is a priority to better align with desired design characteristics.



Suggested heights give context to allow for flexible uses. Examples shown are subject to refinement based on land use and street designation. Diagram is adapted from *Urban Street Design Guide*, National Association of City Transportation Officials.

LWP2.2 ACTION: Create an integrated network of small parks and public spaces outside of Riverfront Park.

Riverfront Park is Downtown's signature open space, drawing locals and visitors from around the country and connecting to a regional network of trails. Outside of Riverfront Park, and the City's new open spaces along the River, Downtown lacks the parks and public spaces that would help form a complete network of recreational space. While Spokane's riverfront will continue to be a focal point of recreation in Downtown life, pocket parks, and public spaces are important for everyday passive recreation and public life. Within a 5-minute walk of a given location, there should be open spaces that meet the needs of residents and visitors. A Downtown Open Space Plan should be developed to create an integrated network of small parks and public spaces that builds on current requirements to construct landscaped open space in the Downtown zones. Provision of such public spaces should be coordinated via the open space plan, with private developers being able to opt-in to assist in these projects, even if they are off-site for the developer, as a means to acquire certain development advantages for their own projects. Extending a network of small public spaces through Downtown that connects to Riverfront Park, together with strategies in the Public Spaces and Well Organized sections of this Plan, will help promote active streets and bring communities together.

LWP2.3 ACTION: Support existing businesses Downtown and build upon emerging activity centers with complementary retail and active uses.

Downtown retail, restaurant, and cultural establishments are particularly vulnerable to shifts in the local and national economy. While the lasting economic impact of the COVID crisis remains unclear, Downtown businesses will need support to survive and adapt to changes in dining, shopping, gathering and commuting. City support of existing and heritage businesses Downtown is crucial for their survival, and the City should consider grant and commercial tenant assistance programs as options to retain businesses Downtown. The post-COVID recovery may present opportunities for growth in Downtown's emerging centers of activity, but those efforts will hinge on key businesses that anchor Downtown districts.



Downtown's East End along Main Ave is one of Downtown's strongest concentrations of active uses just outside of the Downtown Core and presents some opportunities for growth and collaboration with WSU.

LWP3 STRATEGY: Apply zoning changes and other tools to sustain and enhance mixeduse development with active street-level uses

Downtown zoning provides a lot of flexibility for mixed-use development particularly in the Downtown Core which has no building height limit. The Downtown General Zone is very flexible in terms of allowed land uses and has building height (number of stories) and floor-to-area restrictions unless certain incentives or conditions are met. The Downtown General Zone encourages the development of housing including affordable housing. The North Bank and South University District Subarea Plans propose certain land use changes for those districts. The Downtown South Zone is unique in that it allows and encourages more auto-oriented land uses and development including highway-oriented signage.

LWP3.1 ACTION: Maintain and apply zoning designations based on criteria that address the surrounding context and desired land uses with a focus on street level uses.

Existing zoning designations in Downtown are applied based on the surrounding context and desired future development including land uses and building form. The City should apply zoning designations based on the feasibility of development and community desires for infill or redevelopment. For example, if development under the DTC-100 zone is determined to not be feasible with the 100-foot height restriction then the City should consider the trade-offs between maintaining the existing surface parking and the impacts of allowing increased height. The City should formalize criteria for considering zoning changes in Downtown including any modification of zoning district boundaries.

LWP3.2 ACTION: Ensure signage standards are consistent with land use context and corridor character.

The City of Spokane currently regulates new billboards and electronic message center signs Downtown and should continue to prohibit forms of signage that are intended for a highway or auto-oriented context. The City should continue to prohibit billboards and auto-focused signage outside of South Downtown and should encourage preservation of Downtown Spokane's painted signs.

LWP3.3 ACTION: Ensure redevelopment projects contribute to streetscapes and good urban design.

Redevelopment that changes uses of existing buildings, and results in modified facades and sidewalks, should contribute to the goals of this plan and the community's desired Downtown.

LWP3.4 ACTION: Pursue redevelopment of the existing surface parking lots within the existing height limits in the DTC-100 Zone along Spokane Falls Boulevard.

The surface parking lots along Spokane Falls Boulevard in the core of Downtown, identified as opportunity sites in the 2008 plan, are maintained as opportunity sites in this plan update. The properties are subject to a height restriction beginning at 100-feet along the north property line, increasing in height farther south, unlike other properties in the adjacent Downtown Core Zone. These height limits are in place to minimize shadows and other potential impacts on Riverfront Park. There is also a perception that the height restriction on these parcels has adversely impacted the economic feasibility of redevelopment, but a detailed real estate analysis has not been conducted.

The City and DSP have conducted multiple shadow and massing studies as part of a lengthy process to reconsider the height restrictions. In 2018, at the completion of the public process the City Plan Commission unanimously recommended the City Council increase building height limits in the DTC-100 Zone along with additional requirements for building massing to minimize shadows on the park, active ground floor uses, and high-quality materials. However, the recommended code amendments have not been adopted. The City should explore performance-based design solutions that enhance the public realm, as alternatives specific to each parcel, if the 2018 recommendations are reconsidered.

The City and DSP should include these opportunity sites in the detailed economic analysis to assess market demand for residential and non-residential uses, and should be partners in a site-specific residual land value and pro-forma analysis of these properties. These real estate and financial analyses should capture public benefits and value of public spaces and other public amenities that could be integrated into a project on these sites. This offers a clear pathway for the community and decision-makers understand the tradeoffs between allowing additional height and potential impacts of shading.

As these are prime opportunity sites, the City, DSP, and partners should determine how best to facilitate redevelopment that contributes to a more active and vibrant Downtown.

LWP4 STRATEGY: Improve transit access, commute options, and parking management for Downtown residents and employees

Downtown Spokane is a regional employment center, with a range of growing industries and businesses interested in remaining and investing in Downtown. In locating Downtown, businesses balance their employees' access to the place of work and the proximity of amenities that are attractive to a workforce that is increasingly composed of millennials, now 50% of the U.S. labor force. The City and STA are making great strides in improving transit and active transportation Downtown, and new development should integrate with those investments. Access to longer-term employee parking continues to be an important consideration for commuters and Downtown businesses, and there are programmatic opportunities that could be explored to alleviate some of the pressure felt by Downtown businesses to locate where they can find dedicated employee parking, which often takes them outside of Downtown. Transportation Demand Management tools should be implemented, including establishment of a Transportation Management Association (TMA), together with efforts to transform surface parking, develop new parking facilities, and improve conditions along streets for commute alternatives, as envisioned in the Connected and Walkable and Public Spaces sections of this Plan.

LWP4.1 ACTION: Integrate new development Downtown with transit facilities and promote transit supportive development around high-capacity transit.

New development in Downtown Spokane should help support transit facilities in terms of intensity, composition of uses, and design. Spokane's new City Line, which is expected to begin service through Downtown in 2022 will include major investments in station areas and facilities. Development should successfully integrate transit stations in site and building design practices that can be built into zoning incentives or design guidelines. These can include enhanced pedestrian amenities and active uses oriented toward transit stations, and consideration of transit facilities should be incorporated into ground-floor development standards and/or guidelines for Downtown.

LWP4.2 ACTION: Reduce regulatory barriers to shared parking including expanding off-site parking shed limits.

Spokane currently allows shared parking through project permitting by joint-use parking documentation (SMC 17C.230.110), but Downtown would benefit from a shared parking system that leverages redevelopment and the construction of new structured parking to meet a range of parking needs. This can substantially reduce the need for dedicated parking and offer the flexibility to meet the needs of long- and short-term parking for a range of users at different times of day.

Off-site parking regulations currently limit the maximum parking shed to within 400 feet of the site (SMC 17C.230.100), which can be too restrictive for certain users. Commuters in particular may be willing to walk farther from secure long-term parking during the day. The 2019 Downtown Parking Study recommends changing this maximum distance to one quarter mile or 1,320 feet.

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LWP4.3 ACTION: Implement Transportation Demand Management (TDM) strategies.

TDM tools Downtown would reduce vehicle trips and demand for parking, thereby freeing parking space for visitors and customers, and opening up land area for other uses. The 2019 Downtown Parking Study recognized these actions would have a catalytic impact on new development in Downtown, particularly in alleviating growth demands on the parking supply and in support of revitalizing existing underutilized surface parking lots. A broad range of strategies were identified, encompassing partnerships with agencies to create or change programs that promote use of alternatives to driving; changes to the design of public right-of-way such as those proposed in this Plan to better serve all street users; and examining the feasibility of establishing a transportation management association (TMA) for Downtown or specific districts to encourage non single occupancy vehicle trips. The TMA would provide support and invite all Downtown employers to examine, and encourage their employees to consider, strategies for commuting other than driving alone.



Founded in 2018 as the Transportation Management Association (TMA) for downtown Boise, City Go is made up of public and private partnerships that bring businesses, developers, property managers and owners, and government entities together to address local transportation issues and shape the future of mobility.

LWP5 STRATEGY: Support environmentally sustainable growth Downtown and responsible stewardship of the Spokane River and Falls

Compact growth downtown is an important part of a greener future for Spokane as a whole. As Downtown continues to grow and evolve, the City and DSP should strive to protect and enhance the natural environment Downtown, and the Spokane River and Falls in particular.

LWP5.1 ACTION: Integrate Green Stormwater Infrastructure (GSI) into public street and building projects and encourage green stormwater strategies to retain and treat runoff on-site as part of private development.

Spokane has over 300 miles of separated storm sewer lines that discharge untreated stormwater in the Spokane River and over 400 miles of combined storm- and wastewater sewer lines that overflow from heavy rainfall and snowmelt and discharge sewage into the River. Investment downtown in the form of new public spaces, or redesigned streets can help reduce the flow from these systems and treat or retain stormwater. For new public projects the city should set concrete goals for on-site stormwater management and seize opportunities to capture and treat stormwater as part of street, trails, parks and public space projects. The City should explore practical incentives for integrating GSI into new development like discounted stormwater utility fees commensurate with the capacity of on-site systems to hold and treat stormwater.

LWP5.2 ACTION: Promote energy efficiency in new construction and rehabilitation of historic buildings.

Residential and commercial buildings in Washington consume about 41.2% of energy for the entire State, which contributes substantially to greenhouse gas emissions. Spokane's power utility, Avista, has a relatively clean generation resource mix, which is 57% renewable. Downtown buildings can be a model of environmentally responsible and resource efficient building practices, and the City should support sustainable design and construction Downtown. Simple design considerations like access to natural light and ventilation in living and working spaces can make these spaces more comfortable and reduce energy consumption. Managing direct sunlight with solar control and shading devices can be integrated into the design of new buildings.

The City currently permits solar power installation and waives permit fees related to the permitting and construction of solar energy systems. The City should explore extending this waiver to the installation of sustainable heating and cooling systems and consider offering rebates or similar financial incentives to new construction that incorporates efficient heating and cooling or solar power so that this incentive includes to new construction or rehabilitation that integrate these systems into their design.

LWP5.3 ACTION: Mitigate the urban heat island effect Downtown in order to reduce vulnerability to extreme heat events.

Urban centers are particularly vulnerable to extreme heat events because they are already warmer than surrounding non-urbanized areas. The City can take steps to make Downtown and Spokane as a whole more resilient to heat and adapt existing buildings to more extreme heat by integrating cool pavement with higher solar reflectance or coatings that reduce heat absorption into long term planning and capital projects. The City should work to create a more complete tree canopy Downtown, filling gaps in the network of street trees to shade paved areas from the sun.

For private development the City should explore requirements and incentives for cool roof design materials with lower solar absorption and incentives for Eco roofs or vegetated roofs, in addition to energy performance provisions passed by the Washington State Legislature enhancing building efficiency. Surface parking areas contribute disproportionately to warming in urban environments, and the City should evaluate its current parking standards for opportunities to incorporate cool paving materials and additional landscaping and shade trees with surface parking in and around Downtown.

LWP5.4 ACTION: Support a healthy local food system, with readily available fresh food and locally produced food.

The City and DSP should continue to support efforts to locate new grocers Downtown and develop groundfloor spaces for grocery stores that provide access to locally produced food. The City should consider working with market organizers and vendors to find a more central Downtown location for the Spokane farmer's market to expand access to locally produced foods.

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GOAL: WELCOMING AND ENGAGING PUBLIC SPACES

The value of quality public spaces in attracting people to come and to stay in downtowns is clear. Spokane has shown this with the success of the redeveloped Riverfront Park, and with the takeover of the streets for Hoopfest every year. Successful public spaces are well stewarded, whether by City staff, non-profit or community groups, or by neighboring property owners. This Downtown Plan considers the current open spaces and the opportunities to create the variety of successful open spaces that will make Downtown Spokane an attractive place to spend time for people who live and work in the city, and for those who come to visit with an emphasis on natural surveillance. The strategies in this section are intended to:

- Create a more complete network of public spaces, including right-of-way and expand public spaces that enhance existing centers of activity Downtown.
- Develop the organizational capacity to actively program and manage public spaces Downtown and ensure that these spaces feel safe, comfortable, and usable at different times of day.



PARKS + OPEN SPACE
PUBLIC SPACES

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PUBLIC SPACES

Parks, open space, and programmable public spaces in and around Downtown Spokane Source: Framework, City of Spokane, DSP, 2020 **FIGURE 24**

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PS1 STRATEGY: Program and Activate Public Spaces Downtown

Downtown's public spaces include the streets and sidewalks, the regional and neighborhood parks, and the plazas that may be publicly or privately owned, but accessible to the public. Ideally, there is a variety in the size and character of open spaces, and pleasant connections between them. Ideally, Downtown's public spaces include a variety of characters—quiet spaces for conversation, a comfortable place to eat lunch, safe places to wait for the bus, interesting streets for strolling, green spaces to enjoy nature, and active places for shopping or playing.

The key to successful public spaces of all types is stewardship. Public space needs first to feel safe. They thrive when there are positive things to do, whether passive or more active. Private owners or businesses can be stewards of adjacent spaces, and successful public space often is "naturally activated" by cafes, shops, restaurants and other vendors. In other cases, public spaces can be managed by the public sector or organizations from the community or businesses. Partnerships between cities and main street or downtown associations have been successful in downtowns nationally. Whichever model is most appropriate, stewardship and activation need to be thoughtfully considered, on-going, and provided with resources.



Through an active programming effort Congress Square Park in Portland, ME has been transformed into a fun and lively public space with a variety of activities and events.



The 16th Street Mall in Denver, CO was transformed into a Downtown destination primarily through programming and activation.



The proposed zipline project along the river in downtown Spokane is designed to activate Riverfront Park, Redband Park and downtown. It is also expected to build economic strength for downtown and the region. The above renderings show the urban zipline platform hanging over the Spokane River downtown.

PS1.1 ACTION: Strategically program and activate public spaces Downtown.

The City and DSP should coordinate and expand on DSP's existing program for enlivening Downtown's public space with additional events and locations. Spokane has shown that it can throw major events that use Downtown's public space and draw participants nationwide. There is no doubt the ability to have smaller scale, ongoing activity that will attract people from the city and the region to enjoy Downtown on a regular basis. Funding these activities in other cities comes from both public funds and corporate donations and should be considered here.



Market Square used to be mostly for vehicles before being converted to a larger public plaza.



Market Square in Pittsburgh, PA is now active throughout the year with many different seasonal activities. The plaza has been renewed through a programming effort.

PS1.2 ACTION: Create new active uses on streets and in storefronts.

While good design of storefronts and public realm is important, the best indicator of an energized downtown is the successful mix of business sizes that activate urban streets. The support of those businesses has never been more important, and calls for an understanding on the part of the City and DSP around what these businesses need in terms of support. Some existing organizations like Window Dressing can help by coordinating exhibits at participating display windows. The Downtown Spokane Community Investment Group (DCIG) may be able to master lease space to provide small, affordable spaces for start-up businesses, possibly but not exclusively in the shared workspaces or market spaces, proposed as part of redevelopment of surface parking lots under the Connected and Walkable and Live Work Play sections of this Plan. Business workshops have been helpful to support artists as small businesses through organizations such as Seattle-based Artists Trust. Ease in permitting for street use can also help entrepreneurs who bring activity to public spaces, as recommended in the Connected and Walkable section of this Plan.

PS1.3 ACTION: Continue the presence of a fully staffed, centralized downtown precinct.

The City should continue to encourage officer visibility and outreach downtown to further the implementation of community-oriented policing. Implementing neighborhood and community-oriented policing is a value established in Chapter 10 of the City of Spokane's Comprehensive Plan. Continuing to maintain an accessible downtown precinct is key to successful implementation of this Comprehensive Plan value. Downtown should have adequate public safety staffing stationed in the Downtown Precinct and adequate and accessible sanitary infrastructure.

PS2 STRATEGY: Protect, expand, and improve public space in strategic locations Downtown

The core of Downtown and areas south of the railroad viaduct have gaps in the network of public spaces, and untapped opportunities to increase the quality and quantity of public space that would result in a more attractive Downtown. Frequent gaps between active areas Downtown include stretches of surface parking and blank walls that do not contribute to an active streetscape. Increasing the amount of pedestrian space and amenities within existing street right of way would improve the quality of the pedestrian environment not only along those gaps, but the perception of Downtown overall. Investment in and active management of new public spaces would benefit centers of activity Downtown, like the newly constructed plaza at 10 S Adams St, which has created a centerpiece for an emerging residential neighborhood.

Alleys were mentioned consistently by the public as valued spaces and opportunities for use as public space. The scale of alleys is conducive to human-scale spaces, and often they have character as "back doors" that feels authentic. Revitalized alleys are good fit with nearby active uses or as needed connections. The City should have a defined policy on alley vacation or acquisition and a formalized set of criteria from which to evaluate public benefit, service access, and multimodal connections. As the City sees growing demand for larger scale development, these decisions warrant cautious consideration to assess potential public benefits; evaluate the current and long-term impacts caused by relocated services to parking, active uses, and the pedestrian environment on street edges; and understand ramifications for future connectivity if intact alley corridors are severed.

PS2.1 ACTION: Create protections to retain public spaces, ensure existing and new public spaces are well used and maintained, and develop a specific set of criteria to evaluate alley vacation or acquisition based on public benefit and access.

Coordinate efforts such as active programming and dedicated maintenance funds to ensure public spaces are well-used and maintained, including privately owned plazas with street frontage, with the plan for a network of small parks and public spaces identified in the Live Work and Play section of this Plan. Develop a policy stance on the network of alleys, including those between the railroad and I-90, which are currently listed as a type of Downtown Complete Street. Approvals of alley vacations are subject to criteria including finding such a vacation is needed in order to accommodate a public use. Create policy statements regarding the circumstances, if any, that alleys may be sold by the City to private entities, and what public benefit would be required with the sale.

PS2.2 ACTION: Revitalize Parkade Plaza as the active place it was in a previous era, with its distinctive style of architecture and surrounding active uses.

The Parkade is a unique icon of Spokane, with 950 parking spaces, ground level retail and a plaza that was once one of Downtown's social hubs. This well-located plaza also connects between Howard and Stevens Streets.

The garage and the plaza are important features of Downtown, and the Plan proposes the revitalization of the plaza, showcasing the 1960's architecture, and supporting the restaurants lining the plaza. The graphic illustrates a ground plane treatment that is a colorful "thread" indicating the route through to Stevens Street as a way to make the space feel safer, without being a dead end. New plantings can refresh the appearance, and lighting can enliven the plaza in the evening. The north side of the plaza has weather protection that can serve pop-up types of uses. Materials and landscape can bring the plaza out to the west to the curb, capturing the sidewalk space and inviting people into the plaza.



Visualization of Parkade Plaza new plantings, improved pedestrian spaces, and active uses with a ground plane treatment that connects the plaza to the alley.

FIGURE 25

PS2.3 ACTION: Rename and improve the alley between W Main Ave and W Riverside Ave to transform a neglected space into a distinctive pedestrian space. This alley renovation can be a model for other alleys Downtown.

Giving names to alleys is a low-cost action that is a prerequisite to placemaking. As shown in the graphic, ways to improve alleys include ground plane treatment, art, and narrow landscape treatments. Uses along the alley are the best way to create a feeling of safety and stewardship. The City should encourage property owners to open up the back doors where possible.

Alleys or through routes can be encouraged or required with new development to break down building scale. This would be highly recommended for Major Downtown Site A and B (Figure 28), extending the delightful space at the rear of Atticus Coffee and Gifts.



PS2.4 ACTION: With the redesign of Wall Street for transit use, retain the pedestrian scale of the street and focus on bringing active uses to the street level.

Wall Street has been identified as an important pedestrian street in Downtown, with design treatments meant to favor pedestrians. While the streetscape design was attractive, the uses along the street did not provide the activity that made a successful pedestrian street. Wall Street will again be changing with the implementation of the City Line. The Plan recommends retaining the pedestrian scale of the street, but thinking creatively about activation.



Vienna's central streets create a welcoming and safe space for people with transparent storefronts, lightings at night, and subtle lines on the pavement separating pedestrians' activities and local traffic.

PS2.5 ACTION: Pursue a public plaza space in the East End of Downtown.

The East End of the Downtown core along W Main Avenue is one of the most active pedestrian areas with small scaled buildings and active storefronts, restaurants, and an attractive streetscape. The W Main Ave frontages are active but much of the blocks in that area is currently surface parking and the area would benefit from a public plaza like the new plaza in the West End. Since public plazas surrounded on two sides by busy arterials have difficulty generating the necessary critical mass of activity to function well, the site offered for this plaza should have an anchoring building with pedestrian-scaled frontages if it borders Browne St, Division St, Spokane Falls Blvd, or Riverside Ave.

PS2.6 ACTION: Support development of public spaces on sites such as the Rookery Block, shown below, in conjunction with new development.

The Rookery Block is ideally located for a major public space incorporating both indoor and outdoor space. The graphic illustrates a concept that includes a high-ceiling public market space at grade, parking levels above, accessed off Stevens Street, and a tower for residential and/or office. An alternative access on Riverside would provide ingress/egress from a two-way arterial and preserve windows, exits, and ground-level activation on the Fernwell Building's south facade. Plaza space is shown along Howard and Sprague in conjunction with the highly active street level, ideally with operable doors opening to the public market in good weather. Plaza space on the south east corner retains a view of the historic Fernwell Building on the northeast corner and avoids blocking windows of the building.



Visualization of potential development on the Rookery Block with public spaces integrated into the site and structure, and active uses at ground level.

PS2.7 ACTION: Design public spaces for accessibility that meets or exceeds ADA requirements.

All Downtown public spaces should be accessible to people of different abilities. While the City maintains standards for accessibility as part of new public spaces, both DSP and the City should seek to retrofit public spaces that fall short of accessibility requirements, and work with ownership of privately-held public space to improve accessibility.

PS2.8 ACTION: Consider Crime Prevention Through Environmental Design (CPTED) in future public and private development Downtown and implement CPTED principles as a partnership between the City and DSP.

DSP and the City should work to raise awareness of CPTED principles among property owners Downtown and identify and/or help secure public and private funding sources for CPTED improvements that encourage activity and create opportunities for natural surveillance. To address perceptions of safety and security Downtown, the City should consider CPTED assessment for public spaces, and for developments of a certain size.

GOAL: A WELL-ORGANIZED DOWNTOWN

Well-organized Downtowns are the result of the collective efforts of public, private and community organizations to address all the ingredients in a successful Downtown. Successful Downtown management addresses issues such as design, promotions and marketing, business diversity, community events, and organizational development. Spokane is currently well served by the organizations involved in Downtown management and the plan should continue to strengthen management functions to implement the plan. Some of the recommended strategies and actions will require a greater capacity for management such as programming and activation of major public spaces, the cultural trail, and a Downtown public market.

Organizations such as the Downtown Spokane Partnership and the City of Spokane have significant but different roles to play in the management of Downtown. For example, the City is responsible for major capital projects, but DSP has a role in managing and programming public spaces in Downtown through the efforts of the Clean Team and programming staff. There are opportunities to strengthen existing partnerships, create new organizations, and support the organizational development of existing entities to expand the capacity to manage Downtown Spokane. The Downtown Spokane Partnership recently established the Downtown Spokane Community Investment Group (DCIG) which is a Community Development Corporation (CDC) that can partner with the City. The DCIG can access public bond market funding for projects that will be publicly owned, such as investment in parking or other public facilities. Other organizations such as a Public Development Authority (PDA) should be considered to implement the Downtown Plan's objectives to accelerate infill development, expand structured parking to reduce existing surface parking, and manage public spaces.

The City led a parking study for Downtown in 2019, which offers an analysis of the Downtown parking system and recommendations for improving on-street parking management. Implementation of the Downtown Parking Study Plan should remain a priority, and this section is meant to supplement those recommendations and build on that analysis.

The strategies in this section are intended to:

- Effectively manage parking, activation and programming of public space while implementing certain aspects of the Downtown Plan.
- Promote Downtown Spokane through marketing campaigns that attract new businesses, residents, and visitors, and through programs that retain and support existing businesses Downtown.
- Encourage new public/private partnerships and community participation in the activation of public spaces in a way that works for Downtown residents.

W01 Strategy: Cultivate leadership, strengthen community partnerships, and expand organizational capacity for Downtown management

The Downtown Plan is ambitious, and its goals cannot be achieved without strong leadership and partnerships. Everyone has a stake and role in Downtown, but leadership and partnerships play a unique role in the success of Downtowns. This Plan can only be successful as the related plans that reinforce it, and leaders will continue to rely on their partners region-wide for implementation, such as continued support of the regional model in the Continuum of Care Board's strategic plan to end homelessness. Fortunately, the City and community already have a strong commitment to Downtown as demonstrated by many successful projects and achievements in Downtown. Further efforts to cultivate leadership will help with coordination of Downtown projects, communications, public engagement, and ensuring Downtown initiatives are kept at the forefront.

WO1.1 ACTION: Develop the organizational capacity and partnerships to actively manage and program public spaces.

Programming public spaces requires a commitment of resources that is often beyond the City's capacity. Organizations such as DSP can often lead such efforts in partnership with the City and private entities. A programming and activation plan should be developed for key public spaces outlined in this Plan to be implemented by DSP with the support from other entities. The plan should address programming, amenities, staffing, a budget that anticipates public investment as well as private/corporate giving, costsharing, and operations and maintenance.

WO1.2 ACTION: Provide adequate staffing resources and establish an interdepartmental team to lead coordination and implementation of the Downtown Plan and future planning efforts.

Implementing the Downtown Plan will require a high level of leadership, coordination, and continued public outreach. The City should provide adequate staffing and consider designating an interdepartmental team to coordinate implementation of the plan. This action would give renewed focus to Downtown and help launch the plan.

WO1.3 ACTION: Enhance the role of the new Downtown Spokane Community Investment Group (DCIG).

Through the DSP a new Downtown Spokane Community Investment Group was recently established. This action includes additional planning to better define the role of the DCIG and other tasks for which only the non-profit organization (rather than the general public) is responsible to oversee and fund, including developing a logo and branding, to start to build an identity. The DCIG could play a role in implementing several of the strategies and actions in this Plan.

WO1.4 ACTION: Explore the feasibility of establishing a Transportation Management Association (TMA).

Establishing a TMA requires extensive partnerships between the City and downtown employers, organizations, and transit agencies and a strong fiscal strategy. The Downtown Parking Study recommended exploring the feasibility of establishing a TMA in partnership with major employers and organizations in Downtown. The City and partner agencies should explore the support and feasibility of establishing a TMA in Downtown to support the plans goals for improved mobility options and transit access.

W01.5 ACTION: Monitor housing and shelter for low-income residents and residents experiencing homelessness.

Encouraging housing for the low-income and homeless is a value established in Chapter 6 of the City of Spokane's Comprehensive Plan. To implement this value Downtown, the City and the DSP should coordinate with public and private agencies and other appropriate entities to evaluate and serve existing needs, facilities, and programs relative to health and human services Downtown. Homeless services and shelter should be provided first in the neighborhood where homelessness first occurs. This puts less pressure on Downtown homeless services and is safer for all.

WO2 STRATEGY: Leverage parking management to improve Downtown and enhance the Paid Parking Zone

The City has a Paid Parking Zone for Downtown where all net on-street parking revenue is allocated for investments in Downtown such as streetscape or parking improvements. This strategy would enhance the program through implementing strategies in the Downtown Parking Plan, using additional funds when available to continue streetscape improvements and implement other components of the Downtown Plan, such as infrastructure that supports public safety.

WO2.1 ACTION: Use the existing Downtown Spokane Community Investment Group (DCIG) Community Development Corporation, or a Public Development Authority to develop structured parking and manage existing facilities.

Off-street parking is mostly privately owned and managed. The result is a fragmented and inefficient system with a user experience that is often poor. With portions of the Downtown dominated by surface parking lots, the walk to destinations can be uncomfortable and result in a higher demand for well-managed parking where users feel safe and secure. The goal of the PDA or DCIG would be to reduce surface parking Downtown, create new structured parking that is well-managed, safe, adaptable to future reuse, and secure, and actively manage off-street parking under a shared parking system, including parking wayfinding and user-oriented tools that help people find available parking. Structured parking should minimize the impact of parking on the pedestrian realm with ground-floor uses, design of vehicular access, adaptive strategies, and facade treatments that make for a more engaging, pedestrian-oriented structure while preserving the capacity to convert such a facility to a higher and better use for the Downtown in the future.



The ParkBOI program operated by Boise's CCDC, has expanded the availability of parking in garages Downtown, and with effective management and communications makes parking Downtown easier to find.

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WO2.2 ACTION: Work with the property owners to proactively address the future of the Parkade building and site.

The Parkade is an icon in Downtown and provides a significant amount of off-street structured parking with over 900 parking stalls that serve Downtown employees, customer, and visitors. The structure, at over 50 years old, is eligible for historic designation locally and through the National Register of Historic Places. The structure is in nearing the end of its functional life and without major renovations and structural improvements it will not be functional. The owners, the City, the DSP, and other partners should pursue the renovation of the Parkade as a cultural and architectural icon. Options for preservation may include preserving the existing parking, adaptive reuse or potentially redevelopment that would likely include a parking component.

WO2.3 ACTION: Develop and maintain parking revenue scenarios for on-street parking to effectively implement parking demand management and new upgrades to the best available technologies in the Paid Parking Zone.

The Downtown Parking Study recommended strategies to adjust rates for on-street parking to improve management, diversify parking revenue, invest in new technology, and enhance net meter revenue to support parking, public space, and mobility improvements in Downtown. Rates should be adjusted based on managing demand and aligning with off-street rates while allowing for investments in the parking system to improve the user experience in Downtown.

WO2.4 ACTION: Leverage City investments in parking technology to facilitate a dynamic and flexible offstreet shared parking program.

The City of Spokane does not currently have a major role in owning or managing public off-street parking in Downtown. The majority of off-street parking is privately owned and maintained resulting in a fragmented system and poor user experience at some facilities. The City is planning technology improvements for the on-street system that should be accessible to off-street parking facility owners and operators to create a unified shared parking program. The City and DSP should also consider development of a shared parking brand for Downtown that can be used for communications, marketing, and wayfinding to improve awareness and access to off-street parking.

W03 STRATEGY: Develop new promotions and marketing campaign to attract downtown businesses

The Spokane region has a strong marketing campaign for tourism that includes Downtown but is focused more broadly. Downtown would benefit from a new marketing and promotions plan to attract businesses and employers to Downtown by highlighting the many amenities, easy access, parking options, proximity to Riverfront Park, and plans for Downtown.

WO3.1 ACTION: Develop a Downtown specific promotions and marketing campaign led by DSP, in partnership with other organizations that have a presence Downtown.

The DSP should lead a collaborative effort to promote Downtown to businesses and major employers both in the region and around the country by highlighting the many assets and opportunities in Downtown. Downtown Spokane enjoys relative affordability, amazing access to the outdoors, a strong sports, arts, and culture scene, historic architecture, and many great surrounding neighborhoods. This should include cooperative marketing with Greater Spokane Incorporated (GSI), the City, Visit Spokane, the Downtown Spokane Partnership (DSP) and Business Improvement District (BID), Health Sciences Campus, and Univ. District that connects with regional branding efforts. The services of a BID should be extended throughout the Downtown Planning Area boundaries.



The VisitOKC site for Oklahoma City, OK is more focused on the City and Downtown than the surrounding region.

Calgary, AB has an active campaign to attract employers and talent to the City.



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WO3.2 ACTION: Enhance funding for Downtown programming, wayfinding and promotions through partnerships.

A source of funding for programming, wayfinding, and promotions is currently a challenge in Downtown. The City, DSP, and other partners should pursue additional funding sources such as net parking meter revenue, grants, private sector partnerships, and revenue from events to support these efforts in the future.

WO3.3 ACTION: Connect sponsors with organizations that host events Downtown.

DSP is uniquely positioned to connect local businesses and organizations who may be interested in hosting events Downtown as well as supporting those events directly. Additional festivals and community celebrations may be possible through better funding and addressing the needs of public safety at events. Organizations that host events may need support resuming large-scale public gatherings Downtown through the COVID-19 economic recovery and beyond.



The annual Bloomsday run through Downtown and nearby neighborhoods in May

The Inland Northwest Car Club Council's annual Downtown Car Show held in Spokane every July.



OPPORTUNITY SITES

The strategies and actions in the previous sections reference various opportunity sites in Downtown Spokane. The 12 opportunity sites designated in the plan have retained some sites from the past plan which may still serve as long term goals, and new sites that are vacant, underutilized, or in use as surface parking. Each of these sites has the potential to serve the community in different ways - as public space, mixed use development that integrates public uses and benefits, and affordable space for local businesses and organizations. These sites are shown in the map below and summarized in the following pages.



OPPORTUNITY SITES

Opportunity sites identified in the planning process Source: City of Spokane, Downtown Spokane Partnership, Framework, 2020

- EAST END PUBLIC SPACE
- 2 INTERMODAL CENTER
- **3 MAJOR DOWNTOWN SITE A**
- MAJOR DOWNTOWN SITE B
- PARKADE + PARKADE PLAZA

ROOKERY BLOCK 6

- 7 BOSCH LOT
- 8 CHANCERY BUILDING
- **9** GREYHOUND TERMINAL

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- 10 STEAM PLANT PARKING LOT
- 11 STEAM PLANT SUBSTATION
- 12 NEW AVISTA SUBSTATION

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East End Public Space: Downtown's East End has a number of active uses along W Main Ave that could benefit from and help activate a public space. A substantial public space with adjacent active uses should be a priority, as any plans for new development or redevelopment move forward in the four blocks to the north and south of Main Ave between Bernard and Division Streets.

2 Intermodal Center: The Intermodal Center is an opportunity for the City to help create and preserve workspace that can act as an incubator for small businesses or organizations that may not be able to afford their own space Downtown. Unused spaces in the Intermodal Center could be converted to co-working or individual business spaces, for organizations that rely less on foot traffic in partnership with organizations that help fledging businesses in and around Downtown like Terrain and DSP.

Major Downtown Sites A + B: These two surface parking lots with mixed ownership are in an ideal location for infill development that could help energize the edge along Riverfront Park and two central blocks of Main Avenue. The City and DSP can support infill development with an economic and pro forma analysis to determine what development programs could work on the site from a financial perspective, and whether existing development regulations are an impediment to development. The City can also play an active role in redevelopment through a public/private partnership.

5 Parkade + Parkade Plaza: The Parkade is an important reservoir of structured parking Downtown and an architectural landmark. DSP should work to preserve the structure with over 900 parking spaces and reinvigorate the Parkade Plaza that connects to the alley running through the center of Downtown. The design of the structure's street level is key to activating both the Parkade Plaza and surrounding streets, and the rehabilitation of the Parkade structure should consider the design of ground level spaces to create more of a relationship with the Plaza and pedestrian space along W Main Ave.

6 Rookery Block: The Rookery Block is another centrally located surface parking lot, surrounded by larger office buildings in Spokane's Downtown Core. The City and DSP can support infill of the site with economic and financial analysis and can help effectuate development of this and other priority sites with public/private partnerships. This site is an opportunity to support a more active Downtown with space for ground-floor retail and cultural uses.

7 Bosch Lot: The Bosch Lot is Spokane Parks Department property currently in use as a surface parking lot over a combined sewer overflow facility recently constructed by the City and is a site of tribal significance for the Spokane people. This lot is subject to Washington State Department of Conservation restrictions in terms of use, with limited potential for non-residential redevelopment. The City should work in consultation with the Spokane Tribe of Indians to develop a master plan for the site that honors its significance to the Tribe.

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8 Chancery Building: The Chancery Building is a historic three-story building on Riverside Ave that was once home to the Roman Catholic Diocese of Spokane and is now vacant. The building is an opportunity for restoration and adaptive reuse of the structure or redevelopment that is respectful of the historic building and its context.

9 Greyhound Terminal: Spokane's former Greyhound Terminal between Sprague and 1st is an excellent opportunity to link the West End and the Downtown Core with redevelopment that supports nearby cultural uses and can complement the developing district in the West End. The site is large enough to support small public spaces on 1st or Sprague that can meet neighborhood needs for open space within a few blocks of the site, and can help connect the Fox Theater and venues in the core of Downtown to the West End. Like the Parkade, this site is eligible for local and national register listing and could take advantage of tax incentives if rehabilitated or as an adaptive reuse.

10 Steam Plant Parking Lot: The existing surface parking lot fronting Railroad Alley Avenue between Post and Lincoln Streets lies near hotels and entertainment venues on the north side of the railroad, an ideal location for correlated and supporting development including mixed office, retail, and/or residential development and privately or publicly owned public space. This half block adjoins the two railroad undercrossings at Post and Lincoln, offering a critical pedestrian connection to the Downtown Core from the neighborhoods to the south and restaurants and other attractions in the South Side.

1D Steam Plant Substation: Avista Utilities intends to relocate its existing substation south of the railroad, opening up the lot directly east of Steam Plant Square for potential development fronting S Post St and Steam Plant Alley. This is an opportunity to enliven the Post St frontage and complement anchoring nearby restaurants and entertainment uses.

12 New Avista Substation: Downtown's South Side will continue to grow and see both opportunity and demand for active public spaces and/or cultural spaces to be integrated with new development and investment. The planned substation at the northeast corner of W Third Ave and S Post street could integrate public space, cultural space or other amenities as part of development. These placemaking elements can help bring enliven this part the South Side near an area with more intact Downtown buildings with some active dining retail and service uses.



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ACTION PLAN

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IMPLEMENTATION + ACTION PLAN

Based on the goals and vision in the plan, and the value of projects in the past ten years (outside of Riverfront Park), the following 15 priority actions will be possible within the next ten years Downtown based on the cost of implementation: \$ = up to \$50k, \$\$ - \$50k to \$500k, \$\$\$ = Greater than \$500k

FUNDING SOURCES

Transportation Improvement Program (TIP): The City's TIP is the primary mechanism for prioritizing transportation projects for funding. Projects may be funded by a combination of local and outside funding sources, but all major transportation capital projects must be listed on the TIP to be in the queue for funding. As the regions Metropolitan Planning Organization (MPO) and the Spokane Regional Transportation Council receives and administers federal transportation funds through its Transportation Improvement Program (TIP). Cities and public agencies may apply to have their projects be included in the TIP or other grants as federal funds are available.

Business Improvement District (BID): The BID is managed by the Downtown Spokane Partnership and provides funding through an additional property tax on Downtown properties to fund downtown management activities. **Downtown Spokane Community Investment Group (DCIG):** The newly formed DCIG has access to the public bond market to fund projects that include a public component. The DCIG is focused on economic related activities in Downtown such as real estate development and parking.

Washington Transportation Improvement Board (TIB) Complete Streets Program (CS): The TIB has a complete streets program to fund local complete streets projects including planning, design, and construction. To be eligible cities must have an adopted complete streets ordinance. Program funding was suspended in 2020 due to COVID-19 but may be reauthorized again in 2021.

Community Economic Revitalization Board

(CERB): The CERB provides funding for economic development related projects including planning studies and investments in infrastructure to support job creation.
Capital Improvement Program (CIP): The City's CIP can support a wide range of potential capital projects such as land acquisition, parks and open space improvements, lighting improvements, and others. The general CIP has less constraints on the types of projects that can be funded compared to utility enterprise funds that are restricted to utility projects.

Parking and Business Improvement Area (PBIA):

The PBIA receives funding from on-street parking revenue consisting of approximately \$250k annually that could be used to support implementation of the Downtown Plan. The PBIA is also called the Business Improvement District (BID).

Parking Revenue (PR): City parking revenue, primarily for on-street facilities, could be used to fund downtown improvements and other planning studies such as exploration of a Transportation Management Association (TMA) as was recommended in the Downtown Parking Study. Approximately \$250k is currently provided annually to the Parking and Business Improvement Area.

STGB Set Aside (formerly TAP) (STGB): The STP Set Aside program uses federal funds to provide funding for on- off-road facilities for pedestrians and bicyclists, traffic calming measures, and projects that comply with the Americans with Disabilities Act (ADA). Funds are administered through the Spokane Regional Transportation Council (SRTC).

Washington Public Works Trust Fund (PWT): The public works trust fund provides low interest loans to cities and public agencies for capital projects. The funding is subject to authorization by the legislature and therefore funding levels are subject to changes over time. **Councilmanic Bond (CB):** Councilmanic bonds utilize existing revenues, typically in the general fund, to finance major investments such as capital projects without requiring an increasing in local taxes.

Project Funding (PF): The City's project funds have the ability, depending on available resources, to fund a wide array of downtown planning activities including staff time, planning projects, design, and public outreach.

Utility Funds (UF): City of Spokane utility funds can support the utility portions of major capital projects such as utilities associated with a major street reconstruction.

Transportation Improvement Board (TIB) Urban Programs (TIB-UP): The WA TIB provides grants through it's Urban Program including urban arterials, sidewalk programs, arterial preservation program, and Relight Washington focused on energy efficient lighting.

ArtPlace (AP): Artplace is a national non-profit committed to supporting arts, culture, and creative placemaking. ArtPlace provides targeted grant programs on specific topics and while no grant programs appear active at this time future funding could provide an opportunity for the City of Spokane.

WA Department of Commerce Grants (DC): The WA Department of Commerce provides grants periodically on a range of topics such as the recent grant program for housing action plans to increase the availability of housing in the state. The City of Spokane should monitor future grant opportunities to support implementation of the Downtown Plan.

PRIORITY ACTIONS

CW1.1 ACTION: Transform low traffic streets that are oversized for projected traffic by converting vehicle travel lanes to other uses in target locations such as high-quality bike facilities, expanded public spaces, and on-street parking.

AGENCIES: City, Spokane Transit Authority FUNDING SOURCES: CS, AP, STGP, PF

CW1.2 ACTION: Develop a transportation plan specific to Downtown that considers multiple modes and addresses facility designs, locations, priorities, and funding. AGENCIES: City, Spokane Transit Authority FUNDING SOURCES: PF, TIP

CW1.3 ACTION: Make sidewalks active and vibrant places through continued efforts to streamline design requirements, and developing new pilot projects in partnership with local businesses downtown.

AGENCIES: City, DSP FUNDING SOURCES: PF, TIP, BID

CW1.4 ACTION: Protect use of alleys for service access and improve certain alleys as pedestrian spaces, where improvements add to connections and active spaces Downtown.

AGENCIES: City FUNDING SOURCES: PF

- CW3.4 ACTION: Actively pursue redevelopment of surface lots. AGENCIES: City, DSP FUNDING SOURCES: CERB, PF, PBIA, DCIG
- **CW4.2** ACTION: Improve pedestrian experience and safety at undercrossings beneath the rail viaduct and I-90 with targeted interventions.

AGENCIES: City

FUNDING SOURCES: TIP, AP, PBIA, CS

ACH2.1 ACTION: Improve and activate the streetscape and public realm to support cultural venues. AGENCIES: City, DSP FUNDING SOURCES: PR, PF, PBIA, BID ACH3.1 ACTION: Identify sites Downtown for infill development that can help foster small businesses, local start-ups, and arts and culture uses and organizations.

AGENCIES: City, Spokane Arts, Terrain FUNDING SOURCES: PF

LWP1.1 ACTION: Develop a thorough understanding of on-site conditions and update market demand studies around opportunity sites.

AGENCIES: City, DSP

FUNDING SOURCES: CERB, PF, BID

LWP2.2 ACTION: Create an integrated network of small parks and public spaces outside of Riverfront Park.

AGENCIES: City, DSP

FUNDING SOURCES: CIP, PF, PBIA, PR, BID

LWP3.4 ACTION: Pursue redevelopment of the existing surface parking lots within the existing height limits in the DTC-100 Zone along Spokane Falls Boulevard.

AGENCIES: City, DSP

FUNDING SOURCES: PF, CERB, BID

LWP4.3 ACTION: Implement Transportation Demand Management (TDM) strategies.

AGENCIES: City, DSP, Spokane Transit Authority, Spokane County Commute Trip Reduction Program

FUNDING SOURCES: PR, PF, PBIA

PS1.1 ACTION: Strategically program and activate public spaces Downtown.

AGENCIES: City, DSP FUNDING SOURCES: PBIA, PR, PF, BID

W01.1 ACTION: Develop the organizational capacity and partnerships to actively manage and program public spaces. AGENCIES: City, DSP FUNDING SOURCES: PF. PBIA, BID

W03.3 ACTION: Connect sponsors with organizations that host events Downtown. AGENCIES: DSP

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NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
CW1.1 (Priority)	Transform low traffic streets that are oversized for projected traffic by converting vehicle travel lanes to other uses in target locations such as high-quality bike facilities, expanded public spaces, and on-street parking.	Connected and Walkable	City, STA	\$\$\$
CW1.2 (Priority)	Develop a transportation plan specific to Downtown that considers multiple modes and addresses facility designs, locations, priorities, and funding.	Connected and Walkable	City, STA	Staff Time
CW1.3 (Priority)	Make sidewalks active and vibrant places through continued efforts to streamline design requirements, and developing new pilot projects in partnership with local businesses downtown.	Connected and Walkable	City, DSP	Staff time
CW1.4 (Priority)	Protect use of alleys for service access and improve certain alleys as pedestrian spaces, where improvements add to connections and active spaces Downtown.	Connected and Walkable	City	\$\$
CW1.5	Implement streetscape improvements in this Plan on the Howard Street Corridor, with elements of public art and wayfinding, in coordination with infill development.	Connected and Walkable	City, Community Organizations, Private Sector	\$\$
CW1.6	Build a more complete tree canopy along Downtown corridors and continue work to bury utilities.	Connected and Walkable	Avista, City	\$\$\$

NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
CW1.7	Study ramping and access to the Maple Street Bridge and surrounding intersections for potential reconfiguration and design that reconnects Browne's Addition to Downtown, creates a safe environment for people walking and biking, and continues the planned cultural trail on First Ave west.	Connected and Walkable	City, Spokane Transit	Staff Time, Possible consultant support
CW1.8	Reconfigure one-way streets with low traffic volume that do not tie into a Downtown freeway interchange as part of long-term changes to the transportation network Downtown and avoid further conversions to one-way street couplets.	Connected and Walkable	City, Spokane Transit	Staff Time
CW1.9	Integrate bike parking into Downtown streets and parking facilities.	Connected and Walkable	City	\$\$
CW1.10	Improve the street lighting system Downtown, filling gaps and replacing aging fixtures with pedestrian-scale and roadway lighting that create a safer nighttime environment Downtown.	Connected and Walkable	Avista, City	\$\$\$
CW1.11	Enhance the skywalk system's connections to the street and concentrate skywalks in the Downtown Core, limiting expansion, particularly along important view corridors.	Connected and Walkable	City	\$\$ to \$\$\$
CW1.12	Update development standards for Downtown Complete Street Designations can support and sustain active street edges.	Connected and Walkable	City	Staff Time

NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
CW2.1	Integrate City Line transit stations and the STA Plaza into plans for street improvements and other active transportation investments Downtown.	Connected and Walkable	City, Spokane Transit	\$\$ to \$\$\$
CW2.2	Improve bike connections Downtown with improved facilities connecting to the City Line together with new pedestrian amenities.	Connected and Walkable	City, Spokane Transit	\$ - Temporary \$\$\$ - Capital Project
CW3.1	Develop a program to use the edges of surface parking lots for active uses, programming, and events such as food trucks, vendors, and farmers markets.	Connected and Walkable	City	Staff Time
CW3.2	Prohibit new surface parking lots in the Downtown Core, East End and West End.	Connected and Walkable	City	Staff Time
CW3.3	Discourage surface parking lots along the frontage of Type III and Type IV Complete Streets between the building and street throughout the Downtown.	Connected and Walkable	City	Staff Time
CW3.4 (Priority)	Actively pursue the redevelopment of surface parking lots.	Connected and Walkable	City, DSP	\$ to \$\$\$
CW4.1	Develop a wayfinding plan for Downtown with priority locations and signage elements that ties into the County's Wayfinding Project and elements of the cultural trail.	Connected and Walkable	City	\$\$
CW4.2 (Priority)	Improve pedestrian experience and safety at undercrossings beneath the rail viaduct and I-90 with targeted interventions.	Connected and Walkable	City	\$\$
ACH1.1	Tell stories about Spokane's local history and architecture using creative methods.	Thriving Arts, Culture, and Historic Places	City, Spokane Arts	\$ to \$\$

NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
ACH1.2	Preserve historic structures and bridges and incentivize adaptive reuse of older structures that contribute to Downtown's historic character.	Thriving Arts, Culture, and Historic Places	City	\$\$ to \$\$\$
ACH1.3	Develop design guidelines for downtown that help create a good fit between new development and Downtown's historic structures.	Thriving Arts, Culture, and Historic Places	City	Staff Time, potential consultant
ACH1.4	Pursue the idea of a cultural trail that links signature sites and activates streets with the intent of drawing visitors and investment.	Thriving Arts, Culture, and Historic Places	City, Spokane Arts	\$\$ to \$\$\$
ACH2.1 (Priority)	Improve and activate the streetscape and public realm to support cultural venues.	Thriving Arts, Culture, and Historic Places	City, DSP, Spokane Arts	\$ to \$\$\$
ACH2.2	Work with artists and local property owners to create and maintain temporary art installation and facilitate activation of cultural spaces to energize Downtown and support artists.	Thriving Arts, Culture, and Historic Places	City, DSP, Spokane Arts	\$
ACH2.3	Explore incentives for preserving cultural space and creating new space for arts and cultural uses Downtown.	Thriving Arts, Culture, and Historic Places	City, Spokane Arts	Staff Time
ACH2.4	Evaluate how the City's development regulations and permitting process can support cultural space and public art.	Thriving Arts, Culture, and Historic Places	City	Staff Time
ACH2.5	Identify and reduce barriers for cultural events Downtown.	Thriving Arts, Culture, and Historic Places	City, Spokane Arts	Staff Time
ACH3.1 (Priority)	Identify sites Downtown for infill development that can help foster small businesses, local start-ups, and arts and culture uses and organizations.	Thriving Arts, Culture, and Historic Places	City, Spokane Arts, Terrain	Staff Time

NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
ACH3.2	Identify underutilized properties that could serve as affordable workspaces for organizations that are less reliant on foot traffic.	Thriving Arts, Culture, and Historic Places	City, Spokane Arts, Terrain	Staff Time
LWP1.1 (Priority)	Develop a thorough understanding of on-site conditions and update market demand studies around opportunity sites.	A Great Place to Live, Work, and Play	City, DSP	\$ to \$\$
LWP1.2	Develop public/private partnerships, potentially with the assistance of a public development authority, to acquire and assemble property to support redevelopment Downtown.	A Great Place to Live, Work, and Play	City, DSP	\$
LWP1.3	Build site-based partnerships with affordable housing developers and transitional housing providers into public projects and infill development and engage these organizations in economic analyses of how an affordable housing program can be implemented in Spokane's real estate and development market.	A Great Place to Live, Work, and Play	City, DSP	Staff Time
LWP1.4	Explore ideas to strengthen incentives for workforce multi-family development and rehabilitation of historic structures Downtown	A Great Place to Live, Work, and Play	City	Staff Time
LWP2.1	Develop ground floor standards for residential, retail, office, live/work, and civic uses.	A Great Place to Live, Work, and Play	City	Staff Time
LWP2.2 (Priority)	Create an integrated network of small parks and public spaces outside of Riverfront Park	A Great Place to Live, Work, and Play	City, DSP	\$\$ to \$\$\$
LWP2.3	Support existing businesses Downtown and build upon emerging activity centers with complementary retail and active uses.	A Great Place to Live, Work, and Play	City, DSP	\$ to \$\$\$

NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
LWP3.1	Maintain and apply zoning designations based on criteria that address the surrounding context and desired land uses with a focus on street level uses.	A Great Place to Live, Work, and Play	City	Staff time
LWP3.2	Ensure signage standards are consistent with land use context and corridor character.	A Great Place to Live, Work, and Play	City	Staff time
LWP3.3	Ensure redevelopment projects contribute to streetscapes and good urban design.	A Great Place to Live, Work, and Play	City	Staff Time
LWP3.4 (Priority)	Pursue redevelopment of the existing surface parking lots within the existing height limits in the DTC-100 Zone along Spokane Falls Boulevard.	A Great Place to Live, Work, and Play	City, DSP	Staff Time, Potential Consultant
LWP4.1	Integrate new development Downtown with transit facilities and promote transit supportive development around high-capacity transit.	A Great Place to Live, Work, and Play	City	\$\$\$
LWP4.2	Reduce regulatory barriers to shared parking including expanding off-site parking shed limits.	A Great Place to Live, Work, and Play	City	Staff time
LWP4.3 (Priority)	Implement Transportation Demand Management (TDM) strategies.	A Great Place to Live, Work, and Play	City, Spokane Transit, DSP, Spokane County Commute Trip Reduction program	\$\$
LWP5.1	Integrate Green Stormwater Infrastructure (GSI) into public street and building projects and encourage green stormwater strategies to retain and treat runoff on-site as part of private development.	A Great Place to Live, Work, and Play	City	\$\$ to \$\$\$
LWP5.2	Promote energy efficiency in new construction and rehabilitation of historic buildings.	A Great Place to Live, Work, and Play	City	Staff Time

NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
LWP5.3	Mitigate the urban heat island effect Downtown in order to reduce vulnerability to extreme heat events.	A Great Place to Live, Work, and Play	City	Staff Time
LWP5.4	Support a healthy local food system, with readily available fresh food and locally produced food.	A Great Place to Live, Work, and Play	City	Staff Time
PS1.1 (Priority)	Strategically program and activate public spaces Downtown.	Welcome and Engaging Public Space	Downtown Spokane Partnership	\$ to \$\$
PS1.2	Create new active uses on streets and in storefronts.	Welcome and Engaging Public Space	City	Staff time
PS1.3	Continue the presence of a fully staffed, centralized downtown precinct.	Welcome and Engaging Public Space	City	Staff time
PS2.1	Create protections to retain public spaces, ensure existing and new public spaces are well used and maintained, and develop a specific set of criteria to evaluate alley vacation or acquisition based on public benefit and access.	Welcome and Engaging Public Space	City	Staff Time
PS2.2	Revitalize Parkade Plaza as the active place it was in a previous era, with its distinctive style of architecture and surrounding active uses.	Welcome and Engaging Public Space	DSP	\$\$
PS2.3	Rename and improve the alley between W Main Ave and W Riverside Ave to transform a neglected space into a distinctive pedestrian space. This alley renovation can be a model for other alleys Downtown.	Welcome and Engaging Public Space	City	Staff Time
PS2.4	With the redesign of Wall Street for transit use, retain the pedestrian scale of the street and focus on bringing active uses to the street level.	Welcome and Engaging Public Space	City, Spokane Transit	Staff Time

NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
PS2.5	Pursue a public plaza space in the East End of Downtown.	Welcome and Engaging Public Space	City	\$\$
PS2.6	Support development of public spaces on sites such as the Rookery Block in conjunction with new development.	Welcome and Engaging Public Space	City, DSP	\$\$\$
PS2.7	Design public spaces for accessibility that meets or exceeds ADA requirements.	Welcome and Engaging Public Space	City	Staff Time
PS2.8	Consider Crime Prevention Through Environmental Design (CPTED) in future public and private development Downtown and implement CPTED principles as a partnership between the City and DSP.	Welcome and Engaging Public Space	City	Staff Time
WO1.1 (Priority)	Develop the organizational capacity and partnerships to actively manage and program public spaces.	A Well- Organized Downtown for All	DSP, City	Staff time
W01.2	Provide adequate staffing resources and establish an interdepartmental team to lead coordination and implementation of the Downtown Plan and future planning efforts.	A Well- Organized Downtown for All	City	Staff Time
W01.3	Enhance the role of the new Downtown Spokane Community Investment Group (DCIG).	A Well- Organized Downtown for All	DSP	Staff time, Potential for consultant support
W01.4	Explore the feasibility of establishing a Transportation Management Association (TMA).	A Well- Organized Downtown for All	City, DSP, STA	\$\$

NUMBER	ACTION	GOAL	AGENCY	COST / FUNDING
W01.5	Monitor housing and shelter for low-income residents and residents experiencing homelessness.	A Well- Organized Downtown for All	City, DSP	Staff Time, Potential for Consultant Support
W02.1	Use the existing Downtown Spokane Community Investment Group (DCIG) Community Development Corporation, or a Public Development Authority to develop structured parking and manage existing facilities.	A Well- Organized Downtown for All	Downtown Spokane Partnership	\$\$\$
W02.2	Work with the property owners to proactively address the future of the Parkade building and site.	A Well- Organized Downtown for All	DSP	Staff Time
W02.3	Develop and maintain parking revenue scenarios for on-street parking to effectively implement parking demand management and upgrades to the best available new technologies in the Paid Parking Zone.	A Well- Organized Downtown for All	City	Staff Time
W02.4	Leverage City investments in parking technology to facilitate a dynamic and flexible off- street shared parking program.	A Well- Organized Downtown for All	City, DSP	Staff Time, \$\$
WO3.1	Develop a Downtown specific promotions and marketing campaign led by DSP, in partnership with other organizations that have a presence Downtown.	A Well- Organized Downtown for All	DSP	\$ to \$\$\$
W03.2	Enhance funding for Downtown programming, wayfinding and promotions through partnerships.	A Well- Organized Downtown for All	DSP	\$\$
WO3.3 (Priority)	Connect sponsors with organizations that host events Downtown.	A Well- Organized Downtown for All	DSP	Staff Time

MEASURES OF SUCCESS

The success of the Downtown Plan depends on the ability to implement the plan, track progress, and adapt as needed to fulfill the goals of the plan. The measures of success defined below relate to the plan goals and are indicators of how effectively the plan is being implemented. These indicators reflect how strategies such as activating and expanding public space, adding lowstreet bike facilities, new street trees, safe street lighting, and a thriving economy are working. The measures of success should be tracked and included in an annual check-in on plan progress that is communicated to the public. Other communication approaches such as the use of social media, a video, a survey, or other method should be considered to boost awareness of the plan and progress in Downtown.

MEASURE	SUMMARY	RELATED STRATEGIES	HOW IT'S MEASURED
# of New Low- and Moderate Income (80% AMI) Affordable Housing Units	New rental and for-sale affordable housing developed within the Downtown boundary.	LWP1	# of new units available for occupancy annually
# of Residential Units	New residential units within the Downtown boundary.	LWP1	# of new units available for occupancy annually
Office Vacancy Rate	Office vacancies have been high in recent years and this would track progress towards decreasing office vacancy and tracking trends related to impacts from COVID.	LWP3, WO3	% of vacant offices
New Commercial Space	Commercial space for office, retail, industrial and other similar uses, excluding civic and public uses.	LWP3, WO3	Gross SF of new commercial space
Retail Vacancy Rate	The amount of vacant retail square footage Downtown can help provide an understanding how retail have weathered the COVID crisis, and how the retail market is responding to pre- existing trends like growth in online retail, and pressure from rising rents.	LWP3, WO3	% of vacant retail square footage

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MEASURE	SUMMARY	RELATED STRATEGIES	HOW IT'S MEASURED
Acres of Surface Parking Redeveloped	The Downtown plan aims to promote the redevelopment of surface parking lots and this metric would track progress on that goal.	CW3	Acres of surface parking redeveloped into other uses
New Downtown Public Art Projects	Public art projects may include murals, sculptures, temporary installations, lighting, projection, and other media in the public realm. A simple count of new public art projects can help track progress in integrating these projects into public spaces.	ACH1-3	Number of new public art projects
Miles of New Low-Stress Bike Facilities	Low stress bike facilities include some measure of protection such as buffers, markers, parked vehicles, planters, and off-street trails. These facilities should be suitable for most adults classified as "interested but concerned" or for all ages and abilities, targeting a level of traffic stress of 1-2. Level of traffic stress criteria can be found here: http:// www.northeastern.edu/peter.furth/ research/level-of-traffic-stress/	CW1, CW2	Miles (including both side of the street) of new protected or other high- quality bike facilities.
Historic Buildings Renovated or Rehabilitated	This includes buildings that have a current use or were previously vacant. A minimum investment of 25% of the assessed value of the structure, excluding land, prior to rehabilitation will qualify.	ACH1	Number of buildings listed or eligible for listing on the local or national register that have been substantially renovated or rehabilitated.
Federal Historic Tax Credit	20% dollar for dollar credit back to the investor in a historic project within the downtown.	ACH1	Dollars credited to investors with historic projects in Downtown
Acres of Public Space Activated	The plan calls for the creation of an ongoing programming and activation effort in public spaces Downtown. To qualify spaces must be activated a minimum of 150 days per year.	PS1-2	Acres of public space that has been active on a regular basis. Excludes on- time or short-term events.

MEASURE	SUMMARY	RELATED STRATEGIES	HOW IT'S MEASURED
Street Trees Planted	Due to sidewalk vaults and other challenges some areas of Downtown do not have street trees. This metric will track the progress on creating a more complete network of street trees.	CW1, LWP5	Number of new street trees, excluding those that have been replaced.
Hotel/Motel Tax Receipts in Downtown	Hotel and Motel tax receipts track stays in Downtown and funds may be used to support economic development and tourism activities including promotions.	LWP3, WO3	Gross Hotel/Motel Tax Receipts
New Parklets	Some areas of Downtown lack public space and the need for outdoor space has increased due to COVID. This metric will track the total number of new parklets and parklets would also qualify as new public space under that metric.	PS1-2	Number of new parklets installed Downtown.
Total Amount of Capital Investments in Downtown	Capital investments are a common metric to track public investment in Downtown. Projects such as the Riverfront Park renovation, the University District Gateway Bridge, and the upcoming Riverside Improvements would be included.	CW1-2, LWP2, PS1, WO2	Total gross spending on capital projects in the planning area.
Downtown Events	Spokane has many successful Downtown events such as Hoopfest, the Lilac Festival, and many others. This metric will track the number of events held annually in Downtown.	W01, LWP2, PS1-2	Total number of Downtown events on an annual basis
Happiness Factor	This qualitative metric addresses how people feel in public space in Downtown and the overall urban experience. This metric builds off the content discussed in the book Happy City.	ACH1-2, PS2	Annual intercept survey of people in Downtown
Acres of New Public Space	Some areas of Downtown are lacking in smaller scale public spaces like, plazas, parklets, pocket parks, and other spaces. This metric will track progress toward expanding public space, including privately owned public space, and new pedestrian spaces in the right of way.	PS1	Total gross acres of new public space

MEASURE	SUMMARY	RELATED STRATEGIES	HOW IT'S MEASURED
Parking and Business Improvement Area (PBIA) On- Street Parking Net Revenue	The PBIA receives net meter revenue for on-street parking. Net meter revenues above the costs to maintain and operate the parking system. Funds may be used to improve Downtown related to parking and mobility and this metric will track trends in revenue on an annual basis.	W02	Net revenues collected by the PBIA from on-street parking meters.
Acres of Green Stormwater Infrastructure	Opportunities for green stormwater infrastructure may be limited in Downtown but opportunities could arise for integration with new development, as part of new infrastructure projects, or incorporated into new public spaces.	LWP5	Total acres of new green stormwater infrastructure such as rain gardens and similar elements
	Downtown would benefit from a shared parking program with common branding, technology, and management as called for the Downtown Parking Study. This metric will track the number of public parking stalls that participate in the program once it's launched.	WO2, LWP4	New public parking stalls on an annual basis
Downtown Crime Statistics	Crime statistics are already tracked by the Spokane Police Department for Downtown and this would incorporate the quarterly or annual data into the Downtown Plan Annual Check-In.	LWP1, LWP2, WO2, WO1	Number and types of crimes on an annual basis to monitor trends
New or Improved Street Lights	Some areas of Downtown lack adequate lighting and need either new or replaced streetlights using modern energy efficient fixtures. This metric will track the number of new or replaced streetlights in Downtown by location.	LWP2, CW2	New or replaced streetlights in Downtown

	MEASURE	SUMMARY	RELATED STRATEGIES	HOW IT'S MEASURED
	Mode Share for Downtown Commuters	Spokane's transportation agencies have worked to shift mode share for commuters in the City and region away from single-occupancy vehicles. The share of people commuting Downtown by alternative modes is an indicator of how successful transit, walking and biking investments have been helping commuters consider other modes of travel.	LWP3, LWP5	Self-administered Survey
	Number of Multicultural Events	Multicultural events would be those organized by groups predominantly run by people of color, or events where people from a particular ethnic group or culture share through the arts, food, storytelling or other means. Sharing through events should strengthen the various communities themselves, and the broader Spokane community.	ACH2, WO3	Number of events
	and Number of Free and Low-	Everyone should be able to participate in arts and cultural events regardless of income. Low-cost events could include those for \$10 and under per family.	ACH3, LWP1, WO3	Number of free events, number of low cost events
ſ	Owned by People of Color Located Downtown	New businesses include retail and other businesses with office space Downtown. A healthy Downtown will include a diverse set of business owners, and encourage that diverse ownership with support as needed.	LWP1, WO3	Number of new businesses owned by people of color

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Appendix A: 2008 Plan Vision, Goals, and Strategies

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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.

APPENDIX A EXISTING CONDITIONS REPORT



- 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:

 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 oneway 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, morefocused "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:

- 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 bicyclepedestrian 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 characternight

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?
- 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).



homeless housing vacancy living retail vibrant restaurant

homelessness

transients district signage streets homeless expand businesses alleyways parking addistreettrees panhandlers

- 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 The Plan Commission found the private investment Downtown. 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.



G. Bonus Height The ava heig that spe	lines that are not adjacent to Spokane Falls Boulevard after the first fifteen feet of upper story structure stepback from Spokane Falls Boulevard. e bonus height provisions are not ilable within specially designated ght areas or the downtown zones t have a maximum height ecified Bonus Height Provisions a. The following items quality 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	Reorganize incentives in related sets of bonuses, i.e. affordable housing, public space, ground floor uses and features. Additional height is not an effective incentive for 100% affordable residential construction, as additional height requires structure that is prohibitively expensive for affordable development.
ava heio that spe	 ilable within specially designated ght areas or the downtown zones thave a maximum height ecified Bonus Height Provisions a. The following items quality 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 	of bonuses, i.e. affordable housing, public space, ground floor uses and features. Additional height is not an effective incentive for 100% affordable residential construction, as additional height requires structure that is prohibitively expensive for affordable
2.	 a. The following items quality 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 	incentive for 100% affordable residential construction, as additional height requires structure that is prohibitively expensive for affordable
	to permanent affordable household living space (housing units affordable to households making less than eighty percent of area	incentive for 100% affordable residential construction, as additional height requires structure that is prohibitively expensive for affordable
	as defined by HUD) is not subject to a height or story limit.	
	 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 	
	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. Fo	ur 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.	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.

APPENDIX A EXISTING CONDITIONS REPORT



CODE SUBSECTION	C	ODE 1	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.
			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.	Fou	r 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

APPENDIX A EXISTING CONDITIONS REPORT



- Architectural Expression
- Pedestrian Environment
- **Public Amenities** н.
- Vehicular Access and Parking

Figure 9. Example Design Guideline Page

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.



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;
 - 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:
 - Views of the site from other parts of the City: ġ.
 - Proximity to existing and future regional multi-modal transportation h. opportunities: Interstate 90, US Highways 2 and 395, future mass transit, freight rail and Centennial Multi-Use Trail; and
 - Visibility from designated gateways into the City, Ł.



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-ofway:
 - 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



City of Spokane, 2019

Figure 11. Surface Parking Lot in Downtown



Framework, 2019



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 programing 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)

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.

Everybody counts, 2019



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 parkin g 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 twoway 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). lt 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 available is 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.





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 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 cooperate 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 creativerelated industries in 2016.



Figure 39. Boise Cultural Master Plan Goals

THE PLAN PRESENTS five goals AND MEASURABLE STRATEGIES THAT ARE NECESSARY TO FULLY DEVELOP BOISE'S LASTING, INNOVATIVE, and VIBRANT FUTURE. They are:

GOAL 1: DEVELOP CULTURAL POLICY

Strategy 1.1	Revise Cultural Policies
Strategy 1.2	Align Buise City Arts & History Mission: City Cultural Services
Strategy 1.3	Consider New Cultural Policies
GOAL 2: EN	HANCE AND PRESERVE NEIGHBORHOOD PLACES
Strategy 2.1	Preserve Historical Connections
Strategy 2.2	Cultivate Neighborhood Cultural Vitality through Interdepartmental Efforts
Strategy 2.3	Localize Cultural Planning
GOAL 3: MA	INTAIN AND DEVELOP CULTURAL ASSETS
Strategy 3.1	Care for and Develop Facilities where Culture is Preserved. Accessed, and Experience
Strategy 3.2	Strengthen Leadership in the Investment and Management of Cultural Assets
GOAL 4: FO	STER ORGANIZATIONS & PARTNERSHIPS
Strategy 4.1	Invest in Cultural Organizations
Strategy 4.2	Build Resources for Culture
Strategy 4.3	Provide Regional Leadership & Collaborate with Public/Private Entities
Strategy 4.4	Lead City Inter-Departmental Partnerships Where Culture Makes a Difference
GOAL 5: EX	PAND CULTURAL RESOURCES FOR INDIVIDUALS
Strategy 5.1	Support the Cultural Work Force
Strategy 5.2	Foster Community Diversity
Strategy 5.3	Improve Cultural Education Access
Strategy 5.4	Provide Greater Access to Arts & History

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, cityshaping 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, 265unit 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 onstreet, 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 & L)
- 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 & 15t)
- + Lot X (2nd & N St.)
- Lot Y (2nd & O St.)
- Front & L Lot (Front & L St.)
- F 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.





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 popup 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



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 with 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

APPENDIX A



RESOLUTION NO. 2017-0077

A Resolution accepting the Main Avenue Visioning Study as a component of future downtown Spokane planning efforts.

WHEREAS, downtown Spokane is the center of, and a crucial economic driver for, our entire region; and

WHEREAS, over the past several years, new business activity has occurred organically along West Main Avenue, between Division and Browne Streets, resulting in the creation of a small new business district within the larger downtown Spokane business district; and

WHEREAS, West Main Avenue is adjacent to the University District, and will play a large role in creating the type of "college town" atmosphere called for in the University District Master Plan, particularly as the University District Gateway Bridge is completed; and

WHEREAS, recently, the City and private developers shared the cost of a study which explored options and opportunities for bolstering the work of the property owners along West Main Avenue, and to showcase how this small business district can catalyze development both to the east toward the University District and to the west, toward the core of downtown.

NOW, THEREFORE, BE IT RESOLVED that the Spokane City Council applauds the efforts of the West Main Avenue property owners and all those who worked on and provided input on the attached Main Avenue Visioning Study (attached as Exhibit 'A').

BE IT ALSO RESOLVED that the City Council accepts the West Main Visioning Study and intends that it is to be considered as a component of the upcoming process for updating the Downtown Plan.

Passed by the City Council this $\frac{28^{45}}{10}$ day of <u>August</u>, 2017.

City Clerk

Approved as to form:

Assistant City Attorney





APPENDIX B

Main Avenue visioning study shoesmith architects MILLER HULL February 8, 2017

SHARING

IMAGINING



VISIONING

OPPORTUNITY



The Main Avenue visioning study was conceived of to provide a conceptual idea of how the street could be reimagined to better accommodate pedestrian and bicycle traffic, and to provide a catalyst for residential and mixed use development in the area between Downtown and the University District. The visioning study sought to build on the momentum of the University District Visioning Study conducted in the spring of 2016, which identified Main Avenue as a critical link between the Central Business District and the University District. The University Link Bridge currently scheduled for construction in 2017 will bring significant change to the city of Spokane and establish Main Avenue as an important east-west axis connecting the University District to downtown. This new vision for Main Avenue accommodates the increased pedestrian and bicycle traffic flow and reduces the number of vehicular lanes from four to two making room for a dedicated two way bicycle lane and expanded pedestrian sidewalks. The reimagined right of way maintains the current east bound one way traffic flow and adds significant tree canopy, landscaping, street amenities and public open space, which will encourage further redevelopment of the urban core.

APPENDIX B



opportunity

Spokane University District Visioning

Building on the work of the District's Master Plan, these community visioning efforts explored opportunities and possibilities for Spokane's urban growth over a 2-day workshop. The project presented and discussed strategies that would provide better access to nature and Spokane's natural assets alongside the city's vision for growing the economic potential of their academic and medical sectors. Key aspects to re-envisioning Spokane are the vital links through the University District and across the city -connecting its green spaces and nature, converting asphalt to parks and green corridors, and re-imagining the right-of-ways.



Green streets, park vistas, and corridors connect people to Spokane River, nature, and parks.



Managing storm water and reintroducing more habitat at the street.

- EAUAK / WATBE CRAFT PUT-IN BOAT RENTALS COMMITY BOAT CENTER. MUK BLUD IMPROJEMENTS FESTIVAL / PRISESE FIELD DAMULAHITING MISTORIC OLMINAGE MATHWAYS WOONERF PEDBETRIAN CEDICATED BILE TRALL LINK TO ATTES "STERET"/ UKENN WILLO WRRIDOR. STORMMATER MEMT BROWN FRED RECAMMON OPPT LSD RELIEF VIA BROSWALES "SREENING" BIKE I AUTO AMTHINAYS

MAIN AVENUE STREETSCAPE PILOT PROJECT - PROJECT OVERVIEW

Planning & Development Services | P: 509.625.6300 | E: bdsinfo@spokanecity.org

Project Summary

The new streetscape design aims to promote this vibrancy through flexible streetscape elements that are both functional and provide creative community gathering opportunities. Over \$160,000 will be invested on W Main Ave. The project calls for the restriping of W Main Ave between Washington St and Pine St.

In addition to restriping the following amenities are proposed on Main Ave between Browne and Division Streets:

Planted entry feature

• Creation of a flexible multi-purpose space in the center of the street that can be used for different purposes during different times. During the weekday it will be a space for diagonal car parking. During special events, it can serve as a gathering area for people as well as parking.

- Mid-block crossing with curb extensions and planting
- Mid-block planters and benches

Entry Feature

▲ Mid-block Crossing

• Pay-by-Plate parking system with four kiosks



becomes left turn only. The other three lanes remain unchanged. The existing bike lane is d maintained.

Angled back-in parking added on north side of street and traffic is shifted to outside lane approaching Browne St. The bike lane transitions to sharrows on this block.





Led by local businesses and landowners, with the support of the City, the Downtown Spokane Partnership and other stakeholders, this short-term plan was developed to enhance and vitalize a portion of Main Avenue. Recognizing the intrinsic value of the 100-foot right of way, and the opportunities to attract pedestrians, encourage shoppers, facilitate mid-block street crossings and add new energy, this plan was put forth and adopted. One block has recently been completed, between Bernard and Browne Streets.

Aerial Photo of Project Area

Parallel parking is maintained, but will be restricted from 6am to 10am for deliveries. Angled parking replaces to two middle lanes. Other streetscape amenities include a entry feature, mid-block crossing, and installation of planters and benches mid-block.

The left turn lane is shifted south to accommodate added angled parking on the north side of Main Ave. The eastern traffic island is removed. Southern lane becomes a through / riaht turn.

STREET PROJECT # 2015160







Example of an active peda



Seeking a more durable long-term vision for Main Avenue, a committee of business and civic interests commissioned this study -- to develop a "great street" supporting neighborhood retail, enlivening the pedestrian experience, encouraging residential development and spurring investment.

Main Avenue connects downtown Spokane to the University District, and southward via a new pedestrian / bicycle bridge over the railway. As such it is a logical conduit for enhanced pedestrian activity, for bikes and for transit. The 100-foot width could support special events, markets and festivals.

Representatives of Shoesmith Cox Architects and the Miller Hull Partnership met with a Citizen Stakeholder committee to listen, talk and to establish project goals, values, expectations and priorities. The committee was unanimous in the desire to create something real -- a vision that would be realized, and not just sit in a drawer or on a shelf.

streets + dining

GOALS FOR THE PROJECT

VISIONS FOR THE STREET

PRIORITIES AND VALUES

ISSUES TO STUDY OR CONSIDER

OTHER PLACES THAT MAY SERVE AS EXAMPLES

SCHEDULE EXPECTATIONS

HOW WE CAN MAKE THIS WORK OF THE MOST VALUE TO THE GROUP

streets + people

-visioning

The architects returned to Seattle and began to diagram existing conditions, to assemble image research and to develop a spectrum of options to discuss with the original committee, as well with a broader set of stakeholders and interested parties.

Issues of study included current thinking on "streets for people" as opposed to streets prioritized for vehicle and transportation, the use of streets by bicycles and transit and enhanced sidewalk environments.





We developed a matrix of key variables in the design of the street, including auto lanes, transit lane(s), one and two-way bike lanes, parallel and diagonal parking, buffer zones to protect bikes from cars and pedestrians from bikes and cars. We included landscape elements such as street trees within the matrix, as well as allowing for space unused by pedestrians, cars and bikes to be available as additional landscaping. We drew up and presented four or five of these schemes, as well as the existing conditions.

Two community / stakeholder meetings were held on the 26th of September, one during the noon hours, and another at 4:30 PM, and each attracted about 2 dozen people interested in hearing about and providing input to the process. The alternatives shown during the meetings illustrated a spectrum of street designs favoring different priorities, from maximizing parking to maximizing landscaping and a park-like character to the sidewalk. Virtually everyone wanted Main Avenue to support transit needs and goals, as well as those of bicycles. Feedback received generally favored the more heavily-landscaped options. While several expressed a desire for increased parking, most encouraged us to "go for it", and to develop the strongest design favoring the pedestrian over the car.

The meetings were very positive, in that attendees saw the value of Main Avenue's 100-foot right of way as a community resource to be used for public benefit.



architects

MILLER MILL

bicycle lanes

sharing



MAIN AVENUE - RIGHT-OF-WAY OPTIONS

	STREET SECTION - DESIGN				STREET SECTION - RIGHT-OF-WAY OPTIONS																
	DESIGN CONDITION	DESIGN NOTES	INDIVIDUAL SECTION DIMENSIONS (WIDTH)	TOTAL SECTION DIMENSIONS (WIDTH)	EXISTING	BASE	A	В	c	D	E	F	G	н	4	Ĵ.	к	L	м	N	
Ľ	2-LANES	Minimal hardscape: Dense traffic	11+10	21-22		21	22						21	22	21	21	22	22	22	22	T
TRAFFIC	3 LANES	Opportunity for dedicated fraffic lanes	11+10+10	31					31	31	31	31								1	TRAFFIC
	4-LANES	Maximum hardscepe; sparse traffic	11s OR 12s	44-48	44			44												-	
-	OFF-STREET PARKING	Unifice off-street parking; potential for dedicated acress cones.	0	0	1								-			-		-		0	Т
	PARALLEL ONE-SIDE	Minimal hardscape	8 OR 9	8 OR 9				9		9	9	9					9	1	8		
9	PARALLEL BOTH (MIN)	Ease of access to storefronts	8+8	16	16		16									-					
PARKING	PARALLEL BOTH	Base of avoess to store fronts-	9+9	18	1		-	F	18					18	1	18		18	-		
PAF	DIAGONAL + PARALLEL	Ease of access to storefroots	17+8	25				1					25								
	PARALLEL BOTH + DIAGONAL MEDIAN	Maaimum hardstepp	8+8+17	33		33										1.1					1
	DIAGONAL BOTH	Maximum handscape	17+17	34			-							5.8	34			-			
-	IN-LANDSCAPE	Allows for shared cyclist lanes in the	0	0						-	Ē						-		0	0	
	IN-LANE	Limited to in-direction travel; minimal hardicape	2	2	-													2			
CVCLE	ONE-WAY	Limited to in-direction travel	6 MIN	6	1	6		6	6		6	-									
0	TWO-WAY SEPARATE	Two-way travel, requires traffic light at intersections	4+4 MIN	8		-						8		8							
	TWO-WAY PAIRED	Two-way travel - with protective buffer; requires traffic light at intersections	4+4+2 MIN	10			10			10			10			10	10				
					_					_		_		_		_			_		
LANDSCAPE	ONE-SIDE DOMINANT	Enhances pedestrian experience preferred placement on the north	IF <12 (LANDSCAPE) 9-17 (W/I PARKING ZONE)	Varies			*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	MEDIAN	Boulevard; splits traffic lanes - requires coordination at intersections	IDEAL >12 (LANDSCAPE) 12 MIN (TRANSIT)	Varies			*				*	*	-	*	-	1	*	*	*	*	
š	BOTH SIDES	Enhances pedestrian experience on both sides	IDEAL >12	Varies			*				*	*		*			*	*	*	*	LANDSCAPE
NDS	boll sides	a far the second s																			

NOTE: Main Avenue street section assumes an existing 100' right-of-way - 60' dedicated to vehicular traffic and two 20' sidewalks for pedestrians and landscape. Street section - right-of-way options highlight the design potential of the 60' dedicated to vehicular traffic, while maintaining two 20' sidewalks for pedestrians and landscape.

While complex, the matrix above was particularly useful in helping participants in the "parsing" of the street -- allocating specific amounts of the right-of-way to traffic lanes, transit lanes, parking lanes and bicycle lanes, with the remainder available for landscaping and/or the pedestrian realm. When confronted with the numbers and the choice, participants predominantly preferred to minimize vehicular priorities in favor of bikes, landscaping and streets for people.



The following represents our recommendation for the re-design of Main Avenue...

Maintaining the current east bound one way traffic lanes and the existing curb line at the 20-footwide south sidewalk, we recommend providing an 8-foot parallel parking lane, two 11-foot travel lanes and another 8-foot parking lane. That represents 58 feet of the right-of-way.

We recommend a 6-foot buffer / amenity zone with street tree planting, a 10-foot wide 2-way bike lane, (essentially as part of the sidewalk / crosswalk continuum) and another 6-foot buffer / amenity zone.

This brings us to the original north sidewalk curb line, where we see another row of street trees and the sidewalk to the right-of-way and building line.

The buffer / amenity zones may be landscaped, may be allocated to Farmers' Market vendor stalls one day a week, may be given over to exhibits, events or art, pedestrian lighting and flower baskets, and may offer different design treatments from one block to the next.

Over 60% of the right-of-way is given over to pedestrians and bikes, weighted to the river side and allowing the additional row of trees to provide some extra shading to the sunny side of the street. Essentially the right-of-way goes from 60/40 in favor of cars, to 62/38 in favor of people.

The buffer and amenity zones provide significant spaces for pedestrian scale street lighting, landscaping (including the opportunity for storm water treatment and rain gardens), street furniture, bike racks, hanging baskets and way-finding signage.





Looking east, the sunny side of the street is on the left. The south side of the street remains largely unchanged, only the street tree pattern changing to reflect the rhythm and design of the entire street. The street tree spacing is shown at 44 feet, instead of the customary 30-foot rhythm. This allows for additional storefront visibility despite the double row of trees, and keeps the trees out of the parallel parking stalls' door zones.

Removing two travel lanes allows the addition of 22 feet to the pedestrian and bike zones, allocated to a 10-foot

right of way section looking east

wide two-way bike lane and two 6-foot buffer / amenity zones flanking the bike lane. These add opportunities for landscaping, street furniture, street art and alternate uses of the sidewalk -- Farmers' Market stalls, vendor booths, artists' exhibit stalls, resting places or the creating of gathering areas.

Mid-block street crossings incorporated into the original Pilot Project remain a great idea, and mid-block transit stops adjacent to these are preferred locations, according to Spokane Transit.

Pedestrian-scaled lighting, perhaps incorporating seasonal flower baskets, and additional planting within amenity zones, incorporating natural storm water strategies, further enrich the sidewalk-scape.











Along the south side of Main Avenue, near Washington Street, looking east. Existing parking lots and driveways may be maintained within the street's design rhythm, and re-developed as occasions arise.

A new (hypothetical) catalyst project is illustrated for scale -- the 4-stories-over-retail-base fit well within the existing network of historic one to four story buildings.



street / sidewalk section Just

Just east of N. Browne St., looking east. New (hypothetical) four-story-over-retail mixed-use catalyst projects shown for scale reference.





street / sidewalk section

Just east of N. Bernard St., looking east. New (hypothetical) four-story-over-retail mixed-use catalyst projects shown for scale reference.

street / sidewalk section

14-foot storefront zone

Mid-block at N. Bernard to N. Browne Streets, looking east. New (hypothetical) four-story-over-retail mixed-use catalyst projects shown for scale reference. Note new Gateway pedestrian / bicycle bridge (currently under construction) just peeking above existing building @ end of street.

8-foot parallel parking zone	11-foot travel lane	11-foot travel lane	8-foot parallel parking zone	6-foot street tree zone	14-foot storefront zone
8-fo			8-fo		



14-foot storefront zone 6-foot street tree zone current curbline

6-foot buffer / amenity zone

10-foot 2-way bike path

6-foot buffer / amenity zone

8-foot parallel parking zone

11-foot travel lane

11-foot travel lane

6-foot street tree zone

14-foot storefront zone

14-foot storefront zone

6-foot street tree zone current curbline 8-foot parallel parking zone

street / sidewalk section

At N. Division Street, looking east. Note new Gateway pedestrian / bicycle bridge (currently under construction) within Jensen Byrd block @ end of street.

street / sidewalk section

Near N. Division Street, in front of the Co-op, looking west. New (hypothetical) residential / mixed-use catalyst projects on south side of street shown for scale reference.



11-foot travel lane	11-foot travel lane	8-foot parallel parking zone	6-foot buffer / amenity zone	10-foot 2-way bike path
		00	0	





One goal of this design effort is to create an environment supportive of new investment, and of residential uses within this portion of Spokane's downtown.

As illustrated by the following "connections and opportunities" map, there are many favorable locations for housing within these blocks, within a rich fabric of existing heritage buildings. This street's inventory of historic and time-honored buildings represents a unique and precious resource, and creates a character within this district unlike any other.

Pages following contain some images of the street and the recommended design concept. They are merely an attempt to visualize the concept in context, and to imagine a better future for Main Avenue.



connections and opportunities

Current surface parking lots representing infill residential / mixed-use opportunity sites



pedestrian environment

Pedestrian amenities include bike racks, benches, pedestrian-scaled lighting with seasonal banners and hanging baskets, shade trees, accent paving and linear, buffer plantings.



Bike racks, (parallel to the direction of travel), within the buffer / amenity zone allow convenient and safe bicycle parking all along the Main Avenue corridor.

Buffer zone planting incorporating natural drainage and storm water management enlivens the sidewalk and helps separate storefront and bicycle zones.



The 6-foot street tree zone separating the storefront zone from the bike zone and buffer may be an opportunity to incorporate natural drainage and storm water management, and a different scale and type of landscaping.

Note the simultaneous crossing of Bernard Street by pedestrians, cars and bikes.

Next steps required of this concept is further development of the design, particularly the host of detail and technical considerations, and the championing of this effort by local civic, business and citizen interests -- to continue to push for the realization of Main Avenue as another of Spokane's "great streets".

Public infrastructure works to stimulate private investment. Further public and civic will in the form of landuse regulatory flexibility, the encouragement of innovative and creative approaches and continued positive pressure from the business community will make this happen.



Ground floor retail makes sense in this location, while other sites within these blocks are more appropriate for ground level residential, live/work townhouses or other uses.

This mid-block crossing separates a very long block into smaller-scaled parts offering a variety of strolling and shopping experiences.





existing



implementation

The vision, feasibility and implementation of the Main Avenue plan should be reviewed in the larger context of the plan for Downtown and the University District.

If Main Avenue is to be re-considered as a two-way street, it will require professional economic, public transit, and traffic impact studies as a first step, assessing impacts on surrounding retail stores and developments.

This vision for Main Avenue may be implemented by inclusion in the update to the Downtown Plan that is being opened for review in 2017-2018 and the City Capital Facilities Plan. If implemented, the Main Avenue Plan will be consistent with these two other planning efforts and with the overall goals for a vibrant Downtown community.





Main Avenue visioning study appendix







the Citizen Stakeholder Committee consisted of the following:

Jim Frank, Greenstone Corporation (Real Estate Development) Ben Stuckart, President of City Council, City of Spokane Juliet Sinisterra, Downtown Spokane Partnership, Economic Development Jim Sheehan, Community Building, Main Avenue Property Owner Katy Sheehan, Community Building, Main Avenue Business Representative Doug Yost, Centennial Properties, Riverpark Square Owners Mark Mansfield, Executive Director University District Lynnelle Caudill, Davenport Grand, Main Avenue Property Owner John Waite, Main Avenue Business Owner Lisa Key, City of Spokane, Planning Director Andrew Worlock, City of Spokane, Economic Development Don Skillgstad, Spokane Transit Karl Otterstrom, Spokane Transit Andrew Rolwes, Spokane Downtown Partnership

comments received on this study

Some public and stakeholder comments received since the initial release of this study in February of 2017... These are the comments of individuals and do not necessarily reflect the opinions or recommendations of the group as a whole.

Katy Sheehan -- Executive Director, Community Building Foundation and Main St. Stakeholder with Jim Sheehan, property owner and Main St. Stakeholder

First, we'd like to thank Jim Frank, Ben Stuckart, and Juliet Sinisterra for organizing, hosting, and funding this project. This plan reflects many of the concerns and much of the feedback collected from the community during the two public forums.

We are excited to see this come together and we hope that this plan informs Main Street's development as we work on creating the conditions for a more vibrant, walkable, bike friendly, and livable neighborhood here in Spokane. Our comments are below but our overall recommendation is in support the Main Avenue Visioning Study.

Two-Way Street

We understand that there are stakeholders in the group who do not support Main Street as a 2-Way. However, almost all the feedback from the community included the desire to see Main Street go back to being a 2-Way street with one lane of traffic in either direction. We believe that ultimately, a 2-Way street would create a more vibrant Main Street and would support small business growth in the neighborhood. We believe that this plan could have been an opportunity to revert to 2-Way and while we recommend that this plan move forward, we continue to believe 2-Way would be better for our street.

Parking

We are so excited to see planning take shape that considers trees, biking, buses, and pedestrians. To do this a lot of street parking will be lost. We know that many businesses depend on easy parking for their customers so we hope to see a parking plan take shape that helps our businesses and community transition to a more people-oriented street.

Trees, Streetscape

Thank you for the trees! Our community definitely wants to see trees and green spaces on our street and in our city. We are also excited to see benches and other places for people to stop and enjoy their walk. We hope to see more community art and open places as plans takes shape and as the street matures in the coming years.

Dedicated Two-Way Bike Lane

The bike lane is a great feature. We are pleased to see that its 2-Way and shaded by all the trees. We are also happy to see that bikes have their own dedicated lane, separate from the street. We think this will be a safer and more pleasurable experience for our biking community.

STA Central City Line We believe this plan will help make a positive experience for bus riders on the Central City Line.

Ben Stuckart -- City of Spokane City Council President

In early 2016 Jim Frank and I met to discuss how we create a better environment on Main Street. Both Jim Frank and the City of Spokane contributed \$15,000 each to the effort. A wide Stakeholder group was created and everyone contributed significantly.

The vision included a more pedestrian environment to encourage residential development. The document produced by Miller Hull and Steve Cox has achieved that goal. It has produced a vision that will need to be accepted by the City and shared with stakeholders. We will then need to make sure that this is implemented as soon as possible.

Andrew Rolwes -- Public Policy and Parking Manager, Downtown Spokane Partnership

Development of off-street structured parking facilities needs to be part of the master planning process for Main, which if built should then have the effect of reducing the necessity for surface parking facilities in this part of downtown. Borrowing from the approach successfully implemented in Boise, the City should consider being at least a financial partner in the development of parking structures in this area, if not the lead, by considering structured parking a utility best provided by the municipality for the benefit of all property and business owners in the area. Having the public sector in the lead for the development of parking structures which serve the entire neighborhood could result in the elimination of a development bottleneck which will begin to effect downtown if current growth rates continue on their gradual upward trend. A public development authority with reliable financial mechanisms (one which could rapidly generate a sufficient amount of capital) could be the ideal entity to engage in this kind of development.

Jim Frank -- Greenstone Corporation

Comments on Consultant Recommendations

The goal of the Main Street Vision Study ("Study") was to investigate the alternatives for the design of Main Street between Washington and Pine Street that would create a physical and economic connection between Downtown and the University District. We envisioned a walkable pedestrian focused corridor with abundant landscaping and amenities that would not only connect these vibrant districts but would catalyze residential and mixed use development in this quadrant of Spokane.

A stakeholder group was put together to guide the Study and two nationally respected architectural firms were retained to make recommendations. Miller Hull (Seattle) recently completed the master planning process for the University District and Steve Cox with Shoesmith Cox (Seattle) was the lead planner for the Kendall Yards master plan design. The design team engaged City staff, local property and business owners in the study process. Public input from the community was undertaken in two workshop sessions. The results of the process are reflected in this Study.

The consultants have recommended a bold vision for Main Street creating an iconic pedestrian corridor enhancing Downtown livability and stimulating economic development in both Downtown and the University District. By narrowing the street to two lanes (one-way east bound) with parallel parking on both sides approximately twenty feet of additional right-ofway is made available for pedestrian and bicycle infrastructure, including:

A twenty-foot sidewalk on both sides of Main that will create a leafy landscaped pedestrian corridor between Washington and Pine, physically linking downtown and the University District.

• A 10-foot wide two-way bike lane on the north side of Main Street providing a bicycle connection to downtown from the University District with the opportunity to connect to the pedestrian/bicycle bridge over the railroad tracks to the south and the Centennial Trail to the north.

• A bike lane separated from traffic (on the same elevation grade as the sidewalk) and protected on each side by a 6-foot amenity zone. The amenity zone provides opportunity for pedestrian scale lighting, landscaping (including storm water control), and space for bike racks and seating (both fixed and moveable).

The creation of a pedestrian "green street" that would provide the aesthetic and security infrastructure that will draws people to the street supporting the development of a mixed-use residential neighborhood. Such a neighborhood will provide needed housing and retail uses necessary to support the continued economical development of both Downtown and the University District.

A street with a strong sense of place that will draw people to the neighborhood and support the strong retail core of small businesses and restaurants on main Street between Browne and Division.

I strongly support the recommendations of the consultants and urge the City to take the steps necessary to include the recommendations into the planning for the Comprehensive Plan for Downtown and the City of Spokane Capital Facilities planning.



April 18, 2017

Mr. Jim Frank, CEO Greenstone Corporation 1421 N Meadowwood Lane, Suite 200 Liberty Lake, WA 99019

RE: MAIN AVENUE VISIONING STUDY

Dear Jim:

Spokane Transit appreciates the efforts made by the study group to include us in the visioning process for Main Avenue. We support the vision of improved livability and economic viability of Main Avenue and we believe Spokane Transit will play an important role in those goals.

As previously discussed, Main Avenue will be utilized by the Central City Line (CCL) and two CCL stops are within the study area located at Main and Bernard and Main and Division. While the proposed concept for Main Avenue does include transit stops, they are shown as being located mid-block; however, the CCL stations are expected to be located nearside of their respective intersections.

We understand the visioning study is nearly complete and that the study will be submitted to the City of Spokane for review and consideration. Based on past discussions with STA staff, it is our understanding that, while the study graphics show mid-block stops, the corridor study does contemplate CCL stations along the south side of Main Street at the intersections at Bernard Street and Division Street. Any and all proposed pedestrian and parking improvements along Main Avenue should take into account the CCL stations in order to ensure they work in concert with the CCL station locations and associated improvements. Also, recent traffic analysis findings for the CCL indicates the need for a right-turn pocket on Main Ave. at Browne Street for traffic heading southbound on Browne Street. This right turn pocket would affect the sidewalk bulbout and possibly the planter strip at the southwest corner of the intersection. Further, we request that angled parking, where implemented, not abut the travel lane used by the CCL in order to reduce the likelihood of service disruptions caused by cars departing angled on-street parking. To avoid this sort of disruption, two lanes of travel should be directly adjoining. Angled parking is represented in some scenarios including scenario g.

Mr. Jim Frank, CEO April 18, 2017 Page 2

We look forward to continuing to work with the community and the City on the next stages of project design and development. Please do not hesitate to contact me if you have any questions, comments or concerns.

Regards,

Karl Otterstrom, AICP Director of Planning

C: Katherine Miller, Integrated Capital Management Director, City of Spokane Lisa Key, Planning Director, City of Spokane Mark Richard, President, Downtown Spokane Partnership



PLANNING & DEVELOPMENT 808 W. SPOKANE FALLS BLVD. SPOKANE, WASHINGTON 99201-3329 509.625.6300 FAX 509.625.6013 my.spokanecity.org

April 21, 2017

Mr. Jim Frank, CEO Greenstone Corporation 1421 N Meadowwood Lane, Suite 200 Liberty Lake, WA 99019

Main Avenue Visioning Study RE:

Dear Jim:

Thank you for your efforts to help imagine a livable, mixed use environment for Main Avenue between N. Washington Avenue and N. Pine Street. Main Avenue is recognized as a high priority street in the Downtown Spokane Plan Update (2009), because of the linkage it provides between the Downtown's retail core and the University District, and its potential to support neighborhood retail, encourage residential development, and create an engaging pedestrian experience.

The Visioning Study helps establish the vision for how Main Avenue can realize this potential. It creates aspirational guidance that provides a menu of options that can guide future planning and scoping efforts for infrastructure improvements in this important transition area. Future planning and scoping efforts will need to incorporate planned improvements for the Spokane Transit's Central City Line (CCL) as well as addressing connectivity and compatibility with existing and planned bicycle, pedestrian and vehicular network infrastructure in the area, as well as site specific logistical considerations, not the least of which involve the location of vaulted sidewalks, underground utilities.

As we have discussed, the process for bringing this study forward for City acceptance will entail presenting the document to the Plan Commission at one of their regularly workshops, so that the Plan Commission can provide a recommendation to City Council. City Council will have the opportunity to accept the document, by resolution, as a guide for future planning and project development, with the potential for additional planning and scoping to be addressed as part of the Downtown Plan Update in 2018. Adoption of the Downtown Plan update will then set the table for incorporation of planned improvements such as the Main Avenue Project, into a future 6-year capital improvement plan, as well as identification of potential grant funding opportunities.

The Main Avenue Visioning Study is the first step towards realizing a vision for an engaging, urban residential neighborhood in this important area of our downtown. Thank you for your leadership, commitment, and investment in the future of our downtown.

Sincerely,

Lisa D. Kev

Planning Director

B. Stuckart, City of Spokane Council President cc: Mark Richard, President, Downtown Spokane Partnership Karl Otterstrom, Director of Planning, Spokane Transit Authority Katherine Miller, Director, Integrated Capital Management, City of Spokane May 18, 2017

Re: West Main Avenue Streetscape Study

To Whom It May Concern:

The Downtown Spokane Partnership served this past year, as a community stakeholder for the West Main Avenue Streetscape Study led by Jim Frank of Greenstone Homes and Council President Stuckart. We support the desired outcomes around these early ideas and feel the resulting conceptual design clearly captures the input of the stakeholders, with the caveat of concerns raised about reduction in lanes along this section of Main, without a comprehensive and professional transportation planning process.

Presently much of downtown Spokane's infrastructure including sidewalks, street trees and lighting is over 100 years old and has greatly outlasted its lifespan. Improved public infrastructure incorporating green space, trees and expanded sidewalks to allow for improved pedestrian mobility and commerce (i.e. sidewalk cafes) would be improve safety and be a boost to development of all types within the downtown, particularly attracting more residents to live downtown.

While the study provides thoughtful concepts, we recommend the following as conditions for advancement:

- Maintain one-way street along Main Avenue;
- Work to fully accommodate the needs of the proposed Central City Line and proposed bicycle lanes as outlined in the Master Bike Plan;
- Study and carefully consider traffic impacts on any proposed street lane changes or edits as a part of the downtown transportation network as a part of the Downtown Plan update process; Work to preserve, as much as possible, existing historic structures along Main;
- Continue to improve design and advance policy and investment to best connect the downtown to the University District;
- 2017; and
- updates to the Downtown Spokane Plan in 2018.

Moving forward, we are happy to maintain our role as a community stakeholder and appreciate the opportunity to support this moving forward. Thank you.

Sincerely,

Mark Richard, President Downtown Spokane Partnership



 Work with DSP and City Parking Management to integrate any improvements and maximize parking efficiencies in alignment with the Downtown Parking Strategy plan to be completed in

Place a hold on any further design or implementation of street/transportation elements of this study until concepts are included as part of the community engagement and review process for

