

# NEPDA

## Funding Strategic Plan

Stantec  
November 2020

Contents

Executive Summary ..... 3

    NEPDA Priority Project Initiatives..... 3

Category 1: Planning Initiatives ..... 5

    Downtown Hillyard Visioning and Action Plan..... 5

    Right-of-Way Plan (ROW). ..... 7

    Broadband As-Built Study and Recommendations ..... 7

Category 2: Capital Improvement Projects: ..... 8

    Right of Way (ROW) Acquisition..... 8

    Street/Roadway Projects..... 8

    Utility Infrastructure (water and sewer lines) ..... 10

    Broadband Infrastructure ..... 10

    Alley Vacation..... 11

Category 3: Catalyst and Strategic Projects..... 12

    Downtown Hillyard Merchants Association..... 12

        Business Improvement District (BID) ..... 13

    Workforce ..... 13

    Downtown Hillyard Catalytic Site Planning..... 14

    Catalyst Sites in “the Yard” ..... 15

    Site Acquisition / Property Assembly..... 15

        Wellesley Corridor ..... 15

    Façade Improvements ..... 16

    BNSF Catalyst Site ..... 16

    Example Catalyst Sites/Opportunities ..... 18

Category 4: Environmental Remediation Activities ..... 19

Category 5: Incentives ..... 22

Potential Funding Sources..... 24

Potential Funding Sources, Planning Initiatives ..... 25

    Downtown Hillyard Visioning and Action Plan, including Zoning and Market Studies  
    ..... 25

## NEPDA Funding Strategy Plan

Right-of-Way Plan .....	28
Broadband as-Built Study and Recommendations .....	28
Potential Funding Sources, Capital Improvement Projects.....	30
Right of Way Acquisition .....	30
Street/Roadway Projects .....	30
Utility Improvements .....	31
Alley Vacation .....	32
Potential Funding Sources, Catalyst and Strategic Projects .....	33
Downtown-Hillyard Catalytic Site Planning .....	34
Site Acquisition and Property Assembly.....	35
Façade Improvements .....	37
BNSF Catalyst Site .....	37
Potential Funding Sources, Environmental Remediation Activities .....	38
Potential Funding Sources, Incentives .....	39
Next Steps.....	40

## Executive Summary

This plan summarizes funding needs, potential funding sources, and immediate next steps. NEPDA has identified many priority projects. Initiatives and areas have overlap but this plan provides an extended list with brief explanations. Similarly, many funding programs and partners contribute to multi-disciplinary projects. Funding sources are matched to projects in the plan.

### NEPDA Priority Project Initiatives

The first step in creating a funding action plan is to define future projects and initiatives a community (or managing entity) intends to implement – they can then seek out funding sources for implementation. A key goal for NEPDA is to support and facilitate revitalization and public/private investment to the properties within its jurisdictional boundaries. This funding action plan concentrates on the Downtown Hillyard and The Yard vicinities (the “focus area”) – Downtown Hillyard encompasses the properties along the Market/Haven Corridors, and The Yard includes the properties southeast of Francis and the existing railway corridors.

To support revitalization and spur local investment, NEPDA identified multiple priority project initiatives that are aimed to bring economic prosperity to the properties, businesses, and populations within its focus area. Some initiatives are targeted on long-range planning for specific sites or the focus area at large; while others are focused on physical improvements/investments relating to supporting infrastructure or individual site redevelopment. These project initiatives will improve market perceptions, position sites for redevelopment, establish anchors, and create a district character that is conducive for investment and business startups. These project initiatives will require a funding strategy with a priority on federal, state, and local grant support.

**Project Categories** - These project initiatives can be organized into the following main categories – the subsequent sections in this Chapter identify and explain the specific project initiatives for NEPDA.

1. **Planning Initiatives:** These include long-range planning documents, studies, or analysis that are intended to articulate a particular project or objective that leads to economic development, redevelopment, and/or investment activities in the focus area (e.g., land use analysis/planning, urban design plans, market studies, etc.).
2. **Capital Improvement Projects:** These include physical infrastructure-related projects that will support property development and business operation within the focus area. These projects could include utility line extensions/upgrades, roadway and mobility enhancements, or even local amenities such as parks and open space.
3. **Catalyst and Strategic Projects:** These include projects or strategic initiatives on individual properties or smaller defined areas that will create local economic anchors, generate consumer activity, and potentially attract other investment in the focus area. (e.g., site-specific development projects, business incubator space, and operational functions, etc.). This also includes funding to assemble

strategic sites, including the purchase and potential remediation and demolition of residential homes located in industrial zones.

4. **Environmental Remediation Activities:** This includes studies and cleanup activities aimed to address perceived or confirmed environmental liabilities, contaminants, and/or hazardous substances on individual properties within the focus area. (e.g., Environmental Site Assessments, building materials testing, cleanup /remediation plans, and/or abatement activities).
5. **Incentives.** This includes funding the NEPDA may use to incentivize or reduce barriers to business relocation and development. For example, 1) manufacturing property tax reimbursement, 2) environmental assessment and remediation, 3) payment of some or all public infrastructure “off-site” costs, and 4) any combination of the above.

### NEPDA Identified Project Initiatives –

NEPDA has identified the project initiatives that the organization would like to achieve/implement in the focus area. The followings sections organize the planned initiatives by categories. This list will allow NEPDA to identify potential sources to fund implementation – organizing these projects by category will help match eligible funding sources.

Following the description of project initiatives, potential funding sources are matched to project initiatives. The last section of this document provides a preliminary road map for targeting, applying to, and securing near term funding.

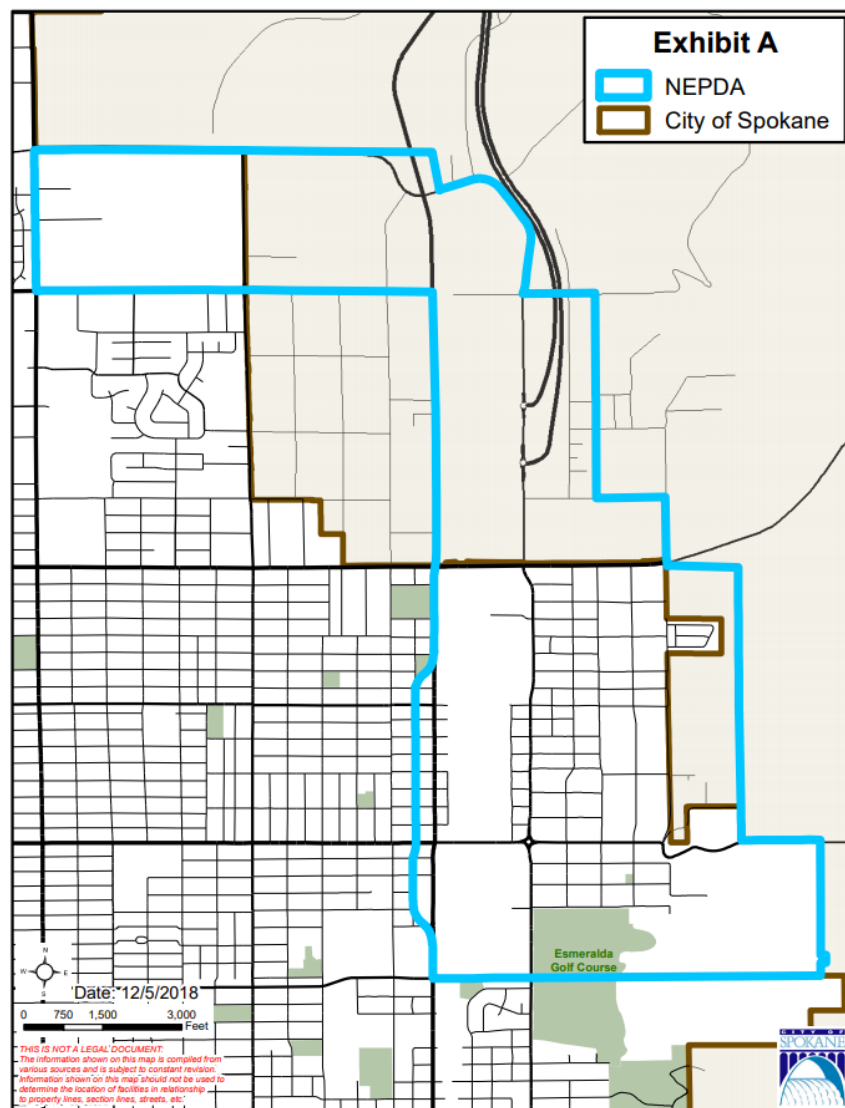


Figure 1, NEPDA Boundary Map

## Category 1: Planning Initiatives

The following lists planning initiatives that NEPDA would like to complete to position the focus area for grant approval, redevelopment, new business startups, and company expansions. These planning initiatives could include activities such as visioning, conceptual design, land use/zoning review, existing conditions analysis, technical/feasibility analysis, and implementation strategies – these initiatives do not include construction or physical improvements.

### Hillyard Visioning and Action Plan

The Downtown Hillyard vicinity is a designated “Center” in the City of Spokane, and NEPDA expressed a desire to facilitate a special planning study to identify a vision and redevelopment strategy for the area and, potentially, the immediately surrounding neighborhoods. The Visioning Plan is based on the idea that a vibrant Hillyard Town Center is attractive to entrepreneurs and small business owners, who value a live-work-play community. The current North Spokane Corridor (US Highway 395) work will be completed in 3-years. When this occurs, most commercial and heavy freight traffic will be diverted from the Market/Haven Corridors to the North Spokane Corridor (US Highway 395). The plan should be a joint venture with the City of Spokane, NEPDA and local stakeholders to address land use, transportation/mobility, supporting infrastructure, and catalytic projects/initiatives. Washington State is composed of 39 counties, each one represented by an Associate Economic Development (ADO) organization that



further the county's or region's economic development goals. The ADO for Spokane County has recently submitted a grant application to the EDA to fund an update to the region's Comprehensive Economic Development Strategy (CEDS). This is a critical

## NEPDA Funding Strategy Plan

document for planning and grant funding purposes. The Visioning and Action Plan proposed herein, should be incorporated into the pending CEDS.

*Source: City of Spokane*

**We recommend a Downtown Visioning and Action Plan** that not only **defines a vision for a thriving Hillyard**, but also provides NEPDA with specific, targeted recommendations that **methodically address barriers** that have resulted in disinvestment and **identify the public and private actions** that will make it a reality. The proposed Plan will provide a conceptual idea of how the downtown and surrounding areas could be reimagined to better accommodate a diverse community, and to provide a vision for residential, mixed-use, commercial, and manufacturing. Recommendations will include streetscape, transportation, and utility improvements, public gathering spaces, design and development considerations, regulatory changes, financial incentives, branding and marketing, and organizational changes.

- **Makers District Component:** There may be opportunities to designate and brand Downtown Hillyard or the broader NEPDA jurisdictional boundary as a “Makers District” to market and manage specific areas to local startups rooted in locally made products, including artisan trades and services. This planning concept may be explored as part of the Downtown Hillyard Visioning Plan initiative. (See example in Bend, Oregon - [www.bendsmakersdistrict.com](http://www.bendsmakersdistrict.com))
- **Zoning and Building Code Analysis:** NEPDA also desires to conduct an in-depth zoning and building code analysis to identify potential regulatory barriers to development and land use activity – the analysis should explore the standards in both the City of Spokane and unincorporated Spokane County. The analysis could identify regulatory challenges such as dimensional standards (e.g., setbacks, height limitations, etc.), land use restrictions, nonconformities, approval processes, off-site improvement requirements, and site access standards. The study may also identify strategic rezones that would make certain properties more conducive to the types of development/business enterprises that NEPDA would like to recruit to the focus area. The analysis should also include recommendations that would improve the regulatory framework for both current and prospective tenants.
  - An objective of this analysis would be to create design guidelines to protect, preserve and enhance the historical buildings in downtown Hillyard.
- **Market Studies:** There are needs to conduct market studies for the focus area at large, individual subdistricts, and/or specific redevelopment properties to identify the opportunities and constraints to investment and property reuse. Market analysis may review demographic conditions, real estate activity, industry trends, buildable lands analysis, supply/demand analysis, emerging businesses, economic impacts of proposed infrastructure investments, and potential benefits of targeted investments



in public and private spaces. Market studies can also focus on targeted businesses/industries and identify the methods to recruit those enterprises to the focus area.

**Right-of-Way Plan (ROW).** The NEPDA desires to conduct planning, design, engineering, traffic analysis, and environmental assessments, for planned road and related infrastructure improvements. The current ROW is generally inadequate to meet current City road standards. To build new roads, additional ROW is required. This is a widespread problem in the City of Spokane, but may also be a problem in Spokane County in certain locations. A standard City road section is 65'. Current ROW in NE Spokane is typically 50' or less. Some grants allow the applicant to acquire ROW with grant funds, others do not. A Build Grant requires the applicant to control all ROW as a condition of grant submittal. We need 20%+/- road designs to determine how much land will be acquired from each parcel fronting the ROW, prepare exhibits/maps and legal descriptions, and hire a ROW Acquisition Firm to assist the NEPDA in managing the ROW acquisition process, which may involve a couple hundred parcels.

## Broadband As-Built Study and Recommendations

The NEPDA needs to conduct a study to determine the current fiber options, including ISP's, capacity, and location(s). TDS Communications has started work installing fiber in the City of Spokane, but it will be several years before it provides services in NE Spokane. The proposed broadband study should include an analysis of TDS plans. In addition to the "as-built" study, the analysis should provide recommendations and plans for full implementation, with a preliminary cost estimate.

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## Category 2: Capital Improvement Projects:

The following lists capital improvement projects that NEPDA would like to perform/facilitate that are essential for site development and to improve the physical appearance and functionality in the focus area. Most of these projects are identified in "The Yard Redevelopment Master Plan (April 2017)"; others were identified by the NEPDA Executive Director.

### Right of Way (ROW) Acquisition

As presented above under planning initiatives, inadequate ROW is a deterrent to redevelopment in NEPDA. NEPDA needs funding to **acquire ROW** prior to submitting grant requests for road and infrastructure improvements.

### Street/Roadway Projects

Several of the streets within the focus area are in disrepair, unpaved, and/or do not meet City standards – there is an opportunity to conduct capital improvement projects that enhance area streets for freight, local property access, and multimodal options. These projects must meet City roadway standards, must be upgraded to least arterial or urban collector in the City Comprehensive Plan, and will typically require additional right-of-way, engineering analysis, potential environmental assessment and remediation, preliminary and final design, cost estimates, and permitting to support their ultimate construction. This is consistent with The YARD 2017 Master Plan prepared for the City of Spokane, and the 2015 Heavy Freight User Analysis, prepared for the City of Spokane (funded by an Economic Development Administration grant).

- The North Spokane Corridor (NSC) can serve as a local match for new grants. The window to use NSC funds as a local match expires with the completion of the current phase of work, in late 2022 or 2023. Therefore, there is some urgency around applying for and securing funding for projects adjacent to/related to/impacted by the NSC.

The following summarizes the desired near-term street/roadway projects in the focus area that NEPDA would help facilitate – the descriptions are the same for many of these projects as their scopes include full roadway construction and associated activities.

- **< 1 Year**

**Wellesley Avenue:** The plan is to reconstruct the street to meet arterial roadway standards. NEPDA indicated that a 30% design, traffic analysis, and cost estimate are complete – an Environmental Impact Assessment is pending (mid-October). Additional right-of-way work is required to determine how much property must be acquired. ROW acquisition must be negotiated/secured. The project is planned as a single phase *and is included*

in “The Yard Redevelopment Master Plan”. NEPDA intends to apply for an EDA grant in October 2020.<sup>1</sup>

- **2-3 Years**

**Myrtle Street:** The plan is to widen the street to meet City arterial roadway standards (Roadway reconstruction includes utility line upgrades). The project will require engineering analysis, design, cost estimates, and construction – some right-of-way acquisition will be needed. NEPDA intends to obtain funding to complete preliminary design work and may leverage funding for design work to position for a BUILD Grant to fund full design and construction.

**Rowan Avenue:** The plan is to resurface the street and add pedestrian facilities. (Roadway reconstruction may include utility line upgrades). The project will require engineering analysis, design, cost estimates, and construction. NEPDA intends to obtain funding to complete preliminary design work and may leverage funding for design work to position for a BUILD Grant to fund full design and construction. Note: Only two blocks require reconstruction. The remainder appears to be fully improved.

**Havana Street:** The plan is to perform full street improvements that meet roadway standards – Havana is presently gravel. The project will require engineering analysis, design, cost estimates, and construction and may also be a suitable project for a BUILD grant. NEPDA intends to obtain funding to complete preliminary design work and may leverage funding for design work to position for a BUILD Grant to fund full design and construction.

- **3-5 Years**

**Lincoln Road:** Plans call for full roadway reconstruction (from Market to Nevada Street) and include the related infrastructure (though yet to be determined). The project will require engineering analysis, design, cost estimates, and construction. NEPDA indicated a goal to obtain funding in 2022-2023 to leverage NCS funding as a match. Due to the cost, this may need to be phased, with Phase 1 from Market to Crestline, and Phase 2 between Crestline and Nevada.

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<sup>1</sup> Several projects listed here are included in the City of Spokane draft Capital Improvement Plan.

- The Design and ROW acquisition for Wellesley Ave from Freya St. to Havana St. is scheduled for 2025.



**Freya Street:** The City has conducted street resurfacing from Wellesley Avenue to Rowan Avenue. Long-term, the project will complete full reconstruction to meet City roadway standards – planned in three phases. (Roadway reconstruction includes utility line upgrades). The project requires engineering analysis, design, and construction – significant right-of-way acquisition is needed, including potential condemnation of multiple buildings, *Included in "The Yard Redevelopment Master Plan"*.<sup>2</sup>

### **Utility Infrastructure (water and sewer lines)**

Planned Road Improvements Utility Infrastructure: Utility upgrades coincide with a planned street/roadway improvements referenced above. The projects will require engineering analysis, design, cost estimates, and construction. Several utility projects in the area are included in the City of Spokane draft Capital Improvement Plan. Several projects along Rowan and Wellesley are scheduled to be completed by the end of 2020.

### **Broadband Infrastructure**

TDS Communications has started work installing fiber in the City of Spokane, but it will be 3-5 years before they provide services in NE Spokane. Surfacing additional funding to support broadband infrastructure in NEPDA may accelerate the construction schedule for the area.

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<sup>2</sup> This project is included in the City of Spokane draft Capital Improvement Plan

- The Freya Street, Garland Ave to Francis Ave project has Design scheduled for 2024 with Construction scheduled for 2025

## Alley Vacation

While not a utility improvement, another objective is to vacate most alleys in The Yard. Because this property was platted in the late 1800's and early 1900's, the parcel sizes are small, which limits development. Vacated alleys could be used for parking, yard area, additional building square footage, or storm-water retention, without impacting the useable area of the remainder of the property. This is a big advantage on a small site. Vacating alleys allows property owners to eliminate public access to the back of their property, improving site security. Vacating the alleys alleviates the City from any future responsibility or liability for alley maintenance.

Vacating alleys will require a two-part process due to different statutes that applied to the area when the land for these alleys was platted. Very old platted areas, in the late 1800's and early 1900's included some requirements that did not apply later. A general overview of the process is provided below.

1. Create an NEPDA alley map
  2. Designate which areas are subject to the old or new legal conditions
  3. Have the City circulate the map to all public utilities and other service providers, e.g. Avista, Century Link, etc.
  4. The public and private utility/service providers will identify where they have existing services
  5. The public and private utility/service providers will identify where they need an easement for future services
  6. Prepare legal descriptions for all alleys in the NEPDA focus area
  7. Prepare legal descriptions for easements for current and future public utilities and private service easements
  8. Prepare quit claim deeds for each grantee, with exceptions (on the deed) for the above easements
  9. The City council approves (by resolution) the area-wide alley conveyance in lieu of vacation
  10. The result is a single Council action, effectively vacating all alleys in the NEPDA focus area, with insurable title for each property owner who takes title (via quit claim deed), subject to all necessary easements
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### **Category 3: Catalyst and Strategic Projects**

The following lists catalyst projects and strategic initiatives for the focus area. Catalyst projects would serve as anchor uses, centers of activity, significant destinations, and, potentially, influence other private investment in the focus area. Strategic initiatives describe management approaches, focused business programs, and local funding tools that would directly benefit economic development in the focus area. These may require an array of components including planning, studies, construction, and/or operational support.

#### **Hillyard Merchants Association**

The NEPDA has received CARES Act grant funding to provide marketing support for Hillyard area businesses. Grant funding will be used to create a new Hillyard Merchants' Association website, and related marketing materials, including print, email and social media. The NEPDA has retained a marketing agency to help with Hillyard business recruitment, and to design and create the website and marketing materials/program. In addition, grant funding will be used to hire an intern, who will conduct research and develop a business plan for a new non-profit entity, called the Hillyard Merchants' Association, dba "Spokane Made." CARES Act grant funding must be used by 12/31/20. While the NEPDA is taking the lead to create the non-profit entity, website, and other marketing materials/programs for the Hillyard Merchants Association, there is no funding to support the newly formed Merchants Association in 2021 and beyond. The NEPDA would like to secure approximately 36-months of operating capital for the Hillyard Merchants' Association. This includes hiring a full-time director. The association membership would include both property and business owners that are tasked to lead/facilitate district improvements, community events,

promotion/marketing efforts, and other activities that support business growth and retention Hillyard. Associations hold regular meetings, adopt by-laws, and generally secure non-profit federal tax status. NEPDA is supporting the creation of a formal merchants' association, but will not be the long-term to see the Merchants' Association evolve into a potential Business Improvement District (BID).

**Business Improvement District (BID)** A single or series of BIDs within NEPDA's jurisdictional boundaries may be a viable financing tool to fund capital improvement projects and maintenance activities. In most cases, the formation of a BID requires a petition and agreement of property/business owners within a defined boundary. Establishing a BID can take time and resources. When created, the properties are assessed fees that are designated for projects within the district boundaries. NEPDA would like to support the creation of one or more BIDs.



Mallet locomotive in Hillyard 1929 Great Northern Class R-1 Mallet built in Hillyard

### **Workforce Development**

The NEPDA would like to secure ~\$900K in capital (\$300,000 per year for 3-years) to fund implementation of the Innovation Collective 36-month ecosystem activation plan. The program is self-sufficient after 36 months. Northeast Spokane is an ideal place for makers, builders, inventors, and artisans of all kinds. To



improve a disadvantaged ecosystem, the NEPDA needs to create a culture of discovery, innovation, small business formation, incubation, and acceleration. Education, training, mentors, networking, and access to capital all play a part in building an ecosystem that supports entrepreneurs and small business growth. Innovation Collective describes themselves as an education and human capital company. They state, "Through curated events, mentorship, skills training, corporate partnerships, placemaking, and IC software we create grass roots social experiences that help people start and grow innovative businesses. We help people in a region become a community, learn new skills together and create vibrant places for them to work and live." Critically, the Innovation Collective is focused on disadvantaged and rural communities. Our vision is to locate an Innovation Collective and Innovation Den (co-working space) in downtown Hillyard.



### **Hillyard Catalytic Site Planning**

To support and initiate redevelopment in the Downtown Hillyard area, NEPDA would like to initiate, facilitate, and support site planning for up to three (3) catalyst sites that will define future reuse/redevelopment strategies. Through property owner consent and collaboration, NEPDA could provide funding support for site specific planning that may include visioning, conceptual site



design, renderings/perspectives, site programming detail, and associated feasibility studies. The process will include recommendations and actions to move projects towards implementation.

### Catalyst Sites in “the Yard”

“*The 2017 Yard Redevelopment Master Plan*” identifies five catalyst sites and their potential reuse opportunities. NEPDA would like facilitate development by acquiring and aggregate small parcels to support redevelopment through infrastructure planning/construction, additional reuse planning, developer/business recruitment, and related activities. The two areas that require assemblage include the North Yard and Wellesley Corridor sites. The capital improvement projects described in Category 2 (Wellesley, Myrtle, and Havana) would directly benefit these catalyst sites. Refer to “*The Yard Redevelopment Master Plan*” for additional detail.

### Site Acquisition / Property Assembly

Catalyst development and large-scale capital improvement projects may necessitate site acquisition and/or property assembly to create enough land area to support the intended use. NEPDA would like to obtain funding to assemble small parcels into larger catalyst sites, or to support these activities by third parties through grants or low-interest loans. For private investors, the need for site assembly may be a deterrent to locating into the focus area, thus, NEPDA may choose to facilitate the property assembly process themselves and then sell the site directly to an end user.

**Wellesley Corridor** The ~30-acre area is located near the southeast edge of “The Yard”. Preliminary reuse plans include light industrial uses – future development can serve as a transitional use between established industrial and residential properties to the north and south.



**Façade Improvements** Many properties are rundown and in need of repair. The NEPDA would like to obtain funding to help pay for the cost of Façade improvements in Historic Downtown Hillyard, by offering design assistance, and low interest rate loans or grants to owners/developers interested in rehabbing their property. For example, the Washington State Main Street Program has been helping communities revitalize the economy, appearance, and image of their downtown commercial districts. Tax credits and grant funding may be available to qualified properties undertaking historical renovations.



### **BNSF Catalyst Site**

The BNSF Railway owns a ~90-acre property at the edge of The Yard and a future NSC (US Highway 395) interchange at Wellesley Avenue. The property was a former railyard, is underutilized, and has the potential to support future employment and community-serving uses – the property is identified as the “Former Rail Yard” catalyst site in “The Yard Redevelopment Master Plan”. NEPDA would like to provide funding and management support to conduct a feasibility analysis that will lead to property redevelopment and the recruitment of a major employment user. The feasibility analysis will include a market study, existing conditions analysis, visioning/conceptual planning, and redevelopment

## NEPDA Funding Strategy Plan

strategies. The strategies would address acquisition, land use/permitting, supportive capital improvement projects, and environmental liabilities.

- Environmental liability transfer may apply to this site





## Example Catalyst Sites/Opportunities

- Makerspace. See <https://www.theatlantic.com/technology/archive/2015/04/makerspaces-are-remaking-local-economies/390807/>
- Incubator commercial kitchen and ethnic food district. See: <https://www.portlandmercado.org/about-us> Indoor-outdoor year-round farmers market. See <https://www.theonlinefarmersmarket.com/blog/5-best-farmers-markets-in-the-us>
- Mixed-use housing: Quality, transit oriented, high-density infill housing. Include a mix of housing values and types, not just low-income apartments. <https://www.completecommunitiesde.org/planning/landuse/what-is-mixed-use-development/>
- Town Square: Develop a Hillyard town square. See <http://buildabetterburb.org/ten-reasons-town-square/>
- Green spaces: increase pocket parks and green spaces near downtown Hillyard. See: <https://www.newprocontainers.com/blog/benefits-urban-green-spaces/>



## Category 4: Environmental Remediation

### Activities

The following lists environmental remediation initiatives that would address sites with perceived/confirmed contaminants (brownfields) through studies and cleanup activities. When contaminants are present, properties may have “environmental liabilities” which deem its owners to be legally responsible for potential negative impacts on humans and the natural environment – thus, it is important to identify conditions and devise strategies to address environmental liabilities. Environmental remediation activities are necessary to support property redevelopment and infill projects on existing sites, and adaptive reuse projects involving historic structures to identify and address potentially hazardous site and building conditions.



*Spokane's Riverfront Park – former brownfield site*

As a general statement, the NEPDA would like “environmental” grant funding to help assess and remediate any site or building within the focus area, i.e. to incentivize redevelopment and job growth. Ideally, the NEPDA board can award assessment, cleanup/remediation grants or low interest rate loans to applicants who meet certain criteria established by the NEPDA board. These criteria could include a minimum project value, a certain number of livable wage jobs, etc. The NEPDA should be able to

“tailor” the incentives. Companies that will build a large facility, pay above average wages, provide employee health benefits, and hire 25+ employees may receive a larger grant than a company who does meet the above criteria.

- **Phase I and II Environmental Site Assessments (ESAs):** ESAs are technical studies that identify potentially hazardous conditions caused by pollutants/contaminants and the associated environmental liabilities for specific sites and buildings – ESAs are the initial step to identify whether a property has potentially hazardous substances or contaminants and can be costly to property owners. A Phase I ESA is a comprehensive background study that examines current property characteristics, historical records, and federal/state databases to evaluate recognized environmental conditions and potential areas where hazardous substances may have been released. A Phase II ESA is conducted when the findings of the Phase I suggest contaminants may be present. A Phase II ESA is a physical study where samples (e.g. soil, groundwater, air/vapor, surface water, etc.) are collected and analyzed to characterize the type, distribution, and extent of substances (if present) in the environment. NEPDA would like to provide funding assistance to conduct ESAs on properties within the focus area.
- **Regulated Building Material (RBM) Surveys:** An RBM Survey is a physical study where building material samples are collected and tested to confirm if hazardous substances are present. Older structures (generally constructed before 1980) have the potential of containing RBMs (such as asbestos, lead-based paint, mold, PCBs, mercury or other regulated substances) which can increase costs and schedule delays to adaptive reuse projects. There is a need to provide financial assistance to property owners and potential building tenants to conduct RBM Surveys in older structures to define potential health hazards and abatement requirements before the properties can be remodeled, renovated, or demolished. NEPDA would like to provide funding assistance to conduct RBM survey's/testing on properties within the focus area
- **Cleanup Plans:** Sites with confirmed contaminants and other environmental liability will need to devise cleanup plans for property development, building expansions, and/or adaptive reuse projects. NEPDA would like to provide assistance to property owners/potential tenants to cleanup individual sites. Furthermore, cleanup plans may be warranted for public works projects (e.g., roadway projects, parks/amenities, utility infrastructure, regional stormwater facilities) to remove/address potentially hazardous conditions. *Cleanup plans are intended to define the requirements, alternatives, and strategies to address environmental hazards but do not include the physical improvements.*
- **Remediation and Abatement Activities:** When environmental liabilities are identified and a cleanup plan is created, property owners may need assistance to address the conditions before sites/buildings can be reused. Many times, the cleanup/abatement cost exceed the fair market value of a site, in other situations, lending and financing is contingent on addressing the property's environmental liabilities. NEPDA would like to facilitate/support site cleanup and building material abatement activities to ready properties/structures for reuse



and future tenants. This may include grants or low-interest loans to property owners to conduct the cleanup/abatement tasks.

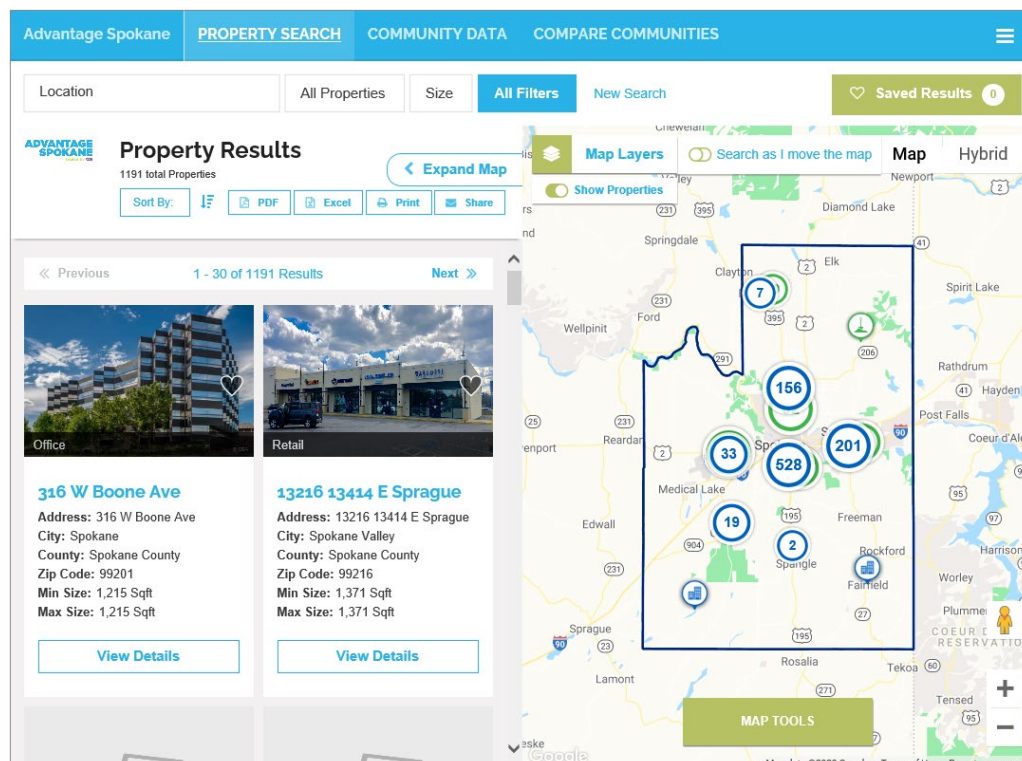




## Category 5: Incentives

**Funding for Offsite Infill Street Improvements:** Presently, developers and businesses are required to build the full public right-of-way and related infrastructure on half of the street fronting their property, and a 10'-12' strip pave on the opposite side of the street. This is a condition of a building permit. It's also a barrier to development, because other competitive industrial sub-markets don't require developers to fund these off-site infrastructure improvements. These improvements are typically already built. Improvements to Broad Avenue, Queen Avenue, Central Avenue, Dalke Avenue, and Myrtle Street are lower NEPDA priorities. These improvements require engineering analysis, design, cost estimates, and construction.

**Incentives: Environmental Assessment and Remediation.** The NEPDA would like "environmental" grant funding to help assess and remediate any site or building within the focus area, i.e. to incentivize redevelopment and job growth. Ideally, the NEPDA board can award assessment, cleanup/remediation grants or low interest rate loans to applicants who meet certain criteria established by the NEPDA board. These criteria could include a minimum project value, a certain number of livable wage jobs, etc. The NEPDA should be able to "tailor" the incentives. Companies that will build a large facility, pay above average wages, provide employee health benefits, and hire 25+ employees may receive a larger grant than a company who does meet the above criteria.



Source: Advantage Spokane: Current Property Search Website

**Manufacturing Property Tax Abatement.** The NEPDA would like to have funding to offer property tax reimbursement as an incentive to attract new businesses and development. This could be modeled after the City of Arlington Ordinance No. 2016-

## NEPDA Funding Strategy Plan

008, which created tax incentives in targeted areas for new construction of industrial or manufacturing facilities creating family living wage jobs.

## Potential Funding Sources

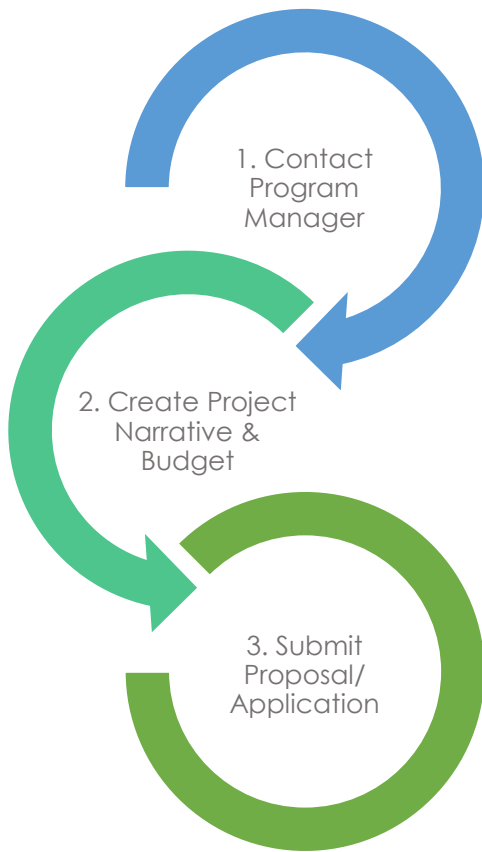
*This section of the Strategic Funding Plan presents funding sources matched to priority projects. An abbreviated description of the project is followed by funding sources and brief explanations of the application of that funding. Additional details on funding programs are provided in Appendix A: NEPDA Funding Matrix.*



## Potential Funding Sources, Planning Initiatives

Planning initiatives include long-range planning documents, studies, or analysis that are intended to articulate a particular project or objective that leads to economic development, redevelopment, and/or investment activities in the focus area (e.g., land use analysis/planning, urban design plans, market studies, etc.).

### Downtown Hillyard Visioning and Action Plan, including Zoning and Market Studies



Basic Steps to Funding Success

- **U.S. Environmental Protection Agency - Multipurpose Grant:** The grant can be used to provide funding to conduct a range of eligible revitalization, redevelopment, assessment and cleanup activities at one or more brownfield sites in a target area (\*\*owner-related eligibility criteria apply).
- **Washington State Department of Ecology - Integrated Planning Grants (IPG):** The grant may fund area-wide planning/neighborhood planning for the Downtown Hillyard Vision Plan (define vision, land use, capital projects, and implementation strategies)- the emphasis should be on property reuse and brownfield redevelopment. The grant may fund regulatory analysis aimed to identify zoning and code barriers and opportunities for brownfields and underutilized properties.

- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Community Economic Revitalization Board (CERB) - Planning Program:** The grant may fund area-wide planning/neighborhood planning for the Downtown Hillyard Vision Plan (define vision, land use, capital projects, and implementation strategies) – the emphasis should be on economic prosperity/development and obstacles to revitalization.
- **Washington State Department of Transportation - Pedestrian and Bicyclist and Safe Routes to School Program: Pedestrian and Bicyclists Program:** The grant may fund portions of area-wide planning that focus on pedestrian/bicycle mobility enhancements (e.g., mobility plans, wayfinding, access enhancements, etc.).
- **Washington State Department of Transportation - Pedestrian and Bicyclist and Safe Routes to School Program: Safe Routes to School Program:** The grant may fund portions of area-wide planning that focus on safe pedestrian/bicyclist access to area schools (e.g., access enhancements, streetscape plans, bicycle infrastructure, etc.).
- **Washington State Department of Transportation - Public Transportation - Consolidated Grant:** The grant may fund portions of area-wide planning that focus on transit-oriented development and transit access (transit service exists on the Haven/Market Street couplet)
- **Washington State Department of Commerce - Building Communities Fund (BCF) Grant:** This grant may fund the acquisition, construction, or rehabilitation of a building/property that will provide community service (e.g., a catalyst project within the district).
- **US Department of Transportation - Better Utilizing Investments to Leverage Development (BUILD):** The grant may fund mobility-related planning, design, and/or development projects in the focus area.
- **Federal Agencies - Small Business Technology Transfer Program (STTR):** The grant may fund programs and activities to support small business enterprises and collaboration efforts focused on federal projects – this may support the Makers District concept and associated business clusters.
- **U.S. Environmental Protection Agency - Brownfield Assessment Grant:** The grant may fund area-wide planning and site-specific reuse planning for areas associated/impacted by brownfields - including other related studies (e.g., market feasibility, zoning analysis, utilities assessment, environmental site assessments, concept planning, etc.).
- **U.S. Environmental Protection Agency - Environmental Workforce Development and Job Training (EWDJT) Grant:** The grant may fund programs and activities to support small business enterprises and collaboration efforts focused on environmental work – this may support the Makers District concept and associated business clusters.
- **Funders' Network for Smart Growth and Livable Communities - Partners for Places - Round 17 RFP:** The grant may fund area-wide planning activities



that have a strong emphasis on sustainability planning (e.g., redevelopment with "green" goals). The grant may fund market studies aimed to identify opportunities to balance economic development with environmental quality and equity.

- **Avista Foundation - Environmental Proposals; Arts and Culture:** The grant may fund area-wide planning activities that address community needs, support economic opportunities, and promote art/cultural aspects (more focus on neighborhood empowerment than land use/transportation).
- **Kresge Foundation - Human Services Place-Based Opportunity Ecosystems:** The grant may fund community outreach and catalyst initiatives focused on racial equity – this may fund social components of an area-wide planning initiative.
- **United States Conference of Mayors - Community WINS (Working Investing in Neighborhood Stabilization) Grant:** The grant may fund area-wide planning activities focused on neighborhood stabilization, economic development, and job creation – the project must have a housing component.
- **Ewing Marion Kauffman Foundation - Kauffman Knowledge Challenge RFP:** The grant may fund economic development strategies to support entrepreneurship in the focus area.
- **Bank of America Charitable Foundation - RFP: Economic Mobility Focused on the Needs of the Community by Addressing Economic Development and Social Progress:** The grant may fund economic development strategies for small businesses and startup enterprises.
- **State Farm Companies Foundation - Good Neighbor Citizenship Company Grants:** The grant may fund area-wide planning activities that focus on neighborhood revitalization, small business development, housing, and community financial education programs – this could include feasibility analysis of specific strategies and/or site-specific planning.
- **KeyBank Foundation - Key Bank Foundation Grants:** The grant may fund community strategies to improve access to housing, economic opportunities, and financial resources.
- **Citi Foundation - Citi Foundation Grant:** The grant may fund area-wide planning activities to achieve economic opportunity, and to define community solutions for housing, sustainability, and small business development.
- **Surdna Foundation - Surdna Foundation Grants:** The grant may fund area-wide planning activities that focus on economic development, small businesses, and supporting thriving culture.



### Right-of-Way Plan

- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Planning Program:** This grant may fund right-of-way studies (and potentially land surveys) that identify locations and properties needed to support future roadway projects that will lead to economic opportunity.
- **Washington State Department of Commerce - Public Works Board - Pre-Construction Loans:** This loan program may fund acquisition studies (and potentially land surveyors) that will lead to roadway construction projects.
- **Washington State Department of Transportation - Pedestrian and Bicyclist and Safe Routes to School Program: Pedestrian and Bicyclists Program:** This grant may fund right-of-way studies for roadway projects that will ultimately improve pedestrian/ bicycle mobility/safety.

### Broadband as-Built Study and Recommendations

- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Community Economic Revitalization Board (CERB) - Planning Program:** This grant may fund feasibility planning for broadband infrastructure (with focus in the public rights-of-way).
- **Washington State Department of Commerce - Public Works Board - Broadband Planning-Feasibility Study Grants:** This grant may fund feasibility planning for broadband infrastructure and service.
- **Washington State Department of Commerce - Public Works Board - Broadband Feasibility and Outreach Grants:** This grant may fund feasibility



*planning for broadband infrastructure and service AND public outreach to the larger community (potential customers/users).*

- **Washington State Department of Commerce - Public Works Board - Broadband Construction Grant and Loan Program:** *This grant and loan program may fund broadband design and/or development.*
- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Committed Private Partner (CPP) Program:** *This grant may fund broadband planning, design, and/or development where a private partner is involved (e.g., service provider, major developer).*
- **US Economic Development Administration (EDA)- Economic Adjustment Assistance (CARES Act supplemental funding):** *The grant may fund planning, design, and/or development where the broadband project is a part of the region's Comprehensive Economic Development Strategy (CEDs).*
- **Avista Foundation - Environmental Proposals; Arts and Culture:** *The grant may fund feasibility and planning for broadband where it is demonstrated that the service would bring education and economic opportunity to underserved populations.*
- **Citi Foundation - Citi Foundation Grant:** *The grant may fund feasibility and planning for broadband where it is demonstrated that the service would bring education and economic opportunity to underserved populations.*

## Potential Funding Sources, Capital Improvement Projects

Physical infrastructure-related projects that will support property development and business operation within the focus area. These projects could include utility line extensions/upgrades, roadway and mobility enhancements, or even local amenities such as parks and open space.

### Right of Way Acquisition

- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Committed Private Partner (CPP) Program:** *The grant may fund ROW acquisition for future roadway projects that will provide economic development and where a private partner is involved (e.g., major property owner).*
- **Washington State Department of Commerce - Pre-Construction Loan Program:** *The loan program may fund ROW acquisition for future roadway projects that will support economic development*
- **Washington State Department of Transportation - Pedestrian and Bicyclist and Safe Routes to School Program: Pedestrian and Bicyclists Program:** *The grant may fund ROW acquisition for future roadway projects that improve pedestrian/bicycle mobility in the area.*

### Street/Roadway Projects

- **US Department of Transportation - Better Utilizing Investments to Leverage Development (BUILD):** *The grant may fund planning, design, and/or development of new roadway projects (eligible projects must have ROW).*
- **US Economic Development Administration (EDA) - Economic Adjustment Assistance (CARES Act supplemental funding):** *The grant may fund design and construction of roadway projects that are consistent with the region's current Comprehensive Economic Development Strategy (CEDs.)*
- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Committed Private Partner (CPP) Program:** *The grant may fund design and development for future roadway projects that will support economic development and where a private partner is involved (e.g., major property owner).*
- **Washington State Department of Commerce - Public Works Board - Pre-Construction Loans:** *The loan may fund design and associated studies (but not construction) for roadway projects that support economic development.*
- **Washington State Department of Commerce - Public Works Board - Construction Loans:** *The loan may fund design and construction for roadway projects that support economic development.*

- **Washington State Department of Transportation - Pedestrian and Bicyclist and Safe Routes to School Program - Pedestrian and Bicyclists Program:** The grant may fund portions of a roadway project that improve mobility for pedestrians and bicyclists in the immediate vicinity.
- **Washington State Department of Ecology - Water Quality Combined Funding Program:** The program may fund portions of a roadway project that improves water quality (e.g., low impact development {LID} stormwater elements, filtration systems, certain landscaping varieties that treat/filter runoff).

### Utility Improvements

- **US Economic Development Administration (EDA) - Economic Adjustment Assistance (CARES Act supplemental funding):** The grant may fund the planning, design, and construction of utilities that support economic development.
- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Committed Private Partner (CPP) Program:** The grant may fund design and development for utility projects that will support economic development and where a private partner is involved (e.g., major property owner, private service provider).
- **Washington State Department of Commerce - Public Works Board - Pre-Construction Loans:** The loan program may fund utility design and/or associated feasibility studies which support economic development.
- **Washington State Department of Commerce - Public Works Board - Construction Loans:** The loan program may fund design and development for utility lines which support economic development.
- **Washington State Department of Ecology - Safe Drinking Water Action Grants:** The grant may fund feasibility analysis, design, and construction of utilities that provide safe drinking water (\*\*many eligibility criteria apply).



Source: eCentre: edae data center

## Alley Vacation

- **U.S. Environmental Protection Agency - Brownfield Assessment Grant:** The grant may fund market studies aimed to identify opportunities and barriers to brownfields and underutilized properties.
  - **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Planning Program:** The grant may fund the feasibility analysis activities for alley vacation where the project will support economic development (e.g., utility assessment, mapping, ownership).
  - **Washington State Department of Commerce - Public Works Board - Pre-Construction Loans:** The loan program may fund the land surveys and deed documents to support alley vacation that leads to larger development sites and economic development.
  - **Washington State Department of Ecology - Integrated Planning Grants (IPG):** The grant may support feasibility analysis for potential alley vacations that would support brownfield redevelopment (e.g., redevelopment potential, utility locations, etc.)
  - **US Economic Development Administration (EDA) - Economic Adjustment Assistance (CARES Act supplemental funding):** The grant may fund the feasibility analysis and land survey activities related to alley vacations where the end result would support economic development.
  - **U.S. Environmental Protection Agency - Brownfield Assessment Grant:** The grant may fund utility location analysis (desktop/GIS level) and/or redevelopment opportunities for alley vacations that would support brownfield redevelopment.
  - **Bank of America Charitable Foundation - Economic Mobility Focused on the Needs of the Community by Addressing Economic Development and Social Progress:** The grant may fund feasibility analysis and land survey activities related to alley vacations to support economic development.
-



## Potential Funding Sources, Catalyst and Strategic Projects

These include projects or strategic initiatives on individual properties or smaller defined areas that will create local economic anchors, generate consumer activity, and potentially attract other investment in the focus area. (e.g., site-specific development projects, business incubator space, and operational functions, etc.). This also includes funding to assemble strategic sites, including the purchase and potential remediation and demolition of residential homes located in industrial zones.

- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Planning Program:** The grant may fund the feasibility analysis and implementation strategy to start a BID.
- **Washington State Department of Ecology - Local Solid Waste Financial Assistance:** The grant may provide funding and technical assistance to a BID for district cleanup activities (\*\*many eligibility criteria apply).
- **Washington State Department of Ecology - Waste Reduction and Recycling Education (WRRED) Grants:** The grant may provide funding and technical assistance to a BID to support district cleanup, water reduction, and recycling activities (\*\*many eligibility criteria apply).
- **Federal Agencies - Small Business Innovation Research (SBIR) Program:** The program may fund BID initiatives that promote business collaboration and initiatives to serve federal contracts.
- **Federal Agencies - Small Business Technology Transfer Program (STTR):** The program may fund BID initiatives that promote business collaboration and initiatives to serve federal contracts.



Source: Bend's Maker District  
[www.bendsmakersdistrict.com](http://www.bendsmakersdistrict.com)

## Downtown-Hillyard Catalytic Site Planning

- **U.S. Environmental Protection Agency - Brownfield Assessment Grant:** The grant may fund site-specific and/or area-wide planning activities that support brownfield redevelopment (e.g., conceptual planning, feasibility analysis, implementation strategies, etc.).
- **Washington State Department of Ecology - Integrated Planning Grants (IPG):** The grant may fund site-specific and/or area-wide planning activities that support brownfield redevelopment (e.g., conceptual planning, feasibility analysis, implementation strategies, etc.).
- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Planning Program:** The grant may fund site-specific planning for catalyst sites that support economic development (e.g., conceptual planning, feasibility analysis, implementation strategies, etc.).
- **Funders' Network for Smart Growth and Livable Communities - Partners for Places - Round 17 RF:** The grant may fund site-specific planning activities for projects that are rooted in sustainability (e.g., conceptual planning, feasibility analysis, implementation strategies, "green" buildings and site design, etc.).
- **United States Conference of Mayors - Community WINS (Working Investing in Neighborhood Stabilization) Grant:** The grant may fund site-specific planning activities that focus on economic development and affordable housing – the project must include a housing component (e.g., conceptual planning, feasibility analysis, implementation strategies, etc.).
- **Bank of America Charitable Foundation - RFP: Economic Mobility Focused on the Needs of the Community by Addressing Economic Development and Social Progress:** The grant may fund site-specific planning activities that support economic development (e.g., conceptual planning, feasibility analysis, implementation strategies, etc.).
- **State Farm Companies Foundation - Good Neighbor Citizenship Company Grants:** The grant may fund site-specific planning activities that support affordable housing, neighborhood revitalization, economic development, and education.
- **Citi Foundation - Citi Foundation Grant:** The grant may fund site-specific planning activities focused on youth economic opportunities and affordable housing.
- **Surdna Foundation - Surdna Foundation Grants:** The grant may fund a site-specific project focused on the arts and/or sustainable environments (e.g., community gathering space, art installation, etc.).



### Site Acquisition and Property Assembly

- **Funders' Network for Smart Growth and Livable Communities - Partners for Places - Round 17 RFP:** The grant may fund operations plans and/or site-specific planning activities for the makerspace with an emphasis on sustainability.
- **Avista Foundation - Environmental Proposals; Arts and Culture:** The grant may fund operations plans and/or site-specific planning activities for the makerspace with an emphasis on health, the arts, and/or environmental sustainability.
- **Kresge Foundation - Human Services: Place-Based Opportunity Ecosystems:** The program may provide grants and/or loans for the makerspace with an emphasis on arts, culture, and/or health.
- **Bank of America Charitable Foundation - RFP: Economic Mobility Focused on the Needs of the Community by Addressing Economic Development and Social Progress:** The grant may fund operations, planning, and program development of the makerspace with a focus on economic development.
- **State Farm Companies Foundation - Good Neighbor Citizenship Company Grants:** The grant may fund operations, planning, and program development of the makerspace or strategic initiatives in the Wellesley



Corridor area – the emphasis must be on economic opportunity, job training, and/or affordable housing.

- **Citi Foundation - Citi Foundation Grant:** The grant may fund operations and planning for the makerspace and/or initiatives in the Wellesley Corridor area that prioritize youth economic opportunities, sustainability, and/or job training.
- **Surdna Foundation - Surdna Foundation Grants:** The grant may fund operations and planning for the makerspace and/or initiatives in the Wellesley Corridor area that prioritize small businesses, startups, and cultural activities (e.g., artists).
- **Washington State Department of Commerce - Building Communities Fund (BCF) Grant:** The grant may fund the acquisition, construction, or rehabilitation of the makerspace (must be classified/operated as a "social service" or "multipurpose community center")
- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Planning Program:** The grant may be used for the feasibility and conceptual planning for the makerspace and the Wellesley Corridor area that contributes to economic development.
- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Committed Private Partner (CPP) Program:** The grant may be used for the feasibility and conceptual planning for the makerspace and the Wellesley Corridor area that contributes to economic development AND involves a private partner.
- **Washington State Department of Commerce - Public Works Board - Construction Loans:** The loan could fund the construction or rehabilitation of the makerspace building/site which supports economic development. The loan may also fund planning, design and construction of site improvement elements in the Wellesley Corridor area.
- **Washington State Department of Ecology - Integrated Planning Grants (IPG):** The grant may fund site-specific planning activities for a makerspace project and/or area-wide planning activities for the Wellesley Corridor area – the activities must be associated with a brownfield site.
- **U.S. Environmental Protection Agency - Brownfield Assessment Grant:** The grant may fund site-specific planning activities for a makerspace project and/or area-wide planning activities for the Wellesley Corridor area – the activities must be associated with a brownfield site.
- **Federal Agencies - Small Business Innovation Research (SBIR) Program:** The program may fund operational, business collaboration, and education initiatives to support business collaboration/innovation to serve federal contracts.
- **Federal Agencies - Small Business Technology Transfer Program (STTR):** The program may fund operational, business collaboration, and education

## NEPDA Funding Strategy Plan

*initiatives to support business collaboration/innovation to serve federal contracts.*

### Façade Improvements

- **Federal Agencies - Small Business Innovation Research (SBIR) Program:** *The program may fund initiatives that promote business collaboration and practices to serve federal contracts.*
- **Federal Agencies - Small Business Technology Transfer Program (STTR):** *The program may fund initiatives that promote business collaboration and practices to serve federal contracts.*

### BNSF Catalyst Site

- **Washington State Department of Commerce - Community Economic Revitalization Board (CERB) - Committed Private Partner (CPP) Program:** *The grant may fund planning and feasibility activities for an economic development project on the property.*
  - **Washington State Department of Ecology - Integrated Planning Grants (IPG):** *The grant may fund planning and feasibility activities on a brownfield site where the private businesses (BNSF) is a partner (\*\*owner-related eligibility criteria apply).*
  - **U.S. Environmental Protection Agency - Brownfield Assessment Grant:** *The grant may fund planning and feasibility activities on this brownfield site (\*\*owner-related eligibility criteria apply).*
-

## Potential Funding Sources, Environmental Remediation Activities

This includes studies and cleanup activities aimed to address perceived or confirmed environmental liabilities, contaminants, and/or hazardous substances on individual properties within the focus area. (e.g., Environmental Site Assessments, building materials testing, cleanup /remediation plans, and/or abatement activities).

- **U.S. Environmental Protection Agency - Multipurpose Grant:** *The grant can be used to provide funding to conduct a range of eligible assessment and cleanup activities at one or more brownfield sites in a target area (\*\*owner-related eligibility criteria apply). The City of Spokane 2021 EPA Multipurpose Grant proposal was submitted to the US EPA on October 28<sup>th</sup>.*
  - **U.S. Environmental Protection Agency - Brownfield Assessment Grant:** *The grant may fund assessment, RMB surveys, cleanup/re-use plans for brownfield sites (\*\*owner-related eligibility criteria apply).*
  - **U.S. Environmental Protection Agency - Brownfield Cleanup Grant:** *The grant can be used to carry out cleanup activities at brownfield sites (\*\*owner-related eligibility criteria apply).*
  - **U.S. Environmental Protection Agency – Targeted Brownfield Assessment Grant:** *This service can be utilized to perform assessment work, community planning and visioning. The work is performed by an EPA contractor.*
  - **Washington State Department of Commerce Brownfield Revolving Loan Fund (RLF):** *Loans and grants for construction of public infrastructure necessary for private business expansion. Funds may be used to perform cleanup/removal of contaminated soils, disposal of hazardous materials, remove of waste such as drums, barrels, tanks etc. and for site monitoring needed during the cleanup process.*
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## Potential Funding Sources, Incentives

This includes funding the NEPDA may use to incentivize or reduce barriers to business relocation and development. For example, 1) manufacturing property tax reimbursement, 2) environmental assessment and remediation, 3) payment of some or all public infrastructure “off-site” costs, and 4) any combination of the above.

- **Washington State Department of Commerce Public Works Board - Pre-Construction Loans:** *The loans may fund Pre-Construction activities that include, but are not limited to, design engineering, bid-document preparation, environmental studies, right-of-way and land acquisition, value planning, permits, cultural and historic resources, and public notification.*
  - **U.S. Environmental Protection Agency – Revolving Loan Fund:** *The grant can be used to capitalize a locally administered brownfields revolving loan fund. With this funding the City (through NEPDA) could make a grant or low-interest-rate loan to builders/developers to pay for some or all assessments or improvements.*
  - **Washington State Department of Commerce Brownfield Revolving Loan Fund (RLF):** *Loans and grants for construction of public infrastructure necessary for private business expansion. Funds may be used to perform cleanup/removal of contaminated soils, disposal of hazardous materials, remove of waste such as drums, barrels, tanks etc. and for site monitoring needed during the cleanup process.*
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## Next Steps

Funding success for NEPDA is contingent on several factors. Coordination with the City of Spokane, the County, state agencies, and local partners is critical. Since the funding strategy project was initiated, NEPDA submitted a US EPA Multipurpose Brownfields funding application with the City and worked with the County to secure a CARES Act grant. The City bears some, if not all, financial responsibility for several project areas presented in this Plan. In some cases, third parties have contracts with the City to deliver services and build public infrastructure. It is in NEPDA's best interest to align NEPDA funding activities with key stakeholders to maximize access to shared resources and minimize duplicative efforts.

The following are key programs to further investigate and activities NEPDA can take in the next six months to one year to secure funding to advance initiatives.

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NEXT STEPS: Washington State Department of Ecology Integrated Planning Grants

Program	Sub Program	Use For	Grant Amount	Program POC	Website
<b>Washington State Department of Ecology Integrated Planning Grants (IPG)</b>	<u>Standard IPGs:</u> Available to local governments that own or are considering acquisition, cleanup, and redevelopment of a brownfield property or multiple brownfield properties.	Visioning Plan, Market Analysis, Zoning and Code Analysis <ul style="list-style-type: none"> <li>• Feasibility studies</li> <li>• Site planning</li> <li>• Land use and regulatory analyses</li> <li>• Building and infrastructure assessments</li> <li>• Economic and fiscal analyses</li> </ul>	\$200,000 for a single site and \$300,000 for a study area with multiple sites.	Ali Furmall Integrated Planning Grant Coordinator (Eastern and Central Regions) ali.furmall@ecy.wa.gov 509-329-3436	<a href="https://ecology.wa.gov/About-us/How-we-operate/Grants-loans/Find-a-grant-or-loan/Integrated-planning-grants">https://ecology.wa.gov/About-us/How-we-operate/Grants-loans/Find-a-grant-or-loan/Integrated-planning-grants</a>

What	How	When	
Washington State Department of Ecology Integrated Planning Grants (IPG)	<b>Step 1.</b>	Call Ali Furmall at Ecology. Describe NEPDA, in particular, the brownfield conditions and potential of several catalytic sites. Determine competitiveness of program (who else is applying) and key Ecology priorities.	Nov-20
	<b>Step 2.</b>	Develop project narrative and project budget. Use US EPA multipurpose grant narrative as foundation. Share draft and coordinate with City. If necessary, engage property owners. Communicate progress with and proactively ask questions of Ecology.	Application cycle opens December 1, 2020.
	<b>Step 3.</b>	Complete Application package.	Application deadline - January 29th, 2021.

NEXT STEPS: Washington State Department of CERB

Program	Sub Program	Use For	Grant Amount	Program POC	Website
<b>Washington State Department of Commerce Community Economic Revitalization Board (CERB)</b>	Planning Program	Broadband study, economic feasibility study, ROW study, catalyst site planning, workforce study and planning.	Up to 75% of the total project cost, not to exceed \$50,000. 25% cash match.	<p>Janea Delk Executive Director &amp; Tribal Liaison Janea.Delk@commerce.wa.gov Phone: 360-252-0812</p> <p>Leslie Wolff Outreach Specialist Leslie.Wolff@commerce.wa.gov Phone: 360-259-2671</p> <p>Barbara Smith Program Assistant Barbara.Smith@commerce.wa.gov Phone: 360-764-9820</p>	<a href="https://www.commerce.wa.gov/building-infrastructure/community-economic-revitalization-board/cerb-planning-program/">https://www.commerce.wa.gov/building-infrastructure/community-economic-revitalization-board/cerb-planning-program/</a>

What	How	When	
Washington State Department of Commerce Community Economic Revitalization Board (CERB)	<b>Step 1.</b>	Call Janea Delk or Barbara Smith at CERB. Discuss visioning, ROW and workforce study needs and alignment with regional economic development goals. Determine competitiveness, total available funding and get application tips. Determine timing for application and if US EPA or CARES funding qualify as match.	11/1/2020 - 12/15/2020
	<b>Step 2.</b>	A resolution authorizing application, evidence of public notification, 25% cash match, and evidence of local support are application requirements. As per CERB requirements and CERB minimum criteria for feasibility studies, develop project narrative and project budget. Use US EPA multipurpose grant narrative. Share draft and coordinate with City. If necessary, engage property owners. Communicate progress with and proactively ask questions of CERB.	Q1 2021
	<b>Step 3.</b>	Complete Application package.	Q1 Application deadlines are February 1 and March 29, 2021.

NEXT STEPS: Washington State Department of Transportation Pedestrian and Bicyclists Program

Program	Sub Program	Use For	Grant Amount	Program POC	Website
<b>WSDOT</b>	<b>Pedestrian and Bicyclists Program</b>	Preliminary ROW Acquisition Activities, Preliminary engineering, project funding estimate, level-of-stress analysis. ROW design that includes pedestrian and bicyclist infrastructure to increase the number of people that choose to walk and bike for transportation in Northeast Spokane. Connect project to the NSC. Construction for Rowan Avenue.	\$18,380,000 is available 2021-2023	Brian Wood, Active Transportation Program Specialist, 360-705-7385, woodb@wsdot.wa.gov <b>or</b>  WSDOT Region Active Transportation Coordinators or WSDOT Region Local Programs Engineers	<a href="https://wsdot.wa.gov/LocalPrograms/ATP/funding.htm">https://wsdot.wa.gov/LocalPrograms/ATP/funding.htm</a>  <a href="https://wsdot.wa.gov/LocalPrograms/SafeRoutes/CallForProjects.htm">https://wsdot.wa.gov/LocalPrograms/SafeRoutes/CallForProjects.htm</a>

What	How	When	
Washington State Department of Commerce Community Economic Revitalization Board (CERB)	<b>Step 1.</b>	Contact City Planning and Development Services (Colin Quinn-Hurst, Louis Meuler) and Integrated Capital Management (Inga Note) to outline relevant NEPDA project investments. Discuss opportunity to target funding to leverage NSC. Contact Region Active Transportation Coordinators or WSDOT ATP program specialist. Determine key priorities and specific application requirements. Emphasize environmental justice and disadvantaged community characteristics.	Q4 2020 - Q1 2021
	<b>Step 2.</b>	Develop an application. The application requires a detailed project cost estimate and the completion of an online application survey. The project must be included in the local Transportation Improvement Plan. Last year's application deadline was extended to September 2020. WSDOT may return to a June deadline or push back to September 2021. Proactively communicate with City, and WSDOT stakeholders as well as NEPDA community.	Q2 - Q3 2021
	<b>Step 3.</b>	Complete Application package.	Q3 2021. (Application deadlines are unknown but annual cycle suggest June with possible extension to September.)



## NEPDA Funding Strategy Plan

### NEXT STEPS: US EPA Brownfield Multipurpose Grant

Program	Sub Program	Use For	Grant Amount	Program POC	Website
U.S. Environmental Protection Agency Brownfields	Brownfield Multipurpose Grant	Environmental remediation assessment and clean up activities, area and catalyst site-specific planning, market analysis.	\$800,000	EPA Region 10 Terri Griffith Griffith.Terri@epa.gov Phone: (206) 553-8511	<a href="https://www.epa.gov/brownfields/types-brownfields-grant-funding">https://www.epa.gov/brownfields/types-brownfields-grant-funding</a>

What	How	When	
U.S. Environmental Protection Agency Brownfields Multipurpose Grant	<b>Step 1.</b>	Outline planning and assessment projects that could be funded by the EPA Multipurpose grant. Begin socializing project ideas with City. Consider alternative and complementary funding to support (i.e. IPG, CERB Planning, foundations).	Q4 2020
	<b>Step 2.</b>	Refine project descriptions and cost estimates. Seek input on scope and outputs from City, partners, stakeholders, property owners, and consultants.	Q1-Q2 2020
	<b>Step 3.</b>	If awarded 2021 US EPA Brownfields, begin community engagement. Support grant negotiation. Contract expertise to deliver work.	Q2 - USEPA award announced. Q3 & Q4.

NEXT STEPS: US EDA Economic Adjustment Assistance

Program	Use For	Grant Amount	Program POC	Website
US Economic Development Administration (EDA) Economic Adjustment Assistance	Design and construction funding for ROW improvements. Acquisition of additional ROW.	The Seattle EDA Region, received \$266M in funding CARES Act funding. Historically, the average award for a Public Works project, \$1.4M, EAA average award is \$650K.	<a href="mailto:asmith@eda.gov">EDA Seattle Regional Office 915 Second Ave, Room 1890, Seattle, WA 98174 (206) 220-7660 asmith@eda.gov</a> Richard Brunt, Regional Representative	<a href="https://eda.gov/funding-opportunities/">https://eda.gov/funding-opportunities/</a>

What	How	When
U.S. Economic Development Administration Economic Adjustment Assistance	<b>Step 1.</b> Complete traffic and economic impact analyses and preliminary design for WSDOT. Secure letter of support from WSDOT indicating NSC funding can serve as match for federal and state grants.	Q4 2020
	<b>Step 2.</b> Be prepared to, as necessary, respond to inquiries from EDA regarding grant application. If awarded US EDA EAA grant, coordinate with City and EDA to negotiate and execute grant.	Q1-Q3 2021
	<b>Step 3.</b> If awarded EDA grant, begin community engagement. Contract expertise to deliver work.	Q3-Q4 2021

## NEXT STEPS: Foundations

Program	Sub Program	Use For	Grant Amount	Program POC	Website
<b>Funders' Network for Smart Growth and Livable Communities</b>	Partners for Places - Round 17 RFP	Visioning Plan. Projects to advance a key aspect of a community-focused sustainability, climate action, adaptation/resilience, equity, water or create a plan. Plans should pursue the goal of integrating and balancing economic development, environmental quality, and equity.	Partnership investments \$25K-\$75K for 1-year projects, or \$75K-\$150K for two-year projects with a 1:1 match required by one or more local foundations.	The Funders Network, 6705 SW 57th Avenue, Suite 700, Coral Gables, FL 33143 (305.667.6350)	<a href="https://www.fundernetwork.org/about-tfn/">https://www.fundernetwork.org/about-tfn/</a>
<b>Avista Foundation</b>	Environmental Proposals; Arts and Culture	Merchant association support, workforce development plan and market analysis. Program is focused on education vulnerable and limited income populations, and economic and cultural vitality.		contributions@avista.com. Phone 509-495-8156.	<a href="https://www.avistafoundation.com/home/Pages/default.aspx.html">https://www.avistafoundation.com/home/Pages/default.aspx.html</a>
<b>United States Conference of Mayors</b>	Community WINS (Working Investing in Neighborhood Stabilization) Grant	Feasibility studies, market analysis, workforce development.	\$100,000 grants to cities smaller than 500,000.	CommunityWINS@wellsfargo.com	<a href="https://www.usmayors.org/communitywins/">https://www.usmayors.org/communitywins/</a>
<b>Ewing Marion Kauffman Foundation</b>	Kauffman Knowledge Challenge RFP	The goal is to produce tangible insights for entrepreneurs, entrepreneurship programs, policy design, ecosystem builders, and researchers.	Up to \$60K for 24 month student awards, \$225K for 48 month research projects, and \$400,000 for 48 month programs /projects.		<a href="https://rfp.kauffman.org/prog/2020_kauffman_knowledge_challenge/">https://rfp.kauffman.org/prog/2020_kauffman_knowledge_challenge/</a>
<b>Bill and Melinda Gates Foundation</b>	Washington State	Funding areas include Community, Education, Homelessness, and Early Learning.		440 5th Ave N, Seattle, WA 98109 (206) 709-3100 ext. 7100	<a href="https://local.gatesfoundation.org/grants/grant-making-process/">https://local.gatesfoundation.org/grants/grant-making-process/</a>

NEXT STEPS: Foundations, continued.

Foundations	<b>Step 1.</b>	Contact foundations to set up calls with program director/administrator.	Q4 2020
	<b>Step 2.</b>	Prioritize foundation partners based on immediate funding needs and create application calendar/calendars. Many foundations will not accept unsolicited grant proposals. Many foundations have rolling applications cycles and some foundations have application deadlines. Continue to communicate and ask questions of program director/administrator. Begin drafting scopes of work and budgets for best fit projects.	Q1-Q3 2021
	<b>Step 3.</b>	Submit at least one proposal/application to a foundation.	Q2-Q4 2021



## 2021 and Beyond

Several funding opportunities relevant to NEPDA's objectives require considerable analysis to assemble competitive application packages. Additionally, new opportunities may emerge. Below are a brief set of recommendations to position for mid-term funding.

### Federal Stimulus

- Once stimulus is passed, proactively seek a summary of funding opportunities relevant to NEPDA. Areas of particular interest will be transportation, broadband, environment, community development and economic development. Agencies likely to receive funding and their target funding areas include:
  - HUD CDBG – housing and community services
  - EDA – economic development
  - USDOT / FHWA – existing program, urban mobility
  - USDA – broadband, rural
  - FEMA – resiliency
  - HHS – community health centers and clinics
- For funding programs that require City or County participation or sponsorship, facilitate efficient interactions by rapidly developing funding briefing sheets and project descriptions to help articulate needs and drive toward an aggressive application development schedule,
- Leverage existing applications EDA, EPA to quickly respond to funding solicitations.
- Leverage City resources, plans and existing designs to quickly respond to funding solicitations.

### 2022 BUILD Grant

- 2021 target funding to acquire right-of-way.
  - Seek funding to develop a ROW plan
  - Retain a ROW acquisition firm to support acquisition of requisite 200+ parcels
  - Coordinate with the City on condemnation of properties.
- Coordinate with the City to produce 20% designs. The City may be able to fund this effort.
- Complete NEPA

## NEPDA Funding Strategy Plan

### Washington State Department of Ecology

- Support City efforts to target site-specific, Independent Remedial Action Grants (RAG).
- As roadway and ROW designs are advanced, continue to assess the applicability of the Flood Control Assistance Account Program (FCAAP) to develop flood hazard management plans and to serve as match for federal funding. The Watershed Plan Implementation and Flow Achievement grant program may serve as a complementary source for infrastructure construction.
- Communicate regularly with Ecology to stay informed on funding levels and timing for remediation projects.

### Washington State Department of Commerce

- Identify private partner to coordinate with to submit a grant to the Private Partner (CPP) Program. The CPP and Pre-Construction Loan Program may fund ROW acquisition for future roadway projects that will support economic development.
- Continue to communicate with and regularly update CERB on local developments and NEPDA progress.

### Foundations

- Cultivate relationships with key points of contacts within foundations that are best aligned with NEPDA's goals.
- Create one-page project descriptions for Catalyst and Strategic Projects that highlight environmental, social and economic justice issues and opportunities. Prepare to share these project "cut-sheets" with foundation program administrators and an introduction to NEPDA and the projects.
  - These cut-sheets may also be modified to serve as marketing materials for potential investors in area parcels and projects (i.e. Opportunity Zone investors)