

## 2014 Sprague TIP Advisory Board's Implementation Plan



## Targeted Investment Pilot – Creating/Building a Vibrant Place Implementation Plan

**Vision:** *A vibrant Spokane economy, achieved through comprehensive targeted public and private investment one neighborhood at a time.*

**Goal Statement:** *Operation Targeted & Concentrated Investment Pilot is to demonstrate that concentrated and targeted public investment leads to private investment and measurable long-term economic vitality for Spokane Neighborhoods.*

### **Implementing TIP Strategies**

- *Concentrating multiple layers of public investment in a defined geographic area*
- *Aligning long-term community priorities with investment*
- *Promoting and supporting private investment*
- *Comprehensive implementation of existing plans*
- *Aligning infrastructure with economic opportunities*

### **Implementing City Strategic Goals**

- *To be unequalled in living, learning & leisure*
- *To be a municipal leader in innovation*
- *To be the fastest growing job market in the Inland Northwest*

### **“Why East Sprague?”**

#### **Phase 1**

- We started with nine neighborhood centers/targeted areas:
  - Lincoln Heights, 14<sup>th</sup> & Grand, Sunset & Government Way, Broadway Center, N Monroe Corridor, Garland, Hamilton Corridor, South U District and East U District.
- We used three criteria to narrow down these areas:
  - CDBG-eligible neighborhood;
  - Plan completed in the last 5 years;
  - Eligible for integrated utility planning project.
- This narrowed the list down to Hamilton Corridor, W. Broadway, South U District and East U District.

#### **Phase 2**

- We met with local experts in finance, commercial and residential real estate to get input on data and indicators that would be valuable to this project.
- We used market and real estate data, as well as demographic and health data, to further assess the four areas from Phase 1.
- We had assistance from Adrian Dominguez of the Spokane Regional Health District; who conducted a statistical analysis to calculate scores per data sets.
- The two areas with the highest scores were W. Broadway and East U District.

#### **Phase 3**

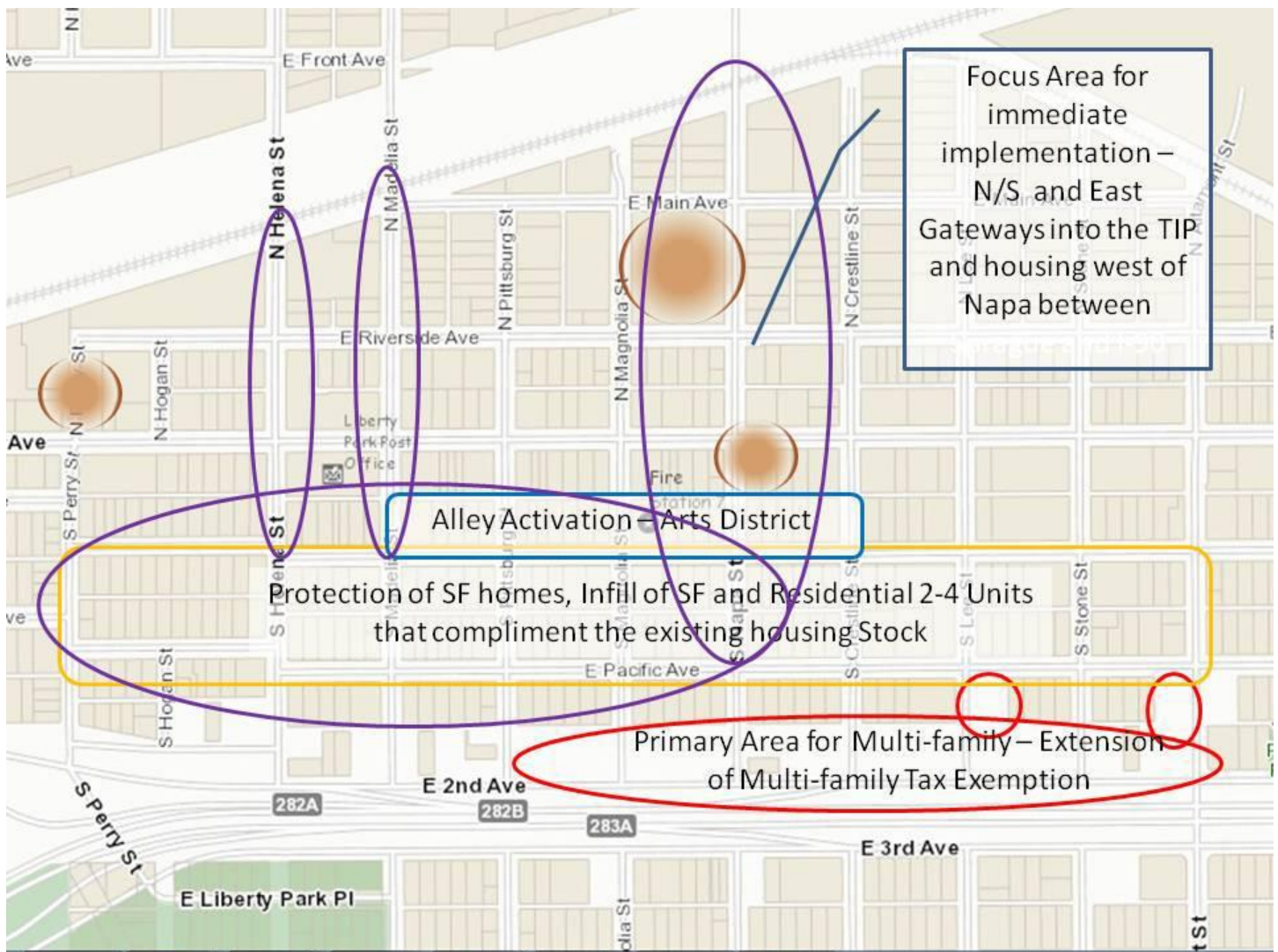
- We identified stakeholders for the two areas, and conducted walking tours of both (joined by CMs Fagan and Salvatori) in order to identify catalyst investment sites, housing rehab opportunities, and infrastructure needs.
- We presented the OTCI project overview to the East Spokane Business Association, East Central Neighborhood Council, West Central Neighborhood Council, as well as to local business owners.
  - During our time together, a series of questions was asked in order to gauge their capacity to support this project over the next two years.

# **Final Implementation Recommendations**

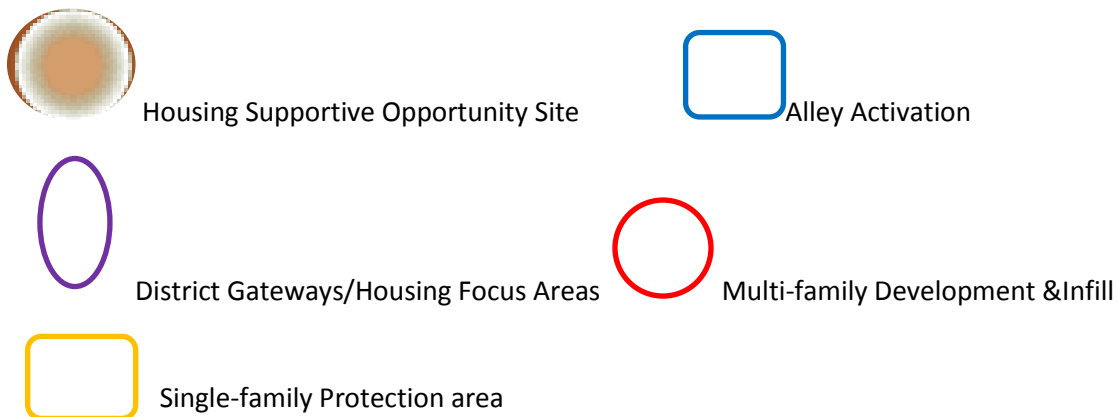
## Housing Group Recommendations

### Housing – Proposed Focus Areas:

The Housing Committee has evaluated the TIP for potential new development, activity nodes, current real and perceived barriers, etc. to develop a suggested focus area for initial investments. Figure 1 below indicates findings from recent meetings of the TIP Housing Committee and suggested focus areas for immediate investment.



**Figure 1: TIP Housing Program Draft Focus Area & Priorities**



## Housing-specific Goals

### Housing Rehabilitation/Redevelopment/Infill:

Rehabilitation, Redevelopment and Infill of 35% (approximately 100 units) of TIP area housing units and/or vacant lots (no timeframe yet determined). A successful housing strategy in the TIP area will include all forms of housing investment from new infill development and rehabilitation to redevelopment which may include demolition of some existing homes in the neighborhood that are likely not good candidates for rehabilitation. In this case demolition followed by construction of new homes is the preferred strategy. The TIP Housing committee also recommends that publically supported housing rehabilitation should include street-facing visual improvements as positive visual cues can result in better maintenance of adjacent properties thereby increasing the impact and value of public investment in housing rehabilitation within the TIP area.

*\*Please note that the total count of homes in the TIP area is an estimate based on average number of units per block as well as location – most single family homes currently occupied for residential use and other housing options are located between Sprague Avenue and I-90. As per the 2013 East Central Neighborhood Council (ECNC) update, the block groups encompassing the TIP area include Blocks 1 and 2 of Tract 145 (see figure 2 below). The American Community Survey indicates that in 2010 752 residential units were located in blocks 1 and 2 of tract 145. Out of 752 units 153 are vacant.*

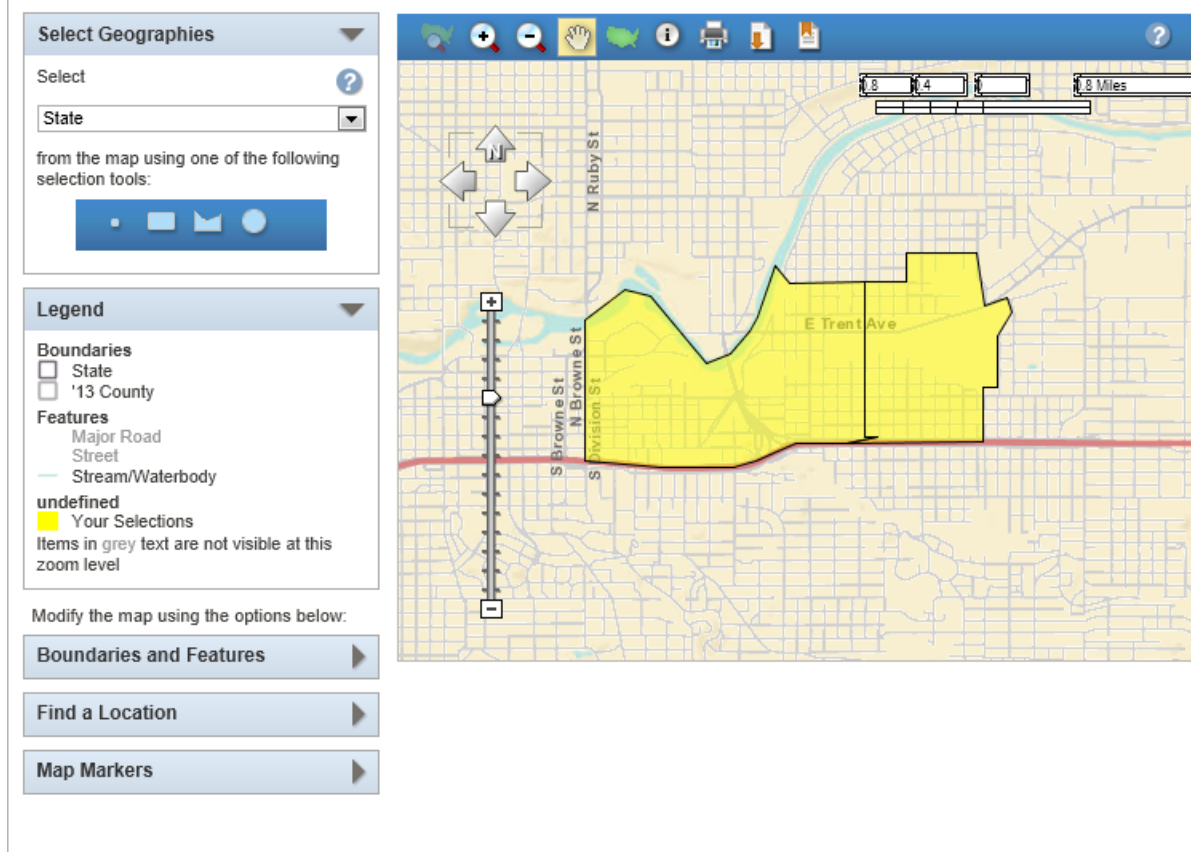


Figure 2: Tract 145, Block Groups 1 & 2

**Home Ownership:**

Increase home ownership to 50% to create a healthier, more stable residential mix of owner occupied and renter occupied housing units (no timeframe yet determined), *\*Please note that within Blocks 1 and 2 of Track 145 home ownership rates are 38.6% and 30.3% respectively. The East Central Neighborhood Plan calls for home ownership goals near the 70% across the whole neighborhood; however, the housing committee does not feel that the TIP area has the same potential for reaching this neighborhood-wide goal. Additionally, this area has long been envisioned as a location for student housing related to the expansion of the Riverpoint and Gonzaga Campuses.* The TIP housing committee is suggesting a reduced home ownership goal of 50% (which we believe to be very aggressive based on current ownership/rental ratios) within the TIP area for the following reasons: current sentiments regarding home ownership, target market for this area which includes students (more likely to be renters than not), land availability and zoning within the TIP that supports production of multi-family residential units (While not all multi-family complexes are renter occupied a limited number multi-family complexes have been set up for ownership opportunities in Spokane).

**Land Bank:**

Establishment of a land banking mechanism so that banked land may be acquired and made available for the highest and best use and/or community desired use. Acquired land should be put to temporary use when appropriate in order that banked property adds immediate value to the area instead of becoming stagnant or underutilized.

**Housing Design Competition:**

Development of an infill housing competition to support Neighborhood goals related to maintaining historic character of area neighborhoods and the TIP Housing Committee's goals/intent to protect single family areas from encroachment by multi-family or infill development undertaken without concern for the context in which this new and/or redevelopment will occur.

**Pursue Mitigation Funds from WSDOT:**

Mitigation funds from WSDOT should be pursued for the loss of/demolition of affordable housing associated with the planned expansion of I-90. Mitigation funds should be used develop a Planned Action or Master Plan/Concept for the area and should include visual aids consistent with planned improvements and the vision for housing rehabilitation, infill and redevelopment. A planned action or Master Plan concept would provide residents and investors with a clear direction for the area and can include incentives (such as increased height or floor/area ratios) to development that includes desired community amenities.

**Housing-supportive Goals****Community Gathering Space:**

Active Space – develop a community gathering place/s with a preference for creating active places. Activity space/s is/are envisioned as something that might serve multiple purposes/easily transformable and as place/s where activities can happen on a regular basis;

Family-friendly Space – develop child-friendly spaces.

**Alley Activation:**

Reactivation of TIP area alleyways using strategies like the creation of a mini-arts district in areas where commercial structures/homes/garages that back onto district alleys can be utilized to provide new gallery/retail space. Alley activation can also contribute to district safety and the pedestrian friendly nature of the area.

**District Programming:**

The TIP Housing Committee identified that that programming the area for regular events implemented with the support of a paid staff person would provide benefit for the TIP area in terms of changing the perception of the area, increasing safety and security, encouraging neighborhood pride, providing more reasons for residents and visitors to come to the area, and generally support revitalization activities throughout the district.

**Code Enforcement:**

Immediate and targeted code enforcement can jumpstart revitalization activities and promote a clean, safe atmosphere that more families, individuals, businesses and investors will be willing to support and for which buy-in to a future state/vision can be obtained. Code enforcement activities should be complemented by opportunities and resources for clean-up activities and residential rehabilitation.

#### **Early Housing Outcome:**

The Fall 2014 HOME funding round resulted in a funding recommendation to ECCO for City-owned TIP property. CHHS had offered 3 City-owned lots (1808 E 1st, 118 S Napa, 2418 E 1st) in the TIP for affordable housing redevelopment. The Affordable Housing Committee recommended HOME funding to ECCO to develop 2 lots as well as an offer to sell the 3rd TIP lot to ECCO if they can secure needed construction funding within the next few months.

## **Early Outcome on Planning Efforts:**

### **Fall 2014 City of Spokane Received a Smart Growth America's Leadership Institute Grant**

The City requested the Smart Growth America's assistance to further the work of the TIP advisory board and to integrate this implementation plan with smart growth policies.

The City sought Smart Growth America's expertise to align Smart Growth policies with our Targeted Investment strategies to create economic opportunity through the best utilization of existing infrastructure: people, place, pipe and pavement. The City Spokane's mission of delivering efficient and effective services that facilitate economic opportunity and enhance equality of life is employed through integrated planning, targeted investment, and LINK Spokane implementation strategies. Our Targeted Investment strategies need to elevate our quality of life. Spokane is Washington's second largest city and the largest urban metro between Seattle and Minneapolis--Spokane needs to be a place unequalled in living, working, learning and leisure.

Demand for this program is very high. While all of the applications were worthy, SGA said ours in particular stood out as among a select few that exhibited the strongest interest in and need for smart growth tools and clearly demonstrated a commitment from local business, community and political leaders to implement local smart growth solutions.

Thanks to a grant from the U.S. Environmental Protection Agency's Office of Sustainable Communities, this technical assistance is offered free of cost to our community. Smart Growth America will pay the costs of the expert team, including salary, travel, materials, etc. The only costs that you may expect will be the cost of staff time to plan and participate in the workshop, the cost of any local advertising/outreach regarding the workshop itself, and the cost of any food or refreshments at the workshop.

#### **Next Steps:**

Staff will coordinate with TIP Advisory Board, SGA, City Staff and Stakeholders to prepare for, advertise and host the intense SGA workshops, implementing policies and then the future reporting to SGA on outcomes.

## Business & Infrastructure Group Recommendations

**Goal:** gathering, prioritizing and aligning previously planned infrastructure improvements with economic opportunities (transportation, core commercial, enhancements and quality of life)

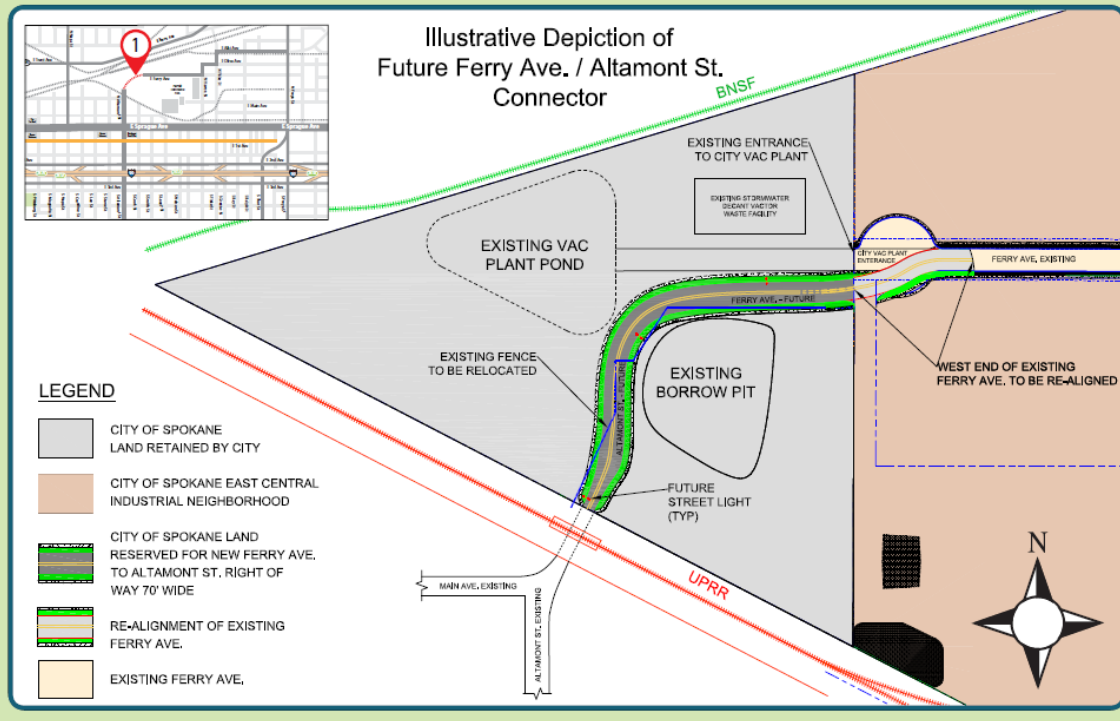
**Objectives:**

- Identify areas of “low hanging fruit” improvements for a completion of core business infrastructure
- Identifying community priority areas including areas for district type improvements for visual continuity and community branding
- Create a logical prioritization for infrastructure improvement recommendations
- Assess past plans for opportunity sites
- Understand market demands for the sites

PRIORITIZATION CRITERIA	Upgrades capacity of infrastructure.	Changes outside perceptions and image of the district, as related to beautification.	Enhances personal safety or emphasizes a walkable or bikeable area.	Encourages people to work, visit, or live in the district.
<b>HIGHEST PRIORITY</b>				
1 Re-open Altamont St underpass to City industrial area for motor vehicles, bikes, and pedestrians, with Altamont St connecting to Ferry Ave				
2 Sprague streetscape improvements from Hamilton to Fiske, including landscaping and enhanced pedestrian crossings				
3 Gateway enhancements to both Hamilton & Fiske and Napa & Helena				
4 Traffic and pedestrian lighting on Sprague from Hamilton to eastern edge of TIP with AC power outlets				
5 Napa & Helena streetscape enhancements from railroad underpass to Sprague				
6 Establish Business Improvement District				
<b>HIGH PRIORITY</b>				
7 Westbound Sprague to MLK Way – Full Interchange				
8 Grind and repave streets that require little infrastructure improvements				
9 Medians and bump outs – storm water treatment				
10 Transit loading				
11 Artistic Enhancements – Public Art				
12 Plant hangers with automatic water system				
<b>OTHER PRIORITY</b>				
13 Fiber, coax, and/or cat 6 to light poles				
14 LED Sign Banners – Advertising				
15 Water mains and sewers replaced if undersized or too old				
16 Streetscape Furniture – trash cans, benches, planters, bike racks				
17 Wayfinding design & implementation				
18 Fund position for two years to market and ‘program’ events and the public space in the District				
19 Fund security ambassadors				
20 Fund clean team				

# THE SPRAGUE TIP BUSINESS & INFRASTRUCTURE COMMITTEE

## 1 #1 PRIORITY PROJECT

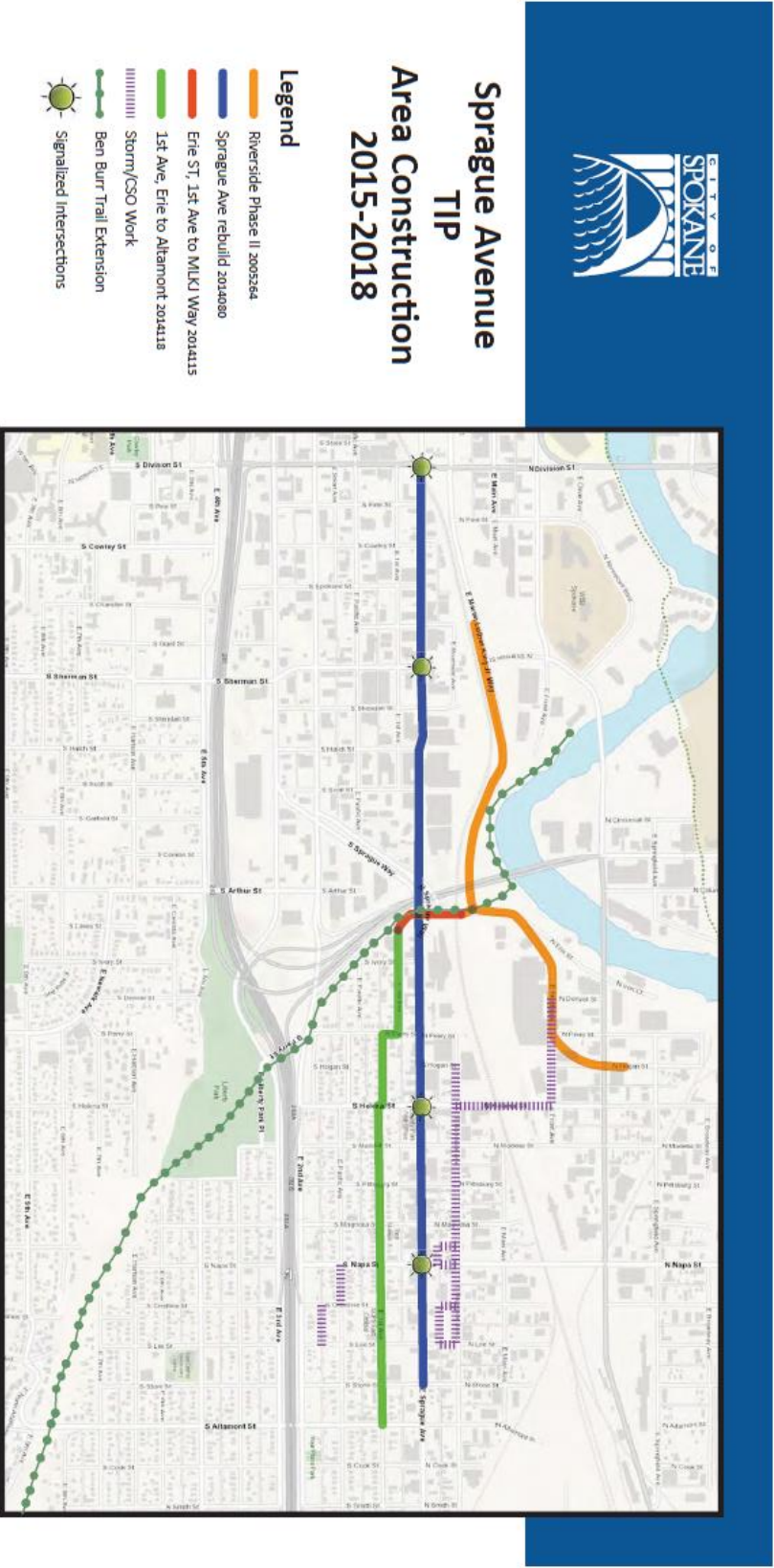


# THE SPRAGUE TIP BUSINESS & INFRASTRUCTURE COMMITTEE



## KEY // HIGHEST PRIORITY RECOMMENDATIONS

- 1 Re-open Altamont St underpass to City industrial area for motor vehicles, bikes, and pedestrians, with Altamont St connecting to Ferry Ave
- 2 Sprague streetscape improvements from Hamilton to Fiske, including landscaping and enhanced pedestrian crossings
- 3 Gateway enhancements to both Hamilton & Fiske and Napa & Helena
- 4 Traffic and pedestrian lighting on Sprague from Hamilton to eastern edge of TIP with AC power outlets
- 5 Napa & Helena streetscape enhancements from railroad underpass to Sprague
- 6 Establish Business Improvement District



## Overview of Transportation Grant Applications Submitted thus far

**Early Outcome: This grant project is short-listed for funding summer 2015**  
**2014 WSDOT Pedestrian and Bicycle Program Grant Application submitted 5/10/2014 Overview**

**Title:** Sprague Avenue: Hamilton to Cook

### Grant Request and Project:

Engineering/Infrastructure	\$4,980,505
Total Grant Request	\$1,586,821
Match/in-kind	\$200,000
Total Project Cost	\$5,590,297

### To be done:

- Required Environmental
- Required Engineering
- Public Bid Process
- Construction

*Announcement Pending*

### WSDOT Safety Program

#### To be done:

- Required Environmental
- Required Engineering
- Public Bid Process
- Construction

Grant Application was submitted July for portions of the Sprague rebuild. The grant program is very specific in what improvements it will fund. There has to have been serious accidents between 2008 and 2013 and the application has to show how the proposed improvements could have prevented those accidents. The grant team looked at the entire Sprague rebuild area, found four qualifying accidents and then showed how portions of the proposed rebuild could have prevented the accidents.

Grant application seeks \$2.6 Million in funding for the following:

- Xeriscaping landscaping added to areas to be constructed
- Stormwater drainage improvements to areas to be constructed
- Sidewalk and driveway improvements to areas to be constructed
- Make permanent the road diet of 4 to 3 lanes to improve visibility
- Sprague at Helena and Napa – Rebuild signals to provide protected-permitted left turns reducing conflicts between through traffic and left turns
- Sprague at Sprague Way – refuge median, additional cross walk and warning signs for an uncontrolled crosswalk
- Sprague at Helena, Napa and Altamont – proposed curb extensions (bumpouts) to shorten crossing distance for pedestrians at signalized intersections
- Sprague at Lee – proposed curb extensions (bumpouts) to shorten crossing distance for pedestrians at an uncontrolled intersection in addition to a refuge median with additional crosswalk warning signs for a marked uncontrolled crosswalk
- Sprague at Crestline – proposed curb extensions (bumpouts) to shorten crossing distance for pedestrians at an uncontrolled intersection

## PROPOSED STREETScape & GATEWAY IMPROVEMENTS



## Early Outcome Scope Changes

### **2012 South University District-Sprague Corridor Investment Strategy**

Outcome/Direction for Sprague Ave rebuild following the East Spokane Business Association (ESBA) letter dated July 30, 2014 (copy below).

- Playfair's industrial freight mobility needs prompt the need for a Sprague Ave rebuild scope change
- Follow the Sprague rebuild scope proposed in ESBA's letter
- If awarded, the 3 grants submitted thus far will need a scope adjustment with the funding agency
- Reversing the 3 lane back to the 4 lane configuration between Lee and Cook will need to be done as soon as funding allows and/or to coincide with the WSDOT improvements for the I90 Altamont exit

*Teri  
Copy to you.*

July 30, 2014

Ms. Theresa Sanders  
City Administrator for the City of Spokane  
808 West Spokane Falls Boulevard  
Spokane, WA 99201

Dear Ms. Sanders,

The East Sprague Business Association hereby requests the City of Spokane through its Administrator, Theresa Sanders, configure Sprague Ave. between Fiske and Altamont, to retain the existing 4 and 5 lane configuration, and the portion between Altamont and Stone be returned to its original 4 lane configuration, with the block between Lee and Stone streets serving as the transition for the 3 to 4 lane transition.

a. Since a grant has been applied for already, said grant shall be modified appropriately. We understand that the grant is called the Washington Department of Transportation 2014 City Safety Program.

Passed by unanimous vote on July 30, 2014.

RECEIVED  
AUG 8 2014  
PLANNING & DEVELOPMENT SERVICES

## Community & Services Group Recommendations

### Goals:

- Involve residents to make changes that will improve and sustainably support a better quality of life in their neighborhood.
- Align human and social services with needs of the community.

### Goal: Increase Safety

#### High Priorities

- 1.) Increase police presence and response time.
    - a. Strategy #1: Locate Southside Police Precinct in TIP area.
  - 2.) Make environmental changes to encourage safe activity, such as better lighting and visibility
    - a. Strategy #1: Perform Lighting Assessment, CPTED review
    - b. Strategy #2: Invest in lighting and make other environmental changes
  - 3.) Decrease prostitution activity
    - a. Strategy #1: Do an assessment of needs of those in prostitution
    - b. Strategy #2: Create safety net for women/men working in prostitution – connect to services (see Community Court)
    - c. Strategy #3: Hold all accountable for activity (prostitutes, pimps and johns) in Community Court extension in East Sprague area
    - d. Strategy #4: Target suspected brothels
- Medium Priorities
- 4.) Increase Pedestrian activity and safety
    - a. Strategy #1: Install traffic calming devices on Perry from 2nd to Sprague to slow cut-through traffic.
    - b. Strategy #2: Improve streetscape on East Sprague, improve pedestrian crossings and access to transit (curb ramps and bump outs)
  - 5.) Decrease Graffiti
    - a. Strategy #1: Improve Reporting of Graffiti
    - b. Strategy #2: Develop community art projects (Art Mural on Napa and Trent) to address graffiti.

### Goal: Increase Livability

#### High Priority

1. Ensure land use and zoning contain better transition between high density on Corridor and low-density areas
  - a. Strategy #1: Update neighborhood plan; create overlay zone that is context-sensitive to neighborhood

#### Medium Priority

2. Increase green spaces in neighborhood
  - a. Strategy #1: Create park space for children on the north side of the freeway (besides Our Place Park).
  - b. Strategy #2: Increase the number of healthy trees in the neighborhood. Plant new trees and remove old, dead and diseased trees that pose safety risks

## Capital Group Work Thus Far & Next Steps

**Goal:** gather funding commitments, aligning funds with priorities, securing additional funding and leveraging investments (public and private). . .

### Objectives:

- Secure current funding commitments
- Create a matrix on what funding can be used where and/or leveraged
- Aligning funding with all committee priorities

### Early Funding Outcomes/Commitments

- \$800,000 Transportation Benefit District
- \$200,000 Red Light Camera residual funds
- \$1.5 M WSDOT Bike/Ped Safety Grant
- Smart Growth Grant, consultative services valued at \$100,000
- 2014 Levy – Sprague Rebuild 2016

### Funding Pursuits & Projects

- A Safety Program Grant Application seeking \$2.6 Million for portions of the Sprague rebuild
- Sprague TIB Grant Application for portions of the Sprague rebuild

### Next Steps

The majority of the funds secured up to this point (listed above) are to be used on projects that are almost exclusively within the Business and Infrastructure list of recommendations due to the nature of the funds. The finance committee therefore will look to do the following:

- Identify and prioritize specific projects from within the Housing Committee's goals and package them to be shopped to potential partners to secure additional support and funding.
- As more details of the secured funds (above) are known to put together a matrix listing Committee recommendations, funding (or lack of funding), funding source, and approximate timeline for execution.

## Assessment Group Next Steps

**Goal:** working to insure community plans, visions, desires are being met with measurable results

### Objectives:

- Establish success indicators
- Establish performance measurements
- Manage expectations

## Process Background

### TIP Advisory Board & Committees

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**TIP Advisory Board Purpose:** *Advisory Board members recommended and recruited by East Central and East Spokane Business Association leadership and appointed by City Council. The Board was responsible for the Targeted Investment Pilot's strategic planning—providing the Vision, setting/resetting the direction and obtaining resources—while gathering progress reports from work team, ensuring that the path to completion is kept on course from work plan creation through implementation and on to evaluation. Advisory board members were selected with the skill sets necessary to lead discipline focused working committees such as finance, housing, business, community development*

#### **TIP AB Guiding Principles, Approved by the Advisory Board July 8, 2014**

- Optimize public investment in the East University District
- Showcase the unique qualities and benefits of the East University District
- Generate quality of life improvements and replace undesirable images with positive ones
- Respect the great work and foundation that has already been completed: Build upon and implement previous planning efforts

**Working Committees (3-5 members each) Discipline Focused Purpose:** *The working committees were responsible for the operational planning and implementation of programs and projects. At the committee level, is where the work was accomplished.*

- Housing Group – increasing housing choices and options through new development and rehabilitation
- Business & Infrastructure Group – identifying opportunity areas, promoting, aligning those with improvements and economic opportunities & gathering, prioritizing and aligning previously planned infrastructure improvements with economic opportunities (transportation, core commercial, enhancements and quality of life)
- Community & Services Group – aligning human and social services with needs of the community and bringing about changes that will improve and sustainably support a better quality of life
- Capital Group – gathering funding commitments, aligning funds with priorities, securing additional funding and leveraging investments (public and private). . .
- Assessment – working to insure community plans, visions, desires are being met with measurable results

#### **Sprague TIP Web Site**

Sprague Targeted Investment Pilot (TIP) – Creating/Building a Vibrant Place

<https://beta.spokanecity.org/projects/tip/>

Targeted Investment Pilot (TIP) Advisory Board

<https://beta.spokanecity.org/bcc/boards/targeted-investment-pilot-advisory-board/>

**Months 1 – 6:** All working committees met many times, reviewing community plans, establishing their draft work plan and began pulling all the pieces together for the first Community Check-in. Monthly collaboratively reporting back and tweaking their work following brainstorm and suggestions of the entire Advisory Board.

#### **Community Check-in (Month 6)**

Thursday, September 25, 2014, 6 to 7:30PM

Location – St Ann's

Over 60 attendees signed in and it is estimated that there were over 100 people in attendance.

The Sprague Targeted Investment Pilot (TIP) Advisory Board Committees have been working hard over the last three months; reviewing community plans, aligning and prioritizing projects and taking advantage of near-term opportunities. Below is the early June update on what has happened so far. . .

Now it is time to begin planning the first Community check-in meeting. This meeting needs to be a(n):

- check-in with the greater EC community on the overall progress
- discussion on how priorities and projects were selected
- explanation on how each project is implementing a previous community plan

The desired outcome, is a community discussion on the proposed implementation

- looking for fatal flaws,
- identifying additional planned projects to include, and/or
- additional partners to include

open house style format. . .

- As guests arrive, they are welcomed and briefed on the format of the open house, the information and criticism we hope they will provide.
- All five committees should be set up in close proximity of each other, yet, with enough space in between to provide for comfortable conversation.
- Each committee should have a poster board, graphic or something visual that they discuss with people in a small group conversation or one-on-one.
  - These discussions should not be formal presentations they should be engaging conversations.
  - Those committee members would then gather comments on a flip chart and/or in a suggestion box.
  - These comments will help inform the Committees on their proposed implementation plans.

#### **Month 7**

Following the Community Check-in, the work groups incorporated the feedback they gathered and drafted their recommendations.

#### **Month 8**

The Advisory Board met one final time to share the groups' priority projects and recommendations with the Capital Work Group.

#### **Month 9**

Small edits and changes will be included into working draft by December 15, 2014. A request for review and support of the final plan will be sent to the East Central Neighborhood Council and the East Spokane Business Association. Those resolutions or letters of support will be included in the final plan. The final plan can then be distributed to the organizations, providers, community and city departments who will create the programs and build projects.

## Advisory Board & Work Group Contact Sheet

### Capital Group

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### Housing Group

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### Business & Infrastructure Group

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### Community & Services Group

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### Assessment Group

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## Housing Committee Background

### Housing Survey

1) Do you live in the area identified at the TIP?

**Number who said yes:** 4 out of 10

2) Is maintaining the historic character of the residential neighborhood important to you?

**Score:** avg. score 6.9, avg. score of residents 9.5, avg. score non-residents 5.2 (1 = not important; ; 10= very important)

3) Is protecting single-family residences from encroachment by other uses/housing types important to you?

**Score:** avg. score 6.6, avg. score of residents 7 (note, one resident score of 2 significantly lowered the overall resident score), avg. score non-residents 6.3

4) How big a problem are vacant or deteriorated structures in the neighborhood

**Score:** avg. score 5.5, avg. score of residents 6.25, avg. score non-residents 5.0 (note, if no score present, but comment left, score of 5 assigned to neutral comments, 10 assigned to those stating very important/big problem, those marked N/A were assigned 0)

5) To improve the neighborhood, how important is it that funds be made available to rehabilitate existing homes?

**Score:** avg. score 5.75, avg. score of residents 7.9, avg. score non-residents 4.3 ( note, if no score present, but comment left, score of 5 assigned to neutral comments, those marked N/A were assigned 0)

6) Would you encourage your friends and family to live in the TIP area? Why?

**Number who said yes:** 4 yes; 3 N/A, 2 not yet/almost, 1 other

## Map Notes from the Open House:

