

CENTRAL CITY LINE

Strategic Overlay Plan



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INTRODUCTION

The Central City Line (CCL) is a proposed high performance bus transit corridor in central Spokane. Operated by the Spokane Transit Authority (STA), the new line will offer frequent (as often as every 6 minutes) service provided by a modern electric bus. The CCL will connect Browne's Addition to Spokane Community College through downtown Spokane, the University District, and the Logan and Chief Garry Neighborhoods. Linking downtown, world-class university campuses, and the cultural and employment center of the greater Spokane region, the CCL will tie together neighborhoods, shopping centers, businesses, and cultural and educational institutions with premium transit service.



In recent years, downtown Spokane has seen significant revitalization. Several major hotels have been built or refurbished to serve an expanding number of visitors to the city, many drawn by events hosted at the Spokane Convention Center. An array of new restaurants and businesses have opened downtown, especially along Main Avenue. A major effort is underway to redevelop Riverfront Park and the World's Fair site, integrating it more closely into the revitalizing heart of downtown.

At the same time, the University District is seeing rapid growth and redevelopment in its own right. The major university campuses (Washington State University, Gonzaga, Eastern Washington University, Whitworth and others) are expanding in the number of facilities and programs, and a new pedestrian bridge linking east downtown with the University District will help accomplish the District's future vision. Business leaders, University District leaders, and civic leaders in Spokane see enormous opportunity in linking these areas more closely—and drawing University District students, faculty and staff more easily into downtown to support businesses. The Avista Corporation, one of the largest employers in Spokane, is headquartered near the alignment, just to the northeast of the University District.

The two ends of the CCL corridor are also poised for positive change. At the west end, stately buildings in Browne’s Addition are being renovated and a small business district at Pacific and Cannon is thriving. To the east, Spokane Community College is expanding and the Chief Garry Park neighborhood is looking to expand several neighborhood commercial nodes and safe travel along Mission Avenue running through the neighborhood.

The CCL is intended to support, enhance and accelerate these conditions. Planning for the line began in the early 2000s, and the Locally Preferred Alternative (LPA) was approved in July of 2011 and updated in April of 2016. Preliminary engineering is underway in preparation to submit a request for Federal Transit Administration (FTA) Small Starts funding to support final engineering and construction of the project.

This Strategic Overlay Plan is a separate but complementary planning process to overall CCL project development. It identifies land use and economic development policies and actions that will boost transit-supported development and ridership throughout the corridor. The plan has been developed in partnership by STA and the City of Spokane with participation from stakeholder and the public at large. It is intended to help ensure the community’s vision for its neighborhoods, downtown, and the University District is achieved.

This plan recommends policies and actions that will advance Spokane’s vision for community vitality along the CCL corridor—and the comfortable, quiet, environmentally-sensitive public transportation that supports that vision.

The CCL will bring frequent, high performance transit to central Spokane, spurring economic growth and development.



The Strategic Overlay Plan also identifies land use, economic development, and transportation policies and actions that encourage transit-supported development, walkability, and affordable housing. Each of these ultimately contributes to future CCL success.

The plan contains recommendations and implementation actions that will be carried out by the City of Spokane, STA, and other community partners.

The Strategic Overlay Plan is organized into the following four sections:

Corridor Context

This section describes the purpose of this Strategic Overlay Plan, vision for the CCL, existing conditions in the CCL corridor, and how plan recommendations will be implemented.

Land Use and Economic Development Strategies

This section contains recommended policies, strategies, and actions for the CCL corridor related to land use and economic development.

Affordable Housing Strategies

This section describes strategies for preserving and enhancing affordable housing options in the corridor.

Transportation Strategies

This section contains recommended policies, strategies, and actions for the CCL corridor related to cycling, walking, and parking.

Strategic Action Plan

The section describes “next steps” for plan recommendations and describes the timeline for implementation.

CORRIDOR CONTEXT

THE CENTRAL CITY LINE

The CCL is a 6-mile high capacity transit route connecting the historic Browne’s Addition neighborhood to Spokane Community College by way of downtown Spokane, the University District, and the Logan and Chief Garry Park neighborhoods. The CCL will feature a modern, specially branded electric bus that is anticipated to provide nearly one million rides per year. The new buses will hold more riders and provide more frequent service (including nights and weekends), and the line will include amenities that will make riding the bus easier— such as pre-board ticketing, level boarding at stops, and improved stations with real-time signage and wayfinding. The project meets the Federal Transit Administration’s definition of corridor-based bus rapid transit.

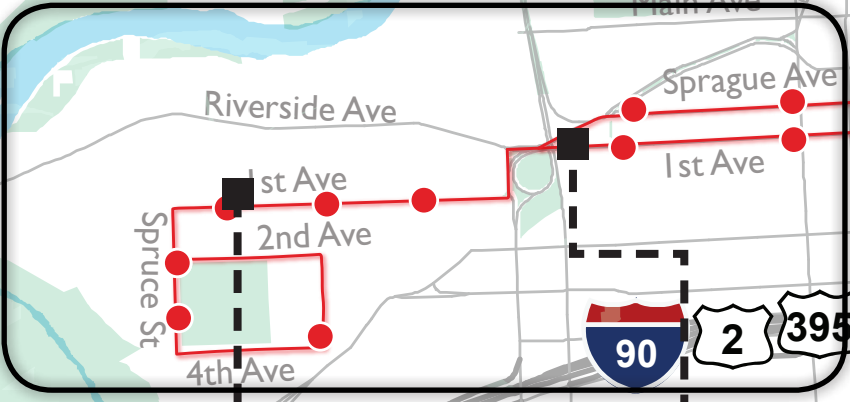
The CCL concept has been under development for nearly 15 years, emerging from earlier studies that revealed a need for enhanced transit service in the corridor. With funding from local, state, and federal sources, the CCL is expected to open in 2020.

CENTRAL CITY LINE

The Central City Line will bring high performance transit to downtown Spokane, connecting major universities, jobs, cultural institutions, and close-in neighborhoods. The Strategic Overlay Plan development process considered the entire corridor, but took a closer look at three focus areas: Browne's Addition neighborhood, the University District, and the Chief Garry Park neighborhood. These focus areas represent the greatest opportunities for positive change in the corridor. Many of the strategies contained in the Strategic Overlay Plan address key issues in these three areas.



BROWNE'S ADDITION / WEST DOWNTOWN FOCUS AREA



Diverse, historic neighborhood featuring Coeur d'Alene park



Redeveloping end of downtown close to services and amenities



The commercial, cultural, and employment center of the greater Spokane region



**CHIEF GARRY PARK
FOCUS AREA**



SPOKANE COMMUNITY COLLEGE

Spokane Community College is located at the eastern terminus of the CCL corridor.



UNIVERSITY DISTRICT

One of several expanding university campuses in the University District



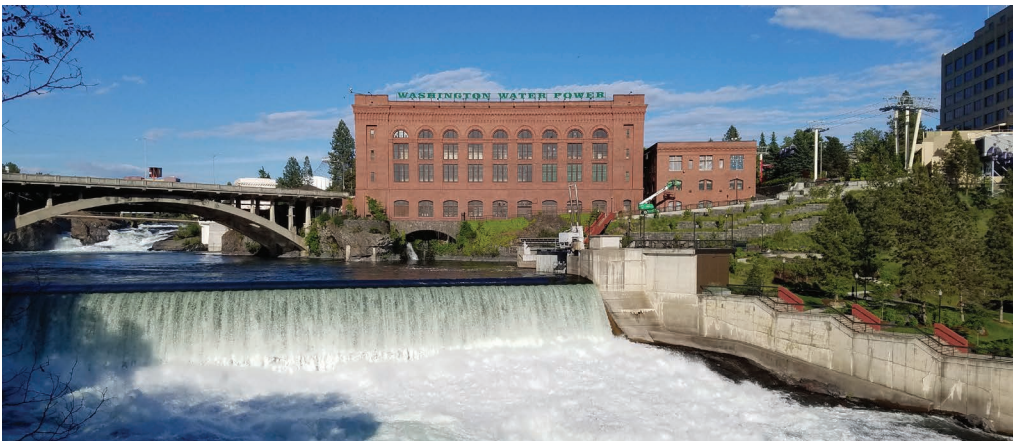
GONZAGA UNIVERSITY

Major private university comprising the northern section of the University District



CHIEF GARRY PARK

Close-in neighborhood with easy access to downtown and Spokane Community College



The CCL represents the first of several high performance transit corridor investments that STA plans to make in Spokane and the surrounding region.

Investments like the CCL offer a range of direct and indirect benefits to communities, including:

- **Frequent, easy-to-use transit serving key destinations**—The CCL will connect the heart of Spokane, providing easy access to neighborhoods to the west and east, downtown, the Spokane Convention Center, Riverfront Park, the University District, and Spokane Community College.
- **Shorter travel times, less traffic congestion and less parking**—By providing service that is efficient, frequent and reliable, the CCL will enable riders to leave their cars at home for certain trips. This can reduce the number of people driving downtown and to the University District, easing traffic congestion and freeing up land for redevelopment that would otherwise be needed for parking.
- **Environmental stewardship**—The CCL will be a quiet, all-electric, battery-operated bus. The vehicle itself will produce no emissions.
- **Economic development**—Transportation projects like the CCL often spur new development and investment in surrounding areas. A recent economic analysis of the project estimated that the CCL could increase land and development value by \$175 million over 20 years.
- **Contribute to a vibrant, walkable downtown and neighborhoods**—Good transit depends on a good walking environment; most people access transit on foot. The CCL will support walkability in the corridor, as well as other investments needed to make the walking environment safer and more inviting for all.

STA and the City of Spokane held open houses to gather feedback and ideas and hear from the community around the CCL.



PLAN PURPOSE AND OBJECTIVES

This Strategic Overlay Plan supports the CCL—and, in turn, the community’s vision for Spokane—by recommending key policies, strategies, and actions that advance the benefits described above. The Strategic Overlay Plan is focused on several areas of the corridor that offer the greatest opportunity for positive change in terms of land use planning and policy. However, much of the corridor—especially downtown Spokane —already has many transit-supportive policies in place.

This Strategic Overlay Plan builds on previous and current planning efforts in the City of Spokane. It contains recommendations that support Spokane

Comprehensive Plan goals, including the vision articulated for downtown and the University District, as well as university campus plans. This plan does not supplant these or other plans, but is intended to complement them with corridor-specific recommendations that consider the existing planning context.

STA and the City of Spokane developed this plan with input from the community throughout the corridor. The project team performed an initial “opportunity analysis” (**Appendix A**) to understand existing plans and policies, and areas where changes might be desired. Draft policy ideas were then developed and discussed with the public at several events. Open houses were held in the Chief Garry Park neighborhood, Browne’s Addition neighborhood, and the University District. STA also hosted two online surveys to gather input on the plan. At the open houses, attendees provided feedback on what recommendations might be most appropriate and beneficial for their neighborhood, and gave input on key concerns that should be addressed. See **Appendix B** for a summary of public feedback that informed plan development.

Downtown Spokane has many transit-supportive policies and plans in place today. These will help ensure CCL success and advance the vision of a vibrant retail and residential downtown.

CENTRAL CITY LINE CORRIDOR: EXISTING CONDITIONS

The CCL runs through the heart of Spokane, starting in Browne’s Addition in the west, then through downtown and east to its terminus at Spokane Community College. This section provides a snapshot of the corridor as it exists today to provide context for the recommendations contained in following sections of the plan.

Browne’s Addition

The historic Browne’s Addition neighborhood is a diverse mixture of Victorian homes, early twentieth century apartment buildings, and newer low-rise apartments. Coeur d’Alene Park (Spokane’s first public park), along with several neighborhood restaurants and businesses near the intersection of Pacific Avenue and Cannon Street, comprise the heart of the neighborhood. The CCL will have several stops in the neighborhood along Spruce Street and Pacific Avenue.



Land use in the neighborhood is a mix of single-family homes and apartment buildings, with retail and services at the intersection of Pacific Avenue and Cannon Street and in the southeast corner of the neighborhood near Sunset Boulevard.

Downtown and the Riverside Neighborhood

Home to 2,300 businesses, 25,000 workers, restaurants, public art, Riverfront Park, and the Spokane Convention Center, downtown Spokane is the commercial and cultural center of the greater Spokane region. Several STA transit routes converge in downtown at the STA Plaza at Riverside Avenue and Wall Street.



Zoning and land use policies generally permit a wide variety of uses and buildings in downtown. Existing plans (including *Fast Forward Spokane* and

recent plans for the East Sprague Corridor) call for increased development, infrastructure improvements, and more people living, working, and playing in downtown.

University District and East Downtown

The University District encompasses the major university campuses near downtown, including the Spokane campuses of Washington State University, University of Washington, Eastern Washington University and Whitworth University, as well as Gonzaga University. Thousands of students attend these campuses, which have steadily expanded their programs and infrastructure to accommodate more students in recent years. The CCL will run through the heart of the University District along Spokane Falls Boulevard and Cincinnati Street, turning east onto Mission Avenue near the headquarters of the Avista Corporation at Perry Street.



Spokane leaders envision east downtown as a revitalized housing and services area that complements the University District to the north and east. Construction of a new University District Gateway Bridge connecting east downtown to the University District will help achieve that vision. Dedicated to pedestrians and bicycles, the bridge will be a visually striking landmark. It will re-connect neighborhoods on both sides of the freight rail tracks, providing a safe and direct active transportation connection into the University District.

Zoning and land use policy today allow a wide variety of uses in the University District and east downtown.

Logan Neighborhood

The Logan neighborhood, overlapping with the University District and extending north of Mission Avenue, is characterized by early and mid-twentieth century single family homes, with retail and services concentrated along Mission Ave and Hamilton Street. The Logan Neighborhood has recently completed two projects to enhance the community and retail corridor along Hamilton Street. The Logan Neighborhood Identity Plan, adopted in 2013, establishes streetscape standards that will improve pedestrian safety and comfort. The Hamilton Form Based Code project, adopted into city code in 2015, sets out design standards and uses for new development along the Hamilton Street corridor to encourage dense, mixed-use development that supports walking, cycling, and transit.



Chief Garry Park Neighborhood and Mission Avenue

The Chief Garry Park neighborhood is characterized by single family homes, with a few neighborhood businesses located at the intersection of Napa Street and Mission Avenue, and additional retail and commercial activity further east on Mission Avenue near Spokane Community College. Chief Garry Park is a popular neighborhood park near the center of the neighborhood. Zoning in the neighborhood is primarily single-family residential.



LAND USE AND ECONOMIC DEVELOPMENT STRATEGIES

LAND USE STRATEGIES

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

Strategy LU.1: Adopt new Comprehensive Plan policies to encourage transit-supported development through regulations and incentives

The City of Spokane's Comprehensive Plan contains many policies supporting transit, mixed-use development, and multi-family housing in downtown and other areas. However, the Comprehensive Plan does not currently contain a policy encouraging transit-supported development; a new policy would provide long-range planning context for other zoning changes, development standards, and incentives that could be enacted through the municipal code or other city functions.

New policy in the Land Use chapter, Section 4, Transportation, could read as follows:

Encourage transit-supported development, including a mix of employment, residential, and commercial uses, adjacent to high-performance transit corridors and other transit corridors with service of at least every 15 minutes during weekdays.

Discussion: People are more likely to take transit to meet their everyday travel needs when transit service is frequent, at least every 15 minutes. Mixed-used development in these areas will enable less reliance on automobiles for travel, reduce parking needs, and support robust transit ridership. Land use regulations and incentives will encourage this type of development along high performance transit corridors.

Other policy language could be developed to support the goals and features of a transit overlay district, described next.

A study completed in late 2014 analyzed the potential economic benefits of the CCL and found the following:

- Land values in the corridor could increase by about \$45 million.
- Greater density of development could be encouraged.
- Development value could increase by about \$175 million.
- The CCL will likely support "transit-supported development," or urban, walkable development that complements transit.

From "Economic and Land Use Impacts of the Spokane Central City Line," ECONorthwest, 2014

Strategy LU.2: Develop and implement a high-performance transit overlay zone or district within the CCL corridor

Overlay zones/districts modify the underlying zoning or land use plan to achieve certain goals. A transit overlay district can improve walkability,

“For a lively and prosperous downtown, it’s important to have people living and working [in] downtown...” – Public Comment

enhance neighborhood character, encourage a mix of different uses, and ensure urban-scale housing densities. In the CCL corridor, an overlay district can also be used to

apply development incentives that reduce the cost of developing, making it more likely for a project to “pencil out” (meaning, to make sense financially). Rental rates in the corridor are relatively low, meaning new development is less likely to be financially feasible—incentives can help close the gap and make projects a reality.

An overlay zone could be developed for property within the entire CCL corridor or within a certain distance of specific stations. A major advantage of applying incentives and regulations through an overlay zone is that the provisions of the overlay can be enacted in other areas as STA’s high performance transit network expands in Spokane.

For each of the following provisions, new development should be required to meet the stricter standard between the overlay district and the underlying base zone; for example, if the overlay district specifies 10-foot minimum sidewalk widths, and the underlying base zone specifies 5-foot minimum sidewalk widths, the overlay district standard would prevail.

Development incentives can help make new, walkable, urban development possible at key locations along the CCL corridor. Kendall Yards, a new mixed-use development just west of the Spokane River, is an example of the kind of development that benefits from high performance transit.



SNAPSHOT: BROWNE'S ADDITION AND WEST DOWNTOWN

As one of Spokane's oldest and most diverse neighborhoods, Browne's Addition is a unique community west of downtown Spokane. The neighborhood is characterized by a mix of turn-of-the-century Victorian homes, mid-century apartments, and a variety of housing types. The neighborhood is primarily residential, featuring a small but vibrant commercial node in the center of the neighborhood. Browne's Addition residents appreciate being able to meet most of their daily needs within a short walk or bus ride—a large grocery store is close by, and Coeur d'Alene Park provides opportunities for recreation and respite. The neighborhood is also home to one of Spokane's important cultural institutions, the Northwest Museum of Art and Culture. The CCL will help connect these neighborhood destinations, while also linking to downtown and the university campuses where many Browne's Addition residents attend classes.

Browne's Addition is unique, and residents have a strong desire to maintain and enhance the existing character of the neighborhood. However, a few code and policy changes are proposed in the Strategic Overlay Plan, such as design standards to help ensure that new development complements the historic character of the neighborhood while promoting walkability and the use of transit. Other strategies—such as allowing higher building heights or more residential units—could help address community concerns over long-term neighborhood affordability.

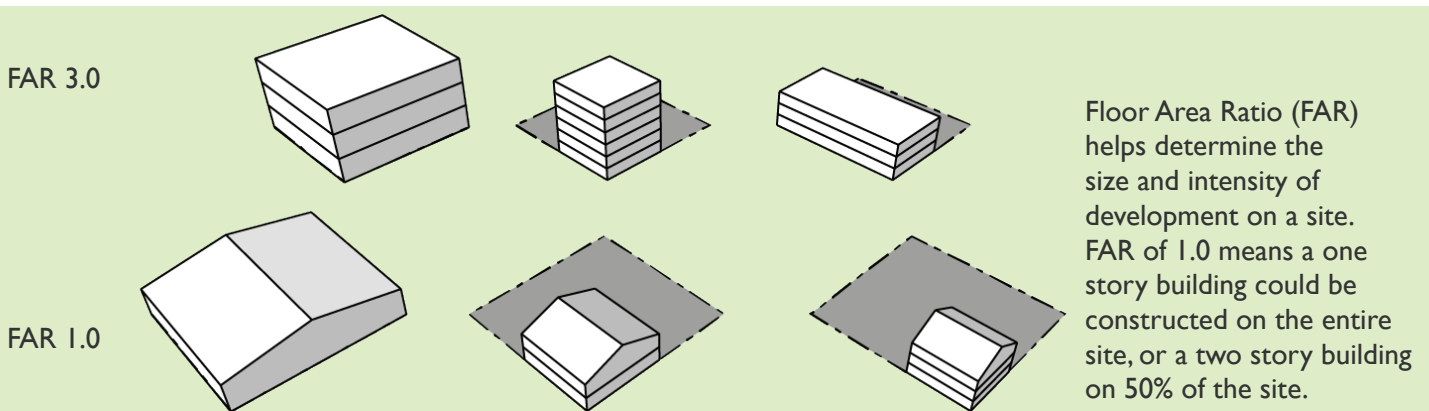


The overlay district could contain the following provisions:

Development incentives

Incentives would allow developers to construct taller buildings or add additional housing units in exchange for providing amenities, like enhanced streetscape features (e.g., plazas, additional seating, special paving) or in exchange for dedicating a certain amount of the structure to affordable housing. The City of Spokane currently has bonus provisions like this in the municipal code; for example, in downtown, building height bonuses are allowed (Spokane Municipal Code [SMC] 17C.124.220) in exchange for providing a variety of features such as streetscape enhancements, alley enhancements, bicycle commuting facilities, and others. These incentives could make development more likely to “pencil out,” while achieving other goals for the urban environment. For the overlay district, two bonus provisions are appropriate (these provisions are most relevant to areas outside of existing downtown zoning, which currently has similar provisions):

- *Building heights and floor area ratio (FAR)*—In exchange for providing certain amenities, building heights could be increased up to 55 feet (outside of downtown and other zones where the base zoning allows for taller buildings than this). Additional FAR could be allowed as well, up to a 50 percent increase over the underlying maximum FAR, for example.
- *Housing units*—In combination with the provision above, increases in maximum housing density as appropriate could be allowed in exchange for certain amenities. For example, up to a 50 percent increase in permitted density could be allowed. The bonus amount would vary by context area along the corridor (different bonuses could be permitted in single family versus multi-family zones, for example).





Both of these bonus provisions should be allowed in exchange for developer-provided amenities or items:

- *Affordable housing*—Guaranteeing that a certain amount of workforce housing for those at or below 120 percent of median household income or by providing legally-binding affordable housing units available for those at or below at least 80 percent of median household income, with additional bonus provided for units at 50 percent and 30 percent of median household income.
- *Off-street parking*—Although the overlay district would have reduced parking requirements, developers that construct off-street parking could receive the bonuses in exchange for providing structured parking.
- *Streetscape and pedestrian environment amenities*—Amenities like seating, trees, lighting, landscaping, or plaza and/or open space in addition to that required by underlying zoning could be eligible for bonuses.
- *Transportation demand management (TDM)*—Secure bicycle parking in excess of that required by underlying zoning or bicycle commuting facilities, like showers and changing spaces, should be eligible for bonuses. Other actions, like creating a site-specific TDM plan for reducing single-occupant vehicle trips or dedicated programs like providing a stipend to residents or employees for transit passes or bicycle commuting expenses should be eligible for bonuses as well.

Buildings with parking in front adjacent to the street (left image) detract from urban streetscapes and make it less comfortable for pedestrians. When buildings are situated against the street (right image) it makes for an inviting streetscape and more comfortable pedestrian conditions.

Spokane’s Multifamily Housing Property Tax Exemption Program (SMC 08.15) could also be extended to specific areas within the CCL corridor as part of the overlay district. Under this program, some residential development projects could receive 8 or 12 years of exemption from property taxes (12 years of exemption requires that the applicant provide at least 20 percent of the projects housing as affordable units). This program can lower the cost of development and make it more financially feasible. This tax exemption is most effective as an incentive when it is limited in coverage; it should be narrowly focused in the corridor at specific station areas.

Enhanced design measures

The overlay district should contain design measures that ensure a walkable, attractive urban environment. Design factors include the following features:

- *“Build-to” lines*—This code provision could require construction of new buildings at or very near the right-of-way boundary to ensure that the building “faces the street.” Buildings constructed at the back of lots with parking lots fronting the street detract from the streetscape, decrease walkability, encourage auto trips, and can detract from the character of urban places.
- *Building entrances and ground-floor windows*—Ground-floor uses could be required to have entrances that are oriented toward streets or other public spaces. Additionally, the ground-floor levels of commercial buildings should be required to have windows, display windows, or other features of interest; for example, 50 percent of the linear ground-floor frontage of buildings could be required to have these features.
- *Pedestrian-oriented buildings*—New construction could be required to be designed with priority consideration for pedestrian access and direct connections to transit stops, as well as pedestrian-scale features and amenities.

TRANSIT OVERLAY ZONING AND DISTRICTS

Overlay zoning or districts are common tools used by jurisdictions that modify certain requirements of the underlying “base” zone to achieve certain goals. Transit overlay districts have been employed by many cities across the country to encourage a walkable, mixed-use, urban environment near transit. Some example cities include the following:

Vancouver, WA—Vancouver enacted a tiered overlay district along some transit corridors in the city. Depending on how close property is to a transit station, different incentives, permitted land uses, and regulations apply. The overlay code generally allows more housing density and development bonuses in exchange for certain amenities, like constructing quality pedestrian facilities.

Everett, WA—The overlay code enacted by the City of Everett requires more robust development and design standards to improve walkability and support transit adjacent to the Swift bus rapid transit system. The code also allows for additional housing units in exchange for certain developer actions, like including parking in an underground parking garage as opposed to in surface lots.



Streetscape standards

Although some base zones in the CCL corridor already include robust streetscape standards for new development (as in downtown), the overlay district should include uniform streetscape standards that support walkability and pedestrian comfort. A safe, pleasant streetscape supports walking, in turn supporting access to transit. Streetscape standards should address the following items:

- *Standard minimum sidewalk widths*—Presently, the municipal code calls for a range of minimum sidewalk widths, depending on the underlying base zone. The overlay district could prescribe minimum sidewalk widths for new development (for example, 10 feet minimum width in commercial areas and 6 feet wide in residential areas with a 6 foot planting buffer) on all transit streets.
- *Landscaping and street trees*—Although landscaping and street trees are required by base zoning in much of the corridor, the overlay district could require additional street trees and landscaping to separate the pedestrian zone from the roadway, for all new development on transit streets.
- *Other amenities*—Street furniture, lighting, and street design materials are other considerations that could be addressed by the overlay district. These items could also be included as part of the development incentives described above.



A potential transit overlay district could include greater height limits for development in certain areas of the corridor. Greater height limits allow for more residential units, or commercial and office space, and can help make development more financially viable. The image to the left illustrates what a building could look like in the Chief Garry neighborhood if height limits were raised to 55 feet.

SNAPSHOT: UNIVERSITY DISTRICT

Spokane's University District and east downtown are active, well-used areas that are highly conducive to enhanced transit service and the redevelopment opportunities it can provide. Home to multiple universities and institutions, the University District is establishing itself as a vibrant “live/work/play” community for students and city residents alike. Nearby east downtown is characterized by underdeveloped parcels and multiple surface parking lots today—but the community envisions ever-tighter connections to the University District in the future, as development opportunities expand to the west and south.

Currently, zoning within and around the University District and east downtown neighborhood enables transit-supported development. Spokane municipal code encourages redevelopment of higher density residential and commercial uses. However, fine-tuning regulations and land use plans in the corridor—through the proposed transit overlay district (Strategy LU.2) and other means—could help the University District and east downtown areas achieve their redevelopment aspirations.

Additionally, developing an effective transportation demand management plan can reduce driving and the need for parking and can help to control development costs related to parking. Currently, a large amount of surface parking is available, and a new parking garage is planned to be constructed on the Washington State University campus.

As the location of multiple universities, the University District and east downtown area is intended to have a variety of land uses supporting the students, faculty, and staff who work and go to school in the area. There is broad community interest in fostering development and redevelopment throughout the University District, and the CCL and strategies proposed in the Strategic Overlay Plan can help achieve those goals.

Artist's conceptual rendering of potential University District redevelopment. The red line represents the CCL.



Credit: Maul Foster Alongi; Stephanie Bower

Tacoma, WA is one of many communities that has design standards for specific neighborhoods or historic districts. This image shows building scale design guidelines for the North Slope/Wedge Neighborhood. Design guidelines could be implemented in the Browne's Addition neighborhood that would apply to new development and maintain and enhance the historic character of the community.

SCALE

Goal: Relate the size and proportions of new buildings and their architectural elements to those of the neighborhood.

Guideline: Building facades should be of a scale compatible with surrounding buildings and maintain a comparable setback from the property line to adjacent buildings, as permitted by applicable zoning regulations.



Parking

High-performance transit like the CCL allows people who live near transit stations or visit destinations close to a stop to leave their cars behind—or, for some, not own a car at all. For this reason, less parking is typically needed for development next to frequent service transit. Reducing the amount of parking required with new development has the added benefit of reducing the amount of land devoted to parking, while also reducing the cost of development. Although downtown Spokane and part of the University District already have regulations that allow new development to be built without parking, other areas of the corridor, like the Chief Garry Park neighborhood, have parking minimums for some types of development. The overlay district could establish lower parking maximums, and parking minimums could be eliminated or reduced. Finally, the overlay district should specify permissible locations for new off-street parking, such as in the rear of buildings or abutting side streets.

Allowable uses

The overlay district could restrict or allow different uses than the underlying base zone. For example, mixed-use development (e.g., retail and housing) could be expressly allowed. These regulations would help to ensure that transit-supported uses are prioritized near transit stations.

Strategy LU.3: Work with neighborhoods and property owners to explore modifying land use regulations in some areas of the CCL corridor to support new development and neighborhood goals.

Other targeted changes to land use regulations in the corridor may be appropriate to encourage walkable, mixed-use development and higher residential densities and ensure new development is context-sensitive. The following land use regulation changes should be explored in the future:

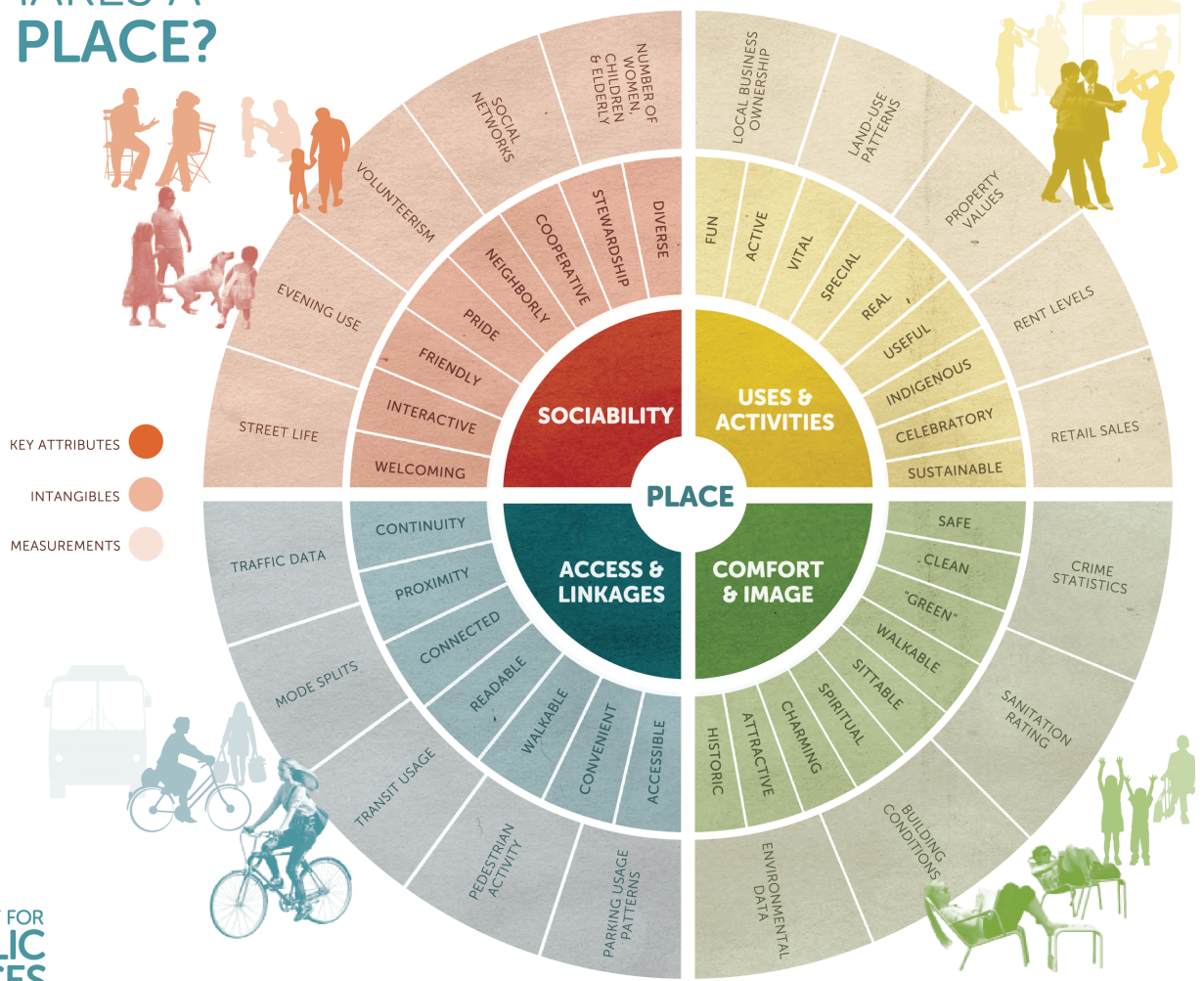
- Extend Form-Based Code zoning along Mission Avenue east of Hamilton Street in the Logan Neighborhood—The Form Based Code zone was enacted in 2015 by the City of Spokane to help guide development along Hamilton Street and support the “corridor and centers” goals of the Comprehensive Plan. Mission Avenue, just east of Hamilton Street, represents a promising area for potential expansion of this type of zoning.
- Extend “corridor and centers” zoning on Cincinnati Street—Cincinnati Street, immediately adjacent to Gonzaga University, would benefit from corridor and centers zoning, in accordance with the land use goals of the Comprehensive Plan. This zoning would help encourage denser, mixed-use development conducive to high performance transit.
- Enhance design guidelines for Browne’s Addition—During public outreach, community members expressed a strong desire to maintain and enhance the character of the Browne’s Addition neighborhood. The City of Spokane could consider enhanced design guidelines that would apply to new or redevelopment in the neighborhood.
- Continue working to evaluate barriers to development—work with the Downtown Spokane Partnership and other stakeholders to identify barriers to development and look for effective solutions.

Strategy LU.4: Encourage placemaking strategies in downtown, the Chief Garry Park neighborhood, and other areas of the corridor

“Placemaking” capitalizes on a neighborhood or community’s assets and potential to make public spaces vibrant, attractive, and active places—it strengthens the connection between people and places. It promotes use of public space by increasing community interest and in turn, building the character and quality of a place. The Downtown Spokane Partnership has implemented many placemaking projects and programs that have helped transform downtown Spokane. During public outreach, the Chief Garry Park neighborhood expressed a strong desire to strengthen their neighborhood’s identity and character. Enhanced placemaking strategies in these areas and others, enacted through partner organizations and the City of Spokane, could include:

- Fostering multi-use public spaces—Riverfront Park is already one such public space in downtown; Chief Garry Park could be promoted similarly.
- Local business marketing—marketing can make residents and visitors aware of local business offerings and increase business.
- Encourage events, large and small—events attract both residents and visitors, contributing to the local economy.
- Encourage built environment design features that enhance places—features like landscaping, seating, public art, upgraded building facades, and awnings.

WHAT MAKES A GREAT PLACE?



PLACEMAKING

The Project for Public Spaces developed this figure to illustrate the key elements of placemaking. Many of these elements are already in place—especially in downtown Spokane—but others could be implemented to enhance placemaking in the CCL corridor.

Strategy LU.5: Support incremental density increases in the Chief Garry Park neighborhood by encouraging accessory dwelling units and other infill; seek additional input to identify station areas on Mission Avenue where it would be appropriate to modify zoning for increased residential development

The Chief Garry Park neighborhood is characterized by single-family homes, with most businesses located at the east end of the neighborhood. The neighborhood is currently very affordable, and residents express a strong desire to maintain the neighborhood’s affordability in the long term. The median income in the neighborhood (\$32,000 in 2014) is lower than the Spokane County average (\$50,000 in 2014), meaning housing affordability is an important issue in the neighborhood. Although rents and property prices are currently affordable, as Spokane continues to grow in general and along the CCL corridor, pressure on housing prices is likely to increase in the future.

Exploring the rezone of targeted locations within the CCL corridor to allow higher residential densities would allow more people to live close to the CCL. More housing in the neighborhood, in turn, will help ensure that the housing supply in does not become constrained.

ECONOMIC DEVELOPMENT STRATEGIES

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

The Downtown Association in Oregon City, Oregon has worked to garner developer and businesses interest in downtown, especially after the recession closed a number of storefronts. The Downtown Association worked with the owners of two opportunity sites—the Busch Building and Multnomah Lodge—to create a redevelopment concept and a financially feasible program for the site. The development concept and financial analysis helped to increase developer interest in the sites. One of the locations was subsequently redeveloped.

A new restaurant occupies one corner of the Busch Building, a renovated historic building in Oregon City Oregon.



Today, a number of barriers exist in the corridor, which must be overcome to realize new economic development. The following strategies and actions will support economic development in the CCL corridor, fostering new housing, commercial, and office development in locations desired by the community and existing plans.

Strategy E.1: Champion an opportunity site by funding and releasing a request for proposal for concept-level design work and financial analysis

While the CCL corridor has seen a number of new residential, hotel, commercial, and other projects in recent years, developing new projects in areas of the corridor (especially residential projects) is still challenging due to low prevailing rents, which decrease financial feasibility. However, with property values increasing post-recession, and the benefits of the CCL making property more attractive within the corridor, rents are likely to continue to rise to the point where projects make good financial sense. However, in the meantime, when rents may be marginally supportive of development, or the market has not been “proven” yet, communities can take other actions to help spur desired development in their community

The University District, Downtown Spokane Partnership, or other community partner could develop a conceptual site plan or drawing for a key opportunity site in the corridor, accompanied by basic financial analysis to show how such a project would be financially feasible. Financial analysis may show that a development concept is not currently feasible, but is still valuable for understanding how large the gap is and what measures could be taken to close the financial gap. Creating a conceptual site plan could increase interest in the site, allow the community to express a preferred vision, and increase the likelihood that development will occur.

Strategy E.2: Explore joint development opportunities by identifying possible opportunities for co-locating housing and commercial uses with transit

Joint development opportunities can enhance the effectiveness of the project (e.g., increasing ridership or improving transit access and/or mobility). Joint development—where public agencies partner with the private sector to deliver new development at or near major transit stops and stations—has been explored or accomplished by many public agencies across the country, including King County Metro in Washington. With joint development, public agencies work with a private developer to create a project on publicly owned land that usually includes transit elements, like a bus station or park-and-ride, and housing and commercial uses co-located at the site.

Joint development benefits public agencies by providing a revenue stream, supporting transit ridership, and allowing for a much greater level of public influence in the new development. Private developers benefit from the accessibility of the transit station for potential tenants and reduced need for parking facilities.

SNAPSHOT: CHIEF GARRY PARK NEIGHBORHOOD



Rendering of potential future development adjacent to the CCL in the Chief Garry Park neighborhood

Source: IBI Group

The Chief Garry Park neighborhood lies along either side of Mission Avenue in the eastern part of the CCL corridor, with Chief Garry Park serving as a focal point in the community. The neighborhood is characterized by single-family residences and is one of the most accessible neighborhoods to downtown. Mission Avenue represents one of the greatest opportunities for transit-supported development in the Central City Line corridor, with interest from the community in potentially expanding neighborhood commercial development. The community would like to see the neighborhood remain affordable. Future planning efforts could explore possible new nodes of transit-supported multi-family housing near stations to help maintain neighborhood affordability and complement the CCL. Other strategies—like pedestrian improvements detailed in the Land Use section of this plan—will increase safety and walkability, another key interest of the community.

These changes would strengthen a sense of neighborhood identity and, ultimately, increase CCL ridership. Incentives and regulations proposed as part of the transit overlay district can help make these changes a reality in the neighborhood. Transit-supported land use changes coupled with development incentives could activate the market for new housing along Mission Avenue and for mixed-use commercial at key nodes. Small areas of existing commercial zoning along Mission Avenue (including Mission Avenue and Napa Street) present prime opportunities for new development.

HOUSING STRATEGIES

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

Presently, housing is generally affordable in the CCL corridor. For the purposes of this plan, “affordable” housing is that which is affordable to households earning less than 50% of area median income. Although prices have increased slightly in the downtown area since the end of the great recession, they remain affordable along the entire corridor. National affordable housing studies have shown that preserving affordable housing before rental prices begin to increase is an essential strategy to ensuring long-term affordability. This section details recommendations for the City of Spokane and regional housing partners to increase the amount of all types of housing in the corridor, and preserve and enhance affordability. These strategies can help ensure that a healthy mix of affordable and market rate housing is available to households with a wide range of incomes.

The City of Portland adopted a “no net loss” affordable housing policy in 2001 for the central city (downtown). In the early 2000s, the central city was experiencing increased redevelopment, which has continued to this day. The central city is home to a significant share of affordable housing in Portland, and the City Commission adopted this policy in recognition of the growing conversion vulnerability of affordable housing to higher priced units. The policy also directed the City to establish a plan for preserving and developing more affordable housing in downtown. The City’s efforts have been a success—thousands of housing units have been constructed in the downtown in recent years, with around 25 percent of all units in the north end of the central city built as affordable housing.

RESOLUTION NO.

36021

Adopt a No Net Loss policy for affordable housing in the Central City, and state Council intention to seek the financial resources and/or regulatory tools adequate for the creation, preservation and rehabilitation of affordable housing in the Central City and throughout the metropolitan Portland area. (Resolution)

The CCL will support more housing of all types and for all incomes, helping to support a diverse range of housing options throughout the corridor.

Strategy H.1: Develop an affordable housing monitoring program to keep track of the supply of affordable and workforce housing in the corridor to facilitate a proactive response if rents begin to rise


A monitoring program can keep the city and housing partners apprised of the status of affordable and workforce housing and rents in the corridor and alert partners to issues. Monitoring programs can take many forms, but typically include a biennial assessment of the number of housing units in a given area, rents for those units, and associated trends in the number of units or levels of affordability. A monitoring program does not accomplish retention of affordable housing in and of itself, but can allow for a proactive response from government and housing partners if decreases in affordability occur.

Strategy H.2: Adopt a “no net loss” affordable housing policy for the corridor and downtown

This policy can apply to legally binding affordable housing units in the corridor or to other affordable housing units as well. This policy would establish a clear affordable housing retention goal for the CCL corridor and help guide efforts to preserve or construct new affordable housing. “No net loss” can be defined as no net loss of the current number, type, and affordability levels of housing units that are home to people who have median incomes at or below certain thresholds, such as 30 percent and 60 percent, of area median income within the corridor.

Strategy H.3: Develop an approach to preserving and creating affordable housing within the corridor

The City of Spokane, in partnership with others, enacts the Consolidated Plan for Community Development (required of communities in order to receive federal Housing and Urban Development [HUD] funding), which describes current market conditions and areas where funds should be invested to enhance housing and economic development in the city. These plans, and the actions of both agencies, can be augmented in future years to respond to any future decreases in housing affordability in the corridor. Recognizing that strategies H.1 and H.2 cannot prevent the erosion of affordable housing by themselves is important. By incorporating a multipronged strategy to preserve and develop new affordable housing into existing affordable housing planning efforts, the City, and regional housing partners can proactively respond to increasing property values and decreased housing affordability if they occur in the corridor.



This approach should focus on legally binding affordable housing, which provides certainty around affordability in the long term. The approach could include the following elements:

- Ensuring the availability of affordable units for low-income and very low-income individuals.
- Ensuring that affordable and workforce housing options are created throughout the corridor (and Spokane as a whole) to foster a diversity of housing options for people of all incomes
- “Land banking,” or purchasing vacant parcels for future affordable housing development or purchasing existing multifamily buildings for retention as affordable housing.
- Ensuring that new affordable housing units are developed within the same market as those that were converted.
- Enacting incentives that result in new affordable housing with development (see Strategy LU.1).
- Providing services to relocate tenants to affordable housing if units are converted to other uses.

TRANSPORTATION STRATEGIES

Strategy T.1: Identify pedestrian barriers and connection opportunities in the corridor, and apply best practices from the 2015 Pedestrian Master Plan to address deficiencies

While sidewalks are present on nearly all streets in the corridor, pedestrian conditions still vary widely, as detailed by the 2015 Pedestrian Master Plan. Most transit riders start as pedestrians, meaning safe, comfortable, and accessible walking facilities are essential to making transit work for riders. The City and STA can identify gaps and barriers—like deficient sidewalk ramps, missing or heavily damaged sections of sidewalk, and others—that could be remedied to improve the pedestrian experience in the corridor. This strategy would build on the Pedestrian Master Plan, and could potentially represent an early action as part of that plan. Following are specific pedestrian issues that should be addressed:

- *Upgrading sidewalk curb ramps where needed to ensure CCL stops are accessible to all*—Per federal requirements, the City of Spokane maintains an Americans with Disabilities Act Transition Plan that includes provisions for incrementally improving curb ramps to improve accessibility. Curb ramps identified for upgrades within or adjacent to the CCL corridor, like east of Browne’s Addition in the vicinity of Maple Street could be folded into this overall program.

CROSSINGS

Crossings on Mission Avenue could be improved to increase pedestrian safety and comfort in the CCL corridor. This graphic shows a crossing with pedestrian-activated beacons and a concrete divider.

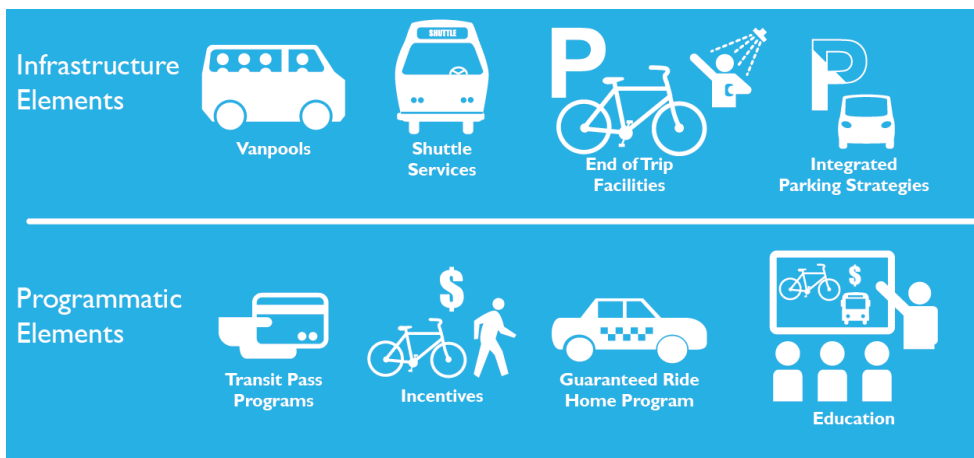


- *Improving pedestrian crossing on Mission Avenue*—These could include pedestrian refuge islands, rapid flashing beacons, and improved lighting. During outreach for the Strategic Overlay Plan, the Chief Garry Park neighborhood identified this issue as one of their primary concerns.
- *Consider connections to the local and regional trail system*—the existing Centennial Trail and others, like the North Spokane Corridor Children of the Sun Trail, are present within the CCL corridor. These trails present valuable bicycle and pedestrian connection opportunities for the CCL and the connections between the trail and transit system should be carefully considered.
- *Downtown sidewalks*—the Pedestrian Master Plan identified downtown sidewalks as some of the most deficient in the city. Improving these will benefit those accessing the CCL and downtown as a whole.

Strategy T.2: Encourage transportation demand management (TDM) best practices in the corridor

TDM best practices include targets, strategies, and evaluation measures to reduce single-occupant vehicle miles driven and trips, resulting in benefits in terms of reduced need for parking, reduced costs for travelers, increased use of transit, cycling and walking, improved health, and reduced need for new auto and parking infrastructure. TDM measures are appropriate for all areas along the corridor, but the University District and downtown would be likely to realize the most benefits of implementing TDM practices, potentially through development of TDM plans.

TDM plans typically have a number of different elements like encouragement strategies, parking policies, and investments in new facilities and programs, such as bike parking and transit pass programs. The University District Master Plan (2004) recognizes the value of being ideally located to take advantage of multiple transportation options; a University District TDM plan would build upon the strategies outlined in the master plan. Downtown, with its thousands of employees, visitors, and increasing numbers of residents, would also benefit from TDM strategies.



ELEMENTS OF A TDM PLAN

TDM plans typically include a number of elements that work together to make walking, cycling, and transit easier for people to use while reducing the number of single-occupant vehicle trips and need for parking.

Site- or district-specific TDM plans are typically very cost-effective, saving money for both businesses and institutions and employees, students, and customers. A relatively small investment in a TDM plan would help realize these benefits, while also encouraging ridership on the CCL.

A University District TDM Plan should include strategies that address the following elements:

- Integrated parking strategies, including shared parking arrangements between the universities to make best use of existing parking supplies.
- Expansion of transit pass programs to employees at the universities, in addition to “emergency rides home” for all pass holders.
- New residential development projects could be required to have transit pass programs and provide trip planning information to new residents.
- Marketing and outreach strategies and materials, including programs that promote the CCL for commuting and other trips to and from the campuses; the CCL route is ideally situated to serve as a shuttle for students, visitors, and employees between the university campuses and downtown.
- Partnerships among Spokane Community College (SCC), the university campuses of the University District, and the Downtown Spokane Partnership to allow event parking at SCC, facilitated by introduction of the CCL
- Facilities for bike commuting, including secure bike parking facilities, “fix it” stations, and changing stations.
- Carpooling and ride sharing programs and actions, including reserved parking for carpools and promotion of STA’s CommuteFinderNW online ride matching tool.

Successfully creating and implementing a TDM plan will require coordination among many partners, including local businesses, the universities, the City of Spokane, the Public Facilities District (PFD), University District, and STA.

Strategy T.3: Develop, fund, and implement a local wayfinding plan that will complement the regional wayfinding project underway in the City of Spokane

A wayfinding system defines a sense of place and directs pedestrians and motorists to their destination. In the Chief Garry Park neighborhood, for example, local wayfinding could direct pedestrians to the Centennial Trail, other riverfront trails, and pocket parks or plazas. Wayfinding can also improve access to transit. A local wayfinding plan would complement the larger regional wayfinding project currently underway.

“Targeted streetscaping can go a long way to spur development, and increase the desirability of a neighborhood.”
– Public Comment

Strategy T.4: Implement a bike sharing program in the University District, Downtown, Browne’s Addition and Kendall Yards

Bike sharing allows travelers to make short distance trips by bike. Bike sharing complements transit by helping riders complete the first and last legs of their trip and also to run errands midday for those who commute to work by transit. Bike sharing can reduce intra-city traffic, calm vehicle speeds, and increase mobility for users. Bike sharing programs have been successfully implemented in many medium-sized cities like Spokane; in Eugene, Oregon, and Madison, Wisconsin, the major university campuses are the focal points of the bike sharing programs. The City of Spokane currently has a grant to explore bike share feasibility; the CCL should be considered as a key element that would help to make bike share a success in the city.

Strategy T.5: Explore a residential parking pass program in Browne’s Addition, the Logan neighborhood, and other areas along the corridor where on-street parking is at a premium

During public outreach, neighbors indicated that parking can sometimes be an issue in Browne’s Addition neighborhood, especially near the intersection of Pacific Avenue and Cannon Street and near multifamily developments in the neighborhood. Similar concerns were heard from the Logan neighborhood community. A residential parking pass program, coupled with new time-limited on-street parking, could encourage turnover and ensure residents are given parking priority in the neighborhood. The City of Spokane presently has a residential parking program in place in downtown and is exploring expansion of the program to other areas of the city. While these programs have administrative costs, the benefits in terms of reduced need for off-street parking and better management of the existing parking supply can easily outweigh program costs.

WHAT IS BIKE SHARING?

Bike sharing is an increasingly popular program around the United States as well as globally, ideal for short-distance point-to-point trips. Customers pick up a bike at one self-service bike station and return it to any other station within the service area.

Bike sharing complements transit and is often seen as an extension of the transit system itself, allowing users to easily and inexpensively complete the first or last legs of their trip.



STRATEGIC ACTION PLAN

The strategies presented in the preceding sections will be implemented by project partners, including the City of Spokane, the Downtown Spokane Partnership, University District, and others. The following Strategic Action Plan details the implementation steps that should be taken to enact each strategy, organized by actor and the timeframe for development. The timeframes are as follows:

- “Short” is 0 to 2 years
- “Medium” is 2 to 5 years
- “Long” is 5 years and longer

Most implementation actions below can be accomplished within the next 5 years; some strategies, such as those addressing affordable housing, ideally would be accomplished before the CCL begins operation. Affordable housing preservation is usually most achievable and possible in advance of major investments like the CCL. Several land use strategies and economic development strategies are also best implemented before the CCL begins operation; when implemented, they will support positive land use changes in the corridor that support community goals and also immediately support ridership on the CCL. Many actions will be implemented by several project partners, while others are exclusively or mostly accomplished by individual actors. For example, revisions to city policy and the municipal code primarily will be implemented by the City of Spokane, with assistance and input from STA or others.

The following tables describe implementation actions for each policy area.

LAND USE STRATEGIES

Implementation Actions	Responsible Organization	Timeframe
LU.1 Adopt new Comprehensive Plan policies to encourage transit-supported development through regulations and incentives		
Develop comprehensive plan language for inclusion in annual plan amendment process (2017)	Lead: • City of Spokane	Short
LU.2 Develop and implement a high-performance transit overlay zone or district within the CCL corridor		
Work with neighborhoods and property owners to determine the geographic scope of the overlay district; consider elements (e.g., “density bonuses”) that should be included	Lead: • City of Spokane	Short
Develop, review, and enact the overlay district ordinance	Lead: • City of Spokane	Medium
LU.3 Work with neighborhoods and property owners to explore modifying land use regulations in some areas of the CCL corridor to support new development and neighborhood goals		
Explore potential changes with residents during neighborhood planning in Browne’s Addition and Chief Garry Park neighborhoods	Lead: • City of Spokane	Short
Discuss potential zoning changes with property owners along Cincinnati Street, including Gonzaga University	Lead: • City of Spokane	Short
Develop and adopt ordinance changes and/or comprehensive plan land use map amendments	Lead: • City of Spokane	Medium
LU.4 Encourage placemaking strategies in downtown, the Chief Garry Park neighborhood, and other areas of the corridor		
Continue to evaluate placemaking strategies throughout the corridor	Lead: • City of Spokane Stakeholders: • Neighborhood Associations • Downtown Spokane Partnership	Medium

LAND USE STRATEGIES

Implementation Actions	Responsible Organization	Timeframe
LU.5 Support incremental density increases in the Chief Garry Park neighborhood by encouraging accessory dwelling units and other infill; seek additional input to identify station areas on Mission Avenue where it would be appropriate to modify zoning for increased residential development		
Explore increased residential densities with the Chief Garry Park neighborhood during neighborhood planning processes	Lead: • City of Spokane	Short
Develop and adopt ordinance changes and/or comprehensive plan land use map amendments	Lead: • City of Spokane	Medium

ECONOMIC DEVELOPMENT STRATEGIES

Implementation Actions	Responsible Organization	Timeframe
E.1 Champion an opportunity site by funding and releasing a request for proposal for concept-level design work and financial analysis		
Work with willing property owners to establish a preferred development concept for an opportunity site(s)	Lead: • Downtown Spokane Partnership Stakeholders: • STA • University District	Short
Develop a request for proposal for concept visioning and financial analysis to demonstrate project feasibility	Lead: • Downtown Spokane Partnership Stakeholders: • STA • University District	Medium
E.2 Explore joint development opportunities by identifying possible opportunities for co-locating housing and commercial uses with transit		
Identify potential project partners and property(s) that may be suitable joint development opportunities near a CCL station(s)	Lead: • STA • City of Spokane	Medium
Work to secure property and an agreement with developer for joint development near a CCL station	Lead: • STA • City of Spokane	Long

DEVELOPMENT OPPORTUNITY SITES



Former Otis Hotel Redevelopment opportunity

This former hotel building at 110 S. Madison Street has been vacant since 2007, but presents an opportunity to be restored as multi-family housing and potentially commercial or retail uses on the ground floor.



Jensen-Byrd redevelopment site near Pine Street and Main Avenue

The Jensen-Byrd site is poised to redevelop into office and retail space at Pine Street and Main Avenue between the CCL alignment and the Gateway Pedestrian Bridge north landing. Photo courtesy of Google.

Many sites throughout the Central City Line corridor are poised for new development or redevelopment. West Main Avenue has already seen a great deal of new development, and the area is likely to continue revitalizing. Three additional illustrative sites are identified here, showing locations where the CCL will support redevelopment—and, in turn, that development will spark activity and ridership to ensure success of the new transit investment. Other areas of potential redevelopment include West downtown and Mission and Napa in the Chief Gerry neighborhood

The policies and strategies described in this Strategic Overlay Plan increase the likelihood that new development supportive of community values and the CCL will occur.



Property at Riverside Avenue and Division Street

Four parcels owned by the City of Spokane and one privately owned site are currently vacant and used for surface parking in the vicinity of Riverside and Division. This location, around the corner from new businesses on Main Avenue and ideally situated on the CCL corridor, could be a prime location for mixed-use, transit-supported development.

HOUSING STRATEGIES

Implementation Actions	Responsible Organization	Timeframe
H.1 Develop an affordable housing monitoring program to keep track of the supply of affordable housing in the corridor to facilitate a proactive response if rents begin to rise		
Develop a simple affordable housing monitoring program for adoption by the City of Spokane	Lead: • City of Spokane Stakeholders: • Housing Partners	Short
Implement monitoring program (ideally at least once per year)	Lead: • City of Spokane Stakeholders: • Housing Partners	Medium
H.2 Adopt a “no net loss” affordable housing policy for the corridor and downtown		
Draft and adopt “no net loss” affordable housing policy for the corridor and downtown	Lead: • City of Spokane Stakeholders: • Housing Partners	Medium
H.3 Develop an approach to preserving and creating affordable housing within the corridor		
Incorporate strategies for proactively addressing decreased affordability in the corridor into the Consolidated Plan or other plan documents	Lead: • City of Spokane Stakeholders: • Housing Partners	Medium
Enact strategies and include projects in capital programming to address affordability issues, should they occur	Lead: • City of Spokane Stakeholders: • Spokane Housing Authority • Housing Partners	Long

TRANSPORTATION STRATEGIES

Implementation Actions	Responsible Organization	Timeframe
T.1 Identify pedestrian barriers in the corridor, especially in the Chief Garry Park neighborhood, and apply best practices from the 2015 Pedestrian Master Plan to address deficiencies		
Prioritize sidewalk and pedestrian access deficiencies in the corridor	Lead: • City of Spokane	Short
Incorporate deficiencies into the City of Spokane Capital Improvement Program (except for those addressed by CCL project construction)	Lead: • City of Spokane Stakeholders: • STA	Medium to Long
T.2 Encourage transportation demand management (TDM) best practices in the corridor		
Establish the participants, goals, and targets of a University District TDM plan, and seek funding for plan development from metropolitan planning organizations or other grant source	Lead: • University District Stakeholders: • Universities • Downtown Spokane Partnership • STA	Medium
Develop a TDM plan that contains context-appropriate policies and strategies that will help achieve goals and targets	Lead: • University District Stakeholders: • Universities • Downtown Spokane Partnership • STA	Medium
Implement a University District TDM plan	Lead: • University District Stakeholders: • Universities • Downtown Spokane Partnership • STA	Long
Encourage the State of Washington to fund and support the Growth and Transportation Efficiency Centers (GTEC) legislation to help communities implement TDM programs. The City of Spokane has a GTEC plan in place for downtown	Lead: • City of Spokane Stakeholders: • Downtown Spokane Partnership	Medium

TRANSPORTATION STRATEGIES

Implementation Actions	Responsible Organization	Timeframe
Explore TDM programs in downtown Spokane	Lead: • City of Spokane • Downtown Spokane Partnership	Medium
T.3 Develop, fund, and implement a local wayfinding plan that will complement the regional wayfinding project underway in the City of Spokane		
Identify destinations and features that would benefit from wayfinding (e.g., Centennial Trail directional signage in the Chief Garry park neighborhood or Coeur d'Alene Park in Browne's Addition); signage at CCL stations should also be considered. Some signage will be included at major CCL stations	Lead: • STA Stakeholders: • City of Spokane • Neighborhood Associations • Downtown Spokane Partnership	Short to Medium
Implement signage at CCL stations and other locations; maintain signage standards developed as part of the regional wayfinding program	Lead: • STA Stakeholders: • City of Spokane	Medium
Develop wayfinding concepts that link the CCL to the Spokane Convention Center	Lead: • City of Spokane Stakeholders: • Downtown Spokane Partnership • Spokane Public Facilities District	Medium
T.4 Implement a bike sharing program in the University District, Downtown, Browne's Addition and Kendall Yards		
Seek a grant to perform a bike share feasibility study to explore potential boundaries, private sponsors, public sector participation, and potential operator of a bike share service	Lead: • City of Spokane Stakeholders: • University District • Universities • STA • Downtown Spokane Partnership	Short
Develop a bike share program and implement in conjunction with private partners	Lead: • City of Spokane Stakeholders: • University District • Universities • STA • Downtown Spokane Partnership	Medium

TRANSPORTATION STRATEGIES

Implementation Actions	Responsible Organization	Timeframe
T.5 Explore a residential parking pass program in Browne’s Addition, the Logan neighborhood, and other areas along the corridor where on-street parking is at a premium		
Conduct basic parking use studies in the Browne’s Addition and Logan Neighborhoods to understand potential issues (this could coincide with neighborhood planning processes)	Lead: • City of Spokane	Short
Implement a parking pass program in Browne’s Addition or other neighborhoods where parking capacity is or becomes strained	Lead: • City of Spokane	Medium

NEXT STEPS

The Strategic Overlay Plan will be reviewed and adopted by the Spokane City Council. The strategies and implementation actions will be carried out by multiple project partners. While the Strategic Overlay plan provides a blueprint for achieving community goals and leveraging the success of the CCL, many actions will require additional public outreach, funding, and other resources to be fully implemented.

