



University District Revitalization Area (UDRA) Business Plan

**The University District Public Development Authority
(UDPDA)**

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Executive Summary

The University District (UD)¹, consists of the University District Development Association (UDDA), a 501(c)(3) non-profit corporation and the University District Public Development Authority (UDPDA), a municipal corporation. The University District is dedicated to economic prosperity, smart urban growth, historic preservation, environmental restoration, transportation improvements, housing, and improved public health, safety and quality of life. This Business Plan details the strategy to apply University District Revitalization Area (UDRA) funds to the overall mission, goals and objectives of The University District. The strategic application of these funds by the UDPDA furthers a series of sequential, coordinated activities with the City of Spokane, to develop and execute a vision for the long-term revitalization and redevelopment of The University District.

Background

For over a decade, the City of Spokane and The University District partners have worked to formulate a strategy and to implement plans to address economic development opportunities in and around the 770 acres of The University District. In 2004, the University District Strategic Master Plan (UDSMP) was completed, identifying key institutions and entities that would work cooperatively to make improvements in the area and to secure external funding through grants and state appropriations. The outcome of these efforts resulted in the creation of the UDDA in 2009 with a mission to advocate and facilitate urban development and revitalization within The University District. The UDDA serves as the combined voice of the key institutions and entities invested in the UDSMP, including Washington State University Health Sciences Spokane, University of Washington, Eastern Washington University, Gonzaga University, Whitworth University, Community Colleges of Spokane, Spokane Transit Authority, Avista Corporation, among others.² The UDRA was created by the City of Spokane by Ordinance C-34470 in August 2009, to finance public improvements in Spokane's University District.

In November 2012, leveraging the leadership of the UDDA group and pursuant to chapter 35.21 of the Revised Code of Washington (RCW), the City created the UDPDA by Municipal Ordinance C-34933. The Public Development Authority was created to undertake public projects with the possibility to direct public funds, receive property, issue bonds, invest funds, and enter into private partnerships. This provided an entity to which the City could transfer assets, and a vehicle to convey the revitalization financing via the UDRA. Furthermore, the UDPDA was authorized to expend and administer UDRA funds through an Interlocal Agreement (IA) approved by the City Council on December 14, 2015. The IA allows the City of Spokane to transfer assets to

¹ The University District Development Association (UDDA) and the University District Public Development Authority (UDPDA) have a shared board and organizational goals. At times, The University District will be used when applied to both organizational entities. However, as each organization has discrete powers and responsibilities, they will most often be identified in relation to their specific agency.

² Complete list of organizations can be found online at www.spokaneudistrict.org/leadership-contributors

the UDPDA for public investment, operating within the parameters of RCWs 35.21, 39.89 and 39.104 and Ordinance C-34470. On April 18, 2016, The City Council approved the “Public Development Authority Asset Transfer Policy”. This Business Plan addresses the role of The University District and this asset transfer policy.

Introduction and Overview

Business Plan Intent and Goals

This Business Plan is intended to outline the development objectives, goals and impact of public investment by the UDPDA, the terms for the transfer of UDRA funds by the City to the UDPDA for public benefit, and the general process by which this Plan will be implemented.

The overarching goals of the Business Plan are to empower the UDPDA to develop and oversee the UDRA funding request process and to secure adequate administrative and promotional resources to do so, in cooperation with and in addition to the City's investment in public works, goods, and services³; and to help build a strong University District community.

This Business Plan is subject to review and revision by the UDPDA in consultation with the City of Spokane.

Objective and Strategies

The imperative is to create an additional benefit and impact in The University District to complement and supplement improvements led by the city where the City of Spokane provides contracting, contract management and traditional infrastructure and the UDPDA administrates the UDRA funding request application process to realize the community vision for the area. To date, these enhanced improvements have supported, for example, The University District Gateway Bridge and the Division Street Corridor Streetscape improvements.

The intent of the Plan is to collaborate with leading community institutions and organizations in the application and investment of public assets to realize the vision of The University District. It means building an environment where students, faculty, businesses owners, entrepreneurs and neighbors can thrive; where campuses, companies and neighborhoods thrive along with them. The UDSMP underscores the intent to create a place where creativity and innovation flourish and, by extension, promote an entrepreneurial community that attracts talent.

UDRA funds are to be spent with the 19 Core Planning Principles of the UDSMP in mind (see Appendix 3); making public investment to revitalize or develop the District where

³ The City Charter outlines fundamental intent and instrument of the city to support public good. See for example section 37: Procurement of public works, goods and services; and, section 128: Specific powers conferred on the plan commission.

private enterprise, acting alone, would not realize the vision of The University District.⁴ Given that the dynamic nature of development requires a flexible and responsive instrument to apply the UDRA funds for maximum impact, three investment strategies will be pursued.

The Three Investment Strategies

1. Visioning, Broad Planning, and Site Prep Work (Programs)
2. Public-Owned Infrastructure (Major Projects)
3. Development-Led Request (Co-investment)

The definitions of these investment strategies and the process and criteria for allocating UDRA funds will be discussed.

Process and Practices

This Business Plan has been prepared to guide The University District's development and revitalization strategies apropos UDRA fund resources. A separate "UDRA Funding Process Plan" document will be developed by the UDPDA to detail the overall application review processes and practices by which the Public Development Authority will facilitate (re)development with UDRA funds via the three investment strategies. This separate document will address the strategic context, review schedule, policies and standards to ensure that any approved asset transfer proposal supports the UDPDA's and the City's aims and priorities.

The delineation and coordination of the roles of the City and The University District are essential to the functioning of this Plan to realize enhanced improvements from UDRA funding, in addition to the fundamental infrastructure provided by the City. Processes and coordination of the City's, the UDDA's and UDPDA's roles in the service of this plan also will be discussed in the "UDRA Funding Process Plan" document.

UDRA Business Plan

1.00 UDRA Business Plan Purpose

Extending the general purpose noted in the introduction—to empower the UDPDA to help build a vibrant urban community—the details of the Business Plan provide the structure of the partnership between the City of Spokane and The University District to collaborate with the leading community institutions and organizations in the application and investment of public assets to realize the University District community vision. The Plan empowers the UDPDA board of directors to award UDRA funds to develop and revitalize the District and to promote our region as the life sciences

⁴ See the University District Master Plan for details. "University District Strategic Master Plan." Spokane, Washington: City of Spokane Office of Economic Development, 2004.

research and commercialization hub of the Inland Northwest. This opportunity has been projected to have a 20-year economic impact of \$1.6 billion annually, to support over 9,000 jobs and to generate more than \$111 million in government revenue.⁵

1.01 Reason and Justification to Support the Activities

The introduction provides an outline of policy and governance supporting investment activities. Expanding on this overview, a transfer of assets to the UDPDA by the City of Spokane is warranted by Ordinance C-34470 which creates the UDRA, authorizes the use of local revitalization financing, and recognizes that The University District needs economic redevelopment and investment in public improvements. The transfer of City assets empowers the UDPDA to provide and catalyze the needed public improvements, and to encourage private investment to promote and facilitate the successful redevelopment of the area.

The transfer of UDRA funds to the UDPDA is further substantiated by Washington state legislation and Spokane Municipal Ordinances to facilitate urban development and revitalization within The University District, based on:

- the vision created in the UDSMP;
- the creation of the UDRA (2009), to finance infrastructure investments in Spokane’s University District;
- the formation of the UDPDA (2012), to provide an entity to assist in providing economic development to The University District and to provide assistance to the City in implementing the UDRA consistent with state law; and
- the IA (2015) to transfer assets to the UDPDA for public improvements.

Though both the UDDA and the UDPDA serve the development interests of The District, the UDPDA is empowered to administrate the UDRA funds. The authority of the UDPDA to serve this role and administer these funds is substantiated in a series of ordinances (detailed below).

1.02 UDPDA Scope and Authority

1. The UDRA Ordinance C-34470 establishes funds to be dedicated to revitalization in Spokane’s University District. The state legislation creating the program (Second Substitute Senate Bill 5045 Chapter 270, Laws of 2009) outlines the dollars dedicated to the funds available. It was presented to the Spokane City Council on August 17, 2009.
 - a. “Local Revitalization Financing” uses incremental taxes within the District – three sources
 - i. Local Property Tax – 75% of New Construction
 - ii. Local Sales Tax – 100% of Sales Tax Growth – above base year
 - iii. State Sales Tax Contribution – \$250,000/yr) x 25 = \$6,250,000

⁵ Tripp Umbach Report, “America’s Next Great Academic Health Science Center: Regional Economic and Community Benefits of the Academic Health Science Center” 2010.

2. The UDPDA was created to facilitate development in The University District and to access UDRA funds.
3. The UDPDA Charter outlines that UDRA funding may be used to finance administration of the UDPDA.
 - a. "Expenses associated with administering the Authority may be funded by revenue generated by Ordinance C-34470 consistent with state law and the Interlocal agreement between the City and the Authority."
4. The UDPDA Charter outlines UDPDA powers in Article 5, stating that the UDPDA has the authority to administer the UDRA program.
 - a. "The Authority shall administer and implement The University District Revitalization Area (UDRA) program authorized by RCW39.104 (Local Revitalization Financing), created by RCW 82.14.505 (Local Revitalization Financing Demonstration Projects) and implemented by City Ordinance C34730 (Creating Spokane University District Revitalization Area); as well as revenues collected for the UDRA by the City under SMC Chapter 8.17 and City Ordinance C-34470." (ORD C34933, signed January 10, 2013).
5. The Spokane City Council approved the "Public Development Authority Asset Transfer Policy" on April 18, 2016.

1.03 Objective

The objective of this Business Plan is to impact, complement and supplement improvements led by the City. The City of Spokane provides traditional contracting and contract management services and infrastructure and The University District develops and oversees the UDRA funding review process and authorizes revenue allocation for funding programs for additional benefit to The University District mission.

The UDPDA is thus tasked to manage the UDRA funding request application process, and lead and implement with the City investment improvements for enhanced benefit to the District. To date, these improvements have included The University District Gateway Bridge and The Division Street Corridor Streetscape improvements. Projects utilizing UDRA funds will be detailed further in this section highlighting the historical application of UDRA funds and the Return on Investment (ROI) proposition when using UDRA funds for an enhanced benefit.

1.04 Three Investment Strategies

The dynamic nature of the development in the District over time requires a flexible approach; therefore, three investment strategies will be pursued for revitalization and development:

- Visioning, Broad Planning, and Site Prep Work (Programs);
- Public-Owned Infrastructure (Major Projects); and,
- Development-Led Request (Co-investment).

1.05 Nature of the Activities Proposed

The UDPDA revenue allocation for funding the three strategies conforms to the definitions of RCW 39.104 for Revitalization Financing. Each of the three strategies may include infrastructure improvements and related expenditures.

Public improvement costs mean the costs of:

- a) Design, planning, acquisition, including land acquisition, site preparation including land clearing, construction, reconstruction, rehabilitation, improvement, and installation of public improvements;
- b) Demolishing, relocating, maintaining, and operating property pending construction of public improvements;
- c) Relocating utilities due to public improvements;
- d) Financing public improvements, including interest during construction, legal and other professional services, taxes, insurance, principal and interest costs on general indebtedness issued to finance public improvements, and any necessary reserves for general indebtedness; and
- e) Administrative expenses and feasibility studies reasonably necessary and related to these costs, including related costs that may have been incurred before adoption of the ordinance authorizing the public improvements and the use of local revitalization financing to fund the costs of the public improvements.

Public improvements mean infrastructure improvements within UDRA that include:

- Street, road, bridge, and rail construction and maintenance;
- Water and sewer system construction and improvements;
- Sidewalks, streetlights, landscaping, and streetscaping;
- Parking, terminal, and dock facilities;
- Park and ride facilities of a transit authority;
- Park facilities, recreational areas, and environmental remediation;
- Storm water and drainage management systems;
- Electric, gas, fiber, and other utility infrastructures; and
- Expenditures for any of the following purposes:
 - Providing environmental analysis, professional management, planning, and promotion within the revitalization area, including the management and promotion of retail trade activities in the revitalization area;
 - Providing maintenance and security for common or public areas in the revitalization area; or
 - Historic preservation activities authorized under RCW 35.21.395.⁶

⁶ RCW 35.21.395 on Historic preservation is an authorization to acquire property and borrow money to "acquire title to or any interest in real and personal property for the purpose of historic preservation and may restore, improve, maintain, manage, and lease the property for public or private use and may enter into contracts, borrow money, and issue bonds and other obligations for such purposes."

The definitions for public improvements, their costs and expenditures, are given further support and detail in Section 5 (a-h) of City Ordinance C-34470. Thus, the nature of the improvements can include but are not limited to:

- a) The construction and maintenance of publicly-owned streets, roads, bridges and rail facilities (such as curbs, striping, signage, traffic signals, traffic-calming devices, and utility sleeves, seeping, design, property acquisition, environmental analysis, environmental remediation, sidewalk repair, pedestrian crossings, pavement treatment or replacement, bulb outs, streetlights, trees, irrigation, street furnishings, bicycle and pedestrian facilities and safety enhancements);
- b) The construction and improvement of the City's water and sewer systems construction and improvements;
- c) Park and ride facilities of a transit authority and publicly-owned rail terminal facilities;
- d) Park facilities (including "pocket parks"), recreational areas (including improvements and extensions to existing trails, public boat launches on the Spokane River, and acquisition and environmental remediation of publicly-owned property);
- e) Storm water and drainage management systems;
- f) Environmental analysis, professional management, planning, and promotion;
- g) Maintenance and security for common or public areas in the Revitalization Area; and;
- h) Historic preservation activities.⁷

1.06 Return on Investment Proposition

The University District area is assessed as having a high likelihood of "receiving direct positive business and economic impact" from public improvements.⁸ Potential benefits may be direct or indirect. Direct benefits include increased private investment resulting in increased property tax values, job creation, housing and services. Indirect benefits include secondary improvement increased values in the surrounding area which, in time, will result in higher property taxes. Since this will be a mixed-use area, additional sales tax is expected as well.

It's anticipated that private development will increase once important public improvements are made. Redevelopment of this area will also increase safety, attract new residents and visitors, improve mobility through the city, and create a new sense of vibrancy and livability. In addition, supporting the expansion of the research, medical education, life sciences and health-care sectors and providing opportunities for the commercialization of intellectual property emanating from the academic institutions, The University District will be a major driver in improving the local economy and increasing the number of high-paying jobs.

⁷ For an unabridged account with estimated costs, see: City Ordinance C-34470.

⁸ C-34470

To clarify intent (and subsequent impact), projects can be linked to performance criteria, based on common indicators that are already established and monitored. The historical performance of The University District is a good indicator of intended future returns. Examples include:

Supporting private investment – 2009

Burgans Block, LLC utilized the UDRA as a key support of the redevelopment of the Burgans' property, using the Local Revitalization Financing (LRF) partially to finance a pedestrian crossing signal.

Securing outside grant funding - 2013

The University District brought forward a grant opportunity to the City of Spokane wherein the City partnered with The University District in September 2013 on an Integrated Planning Grant (IPG) from the Washington State Department of Ecology (DOE) to explore and develop approaches to the adaptive reuse of brownfield sites in the Sprague neighborhood which includes the South Landing.⁹

Securing funding from the largest transportation package in Washington state history – 2015

The asset transfer from the UDRA created leverage for this unprecedented funding opportunity. Local funding of \$3.977 million in The University District Gateway Bridge garnered an additional \$8 million of state funds via the Department of Transportation. These committed funds provided the necessary funds to construct The Bridge. The structure will span the physical barrier that the BNSF Railroad's main line creates in linking The University District to the medical district along Spokane's lower south hill. The City completed the engineering plans for The University District Gateway Bridge in 2015 and intends to open the new bridge in 2018.

Bringing diverse property owners together around a shared vision for development of this area - 2015

Furthermore, an illustration of the action to encourage private development and increase the fair market value of real property (explicit in C-34470 and RCW 39.104.030), is the process building on the Memorandum of Understanding for The University District Gateway Bridge South Landing Catalyst Development led by The University District.

This agreement supports a shared vision for a development around the south landing and greater University District. In addition to the City, many strategic partners to the MOU continue to invest considerable resources to the redevelopment of the south landing area to enhance the overall success of the project and to catalyze interest from development as well as the business and nonprofit sectors.

⁹ Memorandum of Understanding University District Gateway Bridge South Landing Catalyst Development

Currently, with joint venture opportunities underway consistent with the overarching mission of The University District, the essence of the principal terms and conditions of the MOU are worth mentioning here as they provide a model of coordinated private and public engagement.

MOU highlights include:

- the City of Spokane’s intent to design and build the public infrastructure, waive general facility charges, create a gateway entrance at Sprague and Division for east bound traffic, design and install a “way finding” signage approach from I-90 and downtown to the south landing;
- Spokane Transit Authority’s intent to commit \$50,000 towards transit improvements such as a pedestrian plaza;
- UDDA activities to explore opportunities for housing as well as university-related labs and research;
- commitment of private property owners to sell, lease or trade properties to enable a larger, coordinated project; and
- Avista Corporation’s commitment to consider options for the development and use of its property and to participate in joint venture opportunities.

1.07 Process, Evaluation and Roles

The Business Plan has been prepared to guide The University District’s UDRA development and revitalization strategies. It provides the UDDA and UDPDA with powers and evaluation criteria by which the UDPDA will facilitate UDRA funding request application evaluations. Details about the process (in the previously mentioned “UDRA Funding Process Plan” document) will address the strategic context and the standards to ensure that any asset transfer supports the UDPDA’s aims and priorities.

Essential to this understanding is the delineation of roles of the City and The University District and secondarily, the process and framework for identifying and planning for the improvements via coordination of all parties. This cooperation and the three investment strategies are depicted in the diagram in Section 1.10.

The diagram and notes that follow, show the process for the three investment strategies: Development-Led Request (Co-investment); Public-Owned Infrastructure (Major Projects); and, Visioning, Planning, Site Prep Work (Programs). Each request will be vetted per criteria according to criteria found within five development categories and the 19 Core Planning Principles of the UDSMP.¹⁰

¹⁰ These principles were reinforced during the June 2016 public visioning charrettes and are intended to ensure the realization of the University District vision. See chapter two of The University District Strategic Master Plan, 2004.

1.08 Overarching Criteria: Five Development Categories and the 19 Core Planning Principles

UDRA funding requests will be evaluated per the 19 Core Planning Principles set forth in the UDSMP, making public investment to revitalize or develop the District where private enterprise, acting alone, would not realize the vision of The University District.

Applications also will be considered in relation to these five development categories:

1. General
2. Economic Development
3. Land Use and Urban Design
4. Environment
5. Transportation and Infrastructure

General

1. Build "Centers of Excellence"
2. Incorporate ongoing community involvement
3. Create performance measures, metrics and indicators
4. Foster institutional and community partnerships

Economic Development

5. Pursue economic growth and the development of quality, high-paying jobs
6. Support and encourage an eclectic mix of uses

Land Use and Urban Design

7. Include connections to Downtown
8. Activate the District with the Downtown and the periphery
9. Include a range of housing types and prices
10. Encourage mixed use
11. Focus/concentrate new development at major activity nodes
12. Include retention of historic character and patterns of use
13. Incorporate social design for safety, security and social interaction

Environment

14. Embrace the Spokane River as central to the District
15. Incorporate principles of sustainable development
16. Use green infrastructure for improved air and water quality

Transportation and Infrastructure

17. Create a transportation hub: regional connections and multi-modal services
18. Create a strong pedestrian-oriented District
19. Encourage restoration and extension of the urban grid

1.09 Guiding Criteria: Three Investment Strategies

The following criteria/questions (among others) will be considered when evaluating applications for each of the three UDRA investment strategies:

Visioning, Planning, Site Prep Work (Programs)

- Is the quality, quantity, and use consistent with the vision of the UDPDA board regarding development in the UD?
- What is the scope, proposed budget and funding sources for the project?
- Does this accelerate future development activities in a broader sector of the UD up to and including the entire district?
- If not for these funds, who would enable this?
- Are there additional funds that this will leverage? (Ratio?)

Public-Owned Infrastructure (Major Projects)

- Is the investment consistent with the vision of the UDPDA?
- What is the scope, proposed budget and funding sources for the project?
- Will completion of this infrastructure be instrumental in causing other projects to be constructed?
 - If so, what are the tax revenue benefits of those other projects?
- Is the investment an enhancement over basic infrastructure requirements?
- Does funding from the UDRA funds leverage outside matching funds, especially grants or non-local sources?
- Can an investment by UDPDA correct a flaw that another entity cannot? (If not for these funds, this could not move forward)
- Are the public works supported by the community?

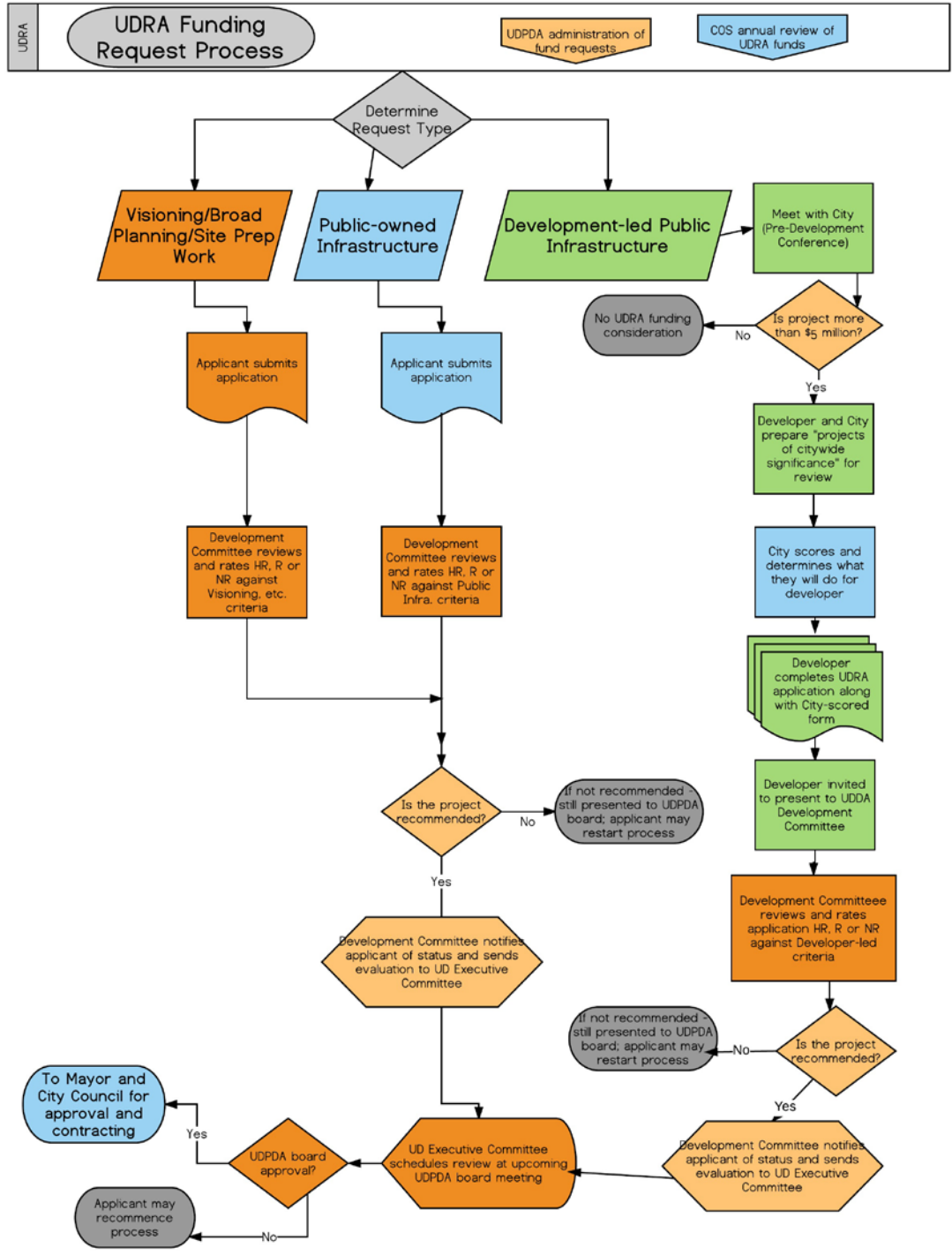
Development-Led Request (Co-investment)

- Is the development consistent with the vision of the UDPDA?
- What is the scope, proposed budget and funding sources for the project?
- What is the TIF value of the project to the UDPDA? What value does this project create in relation to UDRA funding?
 - Sales tax
 - Construction Sales Tax
 - Retail Sales Tax
- How many jobs are created and what is the economic impact?
- What type of jobs are these and how do they complement and support The University District vision?
- Will completion of this project be instrumental in causing other projects to be constructed?
- How essential is the UDPDA funding support?
- Does the proposed project fill a gap in the economic ecosystem that is unique and/or necessary for a healthy economy?
- Does the proposed project enhance the life and health sciences research and commercialization ecosystem?

- Does the requested UDPDA investment benefit more than one property (i.e., area wide value is better than value for one block, value for one block is better than value for one lot)?

1.10 Funding Review Diagram

Diagram for illustration purposes. Subject to change.



1.11 UDRA Funding Review Process

For each of the following three investment strategies, the UDPDA will welcome UDRA funding requests. The UDPDA will consider, and advance as appropriate, a recommendation presented by the UDDA Development Committee. Funds will be awarded based on merit and availability. The latter will rely on the City's annual review of available UDRA funds based on a City conducted audit. In light of this information, the UDRA Business Plan would be reviewed annually by the UDPDA board of directors which operates according to Washington state standards for Open Public Meetings.¹¹

Visioning, Planning, Site Prep Work (Programs)

Consistent with expenditures for improvement defined in RCW 39.104, requests in this category include:

- a) Design, planning, acquisition, including land acquisition, site preparation including land clearing, construction, reconstruction, rehabilitation, improvement, and installation of public improvements;
- b) Demolishing, relocating, maintaining, and operating property pending construction of public improvements;
- c) Relocating utilities because of public improvements;
- d) Financing public improvements, including interest during construction, legal and other professional services, taxes, insurance, principal and interest costs on general indebtedness issued to finance public improvements, and any necessary reserves for general indebtedness; and
- e) Administrative expenses and feasibility studies reasonably necessary and related to these costs, including related costs that may have been incurred before adoption of the ordinance authorizing the public improvements and the use of local revitalization financing to fund the costs of the public improvements.

Requests in this category should also support one or more of the 19 Core Planning Principles called out in the UDSMP. Requests will be submitted to and advanced from within the UDDA Development Committee (or other designated University District committee or body stipulated by the UDPDA) to the UDPDA board of directors. Applications will be considered based merit and on the availability of UDRA funds. Additional application review details are outlined in a separate UDRA Funding Process Plan.

Public-Owned Infrastructure (Major Projects)

Public-owned infrastructure requests follow a different path that may originate from an outside requesting government agency or from within the UD organizations. These are principally intended to be catalytic projects and major drivers that realize the vision of

¹¹ Washington State Legislature Chapter 42.30 RCW Open Public Meetings Act

The University District above and beyond the fundamental improvements provided by the City, such as The University District Gateway Bridge.

Requests in this category should also support one or more of the 19 Core Planning Principles called out in the UDSMP. Requests will be submitted to and advanced from within the UDDA Development Committee (or other designated University District committee or body stipulated by the UDPDA) to the UDPDA board of directors. Applications will be considered based merit and on the availability of UDRA funds.

Qualifying projects have been described in a revitalization project list (see Appendix 4) per RCW 39.104.020 which highlights improvements such as parking facilities, park facilities, and recreation areas. Requests could also include the following:

- Street, road, bridge, and rail construction and maintenance;
- Water and sewer system construction and improvements;
- Sidewalks, streetlights, landscaping, and streetscaping;
- Parking, terminal, and dock facilities;
- Park and ride facilities of a transit authority;
- Park facilities, recreational areas, and environmental remediation;
- Storm water and drainage management systems;
- Electric, gas, fiber, and other utility infrastructures; and
- Expenditures for any of the following purposes:
 - Providing environmental analysis, professional management, planning, and promotion within the revitalization area, including the management and promotion of retail trade activities in the revitalization area;
 - Providing maintenance and security for common or public areas in the revitalization area; or
 - Historic preservation activities authorized under RCW 35.21.395.¹²

The definitions for public improvements, their costs and expenditures, are given further support and detail in Section 5 (a-h) of City Ordinance C-34470. Thus, the nature of the improvements can include but are not limited to:

- a. The construction and maintenance of publicly-owned streets, roads, bridges and rail facilities (such as curbs, striping, signage, traffic signals, traffic-calming devices, and utility sleeves, seeping, design, property acquisition, environmental analysis, environmental remediation, sidewalk repair, pedestrian crossings, pavement treatment or replacement, bulb outs, streetlights, trees, irrigation, street furnishings, bicycle and pedestrian facilities and safety enhancements);
- b. The construction and improvement of the City's water and sewer systems construction and improvements;
- c. Park and ride facilities of a transit authority and publicly-owned rail terminal facilities;

¹² RCW 35.21.395 on Historic preservation is an authorization to acquire property and borrow money to "acquire title to or any interest in real and personal property for the purpose of historic preservation and may restore, improve, maintain, manage, and lease the property for public or private use and may enter into contracts, borrow money, and issue bonds and other obligations for such purposes."

- d. Park facilities (including “pocket parks”), recreational areas (including improvements and extensions to existing trails, public boat launches on the Spokane River, and acquisition and environmental remediation of publicly-owned property);
- e. Storm water and drainage management systems;
- f. Environmental analysis, professional management, planning, and promotion;
- g. Maintenance and security for common or public areas in the Revitalization Area; and;
- h. Historic preservation activities.¹³

Additional application review details are outlined in a separate UDRA Funding Process Plan.

Development-Led Request (Co-investment)

Development-led requests provide the opportunity to leverage UDRA funds with development partners supporting the 19 Core Planning Principles and the vision of The University District.

Development-led requests can be applied for in conjunction with, but only considered after the applicant has completed the City-led process and must meet the minimum request amount of \$5 million. As noted on the Funding Review Diagram, this means that a developer will:

1. meet with the City in a pre-development conference;
2. qualify as a project valued at \$5 million dollars or more;
3. complete the City’s “projects of city significance” documentation; and
4. receive the City’s score via the Financial Partnership Portfolio Evaluation (Appendix 5) and understand what the City will do for a given project.

Requests will be submitted to and advanced from within the UDDA Development Committee (or other designated University District committee or body stipulated by the UDPDA) to the UDPDA board of directors. Applications will be considered based merit and on the availability of UDRA funds. Additional application review details are outlined in a separate UDRA Funding Process Plan.

1.12 Revenue Allocation Compliance and UDPDA Governance

The UDPDA’s proposed asset transfer request is consistent with and integrates the conditions set forth in Ordinance C-34470. These conditions are generally applicable to all asset transfers from the City to the UDPDA to encourage private development and to increase the value of real property within the Revitalization Area.¹⁴

¹³ For an unabridged account with estimated costs, see: City Ordinance C-34470.

¹⁴ This document highlights the UDRA funds but, these conditions could apply to all asset transfer, to include the prospective transfer of real property and right of ways - when title is held for the underlying property.

The UDPDA and City of Spokane will consider all investments together and guide new development per the relevant Revised Code of Washington (RCWs) and applicable municipal ordinances. As a matter of process, all projects will:

- reflect the shared responsibility and oversight of the UDPDA (UDRA funding request application administration and UDPDA board approval) and the City of Spokane (City Council and Mayoral review, approval, contracting and contract management);
- be conducted by public process per the Open Public Meeting Act; and
- be governed on the University District side by the following UDPDA “appointed” board members:

City of Spokane Mayor (non-voting position)

City of Spokane Council Member

The highest-ranking individual from the following institutions:

1. Community Colleges of Spokane
2. Eastern Washington University
3. Gonzaga University
4. Managing entity of the Downtown Parking & Business Improvement Area
5. State designated Associate Development Organization (ADO) for Spokane County
6. Washington State University Health Sciences Spokane
7. Whitworth University
8. University of Washington

And the following UDPDA “elected” board members:

- a. Large Business / Property Owner
- b. Small Business / Property Owner
- c. Non-Profit Organization
- d. Real Estate
- e. Development
- f. Transportation
- g. At large (six positions)
- h. Legal counsel (non-voting position)

All UDPDA board members abide by the UDPDA confidentiality and conflict of interest policies, see <http://www.spokaneudistrict.org/board-documents>. Should a UDPDA board director be conflicted with a UDRA funding request, that director will be recused from voting on that request.

Per RCW 42.30.110, the UDPDA board has the option to discuss UDRA funding request in executive session should the request involve the review of any of the following:

- The selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price.
- The minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price. However, final action selling or leasing public property shall be taken in a meeting open to the public.

- Negotiations on the performance of publicly bid contracts when public knowledge regarding such consideration would cause a likelihood of increased costs.

Before convening in executive session, the presiding officer of the UDPDA board of directors shall publicly announce the purpose for excluding the public from the meeting place, and the time when the executive session will be concluded. The executive session may be extended to a stated later time by announcement of the presiding officer.

A quorum of UDPDA directors will be required for a formal review of UDRA funding requests; and, in order to take action, the affirmative vote of a majority of UDPDA directors present will be required to support the approval of budgets and projects. Recused directors will not vote but do count toward the quorum.

Analysis and Administration of UDRA Revenue Stream

Three components of the Local Revitalization Financing will be assessed annually by the City.

- Local Property Tax – 75% of New Construction
- Local Sales Tax – 100% of Sales Tax Growth
- State Sales Tax Contribution – \$250,000/yr x 25 = \$6,250,000

The flow of the annualized net present value of the real estate tax portion of the UDRA will be based on the calculation provided by the Chief Financial Officer of the City of Spokane.

- Currently, sales tax revenue will be calculated on a case-by-case basis.
- Real property will be considered on a case-by-case basis.¹⁵

2.00 Performance Measures Used to Evaluate and Ensure Long-Term Viability

The annual renewal of the UDRA fund balance, based on the City's appraisal, provides a basis to maintain the ongoing investments adjusted for the measured impact and improvements through December 31, 2035.¹⁶ As budget details and projects are ascribed a criterion for performance an established performance measure will be available to analyze long-term viability.

¹⁵ Real-property will be transferred in accord of the principles of community empowerment, to support private investment, and promote economic development, not *primarily* a means of asset disposal.

¹⁶ C-34470

2.01 UDPDA Administration of UDRA Funding Application Process

By amendment to the Interlocal Agreement, an annual allocation of UDRA funds will be transferred to the UDPDA for administration of the UDRA funding application process (consistent with RCW 39.104 definition of administrative expenses including related costs for analysis, professional management, planning, and promotion within the revitalization area). The first-year amount is expected to be \$35,000.

2.02 Assessed Value

RCW 39.104.020 definitions define property tax allocation revenue value at seventy-five percent of any increase in the assessed value of real property in a revitalization area resulting from¹⁷:

- The placement of new construction, improvements to property, or both, on the assessment roll, where the new construction and improvements are initiated after the revitalization area is approved;
- The cost of new housing construction, conversion, and rehabilitation improvements; and
- The cost of rehabilitation of historic property.

2.03 Monitoring and Periodic Review of Plan and Impact

This Business Plan is intended to be a flexible and responsive document and would be reviewed annually by the UDPDA board of directors to determine if the Plan is functioning as intended and would be revised, if needed.

This review would be more meaningful over time, assessing benchmarks and actual results compared to the 19 Core Planning Principles. Reviews would consider existing performance measures used by the City for consistency and a standard index (and could include items such as jobs created, actual versus projected tax base).

¹⁷ See RCW 39.104.020 for complete definitions

Appendix 1: Written Request to City CFO

June 14, 2016

Gavin Cooley
Chief Financial Officer
City of Spokane
808 W Spokane Falls Blvd
Spokane, WA 99201

Dear Gavin:

This letter serves as a Written Request to the City of Spokane (the "City"), as specified in Section 6.1 of the City's Public Development Authority Asset Transfer Policy, asking for the City to transfer portions of current and future streams of funds from the University District Revitalization Area (the "UDRA") program to the University District Public Development Authority (the "UDPDA"). It is our understanding that as of June 2016, the amount of the current annualized net present value (including only the assessed property values) of the UDRA is approximately \$800,000.

These funds will be expended by the UDPDA on public infrastructure improvements, which are intended to stimulate development and investment, and which will align with Section 5 of City Ordinance C-34470 (establishing the UDRA).

The justification to support the proposed activities is directly linked to the culmination of many years of work by the City and its University District partners to develop and execute a vision for the long-term revitalization and redevelopment of The University District. For well over a decade, the City and its University District partners have worked diligently to formulate a strategy, assemble stakeholders and put plans in motion to address economic development opportunities, urban growth challenges, environmental restoration, transportation gaps and housing needs in and around the Spokane University District.

The authority for this asset transfer was established in City Ordinance C-34933, which created the UDPDA and authorized the City and the UDPDA to enter into a future Interlocal Cooperation Agreement for purposes of expenditure of UDRA funds.

Please do not hesitate to contact me should you need more information regarding this request.

Very Truly Yours,



Karl Otterstrom
Chairman, Board of Directors
University District Public Development Authority

Cc: UDPDA Board of Directors, Spokane City Council, Spokane City Attorney, Spokane City Administrator, City of Spokane Planning and Development Services Department

Appendix 2: Guiding Selection Principles

Below are The University District's guiding selection principles (among others) to evaluate Development-led UDRA funding requests.

1. Will completion of this project be instrumental in causing other projects to be constructed?
2. Is the quality, quantity, and use consistent with the vision of the UDPDA board regarding development in the UD?
3. Is this project so unique that if it does not get developed that the UDPDA board feels it may be a considerable timeframe before we have another opportunity?
4. Can an investment by the UDPDA correct a flaw that another entity cannot?
5. Does the proposed project fill a gap in the economic ecosystem that is unique and/or necessary for a healthy economy?
6. Does the proposed project enhance the Health Science ecosystem?
7. What is the TIF value of the project to the UDPDA?
8. Does the requested UDPDA investment benefit more than one property (i.e., area wide value is better than value for one block, value for one block is better than value for one lot)?
9. How many jobs are created and what is the economic impact?

Appendix 3: Five Development Categories and 19 Core Planning Principles

The Nineteen Core Planning Principles identified in the UDSMP were referred to during the June 2016 University District public visioning charrettes and provide an essential reference point and evaluation tool to ensure that potential UDRA investments address all aspects of The University District's vision.

These 19 Core Planning Principles can be organized within five development areas: general, economic development, land use and urban design, environment, and transportation and infrastructure.

General

1. Build "Centers of Excellence"
2. Incorporate ongoing community involvement
3. Create performance measures metrics and indicators
4. Foster institutional and community partnerships

Economic Development

5. Pursue economic growth and development of quality jobs
6. Support and encourage an eclectic mix of uses

Land Use and Urban Design

7. Include connections to downtown
8. Activate the District with the Downtown and the periphery
9. Include a range of housing types and prices
10. Encourage mixed use
11. Focus/concentrate new development at major activity nodes
12. Include retention of historic character and patterns of use
13. Incorporate social design for safety, security and social interaction

Environment

14. Embrace the Spokane River as central to the District
15. Incorporate principles of sustainable development
16. Use green infrastructure for improved air and water quality

Transportation and Infrastructure

17. Create a transportation hub: regional connections and multi-modal services
18. Create a strong pedestrian-oriented District
19. Encourage restoration and extension of the urban grid

19 Core Planning Principles – Detailed Descriptions

GENERAL

1. Build “Centers of Excellence”

The University District, partnering with Washington State University Health Sciences Spokane, Eastern Washington University, University of Washington, Community Colleges of Spokane, Whitworth University and Gonzaga University, should create a regional academic and research center of excellence, with a range of programs for study at the undergraduate and graduate level and separate educational opportunities for adults and seniors. The intellectual capital already present in The University District and the adjacent medical district will serve as the foundation for an active and growing research agenda. Particularly strong are prospects for translational and applied research, which will take breakthroughs in basic science conducted at Washington State University’s Pullman and Spokane campuses, and move those into the medical practices and new businesses of the Spokane region.

The higher education institutions should excel in those subjects most likely to drive the knowledge-based economy that is the future of The University District. Playing off existing linkages to Spokane’s current business, technology and healthcare sectors, these might include engineering, health sciences, bio-remediation, cutting-edge graphic and visual arts, business administration, and architecture. In general, the higher education resources in the District will be a key catalyst in the District’s future contribution to economic development. Not only is this resource of great benefit to the citizens, but also it represents the fertile ground on which creative new business ideas will take root.

2. Incorporate ongoing community involvement

The University District should become a diverse neighborhood, serving residents of all ages, ethnicities, abilities, income levels and life styles. Residents should be encouraged to be actively involved in their community and participate in ongoing planning and decision making to improve their District. The future of the District should belong to those who have some vested interest in it, both from the public and the private sectors. A stakeholder group should be established to guide planning and implementation, including representatives from key interest groups such as neighborhood councils, business and property owners, campus administrators, and tribal members.

3. Create performance measures, metrics and indicators

Selected indicators should be developed to contribute to the efficacy of the plan. Such indicators might include the salary levels of employees in the District, the number of students who graduate from one of the universities and stay in Spokane to develop their own successful business, the amount of housing created in The University District at various price levels, the number of businesses that spin off from research collaborations, or the amount of public funds, grant money and investment capital

that are invested in the District. Once identified, indicators can then be used as a means of mobilizing community action, helping to frame goals in concrete terms, achieve consensus, development strategies, formulate action plans, measure progress, evaluate effectiveness, and generally stay focused.

4. Foster institutional and community partnerships

The notion of a District rests on the value of constant interaction among the institutions in the District and the larger community. The history of the universities in the area proves that this collaborative approach will continue and expand, to the benefit of the region's citizens and economy.

Collaboration and partnership are particularly strong aspects of Spokane's civic culture. The University District has both benefited from and strengthened this climate. Leaders of the business community, neighborhood associations, higher education, and the medical community have all united in support of the District concept, which in turn will serve to link individuals and organizations in diverse partnerships for the benefit of the community and the economy.

Business, community and university partnerships should be tapped as a rich source of cross-fertilization and an effective way to bring all assets to bear in creating a distinctive image for The University District. A dynamic level of collaboration would give birth to a diverse range of ideas and activities, banishing the perception that Spokane is a dull place to be.

ECONOMIC DEVELOPMENT

5. Pursue economic growth and development of quality jobs

The University District economic development strategy relies on the powerful synergy between three key assets: healthcare, education, and a beautiful setting on the Spokane River – all in close proximity to each other and downtown. Partnerships between healthcare and higher education have great potential to generate new business start-ups that spin off from bio-medical and bio-technical research.

The University District should effectively serve as the "Intellectual Port of Spokane". In addition to exploring new, sustainable approaches to the region's historic economic engines — timber, mining and agriculture — future economic development in The University District will rely on inventions and capitalization related to new technologies. Higher education will be the key catalyst in The University District, providing the job skills of the future. University District, adjacent neighborhoods will benefit from symbiotic relationships, but should be shielded from intrusive impacts.

6. Support and encourage an eclectic mix of uses

The University District already has a long history of varied uses, ranging from manufacturing, warehousing, shipping and receiving, to unique, locally owned specialty shops. An indication of successful development will be the ability of these existing businesses to continue to thrive and feel welcome.

It is desirable to create a University District brand that could be used to market the area. Local boutiques and unique shops should be greatly encouraged. It is advisable to create regulations that would discourage national chain stores from compromising local business opportunities.

LAND USE AND URBAN DESIGN

7. Include connections to Downtown

The University District itself must remain an integral part of the community. It is especially essential to support transit links, remove pedestrian barriers at major intersections, and develop the built environment in a manner designed to link people to places. For example, residential density, walkable spaces, and social gathering places draw people together. Currently, people feel out of their element near the speeding traffic on Division St. and surface parking lots on Main Ave., so those places tend to be devoid of pedestrian traffic, thus separating The University District from downtown.

All efforts should be made to develop the Riverpoint and Gonzaga Campuses in an urban rather than suburban pattern, and to connect those campuses with the downtown as well as the neighborhoods to the east and south.

8. Activate the District with the Downtown and the periphery

The edge of the University District should be defined and distinguished from surrounding neighborhoods by its unique identity and sense of place.

9. Include range of housing types and prices

A variety of housing alternatives for individuals and families of diverse backgrounds and income levels should be available, including apartments, townhouses, and loft condominiums. Housing styles and costs should appeal to a wide range of lifestyles, from young urban professionals, and workforce or live/work settings, including students and faculty, to those appropriate for multi-generational living. Efforts should be made to preserve and restore the older single-family housing original to the area.

10. Encourage mixed use

New development and activities in the District should provide a wide range of housing types. Offices, retail stores, entertainment venues and university uses should merge seamlessly together to create a high intensity, safe, pedestrian friendly, around-the-clock environment. Such activity levels have been proven to create safer urban places.

Locally owned businesses should be especially encouraged to occupy street-level retail spaces, as they contribute so richly to the unique identity of a place. With housing over retail, and restaurants, taverns, coffee shops, nightclubs, performing arts centers and other nightspots, activity levels during the evening would be virtually the same as during the daytime.

11. Focus/concentrate new development at major activity nodes

It is necessary to identify key nodes where the necessary social and physical infrastructure already exist to some extent and encourage those focused areas to develop first as catalysts to the remainder of the District.

Housing is an essential piece, but shops and services must also be in place for residents to easily meet their daily needs. Business owners and property owners must be key players in implementing and demonstrating the mixed-use model that both attracts customers and builds community. In addition, business assistance programs should be focused on providing the customized support needed for a creative business idea to evolve into a successful employer and contributor to the District.

Creative regulatory solutions and incentives are also needed to provide the fertile setting that attracts investment. Expedited permitting for priority areas could greatly encourage developers, as could land use standards and design guidelines customized to support The University District's unique setting and character. Among other things, these might address horizontal and vertical integration, as well as performance-oriented zoning. Incentives might range from tax abatements to assistance in assembling financing packages.

12. Include retention of historic character and patterns of use

Highest priority should be placed on utilization of historic buildings, with new infill construction designed to complement the existing historic character, defining a strong sense of place and urban character. This approach should accommodate for eclectic design, human scale streetscape elements, and the type of visual enhancements that speak to quality and a unique sense of place.

13. Incorporate social design for safety, security and social interaction

Urban design can play a powerful role in making a place safe and inviting. As a community is drawn to a place, they adopt it as their own so it is no longer anonymous and susceptible to criminal activity. Mixed use, with housing over retail, provides around-the-clock eyes on the street.

Tangible reminders of ownership discourage invasive and destructive behavior by employing such means as public art and defined edges of well-maintained landscaping. Amenities such as seating and pedestrian lighting can also encourage public interaction while creating the street level activity that makes criminals feel exposed and unwelcome. In the University District, urban design principles should be applied in a manner that creates a quality place.

ENVIRONMENT

14. Embrace the Spokane River as center of the District

The Spokane River runs through the middle of The University District and lends the majestic beauty and connection to nature that make this area truly unique in the

country. Surrounding uses should be strongly connected with the river, and the river itself should be made more accessible for general community use and enjoyment. This could involve a variety of approaches ranging from boating, nature walks and wildlife sanctuaries to appropriately scaled shoreline development including housing and places for people to meet and mingle. In addition, efforts should be made to retain an awareness of the area's historical and cultural connections to tribal peoples as well as its context within the greater Columbia River Basin.

15. Incorporate principles of sustainable development

Intertwined throughout The University District vision is the theme that green design and ecological, sustainable practices should be fully incorporated into all design and development within the District. This could include a range of applications, such as green infrastructure and alternative modes of transportation. For example, building designs might be required to incorporate sustainable, ecologically-sound construction materials and design techniques. Teaching programs could emphasize this theme as well, whether at the Science Center, Gonzaga University's Environmental Studies program, or a teaching laboratory link between the universities and nearby high schools. Indicators of sustainability could also provide a useful tool for developing community awareness of and appreciation for this concept.

16. Use green infrastructure for improved air and water quality

Spaces should be designed to make better use of natural functions and help to improve air and water quality. For example, rooflines could be designed to capture rainwater that is then used for irrigation, and rooftops could serve as garden spaces. Community gardens could be tied into a thriving Farmers' Market in the District and its links back into the surrounding agricultural community. Pocket parks throughout the District would serve multiple purposes, providing people with convenient places to relax in nature and children with places to play. At the same time, the trees would improve air quality and the pervious surfaces would allow for more natural drainage areas.

TRANSPORTATION AND INFRASTRUCTURE

17. Create a transportation hub: regional connections and multi-modal services

The University District should be a transportation hub for a multi-modal system of transportation options, including light rail, trolleys, buses, pedestrians and bicycles. Centralized exchange and transfer locations would also serve as social gathering spots.

Routes should be designed to provide connections both within The University District and from the District to the downtown, surrounding neighborhoods and the rest of the region. Service levels should be high enough that people are more inclined to use these alternative modes of transportation than to drive their personal vehicle, thus supporting the "green" theme inherent in The University District vision. In addition, travel routes should endeavor to not interrupt wildlife corridors, especially in the areas nearest to the river.

18. Create a strong pedestrian-oriented District

Automobile access should be somewhat limited in The University District to not overwhelm the area. Structured parking facilities should be the rule (rather than surface parking lots), to preserve the streetscape for pedestrian activity.

A system of bicycle trails and pedestrian pathways should weave throughout The University District, connecting the river, the Centennial Trail and Ben Burr Trail, neighboring colleges, the medical district, surrounding neighborhoods and the downtown. Wayfinding signage should easily route pedestrians and bicyclists between origin and destination points, as well as alert motorists to the presence of pedestrians and bicyclists.

19. Encourage restoration and extension of the urban grid

To create a welcoming urban environment, development in The University District should be highly encouraged to retain and restore streetscape elements that help define a place at a scale that is comfortable for pedestrians. For example, sidewalks feel more inviting if a continuous length of human scale buildings are set relatively close to the curb, rather than buildings interrupted by vacant parcels and parking lots. Uses such as parking lots, should instead, be concealed below, behind or in the center of buildings.

Sidewalks should also be wide enough to easily accommodate pedestrians, street furniture, trees, accent lighting, and even sidewalk cafes. Overly wide streets provide an opportunity to create planted boulevards or other means to bring the edges closer together. Block sizes, crosswalks and pedestrian overpasses should be readily available so that destinations can be reached within comfortable walking distances and without unnecessary detours.

Appendix 4: UDRA Comprehensive Project List

UNIVERSITY DISTRICT REVITALIZATION AREA COMPREHENSIVE PROJECT LIST

	Project Description	Cost Est.	Other Potential Funding Sources	Related Planning Documents
(a)i	Division Street Gateway Corridor I-90 to Sharp. Study, design, construction. Includes elements such as sidewalk repair, pedestrian crossings, pavement treatments, bumpouts, streetlights, trees, irrigation, and ped enhancements.	\$7,000,000	\$650,000 2010 Federal App. Request, transportation enhancement grant, LID, WSDOT partner	Downtown Plan 1999, University District Strategic Plan 2005, Downtown Plan Update 2008
(a)ii	Bicycle/Pedestrian Bridge aka Railroad Safety Overpass. Scope bridge and approaches, environmental, design, property acquisition, construction.	\$5,200,000	\$444,600 Federal approp., Dept of Ecology Assessment Grant, STA	University District Strategic Plan 2005, Downtown Plan Update 2008, 2009-2014 six year plan, Bike master Plan
(a)iii	Burgans Block Development. Sidewalk, curb, and driveway replacement, landscaping Division/Desmet/Ruby/Boone.	\$850,000		Developer letter of Intent required by DOR
(a)iv	Sharp Ave Bike Facility, traffic calming. Re-stripe to 3-lane Pearl to Cincinnati. Bike lanes Ruby to Superior.	\$75,000	Bike/Ped Safety funding, Gonzaga U	University District Strategic Plan 2005, 2009-2014 six year plan unfunded, Bike Master Plan
(a)v	Riverside Extension Phase 2. Includes elements such as property acquisition, environmental, sidewalk, pedestrian crossings, pavement treatments, bumpouts, streetlights, trees, irrigation, and bike/ped enhancements. Design and construction.	\$200,000	State & federal appropriation requests, TIB	University District Strategic Plan 2005, Downtown Plan Update 2008, 2009-2014 Six Year Plan, Bike master Plan
(a)vi	Sprague Ave Bike Facility, Browne to Sherman. Includes elements such as environmental, sidewalk repair, repaving, pedestrian crossings, potential pavement treatments, bumpouts, streetlights, trees, irrigation, striping, and bike/ped enhancements. Scoping, design and construction.	\$3,100,000	LID, state bike/ped safety, Ecology	Downtown Plan 1999, University District Strategic Plan 2005, Downtown Plan Update 2008, Bike Master Plan 2009, 2009-2014 six year plan
(a)vii	Second Ave Streetscape and Bike Facility, Browne to Perry, re-striping, remove parking. Includes such elements as environmental, sidewalk repair, repaving, pedestrian crossings, potential pavement treatments, bumpouts, streetlights, trees, irrigation, striping, and bike/ped enhancements. Scoping, design and construction.	\$1,500,000	East Central NC, ESBA, bike/ped safety, transportation enhancement	Bike Master Plan
(a)viii	Third Avenue Streetscape Includes elements such as environmental, sidewalk repair, repaving, pedestrian crossings, potential pavement treatments, bumpouts, streetlights, trees, irrigation, striping, and bike/ped enhancements. Scoping, design and construction.	\$1,500,000	Community Development, non profit housing providers, private, universities	University District Strategic Plan 2005, DT Plan Update 2008
(a)ix	4th and 5th Ave Bike Facility, Browne to Sherman. Includes such elements as scoping, design, acquisition, and construction.	\$300,000	LID, state bike/ped safety, Ecology	2009-2014 six year plan, Bike Master Plan
(a)x	Pine St Bike Facility, Main to Spokane Falls	\$20,000	LID, state bike/ped safety, Riverpoint Campus	Bike Master Plan
(a)xi	Hamilton and Cincinnati, N edge of Trent Ave to Sharp. Capacity and bike/ped enhancement study and conceptual design.	\$125,000	Bike/Ped Safety funding, STA, Gonzaga U	University District Strategic Plan 2005, 2009-2014 six year plan unfunded, Bike Master Plan
(a)xii	Riverside Extension Phase 3. Design and construction. Includes such property acquisition, sidewalk, pedestrian crossings, pavement treatments, bumpouts, streetlights, trees, irrigation, and bike/ped enhancements. Design and construction.	\$2,300,000	State & federal appropriation requests	University District Strategic Plan 2005, Downtown Plan Update 2008, 2009-2014 Six Year Plan, Bike Master Plan
(a)xiii	Main Avenue Streetscape , Browne to Pine. Includes elements such as environmental, sidewalk repair, repaving, pedestrian crossings, pavement treatments, bumpouts, streetlights, trees, irrigation, and bike/ped enhancements. Design and construction.	\$500,000	LID, state bike/ped safety	University District Strategic Plan 2005, Downtown Plan Update 2008, 2009-2014 six year plan unfunded, Bike master Plan
(a)xiv	Sherman St Streetscape , I-90 to southern BNSF property line. Includes elements such as environmental, sidewalk repair, pedestrian crossings, potential signal upgrade, pavement treatments, bumpouts, streetlights, trees, irrigation, striping, and bike/ped enhancements. Design and construction.	\$575,000	LID, transportation enhancement/safety funding, Ecology Assessment grant, STA	University District Strategic Plan 2005, Downtown Plan Update 2008, Bike Master Plan

**UNIVERSITY DISTRICT REVITALIZATION AREA
COMPREHENSIVE PROJECT LIST**

(a)vi	Pacific Ave Streetscape Browne to Scott. Includes elements such as environmental, sidewalk repair, pedestrian crossings, pavement treatments, bumpouts, streetlights, trees, irrigation, striping, and enhancements. Design and construction.	\$2,250,000	LID, state bike/ped safety, Ecology	University District Strategic Plan 2005, DT Update 2008
(a)vi	Grant St Streetscape, Pacific to BNSF southern property line. Includes elements such as environmental, sidewalk repair, pedestrian crossings, pavement treatments, bumpouts, streetlights, trees, irrigation, and ped enhancements. Design and construction.	\$750,000	LID, state bike/ped safety, Ecology	University District Strategic Plan 2005, DT Update 2008
(a)vii	ADA Compliance Study, S University District. Evaluate sidewalks, ramps, and crossings.	\$175,000	bike/ped safety, transportation enhancement	Federal requirement
(a)viii	Rapid Transit System & Facilities within UDRA*	\$5,000,000	LID, state and federal transportation and transit funds.	University District Strategic Plan 2005, Downtown Plan Update 2008
(b)	Water, sewer, upgrade or provide new infrastructure*	\$1,000,000	Utilities, Drinking Water Revolving Loan Fund	EPA Smart Growth Implementation Assistance (SGIA)
(c)	Transit Stop/Public Parking Structure. Transit stop facilities, 550 parking stalls, potential other mixed uses, such as retail, or office.*	\$3,000,000	STA, Riverpoint, private, FTA	University District Strategic Plan 2005, Downtown Plan Update 2008
(d)	Centennial Trail Extension under TrentHamilton Bridge, north bank of Spokane River. Includes such elements as study, design, property acquisition, environmental, lighting, furnishings, construction.	\$1,000,000	State and National Park Service, Centennial Trail, Aquatic Lands Enhancement, Ecology, private partners	University District Strategic Plan 2005
(d)	West Approach Iron Bridge. Rehabilitation, environmental contingency above the west bank OHWM for project completion.	\$50,000	Ecology Assessment Grant, Logan, Chief Garry Nghds, WWRC, Aquatic Lands Enhancement (ALEA)	University District Strategic Plan 2005, Bike Master Plan
(d)	Non-motorized, public access locations on Spokane River in UD.	\$400,000	Enhancement, National Park Service, Washington State Parks, Ecology Assessment, potential private	University District Strategic Plan 2005
(d)	Ben Burr Multi-Use Trail. Within UD includes such elements as acquisition, environmental, engineering, construction.	\$450,000	East Central NC, ESBA, bike/ped safety, transportation enhancement	2009-2014 six year plan, Bike Master Plan
(e)	Green Infrastructure Study, South University District. Area drainage studies to develop retrofiting alternatives for stormwater management through mechanisms such as pocket parks (location, type, and size needed), tree canopy, rain gardens, permeable paving, and low impact development best management practices. Conceptual design alternatives.	\$500,000	Utilities, Ecology, Drinking Water Revolving Loan Fund	Downtown Plan 2008
(f)	University District Way-finding Signage. Design, construction, installation.	\$100,000	Partners - Centennial Trail, Riverpoint Campus, Parks	University District Strategic Plan 2005, Downtown Plan Update 2008,
(f)	UD Management. Organization or contracted services for promotion, safety, Promotion, & Safety Org or contract. & Safety Org or contract*	\$500,000	University District Development Alliance	University District Strategic Plan 2005
(g)	Bike & Green Infrastructure Maintenance Fund. Maintain and repair bike facilities and green infrastructure facilities constructed with UDRA funding.*	\$500,000	Public Works	Public Works Request
(h)	Historic Preservation Activities	\$500,000		University District Strategic Plan 2005
	TOTAL	\$39,420,000		

Appendix 5: City of Spokane's "projects of citywide significance" Financial Partnership Portfolio Evaluation scorecard

Attachment "C", Page 2 of 2

Projects of Citywide Significance		Points Possible	Score
Financial Partnership Portfolio Evaluation			
Project based Incremental Revenue			
<i>City Property Tax, Sales Tax (Retail and Construction), Utility Taxes, Utility Revenues</i>			
Incremental Revenue:			
<i>3 year total incremental revenue:</i>			
<i>Exceeds \$1 million - 30 points</i>			
<i>Between \$750,000 and \$999,999 - 25 points</i>			
<i>Between \$500,000 and \$749,999 - 20 points</i>			
<i>Between \$250,000 and \$499,999 - 15 points</i>			
Max group score possible		30	
Job Creation			
<i>Number of new jobs</i>			
<i>Greater than 100 - 10 points</i>			
<i>75 to 99 - 8 points</i>			
<i>50 to 74 - 6 points</i>			
<i>25 to 49 - 4 points</i>			
<i>1 to 24 - 2 points</i>			
Living Wage Job creation Multiplier (>130%Median Per Capita Income)			
<i>80% to 100% of new jobs - 6X</i>			
<i>60% to 79% of new jobs - 5X</i>			
<i>40% to 59% of new jobs - 4X</i>			
<i>20% to 39% of new jobs - 3X</i>			
<i>10% to 19% of new jobs - 2X</i>			
<i>Less than 10% of new jobs - 1X</i>			
Max group score possible		60	
Comp Plan, Design and the Environment			
<i>Brownfield redevelopment - 5 points</i>			
<i>Innovative or exemplary site design - 5 points</i>			
<i>Design includes enhanced public amenities - 5 points</i>			
<i>Project includes Neighborhood or Sub-Area improvements - 5 points</i>			
<i>Incorporation of Low Impact Development standards - 5 points</i>			
<i>Incorporation of adopted green building standards - 5 points</i>			
<i>Transit Oriented Development - 5 points</i>			
<i>Mixed Use Development - 5 - Points</i>			
<i>Mixed Income Development - 5 points</i>			
<i>Historic Preservation - 5 points</i>			
<i>Adaptive reuse - 5 points</i>			
<i>Blight removal - 5 points</i>			
Max group score possible		60	
Industry Cluster Advancement			
<i>Manufacturing - 10 points</i>			
<i>Aerospace/Aviation - 10 points</i>			
<i>Technology (Biotech, medical, IT, etc) - 10 points</i>			
<i>Tourism - 10 points</i>			
Max group score possible		10	
Geographic Priority Areas			
<i>Located in a C&C or Downtown - 10 points</i>			
<i>Located in a target investment area - 10 points</i>			
<i>Infill location with existing infrastructure capacity - 10 points</i>			
Max group score possible		10	
TOTAL SCORE POSSIBLE		170	
"Special Considerations" Bonus - 10 points			
<i>(Can be added to total score when warranted in consideration of special public benefit factors not addressed above.)</i>			
<i>Median Per capita income \$24,000 est. \$11.5/hr. (2015)</i>			
<i>130% of median per capita income is \$31,200 annually and approximately \$15/hour</i>			

September 3, 2015

Revised - Rec'd 9-10-15