SPOKANE UNIVERSITY DISTRICT ASSESSMENT
A SEARCH FOR PATTERNS

**FOR THE UNIVERSITY DISTRICT BOARD
DOWNTOWN SPOKANE PARTNERSHIP & CITY OF SPOKANE
BY
EWU URBAN AND REGIONAL PLANNING PROGRAM
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1.1: EXECUTIVE SUMMARY

Spokane's University District is envisioned as "a center for intellectual and research excellence; an economic engine of innovation, and a vibrant, pedestrian friendly destination with an eclectic mix of uses (University District Master Plan). That is the central vision of the desired future. What is its existing condition?

In planning and policy development, it is often said that to be most effective, there must be a clear understanding and agreement of existing and desired conditions. Over the past decade, there have been multiple plans addressing desired conditions of the University District. This study focuses on clarifying existing conditions.

To address that need, in 2009, University District Staff, in association with the DSP (Downtown Partnership of Spokane) and the City of Spokane, requested Eastern Washington University's Planning Program undertake a detailed inventory of land use, buildings, and businesses in the District. The Planning Program agreed and in Fall, 2009 a graduate student team completed the inventory in the southern portion (south of RR tracks) followed by a similar effort in the northern portion in Fall, 2009.

This report identifies selected results of that inventory. It is not a plan; it makes few recommendations about desired conditions. Instead, it attempts to focus on the patterns of existing ones. The detailed discussion that follows provides multiple tables, figures and maps outlining what exists now and in the narrative it interprets, tries to capture, the central patterns.

The main body examines many detailed patterns of land use, physical spaces, and occupancy of those spaces. It also looks at important trends and comparisons. The conclusion provides an extensive summary of those patterns. Below are a few selected ones:

- Rationale:
  o Across America, Cities have come to realize the important role that "knowledge centers' play in stimulating economic growth. Where possible they have identified preferred spaces and development strategies for these "knowledge centers" in order to stimulate their economic and social development.

- Centrality:
  o Spokane's University District lies at the center of the community and the region. This centrality provides optimal access and connectivity.

- Proximity:
  o The University District is bounded by other major activity centers including the Downtown, the Health District, and major corridors of commerce and industry. This proximity and potential for interconnections is a major asset.

- Land Use:
  o The central land use is the Universities and their campus complexes.
  o Surrounding those campuses are important commercial corridors. Surrounding the District are other major activity centers that interrelate to those uses.

- Businesses:
  o Within the commercial corridor there is a wide variety of types. There are also "clusters" of similar businesses. Health, technical, lodging, and food accommodation industries are examples.

- Trends:
  o Both investment and growth trends have been substantial over the past decade. While the current recession may slow the rate, there are no indications that growth will not take place.

- Opportunities:
  o The comparatively low land values coupled with the presence of vacant and underdeveloped parcels provides opportunity throughout the District and particularly in the southern portion.

- Constraints:
  o It's interesting that the major corridors (river, railroad, and roadways) of the District are both assets and constraints; the major one being they are natural and physical barriers to access and connections.

- Comparative Strengths:
  o Compared to other University Districts in the country, Spokane has several strengths; it's strong set of partnerships, its occupancy by multiple universities and

SECTION 2 - STUDY SCOPE

2.1: STUDY SCOPE

In the Winter of 2009, staff from Eastern Washington University's Urban and Regional Planning Department agreed to conduct a study of the University District in Spokane, Washington. The study took place over the course of two academic years by utilizing students from the master's degree program as a part of their 2009 and 2010 Professional Practice Studio Course. Students from the 2009 class studied the southern portion of the District (Figure 2.1, highlighted in blue) while students from the 2010 class focused on the northern portion of the District (Figure 2.1, highlighted in green).

For the purpose of this study, the University District Boundaries consisted of Sharp to the north, Hamilton to the east, Interstate-90 to the south, and Browne/Division to the west (see Figure 2.1).

The primary objective given to the research teams was to conduct an exhaustive inventory of land use patterns within the District as well as a complete building and tenant inventory for the purpose of establishing a complete data base for the District. Secondary study objectives included an analysis of trends within the District; a review of previous studies that are related to the study area; a comparison of the Spokane University District with similar Districts nationally; an assessment of elements that represent potential assets and opportunities, and constraints, as well as opportunities for future redevelopment and investment; and recommendations for the future success of the University District

For the purpose of this report, each of the above cited objectives were further categorized into different sections. Each section contains study findings that are in some way related to each other.

- Inventory & Analysis: Search for Patterns
  o This section includes data that represents the primary objective of the study which was to conduct a thorough inventory and analysis of the existing conditions of the University District. To best present this data, this section was broken down into the broad categories of land, buildings, commerce, tenants, and housing and visitor lodging.

- Supporting Research
  o A secondary objective of this study was to research and analyze trends in the District ranging from student population projections,

to private/public investments patterns, to current and future projects slated to occur within the District. The research teams also examined local planning efforts that have mentioned the University District within the scope of their study. Finally, the teams looked at similar university districts from around the nation to determine if our own District may benefit from the experience gained elsewhere.

- Themes: Assets, Constraints, Opportunities
  o This section includes a detailed reporting of elements within the District that the research teams considered to represent assets, opportunities, or constraints to the future development of the District.

- Conclusion & Recommendations
  o After carefully assessing all of the data and supporting research items that they had collected, each team made a series of recommendations that were designed to make the District a better place.

SECTION 3 - INVENTORY & ANALYSIS

3.1 INVENTORY & ANALYSIS

The two research teams were given the task of conducting an inventory of existing conditions within the University District. To accomplish this, the teams went out into the field to personally observe elements such as building conditions and tenant occupancy. When data could not be found from direct observation in the field, the research team members would use internet research or phone interviews to fill in gaps in the data. Additionally, individual team members would often direct their questions to knowledgeable officials from a variety of different backgrounds including the City of Spokane and members of the private sector.
Table 3.1 is an overview of the different land use elements that the research teams inventoried. It includes key attributes of the District's land, buildings, assessed value, tenants, housing, and visitor lodging.

TABLE 3.1: UNIVERSITY DISTRICT LAND USE OVERVIEW

MAJOR ELEMENTS	NORTH DISTRICT	SOUTH DISTRICT	TOTAL
LAND			
Total Land Coverage (acres)	542.3	280.2	822.5
Raw Assessed Land Value	$104,062,680	$48,630,010	$152,692,690
Parcels	499	477	976
Assessed Raw Land Value Per Parcel	$208,542	$101,950	$156,447
Vacant Land (acres)	50	17	67
Underdeveloped Parcels*	252	310	562
BUILDINGS			
Number of Buildings	488	288	776
Total Building Assessed Value	$300,451,000	$95,706,400	$396,157,400
Average Building Assessed Value	$602,106	$200,642	$405,898
Total Building Square Footage	3,567,466	2,133,764	5,701,230
Average Building Square Footage	7,310	7,409	7,347
% of Buildings in Satisfactory Condition	94%	95%	95%
ASSESSED VALUES			
Raw Assessed Land Value	$104,062,680	$48,630,010	$152,692,690
Total Assessed Improvement Value	$300,451,000	$95,706,400	$396,157,400
Total Assessed Value	$404,513,680	$144,336,410	$548,850,090
TENANTS			
New (2009-2010)	62	18	80
Moved (2009-2010)	141	143	284
Existing (2009-2010)	309	344	653
HOUSING			
Single Family Units	73	19	92
Multi-Family Units	29	6	35
GONZAGA HOUSING			
Single Family Units		18	
Multi-Family Units		13	
Dorms (3,099 rooms translates to 1,550 units)		1,550	
VISITOR LODGING ESTABLISHMENTS			
Twelve Establishments**		1,995 units	
*A parcel is underdeveloped when the total assessed value is less than 1.5X the raw assessed land value.			
**Planed expansion-GVD/Burgan's Block: 70-80 new visitor lodging units.			

Source: Spokane County Assessor.

3.2: LAND

The category of "land" includes elements that pertain to the physical and regulatory manner in which land in the District is used. As such, the teams looked at zoning, land use, parcel dimensions, parking areas, assessed land values, and assessed parcel utilization.

TABLE 3.2: LAND ELEMENT OVERVIEW

Location Within the University District	Total Land Coverage (acres)	Assessed Raw Land Value	Parcels	Average Acres Per Parcel	Assessed Raw Land Value Per Parcel	Vacant Land (acres)	# of Parcels that are Under-developed	# of Acres that are Under-developed
North District	542.3	$104,062,680	499	1.09	$208,542	50	252	181.66
South District	280.2	$48,630,010	477	0.59	$101,950	17	310	79.42
Combined Total	822.5	$152,692,690	976	0.84	$156,447	67	562	261.08

Source: Spokane County Assessor.

Before discussing each of the above mentioned topics, it is first important to discuss some of the general findings that the teams discovered regarding land use in the District. Shown below, Table 3.2 shows key facts ranging from total District acreage to the total amount of vacant land. Highlights include:

- The northern portion of the District has 262 more acres than the south side of the District.
- The northern portion of the District has a much higher assessed land value (by over $55 million dollars) than the southern portion of the District.
- The northern portion of the District has more parcels (by 22) than the south end of the District. Additionally, the north end has a higher average acre per parcel as well as a higher average assessed land value per parcel than the south end.
- Although the northern portion of the District has more vacant land, the southern portion of the District has more land that can be characterized as being underdeveloped.

This overview of land characteristics within the District shows a clear difference between the north and south ends of the District. The south side is smaller (in terms of acreage and number of parcels) with lower assessed land values and a greater amount of underdeveloped land. This finding implies that the south end may have a greater potential for redevelopment as its land is less developed and less expensive than land in the northern portion of the District.

Centennial Trail Bridge • Source: http://www.panoramio.com/photo/38154047

A parcel is considered underdeveloped when the total assessed value (assessed raw land value plus assessed improvement value) is less than 1.5X the assessed raw land value.

3.2.1: LAND USE

Figure 3.1 details the different land uses within the University District. General land use patterns include:

- Near equal distribution across commercial (25%), higher education campuses (20%), and "other" (34%, includes rail, roads, river), with vacant land at eight percent.

- The prevailing land use of "other" represents both an asset and constraint. The railroad and road arterials certainly represent economic assets. The river is a major natural and aesthetic area. But those features can also be barriers for needed connectivity to and within the District.

Commercial & Educational Uses:

- The district is dominated by both commercial and educational uses with these two categories taking up a combined total of 45% of the total acreage in the District. This unique blend of commercial and educational uses mixed into such a relatively small area hints at the potential of the District as a unique place to both attend school and patronize local businesses that cater to a student population. The challenge is making sure the "connections" for this exchange exists.

"Other":

- The largest single land use category (in terms of acreage) in the District is "other." This is significant because it means that 34% of the total acreage in the District is not eligible to be developed. Areas like Interstate 90, the rail road tracks, and the Spokane River, simply cannot be used for commercial, industrial, or residential space. Additionally, these areas can serve as major constraints to the expansion and integration of the different parts of the District.

Vacant:

- At 8% of total acreage, vacant land is a major land use category in the District. The ramifications of this can be both seen in a positive and negative light. It is positive because vacant land represents a veritable "clean slate" in which investors can come in and develop the land with a degree of flexibility that they might not so easily enjoy with land that already has an established use. Alternatively, the negative aspects of having so much vacant land may include increased levels of

FIGURE 3.1: LAND DISTRIBUTION BY TYPE (IN ACRES)
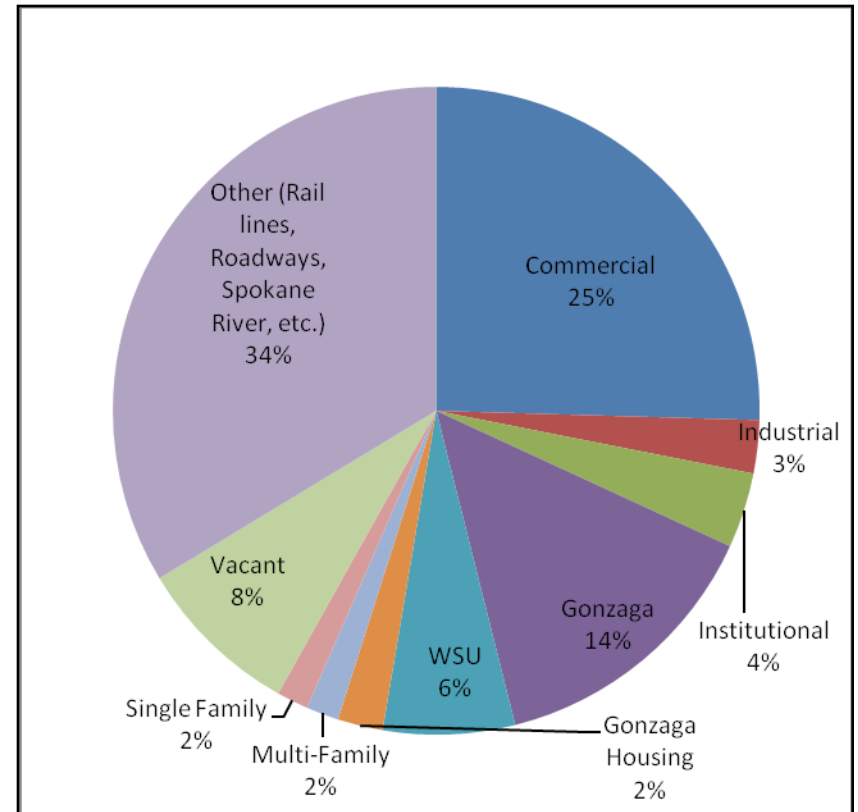
actual or perceived crime, a sense of blight or hopelessness, decreases in adjacent property values, and an overall hesitance to live, work, play, or invest in the area.

Residential:

- The combined categories of housing in the District make up only 6% of total acreage. This relatively low figure seems to be more indicative of an industrial or even agricultural area that is not seeking to promote the types of dynamic uses that the University District is aspiring too.

With such a small percentage of housing, potential residents who may want to live in the District may not be able to for lack of capacity or acceptable housing choices. Furthermore, a small resident population can equal a greater amount of automobile traffic, which can mean more parking lots, pollution from vehicles, increased congestion, and a whole host of other negative impacts brought on by increased vehicular traffic to the District.

Institutional:
- The institutional land use category takes up 4% of total acreage in the District. This category is made up of parks, government owned property, and special uses such as assisted living facilities, treatment centers, and businesses catering to the homeless. While some of these uses may not seem compatible with a vibrant District that caters to young entrepreneurs, they are nevertheless important in defining the overall character of the District. Specially, the presence of nursing homes and homeless shelters can benefit those who desire to give back to the community by volunteering their time in one of these local facilities.

Industrial:
- At just 2% of total acreage, the industrial land use category is one of the sparsest within the District. While this may seem appropriate for a densely populated urban area, many industrial firms could still thrive in the District. For example, the District could attract small to mid-size industrial firms that specialize in manufacturing high tech equipment for a wide range of industries. These types of firms could then recruit local students and serve as magnets for attracting young professionals to the District. In sum, the District could benefit from attracting additional industrial companies to establish themselves within District boundaries.

Figure 3.2 is a spatial representation of the different land use categories that were previously mentioned. At the center of the District lie the campuses of Gonzaga and WSU Riverpoint. The north-east portion of the District has a cluster of residential uses while the east-central area has similar clusters of industrial uses. By far, commercial uses dominate the landscape of the District with particularly heavy commercial concentrations throughout the south side, east downtown, Division/Ruby Corridor and Hamilton Street.

By having Gonzaga and WSU Riverpoint at its center, the University District is balanced in such a way that all areas of the District can readily benefit from the presence of these vibrant and growing educational institutions. One clear caveat to this can clearly be observed when looking at Figure 3.3, as the south side of the district is cut-off from WSU Riverpoint and Gonzaga by means of the rail line. The proposed pedestrian bridge will address that barrier issue.

With a majority of the housing in the District being confined largely to the north, large areas of the District are simply not served by an adequate supply of housing. It should also be noted that much of the housing in the northern section of the District is either single family residential or in some way related to Gonzaga. This aspect of housing in the north end presents a constraint to potential residents who may not be able to afford a single family home and also may not be affiliated with Gonzaga. Aside from the issues found with the nature of the housing capacity of the north side, vast areas of the District central and southern sections are devoid of housing. By not having housing in these areas, it may be more of a challenge to attract investment or potential future residents.

The large areas of the District comprised of commercial uses offers a potential for the District to become a commercial hub for the surrounding area. Residents from around the city and broader region may very well be attracted to the numerous services offered by the commercial industries within the district. Of particular importance, is the Division Street business corridor as this area receives a large volume of thru traffic that if captured could be very beneficial to University District businesses.

The District's vacant land lies scattered throughout the area with clusters along the river, rail line, and southern portions of the District. Although the potential for redevelopment remains high, in its current state the vacant land represents areas of un-attractive and un-welcoming blight that serves as a constraint for future investment.

Figure 3.3 is a land use map of the District that uses the Spokane County Assessor's land use descriptions to illustrate all of the various land uses in the District. Figure 3.3 is similar to Figure 3.2 in that it highlights the location of the major land uses in the District such as residential, education, commercial, and industrial uses. Figure 3.3 is different however in that it gives more detail/clarity on where the various commercial industrial, and service related industries are located. Key points regarding Figure 3.3 include:
- Industries classified as wholesale are abundant throughout the District, particularly in the southern and eastern portions of the District.

- Industries classified as financial services are also abundant throughout the District, with large concentrations throughout the southern and western portions of the District.

- Perhaps more than Figure 3.2, Figure 3.3 shows a large amount of vacant lots located throughout the District, but with particular intensity in the southern portion of the District.

- As was previously stated, Figure 3.3 shows that the District has a large number of parcels classified as being used by either wholesale or financial services industries. While these are broad industry classifications, implications of having so many of these two types of industries may include:

- A significant amount of mid-to-large size buildings to house wholesale type operations. This can translate into redevelopment opportunities for properties that are currently vacant.

- The large array of financial service industries implies a strong professional employee base with higher than average salaries and a natural connection to the nearby Central Business District. Furthermore, these professional firms could act as the foundation for the continued expansion of the innovative, high-value, high-tech industries that District visionaries so desperately want to attract.

Spokane Hope House
Source: http://www.voaspokane.org/HopeHouse:

FIGURE 3.2: UNIVERSITY DISTRICT LAND USE MAP (USING RESEARCH TEAM CATEGORIES)
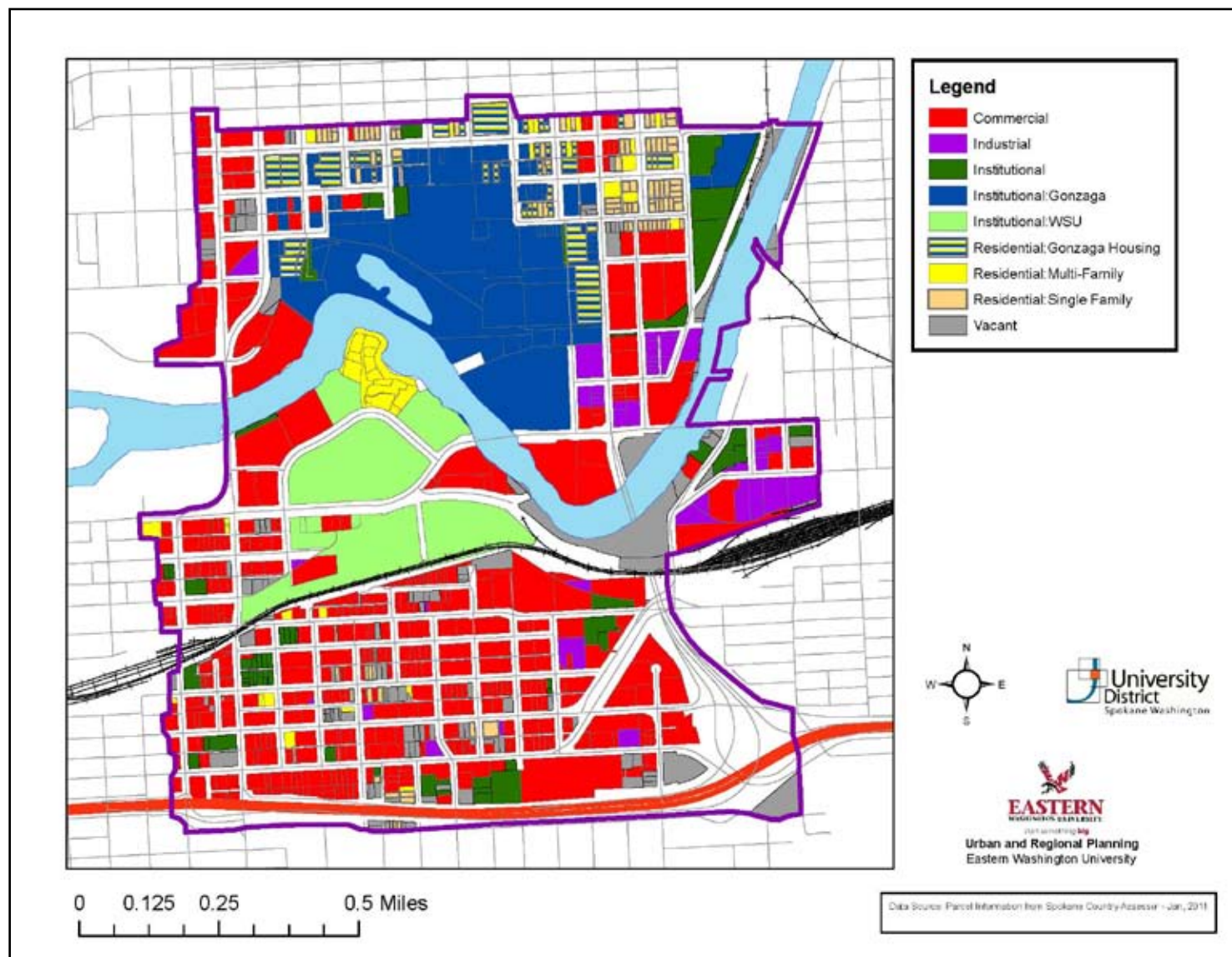
FIGURE 3.3: UNIVERSITY DISTRICT LAND USE MAP (USING SPOKANE COUNTY ASSESSOR LAND USE CODES).

Legend

- Gov., Education & Utilities
- Single Family Residential
- Multi-Family Residential
- Hotels & Motels
- Financial Services
- Retail Eating
- Miscellaneous Retail
- Miscellaneous Services
- Wholesale
- Manufacturing
- Churches & Culture
- Recreational
- Vacant Land

University District
Spokane Washington

EASTERN
Urban and Regional Planning
Eastern Washington University

0   0.125   0.25   0.5 Miles

Data Source: Parcel Information from Spokane County Assessor - Jan, 2011

3.1.3: PARCEL DIMENSIONS

Figure 3.4 categorizes all of the parcels within the District by their size in acres. A majority of the parcels in the District are relatively small at five acres or less. Notably, and with only one exception, the southern portion of the District is completely comprised of these smaller, five acre or less parcels. While the northern portion of the District also has a majority of its parcels fitting into the five acre or less category, there are also many significantly larger parcels, some at more than fifteen acres a piece. These larger parcels are primarily located in the central portion of the District.

The significance of the District having so many small parcels could be seen in both a negative and positive light. The positive is that small parcels may be more affordable and attract a wide-array of property owners that can result in vibrant areas with a diversity of businesses and housing types that cater to dense urban living. However, the downside to these smaller parcels is that it could make land acquisition much more complicated and expensive. Also, with so many different property owners in a close proximity the chances for conflict may increase as competing visions of what type of land uses are best may cause tension between neighborhoods with differing views and/or agendas.

Similar to the smaller parcels, the Districts larger parcels also offer a whole host of both negative and positive effects. On the positive side, large parcels are ideal for fostering big projects that have the potential to quickly change the character of the surrounding area.

For example, a large ten acre surface parking lot could be transformed by the installation of a new mixed-use residential/retail center that has the potential to invigorate the entire surrounding area. On the other hand, these large parcels could be prone to be managed in a way that serves to defeat the goals of the entire surrounding area. For example, a large parcel owner could manage to successfully attract an industry that would run counter to the goals of the surrounding neighborhood (like an automobile centric big box store in an area planned to be pedestrian oriented). Likewise, large parcel owners could decide to keep their land vacant or underutilized while waiting for market values to rise. While perhaps good for the parcel owner, this could act as a significant constraint to the successful development of the surrounding area.

3.2.3: Parking

FIGURE 3.4: UNIVERSITY DISTRICT PARCEL DIMENSIONS
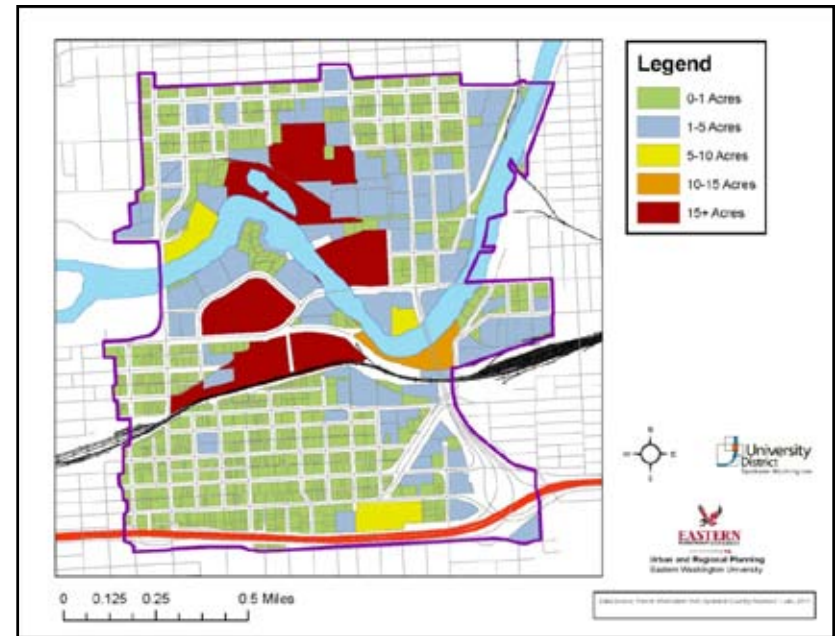
As a part of the research team's study of land use in the district, it was decided that surface parking should be one of the elements to receive attention. Although not listing 100% of all of the District's parking lots, Table 3.3 nevertheless lists characteristics of the majority of the surface parking lots within the District. As it is clearly indicated, the north side of the District has a greater number of parking lots as well as a larger amount of acreage and a larger average acreage per parking lot.

Figure 3.5 is a visual representation of the District's many parking lots. It should be

TABLE 3.3: PARKING LOTS WITHIN THE UNIVERSITY DISTRICT.

Location	# of Parking Lots	Acreage of parking lots	Average Acreage per parking lots
North Side	58	89	1.54
South Side	53	57	1.07
Totals	**111**	**146**	**1.32**

Source: Spokane County GIS

noted that WSU Riverpoint and Gonzaga's campuses are surrounded by large parking lots that are designed to accommodate the many students and faculty that choose to drive to campus. Additionally, many of the businesses and office complexes on the north side of the District have large parking areas to accommodate both employers and customers. The southern portion of the District also has an abundance of surface parking lots, however, many of these lots are small and not as well maintained as their northern counterparts.

Regardless of their size and relative quantity, the surface parking lots in the District can accommodate hundreds (if not thousands) of vehicles on a daily basis. In a city where a large percentage of commuters use personal automobiles to get to their destination, the Districts ample parking infrastructure is clearly an advantage to local industries that are seeking to attract customers who prefer to travel via personal automobile. Indeed, many District business owners (particularly those along the Division and Hamilton Street corridors, where parking is sparser) may be in favor of adding even more parking lots to the District.

Despite the advantages that surface parking lots bring, there are numerous concerns that also need to be considered:
- Large quantities of parking lots encourage more vehicular traffic, which has many negative consequences including increased congestion as well as increased levels of air and noise pollution.

- Concerns of pedestrian and bicyclist safety can be heightened as more vehicles come into the District.

- Large surface parking lots represent an inefficient use of space, in that they are often only used during peak hours in the work week and may be completely empty on weekends, holidays, and at night.

- Large surface parking lots are often unattractive eyesores that detract from the character of the surrounding area.

Later in the report (in the Themes Section) the research teams list some ideas that address the problems of surface parking lots while at the same time allowing for sufficient parking in the District.

Concept Sketch of Ideal Built Environment
Source: University District Master Plan pg. 74

FIGURE 3.5: UNIVERSITY DISTRICT PARKING LOTS
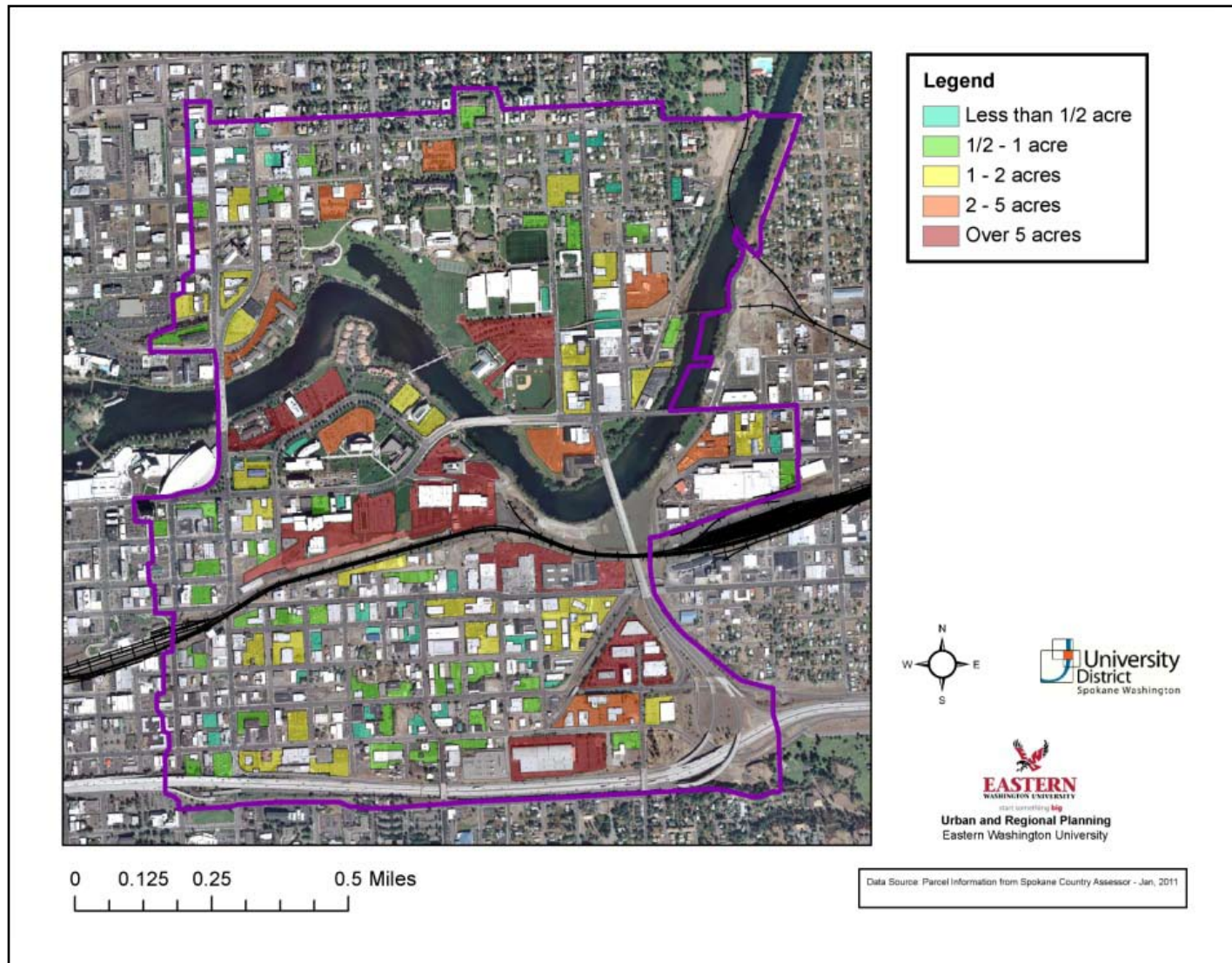
3.2.4: ASSESSED RAW LAND VALUES

Figure 3.6 is a visual representation of assessed raw land values for all parcels in the University District. Representing values of less than $4.99 (per sq. ft.) parcels (symbolized in red and orange) are largely concentrated in the central, eastern, and northern areas of the district. Parcels having an assessed value of between $4.99 (per sq. ft.) and $14.99 (per sq. ft.) (symbolized in green and teal) are largely located in the central and southwestern portions of the District. Finally, parcels having a value between $14.99 (per sq. ft.) and $90.00 (per sq. ft.) (symbolized in light blue and dark blue) were concentrated along the Division Street corridor, and along the eastern edge of the District.

The central, northern, eastern, and southern portions of the District all contain large areas of relatively inexpensive land at under $4.99 (per sq. ft.). At such a low price, this land could easily be seen as a bargain for the savvy investor eager to establish a presence in the District. One negative implication of having so much cheap land over such a large area is that some may think that there is something wrong with the land that would make it so cheap. For land valued between $4.99 (per sq. ft.) and $14.99 (per sq. ft.) opportunities also abound for investment. Although not quite the bargain of cheaper land, this mid-priced land may actually offer a greater development potential because the area surrounding it may be more developed and thus more attractive to potential tenants.

Land in the District that was assessed at between $14.99 (per sq. ft.) and $90.00 (per sq. ft.) largely rest in the western portions of the district. This higher valued land offers different types of opportunities and may attract a different type of investor than the land valued at cheaper levels. For example, the most expensive land may attract investors who are planning to build mixed use or large structures in order to maximize their revenue to justify owning such expensive land.

Additionally, the probability of these parcels being vacant or underutilized goes down as the land becomes more expensive and thus incurs higher tax evaluations. Another implication of the concentration of higher valued land is that it could put pressure on surrounding parcels to develop investors do not want to build a costly new structure next to a vacant or underutilized lot.

Historic Pine Creek Dairy Creamery
Source: http://properties.historicspokane.org/property/?PropertyID=1908

FIGURE 3.6: ASSESSED RAW LAND VALUES

Legend

- $0.00 - $2.49
- $2.49 - $4.99
- $4.99 - $9.99
- $9.99 - $14.99
- $14.99 - $19.99
- $19.99 - $90.00

University District
Spokane Washington

EASTERN
WASHINGTON UNIVERSITY
start something big
Urban and Regional Planning
Eastern Washington University

0   0.125   0.25   0.5 Miles

Data Source: Parcel Information from Spokane Country Assessor - Jan, 2011
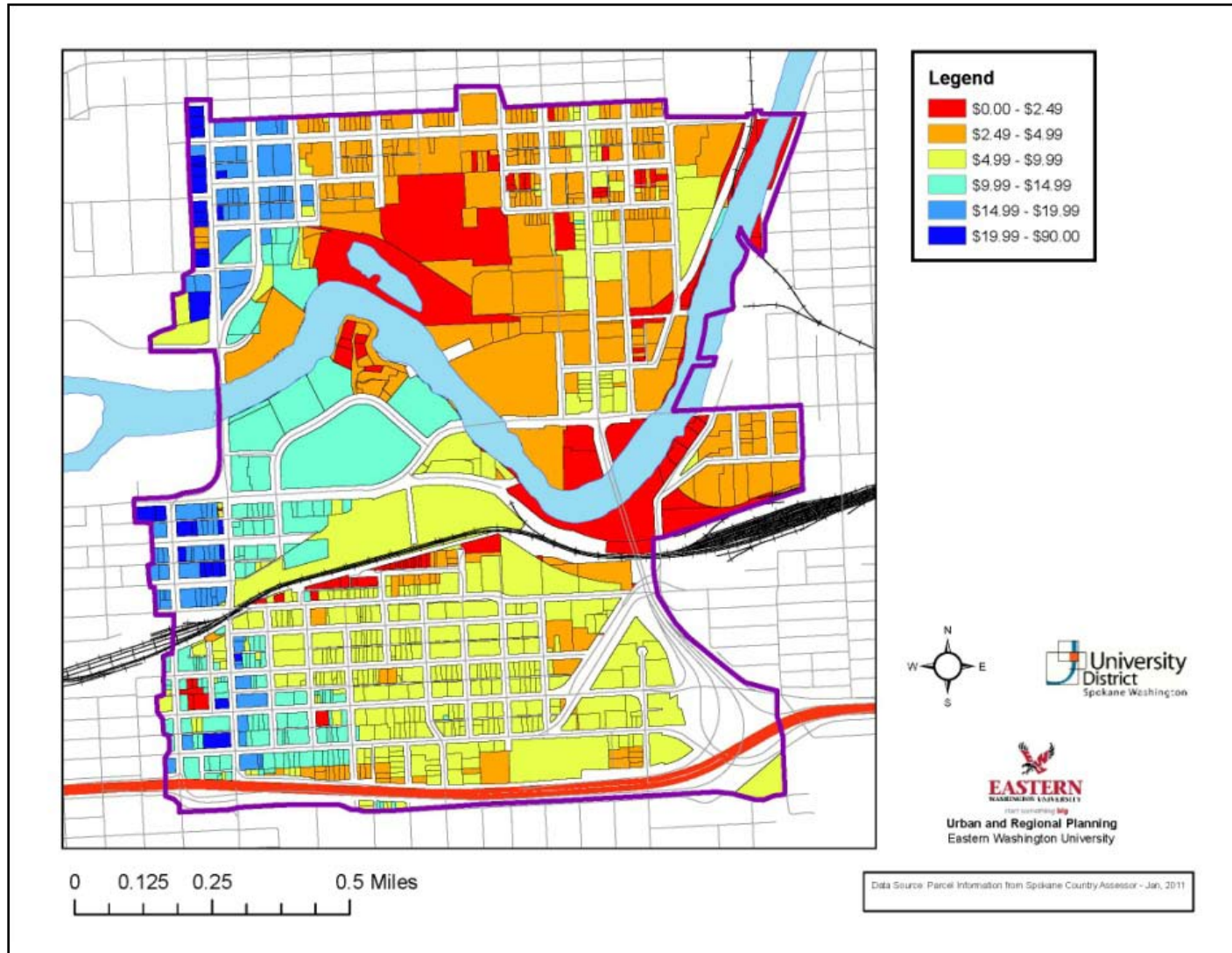
3.2.5: UNDERDEVELOPED PARCELS

Figure 3.7 categorizes all of the parcels in the District as being either underutilized (also known as being underdeveloped) or fully utilized. To be underutilized, the assessed improved value is less than 1.5 times the assessed value of the land. For a parcel to be considered fully developed, the assessed improved value has to be more than 1.5 times the assessed value of the land.

Large areas of the District are covered with parcels that are underutilized. Concentrations of these parcels can be seen with particular intensity near the Spokane River, the rail lines, Interstate 90, and Division Street. 57.6% of all of the parcels in the District fall into the underdeveloped category.

Parcels that are considered to be fully utilized are smaller in number but are nevertheless present throughout the District. The parcels that make up the Gonzaga and WSU Riverpoint campus are mostly fully utilized, as are many of the parcels in the northern portion of the District.

The implications of having over half of the District's parcels being underdeveloped are both positive and negative. It is a positive because these parcels represent an opportunity for future redevelopment. It is a negative because many of these parcels are either vacant, or are parking lots, or have vacant or underutilized buildings. The fully developed parcels may represent areas in which property owners have made sizable investments in their land. Many of these parcels contain new buildings, or buildings that have been especially well maintained.

FIGURE 3.7: UNDERDEVELOPED PARCELS
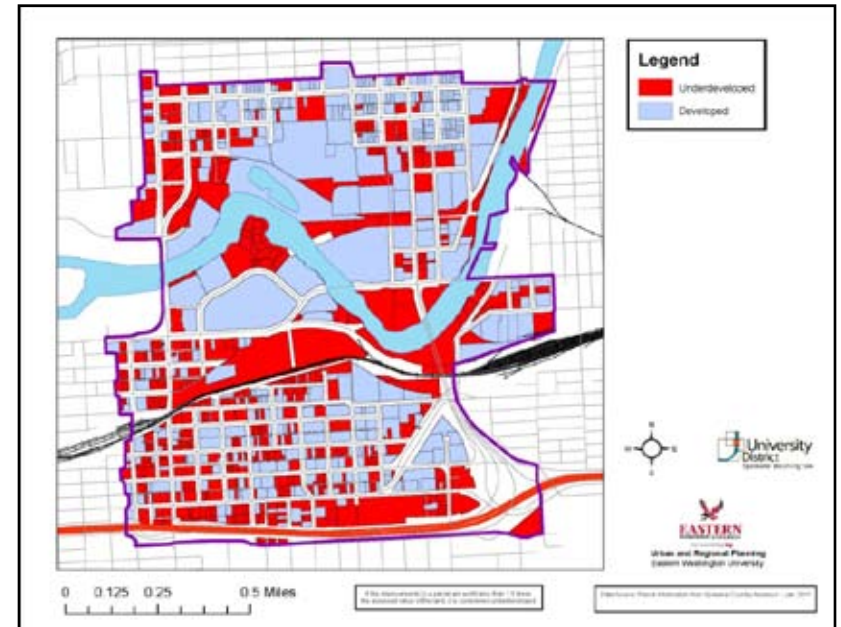
These Developed parcels show that many District property owners have made considerable investments in the District and are concerned about maintaining their properties.

SIRTI Building • Source: Riverpoint Master Plan 2003 pg. 2

3.2.6: ZONING

Figure 3.8 shows the zoning standards within the University District (for the City's definition of each zoning category, see the City of Spokane's Municipal Code). Most of the southern portion of the District is designated general commercial, whereas the northern portion of the District is under a number of different zoning designations including downtown university, residential high density, and two different types of center and corridor zones. The western portion of the District lies within the limits of downtown Spokane and is thus under multiple downtown zoning designations. Just south of the Spokane River on the eastern edge of the District, industrial uses are permitted in both a heavy and a light industrial zone. In all, the land in the District is covered under nineteen different zoning designations.

Zoning is important for many different reasons, perhaps the most important being that it can act as a guide for the way in which an area will grow. For example, large areas of land in both the northern and southern portions of the District are zoned as general commercial. This zone allows for a "full range" of both local and regional business that specializes in everything from retail, to health care, to automotive, to industrial. The advantages of this type of zone are that it can encourage a wide array of industries and allow for a freedom of uses that would not be allowed in other types of zones. The disadvantage to this type of zone is that it may be very hard to create any sense of neighborhood cohesion or identity when so many different types of uses are permitted. This type of zone acts as an ideal guide for growth in areas that seek a diversity of uses over a prescribed set of uses.

In contrast to the areas of the District that are under general commercial zoning, there are also significant portions of the District that are zoned in ways designed to encourage certain types of growth while discouraging others. For example, certain portions of the Hamilton Street Corridor have been designated as being a center and corridor zone. Among other things, this type of zone seeks to promote uses that cater to pedestrians versus automobiles. Similarly, the downtown general zone encourages high-density and mixed use projects, while the downtown university zone encourages a wide array of uses that would best support an urban university environment.

In sum, these zones seek to guide growth in ways that are compatible with goals such as creating a pedestrian friendly environment or creating a district area with uses that complement each other and contribute to creating a unifying sense of place

Jensen-Byrd Building •
Source: Spokane's University District: Policy Options for a New Urban Center, Title Page.

FIGURE 3.8: UNIVERSITY DISTRICT ZONING
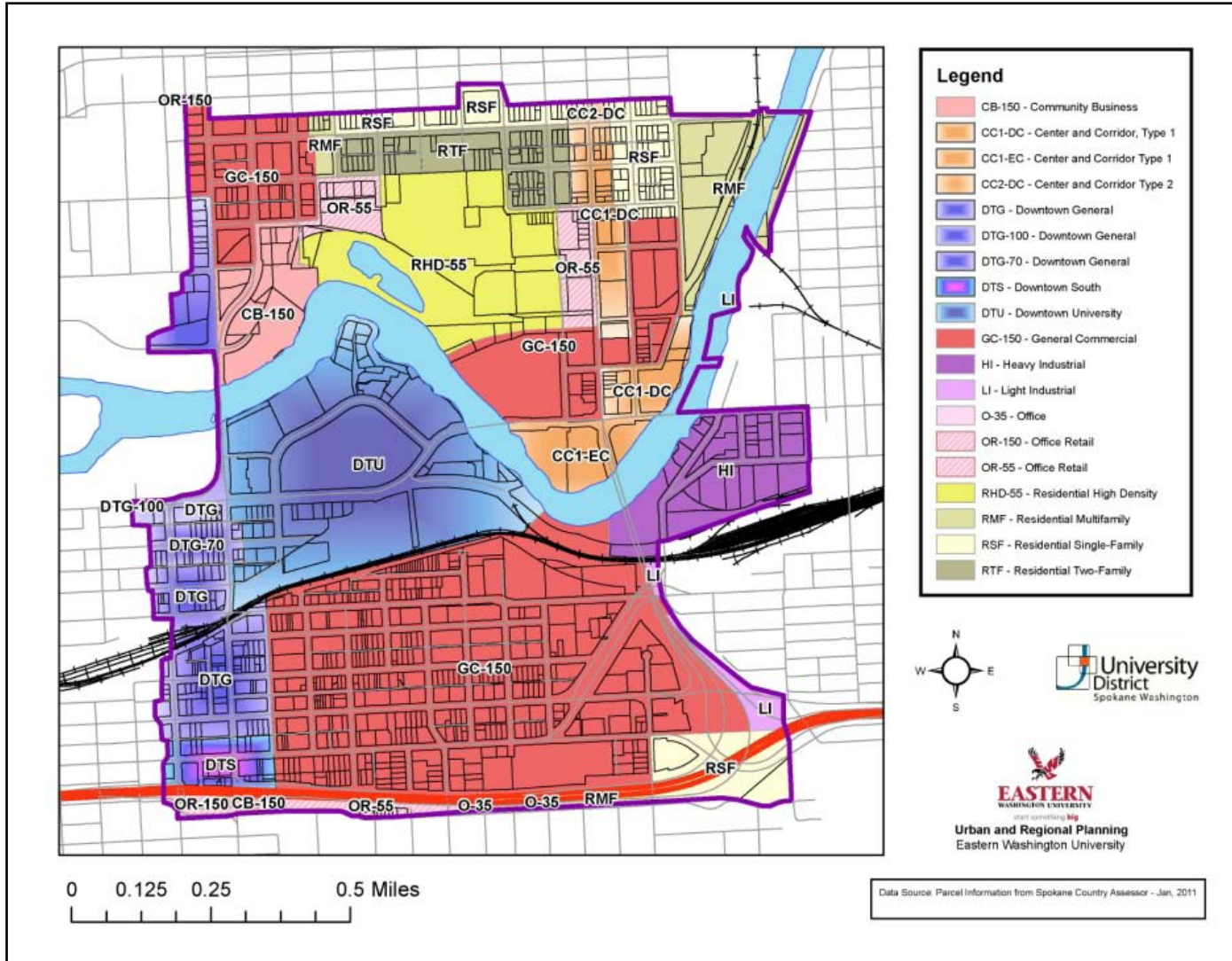
3.3: BUILDINGS

The research teams conducted a study of the buildings within the District by going out into the field and categorizing building conditions. They also analyzed different factors such as building square footage and building total acreage. Finally, the teams inventoried historic structures within the District.

TABLE 3.4: BUILDINGS ELEMENT OVERVIEW.

Location Within the University District	Number of Buildings	Total Building Square Footage	Average Building Square Footage	Total Building Assessed Value	Average Building Assessed Value	Percentage of Buildings in Satisfactory Condition
North District	478	3,567,466	7,310	$300,451,000	$602,106	94%
South District	287	2,133,764	7,409	$95,706,400	$200,642	95%
Combined Total	774	5,701,230	7,347	$396,157,400	$405,898	95%

Source: Spokane County Assessor

In addition to having more acreage than the south side, the north side also totaled more buildings outnumbering the south end by exactly 200 structures. As for building space, the northern portion of the district has nearly double the total square footage of building space when compared to the southern part of the district and has similarly higher average square footage per building. In terms of building value, the north end again beats out its southern counterpart with a total assessed building value of more than 360 million dollars more than south side buildings and a per building average assessed value of over 770 thousand dollars greater than south side buildings. Despite the disparities seen with square footage and assessed value, both the south and north end buildings received almost identical scores for building conditions with 95% of all structures in the district in "sound condition."

The north end of the district is not only larger than the south end but is also more developed in terms of the quantity of building stock and assessed building values. This could mean different things to different types of investors. For example, the lower building values could attract those looking to buy cheap, renovate, and then sell for a profit. Others may be interested in the northern portion of the district because the larger buildings (on average) may suit their particular needs better than the relatively smaller buildings on the south side.

3.3.1: BUILDING CONDITIONS

Figure 3.9 highlights the conditions of all of the buildings in the District. After inventorying all 776 buildings that are included in the District boundaries, the student study groups rated 95% as being in satisfactory condition.

The type of condition that a building is in can not only be important for the value of the specific structure, but also can have ramifications for the vitality of the rest of the neighborhood. Properties that are in poor or dilapidated condition can bring down adjacent property values as well as create a perception of an unsafe place to live, work, or even travel through. These types of buildings can attract transients, drug users, and pose a high fire risk. Often, neglected buildings in poor condition are covered in graffiti, have broken or boarded up windows, are littered with trash or junked materials, and may even be condemned by a governmental agency as representing a public safety risk. The research teams ranked just a small percentage of buildings as needing major repair. Although small in proportion to the total building stock, these structures have the potential to have a negative impact on the perceptions of the District.

The research teams rated the vast majority of buildings in the District as either being in satisfactory condition or as needing only minor repairs. This bodes well for the District because it implies that most building owners care about their structures, and are willing to invest the money to keep them in good condition. Many of the structures that the students encountered were in excellent condition, with well kept lawns or parking lots free of litter or graffiti. Buildings in good condition can be more marketable and bring a perception of vitality and quality to the District. These types of excellently maintained structures send a message that District residents take pride in where they live, and have a vested interest in the fate of their neighborhood. Visitors or interested investors that see these structures may be more willing to take a chance about locating in the area.

Source: http://www.fairbridgespokane.com/tour/

FIGURE: 3.9: UNIVERSITY DISTRICT BUILDING CONDITIONS
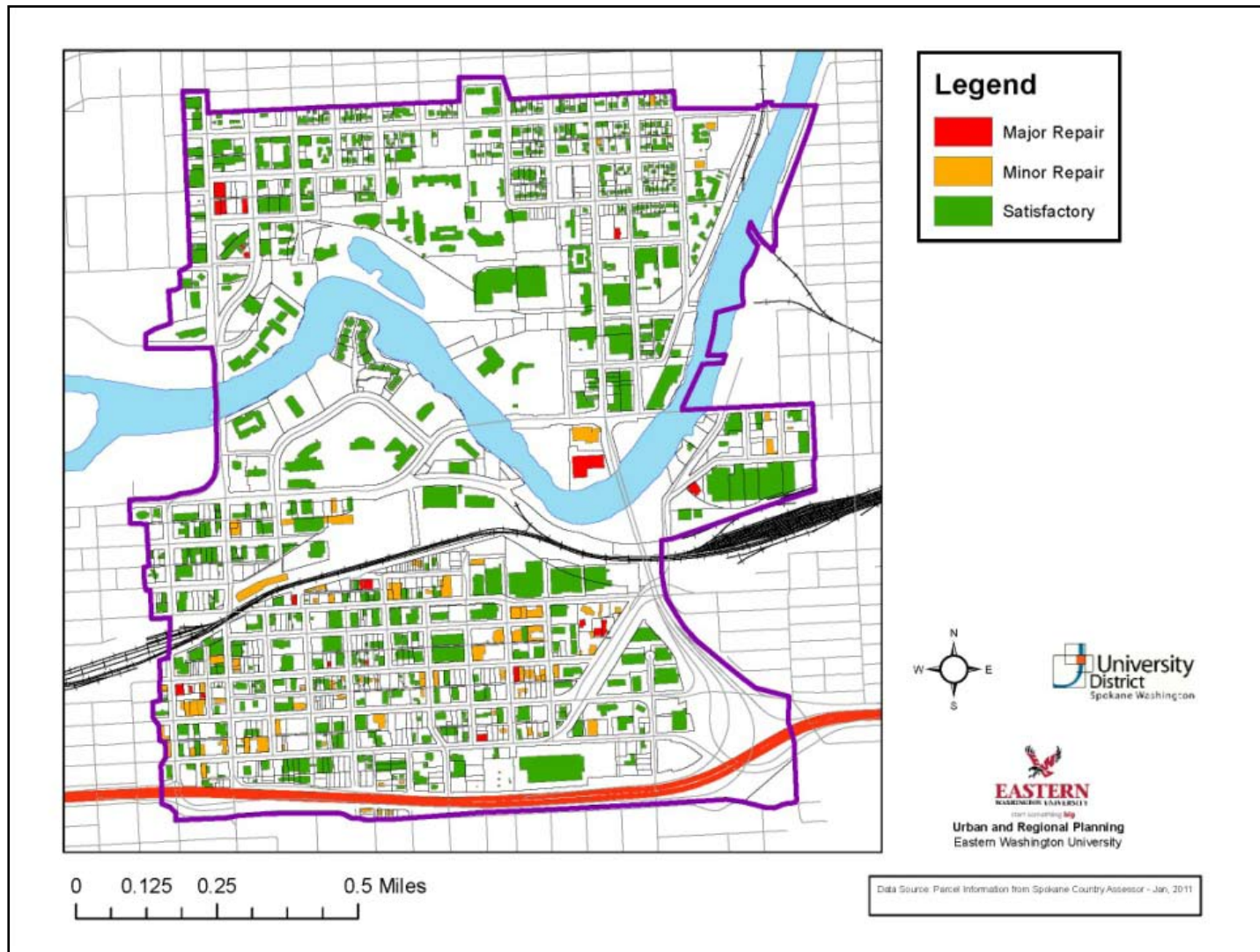
3.3.2: HISTORIC BUILDINGS

The District is home to seventeen historic buildings that are either listed local or national historic registries (see appendix 8.2 for a full listing). Figure 3.10 shows these properties. These properties range from old warehouses, to single occupancy hotels, to old retail establishments. In addition the historic buildings, the District also has two historic Districts that either lie totally within District Boundaries (Desmet Avenue Warehouse Historic District) or are just partially within the District's boundaries (East Downtown Historic District).

A majority of the historic properties within the District lie near the Division Street Corridor on the western edge of the District. Many of these properties are densely clustered within the East Downtown Historic District. Additionally, there are several historic properties along the Hamilton Street Corridor as well as the Spokane River. Donovan Rypkema's 1994 book, The Economics of Historic Preservation, outlines 100 benefits that historic preservation efforts can bring to urban and rural areas. Selected points of particular interest to the University District Include:

- ◆ Historic preservation creates jobs:
  - From construction jobs to specialized restoration jobs, historic preservation jobs are high-paying and wide-spread (pg. 11-12).

- ◆ Historic preservation attracts small firms/business incubators:
  - For firms with small numbers of employees, limited space requirements, and limited budgets, historic buildings are ideal, particularly when compared to the comparatively higher costs associated with renting space in a newly constructed building. Additionally, the central location of historic buildings can lower transportation costs(pg. 21-22).

- ◆ Historic preservation creates a sense of place and community unity:
  - Historic structures create a sense of identity and connection that other structures fail to do. This serves to both attract and retain residents (pg. 51-52).

- ◆ Historic preservation creates affordable housing:
  - Often, historic buildings offer lower rents when compared to newer structures. This can benefit residential, as well as commercial and retail tenants who cannot afford high rents (pg. 59, 63).

- ◆ Historic preservation is pedestrian friendly:
  - Many historic properties were built before the automobile age and were therefore designed around the needs of the pedestrian. They often include large windows; storefronts built up to the sidewalk; large, and inviting entrance ways; and a lack of drive-thru windows or large surface parking lots. These properties are then ideal for promoting walkability/pedestrian-oriented environments (pg. 58).

- ◆ Historic preservation promotes cultural tourism:
  - Historic properties and districts are a cost-effective way to attract so-called cultural tourists. These tourists will not only spend their money in the area, but are also likely to provide positive (and free) feedback about the charms/attractions of the local area. This in turn can spur new investment (pg. 82, 83).

- ◆ Historic preservation is environmentally sustainable:
  - Historic structures are environmentally sustainable for a variety of different reasons including lower energy/pollution output versus building a new structure; and savings on automobile trips versus buildings in the suburbs (pg. 33-34)

The historic properties within the District represent points of cultural significance that gives the area a special sense of both place and permanence. They add a sense of charm and unique character that many newer buildings are not capable of doing. As was mentioned previously, these buildings represent opportunities for redevelopment that can be done in an environmentally sustainable way without the added cost and pollution of tearing down old properties and building something completely new. The Historic Saranac Hotel (25 West Main Street) is an example of this type of this type of redevelopment. Under the direction of the building's owner, Jim Sheehan, the historic single occupancy hotel (built in 1909) was renovated using the concepts of sustainable design after Mr. Sheehan bought the property in 2005 (Saranac 2011). Special features of the $4million dollar renovation project included:

- A rooftop garden

- Insulation using recycled materials

- Heating system uses a ground water pump that utilizes geo-thermal water sources. Hot air can also be moved from one part of the building to another.

- 100 feet of solar paneling were installed on the southern end of the building which provides for a good amount of the energy needs of the building. Additionally, ambient light sensors that go automatically turn off when they are no longer needed (also automatically dim when natural light from the buildings windows are detected).

- Two rooftop rain silos store excess water, saving up to 38,000 gallons of water annually. Waterless urinals and other devices save another 55,000 gallons of water annually (Lands Council 2011).

- Sustainable construction practices that recycled much of the waste from the old structure were implemented. Only sustainably harvested wood products were used.

As a result of these efforts, the U.S. Green Building Council awarded the project with LEED (Leadership in Energy and Environmental design) Certified Platinum status, which is the highest ranking that they offer (Lands Council 2011).

The successful redevelopment of the Saranac Hotel shows that historic buildings do not have to be torn down in the name of "progress" but rather can be successfully redeveloped in a manner that benefits developers, tenants, and the broader community.

Saranac Building: Solar Panels • Source: http://www.solaripedia.com

Saranac Building: Rooftop Garden • Source: http://www.solaripedia.com

Saranac Building • Source: http://www.solaripedia.com

FIGURE 3.10: HISTORIC DISTRICTS & BUILDINGS WITHIN THE UNIVERSITY DISTRICT.
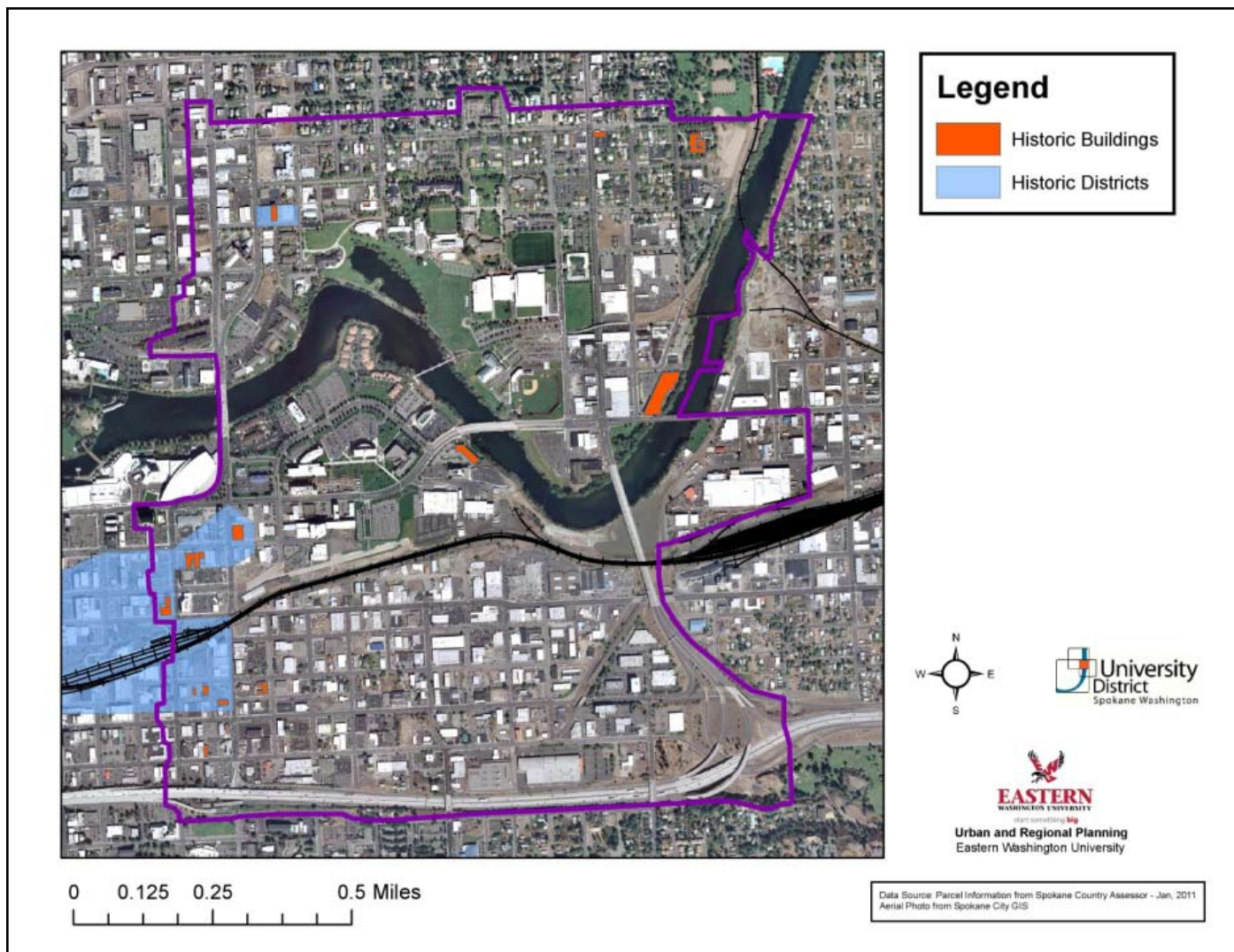
3.4: DISTRICT COMMERCE

After conducting their inventory of tenants in the District, the research teams used the North American Industrial Classification System (NAICS) to categorize which industry type each tenant belonged to. Once they finished this categorization process, the teams looked for patterns in the data. Specifically, the teams made note of the frequency of District industries as well as industries that were clustered together in various portions of the District.

TABLE 3.5: INDUSTRY FREQUENCY (CATEGORIZED BY THE NAICS CODING SYSTEM)

NORTH		SOUTH		UNIVERSITY DISTRICT	
Industry Type (NAICS)	Percent of Total Industries	Industry Type (NAICS)	Percent of Total Industries	Industry Type (NAICS)	Percent of Total Industries
Other (81)	17%	Healthcare & Social Assistance (62)	19%	Other (81)	15%
Accommodations & Food Services (72)	13%	Other (81)	14%	Healthcare & Social Assistance (62)	13%
Professional, Scientific, & Technical Services (54)	12%	Retail Trade (44)	10%	Professional, Scientific, & Technical Services (54)	10%
Educational Services (61)	8%	Wholesale Trade (42)	8%	Retail Trade (44)	8%
Healthcare & Social Assistance (62)	8%	Professional, Scientific, & Technical Services (54)	8%	Accommodations & Food Services (72)	8%
Finance & Investing (52)	8%	Retail Trade (45)	6%	Wholesale Trade (42)	6%
Retail Trade (44)	6%	Transportation & Warehousing	5%	Finance & Investing (52)	6%

Source: Spokane County Assessor

North University District:
- For the northern portion of the District, the category of "Other" ranked as the largest industry at 17%. This category includes a wide range of uses from automobile repair shops, to computer maintenance stores, to hair and beauty salons, to religious institutions. Accommodations and food Services ranked second at 13% followed by Professional, Scientific, and Technical Services at 12%. Finally, Educational Services, Healthcare and Social Assistance, Finance and Investing, and Retail Trade, all came in at 8% or less of total industries.

- The industry analysis of the northern portion of the District indicates that there are a large percentage of businesses that cater to a wide audience and not necessarily to any one type of industry.

South University District:
- For the southern portion of the District, the categories of Health Care and Social Assistance (19%), Other (14%), and Retail Trade (10%) represent the major industry types in the south U-District. Wholesale Trade; Professional, Scientific, and Technical Services; Retail Trade; and Transportation and Warehousing, all represent smaller industry types within the District with each making up 8% or less of total industries within the southern portion of the District.

- Unlike the northern portion of the District, the industry analysis of the southern portion of the District shows that specific industry types such as Health Care and Social Assistance as well as Retail Trade are dominate within the District.

Combined University District Industries:

- When all of the existing industries from both portions of the District are analyzed, the categories of Other (15%), Healthcare and Social Assistance (13%), and Professional, Scientific, and Technical Services (10%) come out as being the most dominate industry types within the District in terms of quantity. At 8% or less of total industry makeup, Retail Trade, Accommodations and Food Services, Wholesale Trade, and Finance and Investing, all represent smaller industries within the District.

- At 15% of total industry types the "Other" category makes up the largest percentage of total District Industries. As previously mentioned, this category includes a wide range of business types that are not necessarily connected in any way. This indicates that the District lacks a truly dominating industry type and is instead populated with a wide diversity of business types.

3.3.2: INDUSTRY DISTRIBUTION

Figure 3.11 is a visual representation of the location of the top seven industries (by frequency) in the District. While these industries are scattered throughout the District, there are some areas that have a higher density of these industries including the south-east and south-central portions of the District, as well as the Division and Hamilton Street corridors.

Figure 3.11 shows the top seven District industries (by frequency) by their locations around the District. While these industries are spread out across the District, certain areas such as the south-east, south-central, and east-downtown areas clearly have large concentrations of these industries. Industry concentration is important because when similar industries are in close proximity to each other it fosters a greater sense of place to customers and employees alike.

Source: agoda.com/north_america/united_states/spokane_wa/shilo_inn_spokane_hotel.html

Jack & Dan's Bar & Grill • Source: http://www.bestpublichouses.com/?paged=3

Main Market
Source: http://en.petitchef.com/recipes/now-in-st ores-main-market-fid- 1267291

FIGURE 3.10: TOP SEVEN UNIVERSITY DISTRICT INDUSTRIES (BY FREQUENCY)
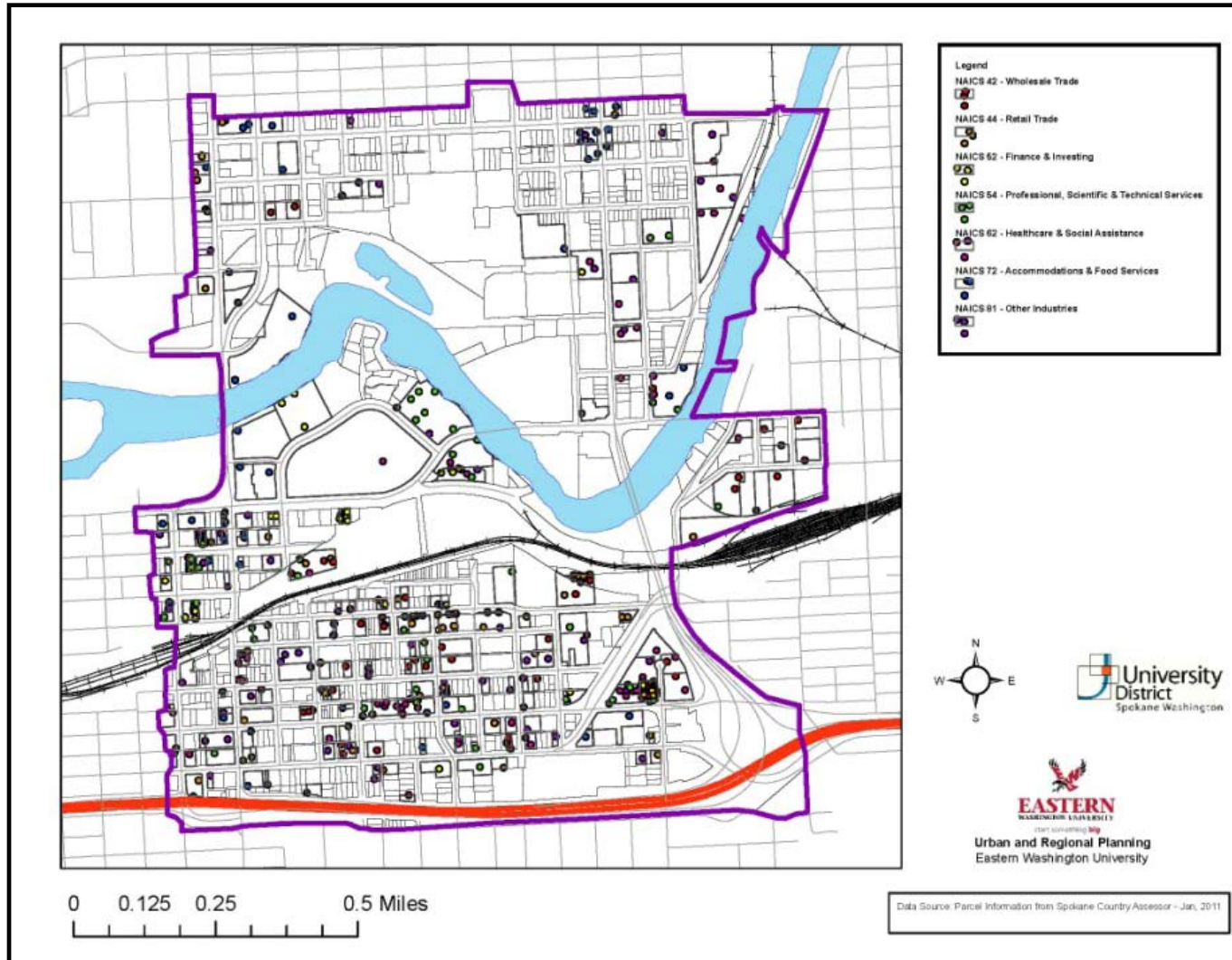
3.4.3: INDUSTRY CLUSTERS

Figure 3.12 shows several different concentrations of industries categorized by the 2-digit NAICS coed of 81, which stands for the broad category of "Other." Located largely in the southern and eastern portions of downtown, the 81 cluster areas may or may not be significant because the category represents such a wide array of business types. For example, an 81 cluster could include a church, an auto-repair shop, and a beauty salon. While those businesses may not appear to be related, the do offer a wide range of services that may be vital to local residents.

Figure 3.13 highlights clusters of industries classified as healthcare and social assistance (2-digit NAICS code of 62). These clusters were of the greatest intensity in the south and east-downtown portions of the District. The 62 cluster on the southeastern edge of the District is particularly interesting in that so many firms of a similar type are so close together. Both this cluster, as well as the others scattered throughout the District have the potential to act as anchors for similar industries to come to the District.

FIGURE 3.12: "OTHER" INDUSTRY CLUSTERS

FIGURE 3.13: HEALTH CARE & SOCIAL ASSISTANCE INDUSTRY CLUSTERS
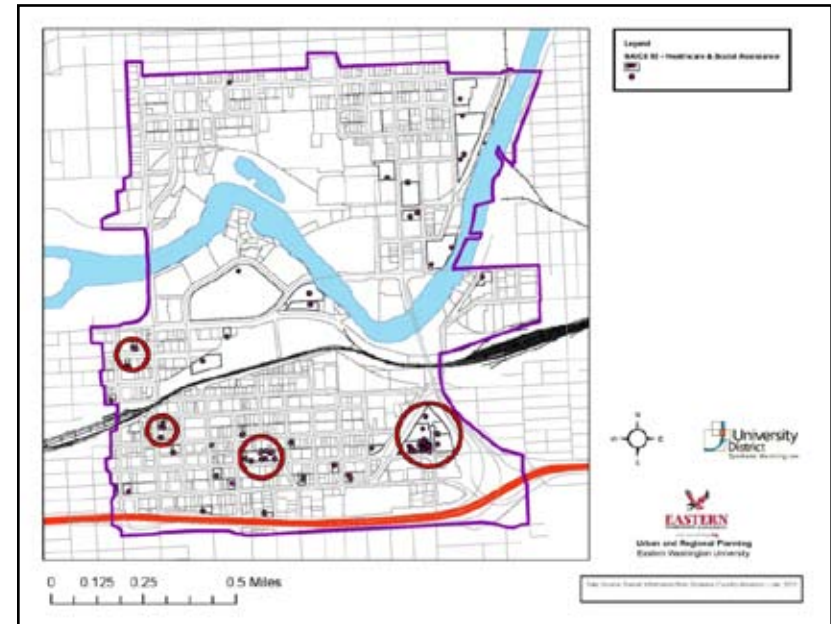
Figure 3.14 highlights clusters of industries classified as professional, scientific and technical services (2-digit NAICS code of 54). These clusters were in the south, east-downtown, and central portions of the District. The presence of these clusters is important because it shows that these types of technical and professional firms are attracted to the District, particularly in areas directly adjacent to the WSU Riverpoint and Gonzaga campuses.

FIGURE 3.14: PROFESSIONAL, TECHNICAL, & SCIENTIFIC INDUSTRY CLUSTERS
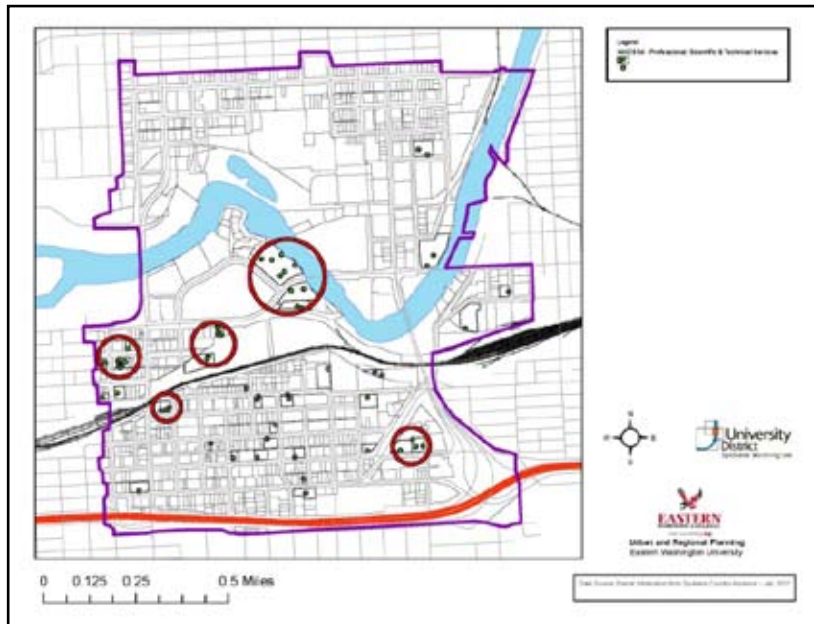
Figure 3.15 highlights clusters of industries classified as educational services (2-digit NAICS code of 61). While the educational services industry does not rank high in terms of frequency, it is still a vitally important industry in the District. As Figure 3.14 shows, the educational services clusters are located in the central portion of the District.

FIGURE 3.15: EDUCATIONAL SERVICES INDUSTRY CLUSTERS
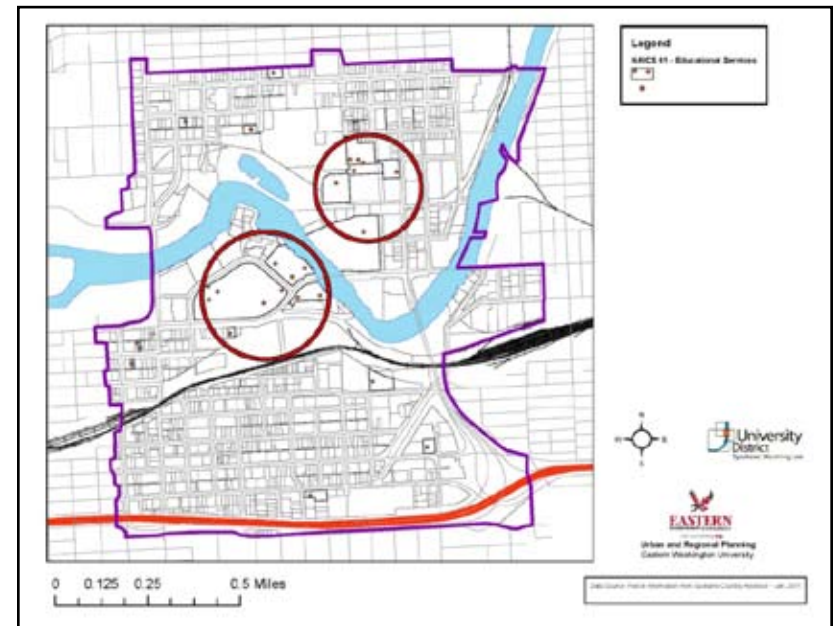
The above mentioned industry clusters are significant because they show that many District industries lie within a close proximity to other similar industries. This element of proximity matters because when similar industries are right next to each other, connections can be fostered in a way that may not be possible if those same industries were located farther apart. For example, if a physician's office is directly next to a medical supply store, those two firms could easily do business with each other, and may even attract other medically related firms to the same area. The close proximity of similar firms can also enable the creation of more pedestrian friendly spaces a customers can easily assess similar services that are close together without the need to drive all over town. Perhaps most importantly, these industry clusters can create a sense of place that is so important in creating and sustaining a community that people truly want to live, work, and play in.

3.5: TENANTS

The research teams were also tasked with inventorying tenants in the District. Each team was given a tenant file (that had been previously compiled by the DSP) and asked to verify if tenants were still in the same location, or if they had moved, or if any new tenants had recently moved in. The teams also collected contact information from each tenant including manager names, phone and fax numbers, as well as e-mail addresses, and even property management information. When the teams could not contact a tenant in the field, they would conduct phone interviews or internet research to try and ascertain as much information as they could on each tenant.

3.5.1: TENANT OVERVIEW

Table 3.6. is an overview of the team's findings regarding tenants in the District. Highlights include:
- The original tenant files that the teams received included 857 tenants. The south side of the District had more listed tenants than the north side.

- The teams found a total of 80 new tenants. By far, the majority of these new tenants were found in the northern portion of the District.

- The teams found that 284 tenants had moved from the address that was listed on the original tenant file. Both the north and south sides of the District had almost the same amount of moved tenants. It is important to note that not all of these moved tenants necessarily left the District, rather, some of them likely just moved to a different area within the District.

- After adding the new tenants and subtracting the moved tenant the teams found that there were 653 tenants residing the District at the time of their respective final counts (Fall 2009, Fall 2010).

TABLE 3.6: TENANT ELEMENT OVERVIEW

Location Within the University District	New Tenants (2009-2010)	Moved Tenants (2009-2010)	Current Tenants
North District	62	141	309
South District	18	143	344
Combined Total	80	284	653

3.5.2: TENANT TRANSITION AREAS

Figure 3.16 highlights parcels in which at least one tenants either moved in or out . Almost all sections of the District had some parcels that saw new tenants come in or old tenants move out. The shaded parcels represent places where change has taken place. While not all of this change has been positive, many of these areas of transition have witnessed the introduction of new businesses that have enlivened the area around them and created a sense of optimism for the future success of the District.

FIGURE 3.16: TENANT TRANSITION AREAS
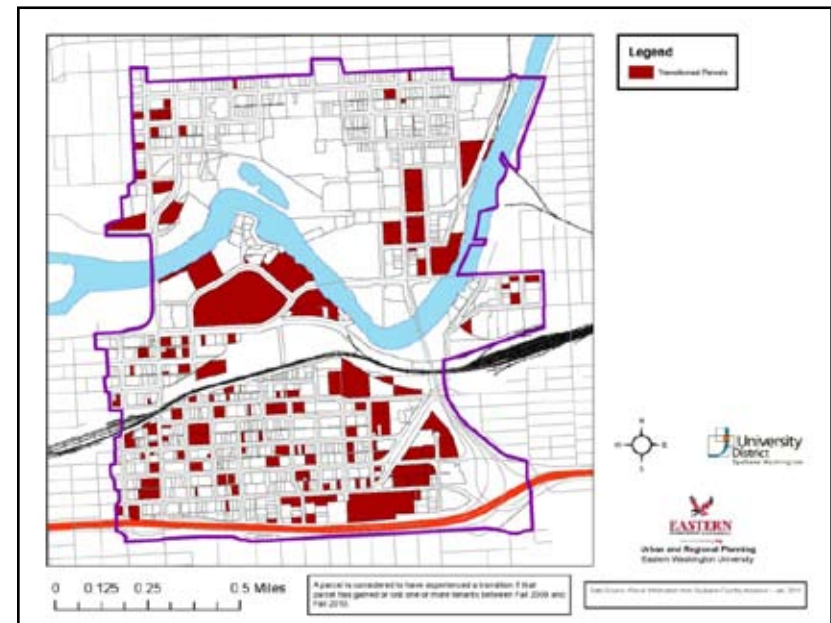
3.5.3: LARGE LAND HOLDERS

Table 3.7 is a list a land owners who own significant amount of parcels within the District. By far, Gonzaga owns the most parcels and acreage. The City of Spokane are also own a large amount of parcels and land in the District. The non-profit firms of Goodwill Industries and Spokane Mental Health combined own 38 parcels and approximately 34 acres of land.

TABLE 3.7: LARGEST LAND HOLDERS WITHIN THE UNIVERSITY DISTRICT.

Parcel Owners	# of Parcels Owned	Total Acreage Owned
Gonzaga	121	137.2
City of Spokane	30	28.3
Goodwill Industries	24	5.4
Spokane Mental Health	14	1.8
Trudeau Family Limited Partnership	14	2.1
LLC&M LLC	13	5.5
Avista Corporation	11	5.3
Washington State University	8	54.1

Source: Spokane County Assessor

Trudeau Family Limited Partnership, LLC&M LLC, and Avista all around the same number of parcels and land. Finally, Washington State University owns a relatively small number of parcels but comes in only second to Gonzaga in terms of total acreage owned.

Figure 3.17 shows the location of the parcels owned by these large land holders. Combined, WSU and Gonzaga own approximately 191 acres of land situated on 129 parcels. Figure 3.17 shows this dominance spatially, as the majority of land in the central portion of the District is owned by either one of these educational institutions.

While the central portion of the District is largely owned by either WSU or Gonzaga, the southern portion of the District remains largely in the hands of either non-profit agencies like Spokane Mental Health, or private land owners. The City of Spokane does own a sizable portion of District land and parcels, however, Figure 3.17 shows that they are scattered throughout the District particularly in areas that may be hard to develop.

The consequences of having so much land owned by either Gonzaga or WSU is that these educational institutions have a large role in the future development of the University District. This should be seen in a positive way because both of these institutions have historically invested millions of dollars into the District through on and off-campus investments.

Source: http://hipsterinmylatte.com/2011/03/22/the-other-side-of-washington
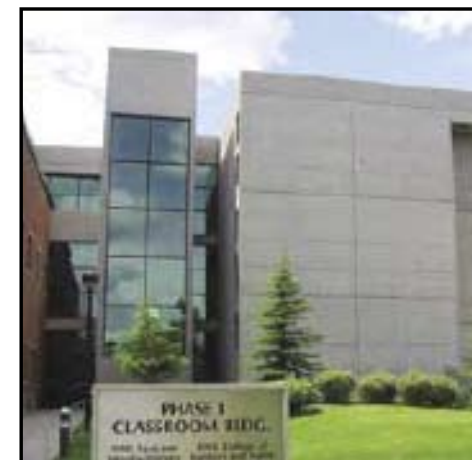
Source: University District Master Plan pg. 39

FIGURE 3.17: LARGEST LAND HOLDERS WITHIN THE UNIVERSITY DISTRICT (BY ACREAGE & # OF PARCELS OWNED).
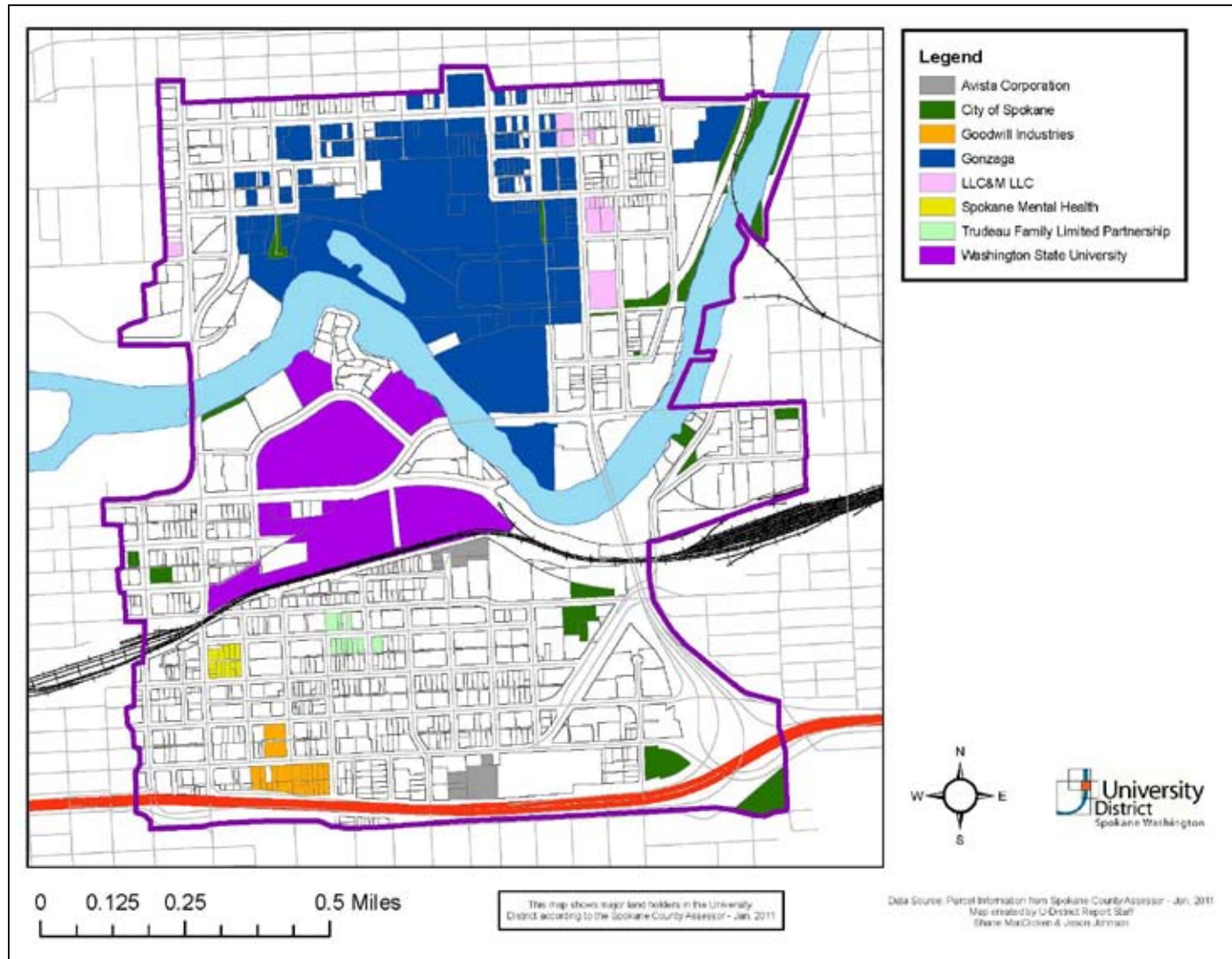
3.6: RESIDENTIAL HOUSING & VISITOR LODGING

Through their work in the field, the research teams evaluated both housing and visitor lodging establishments within the District. For housing, the teams | inventoried single family homes, multi-family homes, and student housing. For visitor lodging establishments, the teams not only looked at those existing within District boundaries, but also those outside of District boundaries but still close enough to have an impact on the District.

3.6.1: RESIDENTIAL PROFILE

Table 3.8 shows an overview of residential units within the District. The northern portion of the District has a greater amount of housing when compared to the southern portion of the District.

Gonzaga offers a wide array of housing options in the district including single family and multi-family housing as well as dormitories for its students. In all, Gonzaga offers nearly 2,000 units of housing that is designed to accommodate students, faculty, alumni, and guests. Additionally, Gonzaga also rents out 40 rooms at the Red Lion Inn, in which they house students who cannot otherwise be accommodated.

The presence of such a wide array of housing designed solely for those affiliated with Gonzaga has both positive and negative implications for the larger district. On the positive side, the presence all of this Gonzaga affiliated housing holds the promise of having the capacity to support uses unique to areas that have large amounts of young-college aged residents including coffee shops, bars, restaurants, laundry mats, movie theaters, arcades, concert space, book stores, and many more uses that could feed off of the high density of students who crave alternative sources of entertainment. On the negative side, prospective (and existing) residents who want to move in to the area may not be able to for lack of non-Gonzaga housing stock, or may not want to live adjacent to such a large population of students.

TABLE 3.8: RESIDENTIAL ELEMENT OVERVIEW

Residential Category	North District	South District	Total
Single Family	73	19	92
Multi-Family	40	25	65
Special Circum-stance*	245	63	308
Gonzaga Housing			
Gonzaga Single Family Units		18	
Gonzaga Multi-Family Units		13	
Gonzaga Dorm Rooms (3,099 beds, which is equivalent to 1,550 units)		1,550	
Total Units		**2,046**	
*Special Circumstance is made up of nursing or retirement homes, in-patient treatment facilities, and low-income housing.			

Source: Research Teams

3.6.2: VISITOR LODGING

In addition to conducting an inventory of housing in the District, the research teams also surveyed visitor lodgings within or directly adjacent to the boundaries of the District. Table 3.9 shows that there are twelve visitor lodging establishments providing approximately 1,995 units. Depending on future market conditions, the owners of the GVD/Burgan's Block are planning to construct a new hotel with a potential of up to 80 new units.

TABLE 3.9: VISITOR LODGINGS WITHIN OR ADJACENT TO THE UNIVERSITY DISTRICT.

Visitor Lodging Name	Number of Units
Fairfield Inn	86
Travel Lodge	80
Red Lion River Inn	245 (GU students occupy 40 units)
Courtyard by Marriott	149
Fair Bridge Inn Express	79
Days Inn	82
Doubletree	375
Red Lion on the Park	400
Holiday Inn Express on the Rock	119
Comfort Inn	105
Oxford Suites	125
Quality Inn	150
Existing Totals*	1,995
*Planned Expansion - GVD/Burgan's Block: 70-80 units	

Source: Fall 2010 Research Team

Figure 3.18 shows that a majority of the visitor lodging establishments in the District are clustered in the north-western portion of the District, particularly around the Division/Ruby couplet. This clustering is not surprising as it puts these establishments near so many regional attractions such as the Convention Center, Riverfront Park, and the Spokane Arena.

This clustering of visitor lodging establishments represents a significant opportunity for the District to attract businesses that specialize in catering to such a large population of visitors. There are also opportunities to provide housing for employees who may want to live closer to their place of employment.

What both Table 3.9 and Figure 3.18 show is that the District not only has an ample amount of visitor lodging establishments, it also has them organized in tight clusters, which is ideal when trying to promote pedestrian friendly environments. Besides the potential to support new businesses and pedestrian friendly developments, the Districts stock of visitor lodging establishments makes it much easier for future businesses and residential tenants to explore the District to see if it is the type of place that they would want to live, work, or invest in.

Double Tree Hotel
Source: http://applebrides.wordpress.com/tag/downtown-spokane/

FIGURE 3.18: VISITOR LODGINGS WITHIN OR ADJACENT TO THE UNIVERSITY DISTRICT.
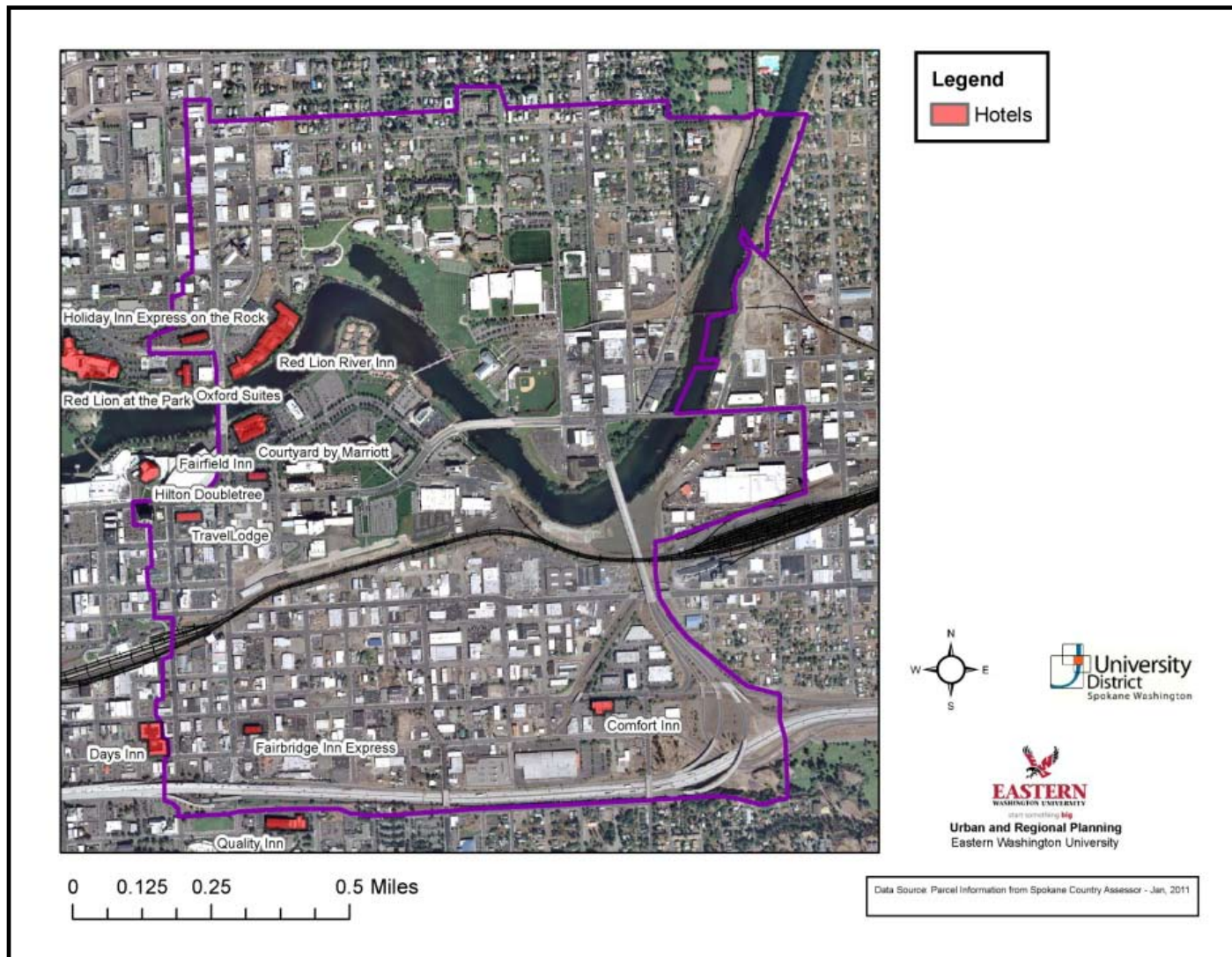
3.7: INVENTORY SUMMARY/KEY FINDINGS

The two student study groups uncovered a lot of information on the existing conditions of the University District. Here is a summary of their findings:

Land:
- The University District is comprised of approximately 822.5 acres with 976 parcels. The north side of the District is nearly twice the size as the south side in terms of acreage, and has more parcels as well. The overall assessed value of the District's land was just over $152 million, with the north side having twice the assessed land value of the south side. Out of 976 parcels in the District, we rated 57.6% of them as being underdeveloped. The underdeveloped parcels were scattered throughout the District, with clusters near the Spokane river, Interstate 90, and the rail lines.

- Out of eight land use designations, the broad category of "other" (including infrastructure such as roads and the rail lines as well as natural features like the Spokane River) came in as taking up the most acreage at 34%. This was followed by commercial (25%), educational (combined WSU Riverpoint and Gonzaga at 20%), and industrial and institutional (7%).

- Shown spatially, the above mentioned land use categories paint a picture of the District as having educational uses at its center, with commercial uses dominating the south and west, and housing dominating the north and north east section of the District. While vacant parcels could be observed throughout the study area, there were noticeable concentrations on the south side and near the Spokane river. Industrial uses were primarily located in the east, while institutional uses were scattered throughout the District.

- The research teams found an abundance of surface parking lots ranging from under a half acre to over ten acres. The teams did find a few examples of parking lots that either had multiple levels or were underneath other structures, but the majority was traditional surface parking lots. The north side of the District had the largest surface parking lots, mostly serving the needs of the WSU Riverpoint and Gonzaga campuses.

- With higher assessed land values, more acreage, more parcels, and higher diversity of land uses, the north side of the District appears to be farther along (when compared to the southern portion of the District) in realizing its full potential of becoming an exciting multi-purpose, mixed-use, destination. This relative progress for the north side may ultimately benefit the south end of the District because future residents and investors may see the potential for the south end to develop in ways similar to the northern half of the District. While at first seen as a negative, the large amounts of surface parking lots and underdeveloped land in the District, may actually benefit the District in the long run as this land is ripe for redevelopment opportunities.

Buildings:
- The student study groups found that there are 776 buildings in the district, with over 60% of the buildings being in northern section of the District. Whether in the north or south side, the conditions of nearly 95% of all structures was deemed as being satisfactory.

- The total square footage for all of the buildings in the District was at just over 5.7 million square feet with an average building square footage of just over 7,000 square feet. The total assessed value for all of the buildings in the District came in at just over $396 million with an average assessed building value of a little over $400,000. Buildings on the north side had an overall assessed value that was ? higher than buildings in the southern portion of the District.

- The total assessed value for all land and buildings in the District came in at $548 million dollars. The north side had a total assessed value that was higher than the south side.

- The District has seventeen buildings that are listed on either local or national historic registers. Many of these buildings are still being actively used.

District Commerce:
- The three largest industries in the northern portion of the District (by number of firms. Categorized by using the NAICS coding system at the 2-digit level) were the broad category of "Other" (17%), Accommodations and Food Services (13%), and Professional, Scientific, and Technical Services (12%).

- The three largest industries in the southern portion of the District were Healthcare and Social Assistance (19%), "Other" (14%), and Retail Trade (10%).

- District wide, the largest three industries were "Other" (15%), Healthcare and Social Assistance (13%), and Professional, Scientific, and Technical Services (10%).

- Although many industries that specialized in the same type of field were spread out throughout the District, many were found to have located within close proximity of one another. These so called "industry clusters" were found primarily in the south end, east downtown, and the central portions of the District.

Tenants:
- The research teams found 653 existing tenants including 80 that had not been listed on the original DSP tenant file. The south side had slightly more tenants than the north side, but the north side had more new tenants. Both sides of the District had approximately the same number of tenants that had moved.

- Gonzaga is the biggest District landowner in terms of the number of parcels owned. Other major land owners include the City of Spokane, Goodwill Industries, and the Avista Corporation.

Housing and Visitor Lodging:
- The District has 92 single family homes and 35 multi-family homes. Gonzaga also has nearly 2,000 units of housing. The north side of the District includes all of Gonzaga's housing, plus a majority of the single family and multi-family homes within the District.

- The District has twelve visitor lodging establishments that are either within or directly adjacent to the boundaries of the District. When combined, these establishments offer nearly 2,000 units for guests to stay in.

Key Findings:

1. The WSU Riverpoint and Gonzaga University campuses lie at the heart of the District and have a major influence on its future development.

2. While specialized industries such as health care and technical services are prevalent within the District, the most numerous type of industry classification remains general and unspecialized in nature.

3. Housing is limited, and predominately located in the northern portion of the District.

4. Retail sectors are clustered along the Division Street, and Hamilton Street corridors.

5. The University District is both home to and surrounded by visitor accommodations.

6. The northern portion of the District is more developed than its southern counterpart.

SECTION 4 - SUPPORTING RESEARCH

4.1: SUPPORTING RESEARCH OVERVIEW

The first half (5 weeks) of each study period (10 weeks) was occupied with primary data collection associated with land use and tenant inventories for each portion of the District. For the second half, one small team (2-3 students) was tasked with compilation, analysis, and mapping of primary inventory data. Other small teams (1-2 members) were tasked with secondary research relevant to the University Districts development. While topics varied, they generally fell into four categories:

- Trends:
  - o What are the past and projected trends in growth of student/faculty/staff populations? What are past and future trends regarding public and private investment in and near the University District? Given the close proximity of the University District with Downtown and the Hospital/Health District on the lower South Hill, the boundary on investments was considered beyond the immediate District.

- Desired Conditions:
  - o What do the many local plans addressing the University District describe in terms of desired conditions? What do other national studies prescribe regarding major activity centers like Spokane's University District?

- Comparisons
  - o What are other university districts throughout the country like? What are their characteristics? How are they developing? Who are their partners? What are transferable lessons?

4.2: GROWTH TRENDS

Table 4.1 shows enrollment trends on the WSU Riverpoint and Gonzaga University campuses from 2005 to 2010.

TABLE 4.1: CAMPUS GROWTH TRENDS WITHIN THE UNIVERSITY DISTRICT.

School	Enrollment Year	Student Enrollment	Faculty & Staff	Total	% Growth/ Decline
EWU	2005	474	35	509	
	2006	485	36	521	2.4%
	2007	777	57	834	60.1%
	2008	1,309	96	1,405	68.5%
	2009	1,379	101	1,480	5.3%
	2010	1,222	101	1,323	-10.6%
WSU	2005	1,192	388	1,580	
	2006	1,282	417	1,699	7.5%
	2007	1,319	429	1,748	2.9%
	2008	1,340	436	1,776	1.6%
	2009	1,436	467	1,903	7.2%
	2010	1,286	395	1,681	-11.7%
Gonzaga	2005	5,900	536	6,436	
	2006	6,469	588	7,057	9.6%
	2007	6,736	612	7,348	4.1%
	2008	6,923	629	7,552	2.8%
	2009	7,229	567	7,886	4.4%
	2010	7,837	664	8,501	7.8%
Whitworth	2010	125	24	149	N/A

Source: EWU, WSU, Gonzaga, Whitworth Administration.

As Table 4.1 shows, EWU, WSU, and Gonzaga have all increased their presence in the District, adding both students and faculty in the five year period between 2005 and 2010. In this period of growth, EWU added 814 faculty, staff, and students; WSU added 101 faculty, staff, and students; Gonzaga added 2,065 faculty, staff, and students; and Whitworth established itself for the first time in eh District by adding 149 faculty, staff and students in 2010. In total, in the five year study period shown in Table 4.1, these institutions added 3,129 faculty, staff and students.

Source: University District Master Plan pg.32

Source: hipsterinmylatte.com/2011/03/22/the-other-side-of-washington/

The steady growth of EWU, WSU, Gonzaga, and the addition of Whitworth shows that these institutions have confidence in the Districts as an ideal place for their students to receive an education and for their faculty and staff to work. The commitment that these institutions have made has transformed the District from an area that was once an underdeveloped brown field (the area now occupied by the WSU Riverpoint Campus) to an area that now holds multiple buildings worth millions of dollars and attracts thousands of students and workers every day. With their continued investment in the District, these institutions will continue to propel job growth, innovation, and a sense of optimism and vibrancy that the District will need to prosper in the future.

FIGURE 4.1: CAMPUS POPULATION TRENDS WITHIN THE UNIVERSITY DISTRICT
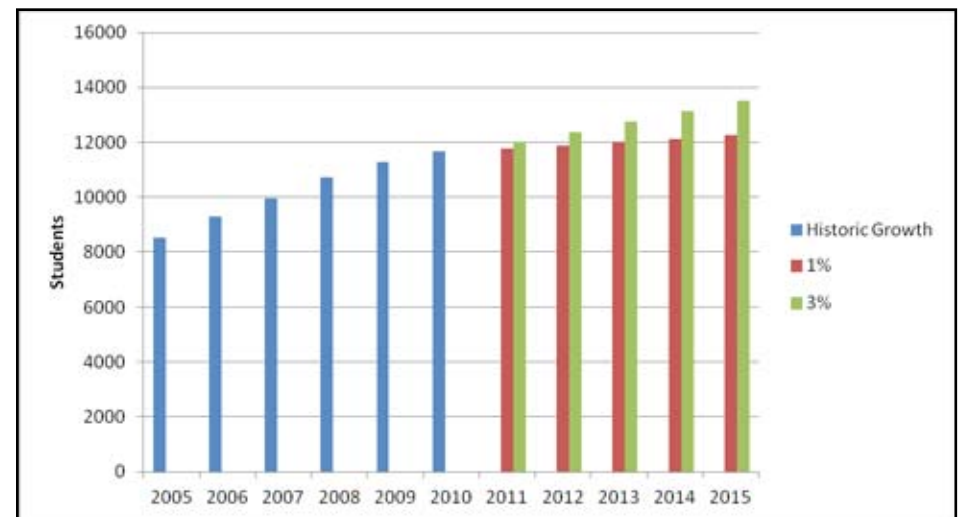
Source: EWU, WSU, Gonzaga, Whitworth Administration. Projections done by Fall 2010 Research Team.

The total student, faculty, and staff population in the University District is expected to rise on a slow but steady pace for the foreseeable future. Figure 4.1 shows this projected growth at the rates of 1% annually and 3% annually through 2015. At 1% annual growth, the student, faculty, and staff population would rise to 12,248, whereas 3% annual growth would see that number rise to 13,510. Even at slow rates of growth, the impact of adding more students, faculty, and staff to the academic institutions in the District will have major impacts on the future development of the entire District. This is because an ever-increasing student base will inevitably demand for everything from new affordable housing units, to new student centered businesses such as bars, restaurants, and novelty shops, to an increasing demand for more pedestrian oriented infrastructure that will make the roads safer for all users.

Perhaps most excitingly, this expanding pool of talented and well educated people will continue to attract industries into the District that need these new professionals to succeed. Furthermore, an increasing student base coupled with new business growth will likely attract more entrepreneurs and business start-ups who will want to be a part of an up and coming area like the University District.

4.3: INVESTMENT TRENDS

Table 4.2 is listing of major investments within and adjacent to the University District from 1999 to 2010. Highlights include:
- At $174.6 million dollars in investments, the District's universities have invested the largest share of money when compared to other sectors.

- At almost $162 million dollars in investments, the private sector (medical and private sector columns) is second in total investments.

- Public sector projects (non-university related) totaled $81.8 million dollars.

- Total investments within the study period (1999-2010) were nearly half a billion dollars.

Table 4.2 shows that there has been a healthy amount of investment made by a wide diversity of entities within and adjacent to the University District. Implications include:
- The large amount of money invested by the District's higher education tenants proves that they are committed to the successful development of the District.

- With over $80 million in investments, the private sector has shown that it believes that the District is a place where their businesses can grow and prosper well into the future.

- The public sector's investment in the Spokane Convention Center ($45.9 million dollars) shows the positive impact that public sector investments can bring to a underutilized area.

Ultimately, these investments reflect a sense of confidence in the District and its ability to provide a stable foundation for both private and public sector projects to thrive.

The Historic Globe Hotel • Source: University District Master Plan pg. 94

TABLE 4.2: MAJOR INVESTMENTS WITHIN & ADJACENT TO THE UNIVERSITY DISTRICT (1999-2010)

Year	Project	University Related	Medical Related	Private	Public
1999	Riverpoint Health Science Building	$11.9 million			
1999	Lewis & Clark High School Remodel				$29 million
1999	Lewis & Clark High School Field House				$6.9 million
2000	Oxford Suites Hotel on North River Drive			$5.8 million	
2001	Deaconess Education Center Expansion	$9.8 million			
2001	Pathology Associates Remodel		$5.7 million		
2001	Cowles Publishing Expansion			$8 million	
2002	Sacred Heart Medical Center Expansion		$73.6 million		
2002	Deaconess Medical Center Parking Garage and Medical Plaza		$10.1 million		
2002	Gonzaga University Projects	$7.4 million			
2003	Gonzaga University Arena	$17.2 million			
2003	Prairie Hills at Grayhawk Expansion			$11 million	
2003	Washington State Archives Building	$7.4 million			
2003	American West Bank Building			$3.9 million	
2003	Integrated Medical Plaza	$3.7 million			
2004	Spokane Convention Center Expansion				$45.9 million
2004	Washington State University Academic Center	$15.6 million			
2004	Gonzaga University Arena, Plus Other Projects	$15.2 million			
2005	Upper Falls Condos			$18.8 million	
2005	Gonzaga University Student Housing	$10.6 million			
2006	Sacred Heart Medical & Children Hospital Laboratory Remodel		$9.5 million		
2007	Washington State University Nursing Building	$16.5 million			
2007	Gonzaga University Housing Phase 2	$10.3 million			
2008	Gonzaga University Cincinnati Villa Dormitory	$16.5 million			
2008	Gonzaga University Soccer & Practice Fields	$10 million			
2008	Spokane Eye Clinic Medical Building		$9.6 million		
2009	Gonzaga Dorms, Plus Other Projects	21.6 million			
2009	WSU Veterinary Clinic	1 million			
2009	Bel Franklin Apartments			2.2 million	
2009	Main Market			2 million	
2010	Thompson's Custom Orthotics & Prosthetics-New Facility			1.7 million	
Sub Total		**$174.6 million**	**$108.5 million**	**$53.4 million**	**$81.8 million**
Total		**$418.3 million**			

Source: Greater Spokane Incorporated and the City of Spokane.

4.4: FUTURE INVESTMENTS/PROJECTS

Figure 4.2 shows projects that are either currently in development or are in the planning phases within the University District.

FIGURE 4.2: FUTURE PROJECTS WITHIN THE UNIVERSITY DISTRICT
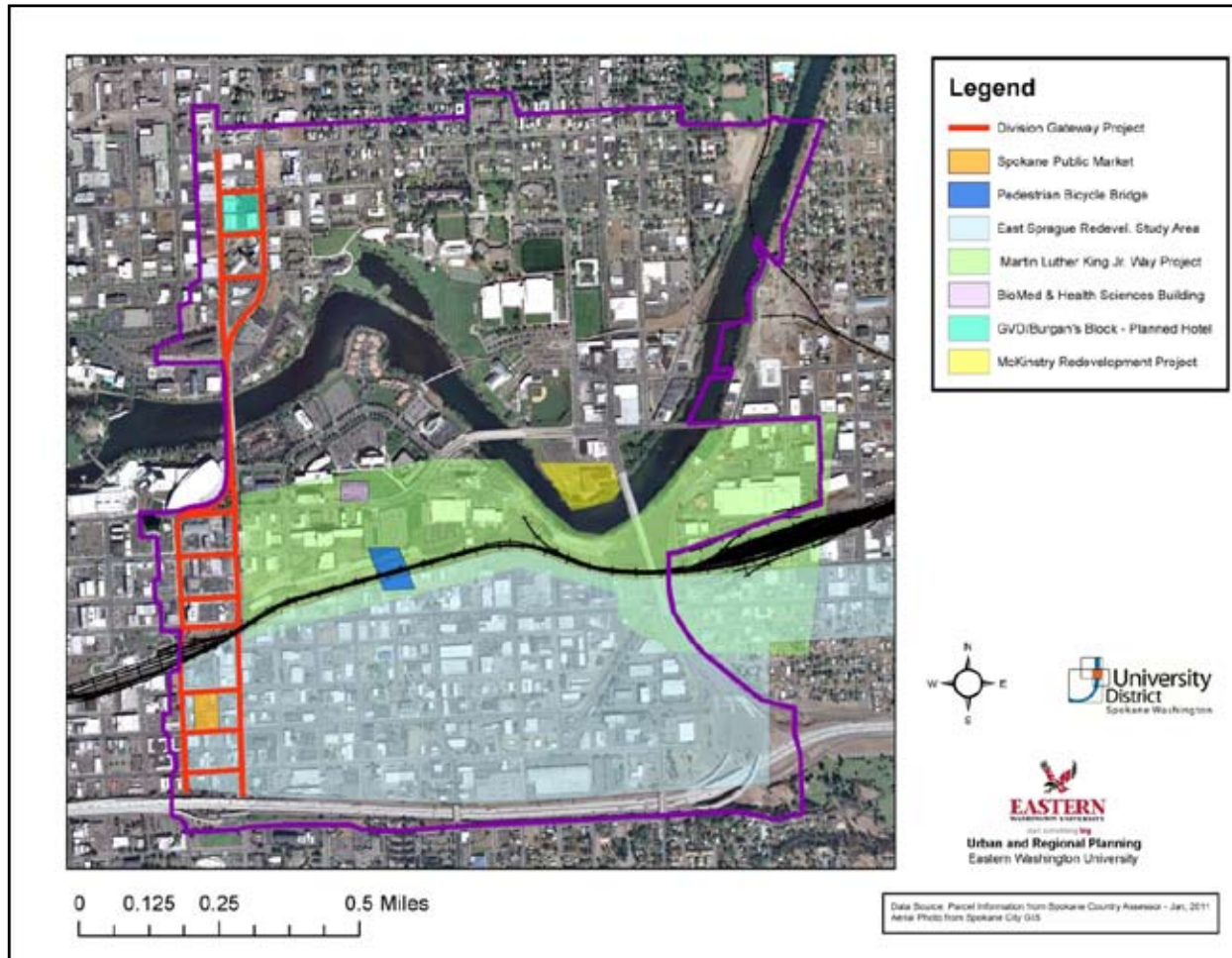
4.4.1: MARTIN LUTHER KING JR. WAY PROJECT

Figure 4.3 shows the Martin Luther King Jr. Way project. This project will create a new east/west road through the WSU Riverpoint campus. According to Barb Chamberlin (WSU Riverpoint campus Director of Communications) "the project will result in reduced automobile traffic through the middle of campus, enhanced pedestrian safety and a new street replacing bumpy concrete with bike lanes, trees and sidewalks (Chamberlain 2011)." As Figure 4.3 shows, this project is slate to take place in three phases. Phase 1 began in the Spring of 2011, and is projected to be finished in September 2011. Funded with federal and state dollars, Phase 1 cost $3.76 million dollars (Chamberlin 2011). Phase 2 (which will extend the road under the Hamilton Street Bridge to Trent Avenue) is slated to begin in 2013. According to City of Spokane, Engineering Services, the underfunded Phase 3 "…will allow access along Erie Street under the Burlington Northern Sante Fe railroad tracks and will not occur until there is sufficient demand for a vehicular crossing under the railroad (Engineering Services). "This "sufficient demand" for Phase 3 completion may take up 20 years to develop (Engineering Services).

FIGURE 4.3: MARTIN LUTHER KING JR. WAY.

Source: Engineering Services, City of Spokane

4.4.2: BICYCLE & PEDESTRIAN BRIDGE

Figure 4.4 is an aerial rendering of the proposed Bicycle and Pedestrian Bridge. As Figure 4.4 shows, the Bridge will span the BNSF rail lines, and will have anchor points near the future MLK Jr. Way on the north side of the rail lines and at a new extension of Sherman Avenue on the south side of the tracks. Figure 4.4 also shows other ambitious projects including a future light rail line adjacent to the current BNSF rail lines. As of April 2011, the project is still in the design Phase. Based partially on citizen input the Pedestrian and Bicycle Bridge Advisory Committee have decided to anchor the bridge at previously mentioned points (Figure 4.4)

While the landing points for the Bridge have been decided, as of the writing of this report, the type of arch that will be utilized on the Bridge has not yet been determined. Figure 4.5 is a rendering of the "Arch Style" option. The estimated cost for this option is $12.2 million dollars (University District Pedestrian Bicycle Bridge Study). Figure 4.6 is a rendering of the "Cable-Stayed" option. The estimated cost for this option is slightly less at $11.3 million dollars (University District Pedestrian Bicycle Bridge Study 2011).

FIGURE 4.4: BICYCLE & PEDESTRIAN BRIDGE OVERVIEW.

Source: University District Pedestrian Bicycle Bridge Study.

FIGURE 4.5: BICYCLE & PEDESTRIAN BRIDGE: ARCH STYLE OPTION

FIGURE 4.6: BICYCLE & PEDESTRIAN BRIDGE: CABLE-STAYED OPTION

4.4.3: BIOMEDICAL & HEALTH SCIENCES BUILDING

Currently in the design and development stages, Phase 1of the new Biomedical and Health Sciences Building will "…facilitate and significantly expand the existing Washington State University (WSU), University of Washington (UW), and Eastern Washington University (EWU) health-sciences collaboration with programs and services provided by the Spokane health care sector including regional hospitals, clinics, and research institutes (Washington State University 2011)." It will be "…approximately 120,000 gross square feet in size and include basic and clinical research laboratory space; core research and teaching facilities including a vivarium and gross anatomy laboratory; allied health programs; space for the growth of pharmaceutical sciences; and administrative support spaces including offices, conference rooms and medical education classrooms (Washington State University 2011)." In April 2011, the Washington State House Capital Budget included $35 million dollars in funding for the project (The Capital Budget still must be approved by the Senate and signed into law by the Governor) (Camden 2011). The total estimated cost of the Phase 1 is $78.6 million dollars. Future phases of the project are anticipated to begin in the next few years (Washington State University 2011). Figure 4.7 shows the planned location of Phase 1 and potential future phases

FIGURE 4.7: PLANNED LOCATION OF THE WSU BIOMEDICAL & HEALTH SCIENCES BUILDING.
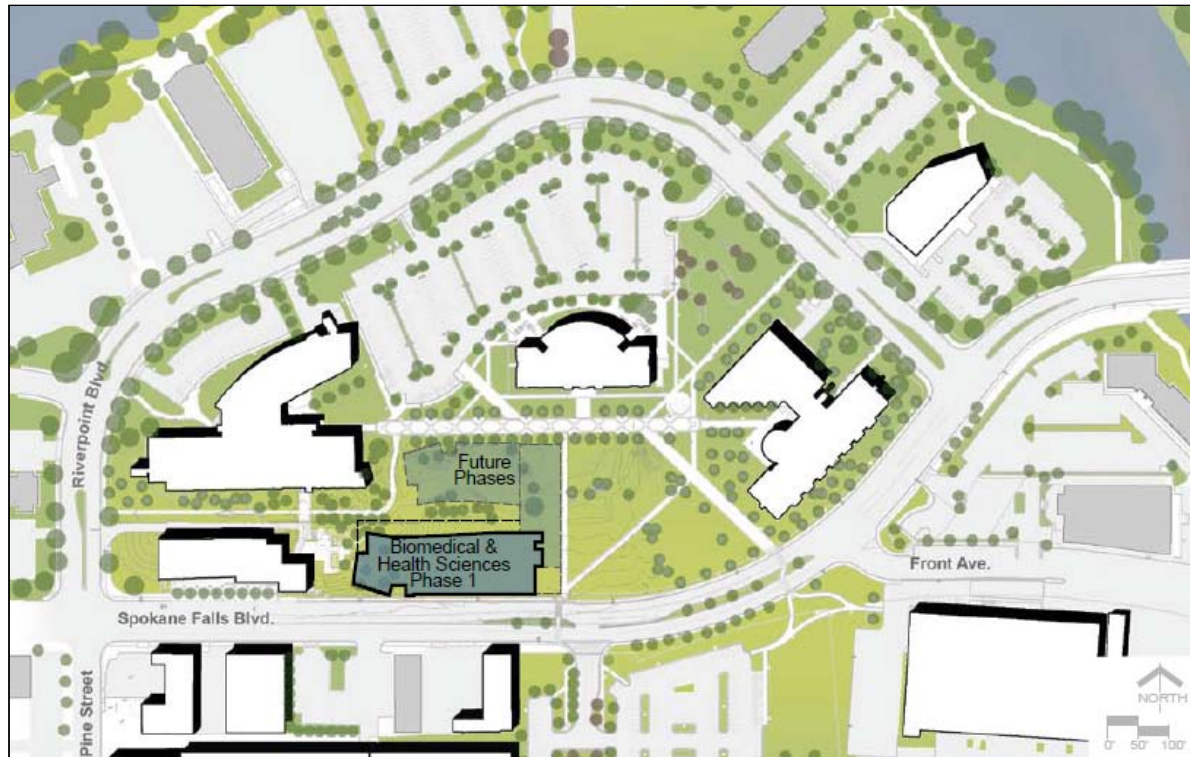
Source: WSU Riverpoint Biomedical & Health Sciences Building Schematic Design Brochure.

FIGURE 4.8: WSU BIOMEDICAL & HEALTH SCIENCES BUILDING DESIGN.

Source: WSU Riverpoint Biomedical & Health Sciences Building Schematic Design Brochure.

4.4.4: EAST SPRAGUE REDEVELOPMENT STUDY

The City of Spokane received a $150,000 dollar stimulus grant to create a "…green transit-oriented land use and transportation plan for the Sprague Corridor (Browne to Fiske) (Business and Development Services 2011)." The study calls for the City to partner with Spokane County, the Spokane Regional Health District, and the Spokane Transit Authority to come up with infrastructure improvements that would encourage more residents to walk or ride their bicycles along the East Sprague Corridor. Figure 4.9 shows the location of the study and some proposed improvements (GTEC stands for Growth Transportation Efficiency Center, a Spokane County commute trip reduction initiative).

FIGURE 4.9: EAST SPRAGUE REDEVELOPMENT STUDY AREA.
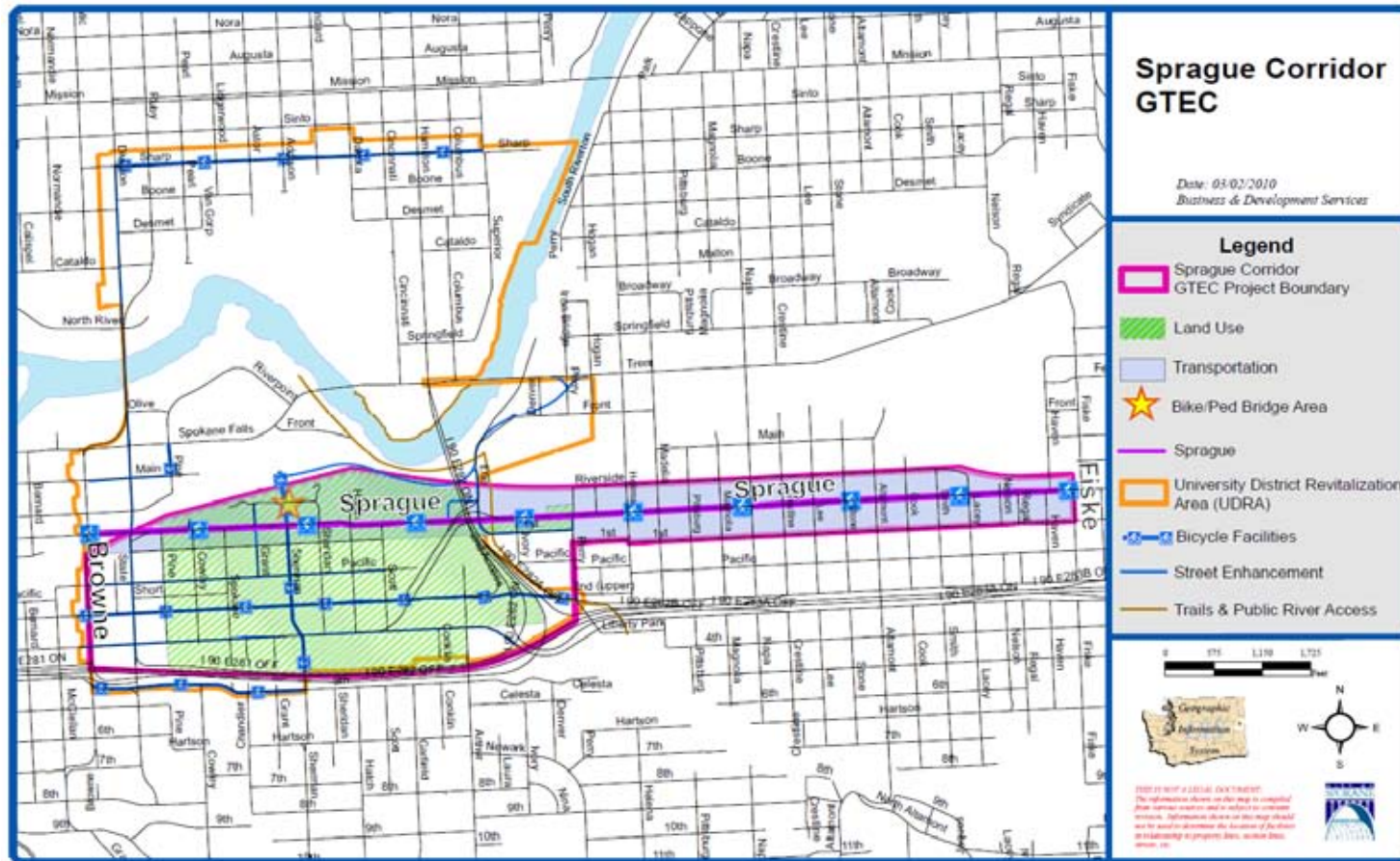
Source: Business and Development Services, City of Spokane

4.4.5: DIVISION GATEWAY CORRIDOR PROJECT

Running from Interstate 90 to Sharp Avenue, and including Division, Brown, and Ruby Streets (including east west streets that connect these arterials) the Division Gateway Corridor Project will seek to identify streetscape improvements that will not only enhance the aesthetic quality of the Corridor, but also make pedestrian and bicycle connectivity safer and more efficient. The City of Spokane is seeking to contract with the Portland, Oregon based planning consulting firm MIG Inc., to proceed with a $2 million dollar design contract (Frian 2010). Figure 4.2 showed the location of the project (highlighted in red).

4.4.6: SPOKANE PUBLIC MARKET

Developed by the BR3 Development Group, the Spokane Public Market will provide a venue for local farmers and food producers to interact with their customers. Using Seattle's Pike Place Market as a model, the market will feature "...growers selling fruits and vegetables, meat, eggs and bread, as well as artisan wares and ready-to-eat meals (Hallenberg 2011)." John Hancock (interim executive director of the Spokane Public Market) stressed that the new market will have a strong focus on showcasing sustainable agriculture and food production methods (Hallenberg 2011).
The Spokane Public Market will be located in a renovated warehouse on Second Avenue between Brown and State Streets (Figure 4.10).

4.4.7: TIFT/LIFT PROJECTS

Money collected from the TIFT/LIFT zone (includes the University District) will go to fund multiple projects throughout the District (Figure 4.11).

FIGURE 4.11: TIFT/LIFT PROPOSED FUNDED PROJECTS
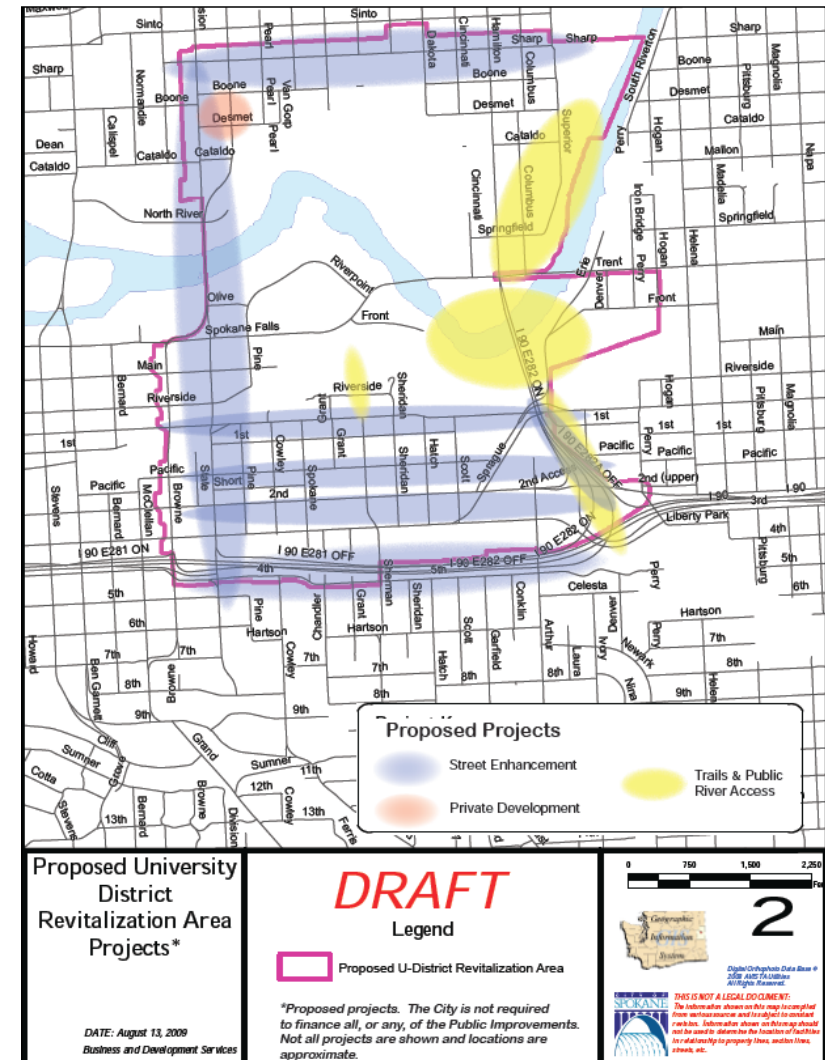
Source: Business and Development Services, City of Spokane.

4.4.8: CENTRAL CITY TRANSIT ALTERNATIVES ANALYSIS

Sponsored by the Spokane Transit Authority, The Central City Transit Alternatives Analysis seeks to engage with members of the public, as well as business and civic leaders, to identify preferred future public transportation improvement projects that have the stated goal of "creating a vibrant central city" (Spokane Central City Transit Alternatives Analysis). Figure 4.12 is a representation of the central city circulator system plan with a highlight (in red) of a proposed first investment that would connect

FIGURE 4.12: CENTRAL CITY CIRCULATOR SYSTEM PLAN WITH FIRST PROPOSED INVESTMENT
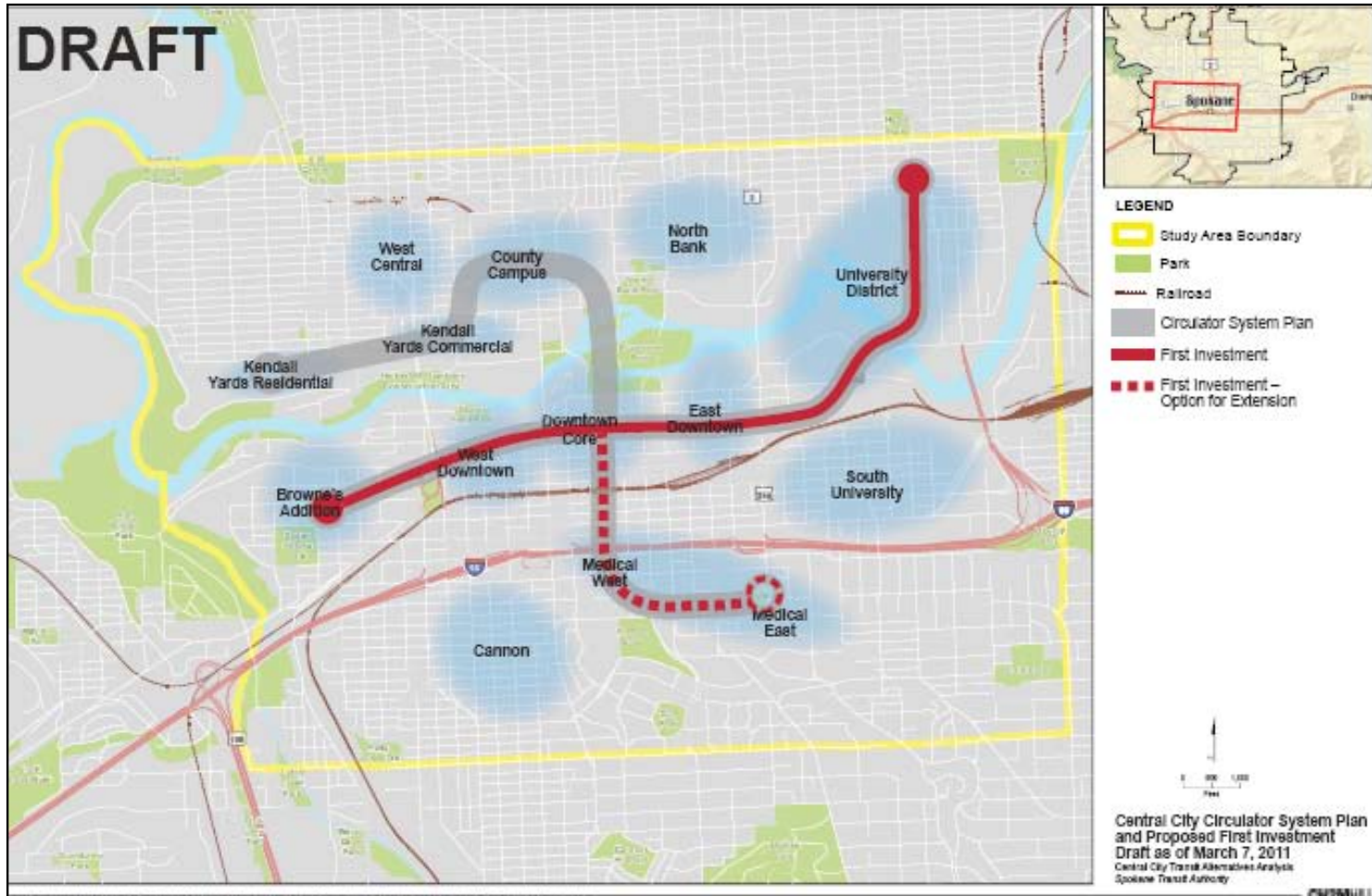
Source: Spokane Central City Transit Alternatives Analysis

4.4.9: GVD/BURGAN'S BLOCK PLANNED DEVELOPMENT

The owners of the GVD/Burgan's Block are planning on building a new hotel complex with a potential capacity of 70 to 80 hotel rooms. This project is currently in the planning phase (Figure 4.13)..

FIGURE 4.13: GVD/BURGAN'S BLOCK PLANNED DEVELOPMENT
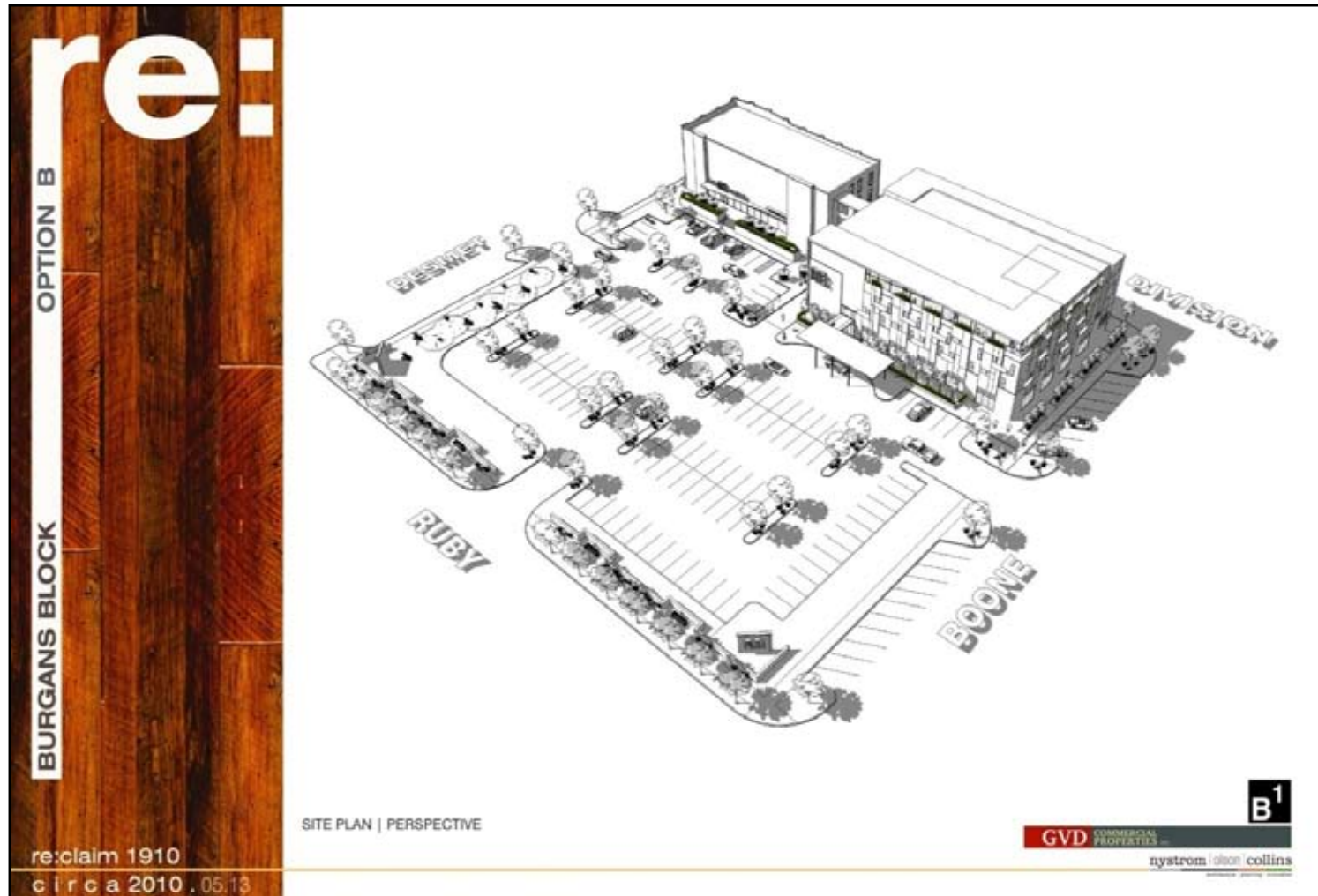
Source: Image Courtesy of GVD/Burgan's Block Developers

4.4.10: OLD GREAT NORTHERN RAILWAY BUILDING RENOVATION

Based out of Seattle, Washington, the design firm of McKinstry Company is rehab-bing the 44,000 square foot, 103 year old Great Northern Railway Building (Figure 4.14) (situated near Spokane Falls Boulevard and Hamilton Street). The firm is ex-pected to invest approximately $10 million dollars in the project (McLean 2010). The remodel is scheduled to be completed by the summer of 2011.

FIGURE 4.14: OLD GREAT NORTHERN RAILWAY BUILDING
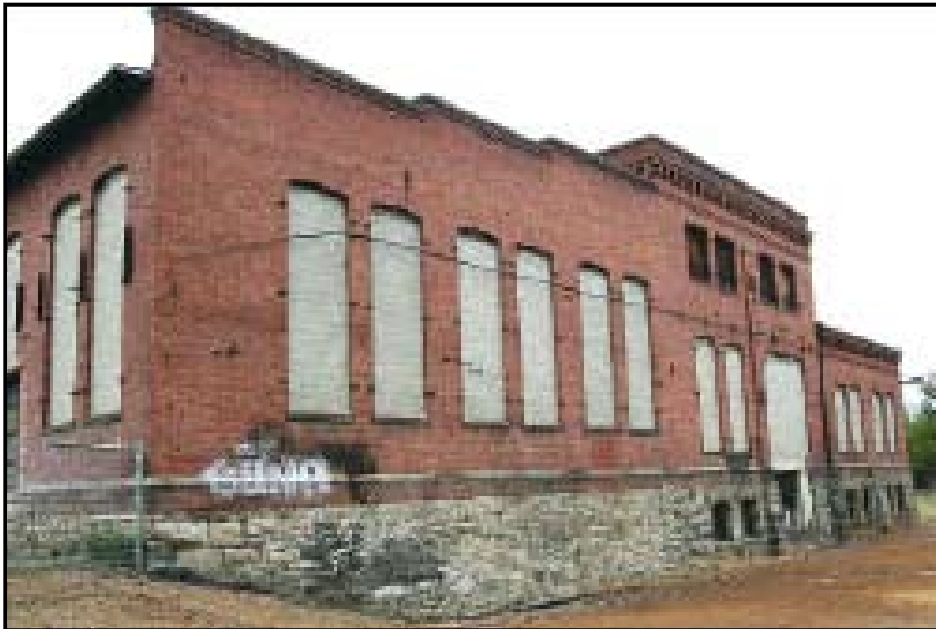
Source: McLean 2010.

4.4.11: FUTURE INVESTMENTS/PROJECTS SUMMARY

The list of future projects mentioned in this section represents millions of dollars in additional investment in the District. Aside from the obvious benefits of such invest-ments, other benefits include:

- Increased connectivity and safety for pedestrians/bicyclists

- Increased capacity of educational services. This will attract more students and potentially more private firms (particularly those related to the medical industry) to the District.

- Increased visitor lodging capacity will encourage more visitors to come to the District and potentially shop, eat, or even invest here.

- Improved public transportation services (Central City Transit Alternatives) will increase connectivity for non-vehicular users.

- Streetscape improvements will help to balance pedestrian/bicycle/vehicle/ freight needs.

- Improved District branding/advertising through projects such as the Division Gateway Corridor will increase awareness of the University District to local and regional residents.

In sum, these projects will have the potential to benefit the District for years to come.

4.5: PLANNING GUIDANCE

This section covers plans that are related to the University District.

4.5.1: THE UNIVERSITY STRATEGIC MASTER PLAN

Published in 2004 by the City of Spokane's Economic Development Department, the University District Strategic Master Plan is a comprehensive report that covers a wide range of issues from the history of the District, to environmental concerns, to the lo-cal economy, and beyond. The plan is broken down into the following major sections: 1) Planning principles, goals, visions; 2) Issues and opportunities; 3) Development concepts; and 4) Implementation strategies.

1. Planning principles, goals, visions
   - The report listed nineteen different planning principles that were inspired by comments from the public. The central theme of these principles was to create a district built on "centers of excellence" that would attract intellectuals and entrepreneurs to the District, which in turn would spur more development. Other themes included connectivity to other parts of the city, economic development, environmental sustainability, affordable housing, mixed use projects, and pedestrian/bicycle friendly design.

2. Issues & opportunities
   - The report listed a wide range of potential constraints and opportunities for the future growth of the District. Constraints included:
     o Poor pedestrian and bicycle infrastructure

     o Potential for the need for expensive environmental cleanup, particularly on vacant and underutilized sites in the southern portion of the District.

   - Assets and opportunities were listed as:
     o Good grid system in southern portion of the District

     o The Districts centralized location

     o The existence of regional attractions like the nearby convention center, the Medical District, and McCarthy Athletic Center.

     o A cited study that showed that there is pent up demand for everything from housing to retail and entertainment venues in the District.

     o The Presence of the Districts higher education institutions.

3. Development concepts
   - Activity Centers

4. Implementation strategies
   - The report mentioned twenty four different projects proposed to take place within the University District. Examples of these projects include the Riverside Extension, the pedestrian bridge over the rail lines, the establishment of a District shuttle system, and various streetscape improvements throughout the District. Six years later, the majority of these projects is either in progress or is still in the planning phase.

- The report also mentions development incentives that have since been put in place such as multi-family tax credits, the Community Empowerment Zone, and tax increment financing.

Summary
Overall, the plan identified the following major issues concerning the future growth of the District;
- Concerns over problems with connectivity for pedestrians and bicyclists

- Increasing levels of vehicular traffic will stress the current system

- The existence of both real and perceived barriers such as public safety and contaminated sites may act as constraints to growth

- An unwillingness by both the city and the private sector to support mixed use projects with high densities that cater to pedestrians over the automobile.

Aside from highlighting the above mentioned issues, perhaps the most important aspect of this plan is its description of an overriding University District concept. Key elements of this concept include:
- Attract University students, faculty, researchers, entrepreneurs, and a whole host of other talented and creative people to live and work in the District.

- The incorporation of pedestrian and bicycle friendly design.

- The creation of a "vibrant, mixed-use environment"

- A wide range of entertainment, retail, and housing options

- Incorporation of environmentally sustainable design

- Inclusion of public/civic spaces

4.5.2: FAST FORWARD SPOKANE: DOWNTOWN PLAN UPDATE, APPENDIX D

Authored by the consulting firm of Moore, Iacofano, and Goltsman (MIG) in 2008, Appendix D of Spokane's Downtown Plan Update focuses on the southern portion of the University District. The authors analyzed existing plans and original research

to point out both constraints and opportunities for the District's growth. The report concluded by proposing new land uses for the south side of the District.

The report listed the following elements as representing constraints the future growth of the District:

- Public safety concerns, particularly at night

- Heavy arterial traffic that can lead to congestion

- Inadequate pedestrian/bicycle infrastructure

- Physical barriers like the rail lines, Interstate 90, Division Street, Hamilton Street.

In response to the constraints of inadequate pedestrian/bicycle infrastructure and heavy arterial traffic, the authors put forth ideas to remedy these problems. Specifically, the discussed the concept of complete streets and it applicability to the southern portion of the District. In summary, the authors noted the following aspects of complete streets and its potential to transform the streets of the southern University District:

- Complete streets defined as streets designed to work for all users including pedestrians, bicyclists, motorists, public transit users, and people with mobility issues.

- Complete streets seek to incorporate amenities that make for a pleasant and safe urban experience. Street trees, decorative lighting, public art, wide sidewalks, and traffic calming measures are just a few examples of elements crucial to a successful complete street.

- Figure 4.15 shows different categories of streetscape improvements.

  o Identified Pacific Avenue, Grant Street, and Sherman Street as being either "neighborhood activity streets" or "community activity streets." These types of streets are pedestrian and bicyclist friendly. They would include a whole host of amenities geared towards pedestrians and bicyclist. Thru-traffic would be allowed, but speeds would be limited and congestion discouraged by routing the majority of traffic to other streets.

o Identified Sprague Avenue as a "community connector." This type of street is designed to safely and efficiently move both pedestrians, bicyclists, and motorists.

o Identified Division Street as a "city-regional connector." While this type of street has a primary function of accommodating large volumes of automobile and freight traffic, it can still represent a safe and enjoyable environment for pedestrians through improvements such as wide sidewalks, lower speed limits, enhanced pedestrian cross-walk markings, street trees and public art.

"Ghost Bike" Memorial at Division & Sprague
Source: http: inlander.com/spokane/article-14763-for-whom-the-bike-tolls.html

Holiday Inn Express
Source: geocaching.com/reviews/hotels-near-avista_stadium-id-67205

FIGURE 4.15: PRIORITY STREETSCAPE IMPROVEMENTS

PRIORITY STREETSCAPE IMPROVEMENTS
South University District Analysis

Community Activity Street
Community Connector
City/Regional Connector
Alley Improvements

Parcels
Parks
Spokane River

Railroads
Interstate

Miles
0   0.125   0.25

MIG
August 2008
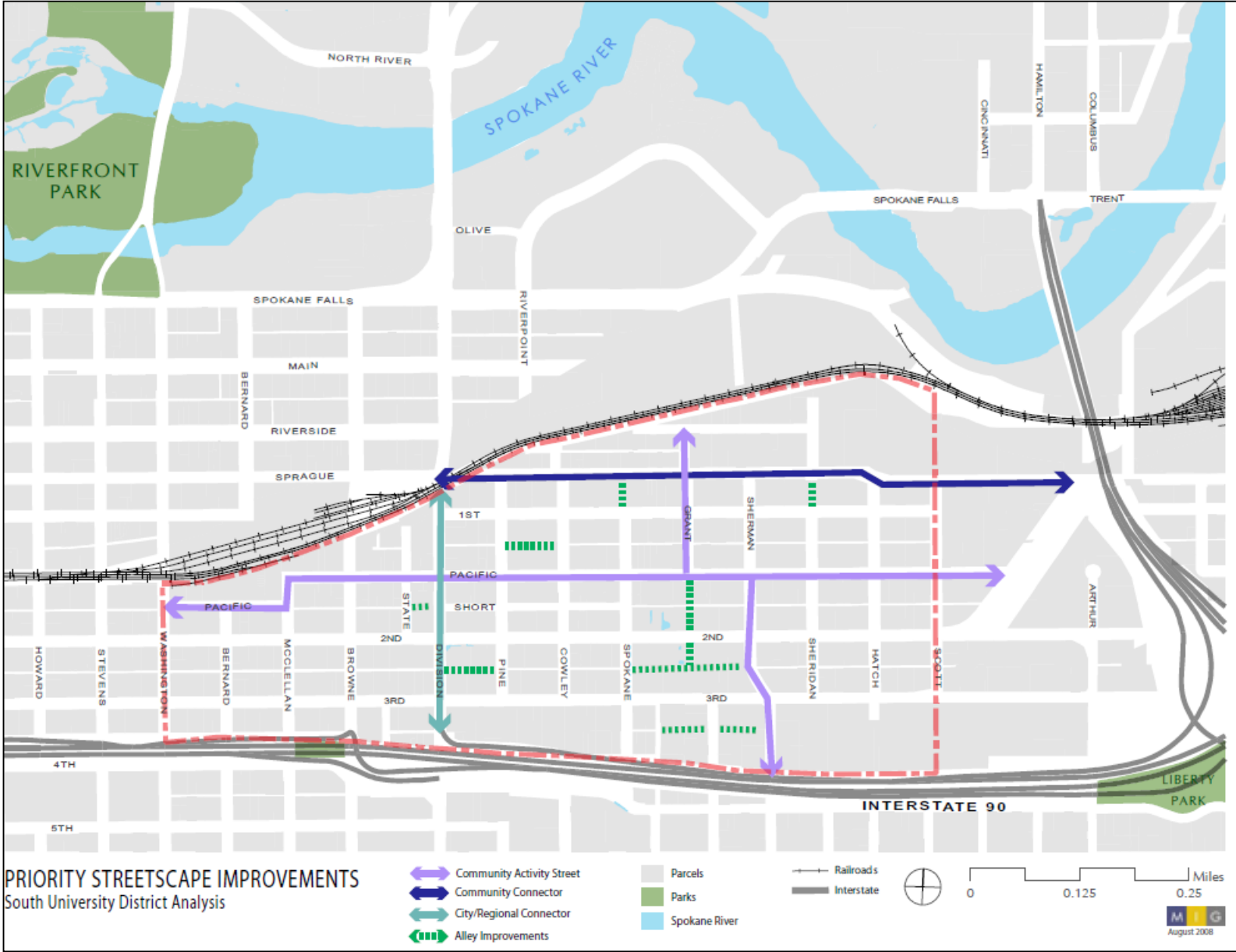
Source: Downtown Spokane Plan Update Appendix D pg. D 11

Aside from streetscape improvements, the authors noted the following assets and opportunities that exist within the District:

- The Districts proximity to downtown, the medical district, and surrounding neighborhoods.

- The existence of higher education institutions.

- All of the major transportation connectors that go through the District like Division Streets, Sprague Avenue, 3rd Avenue, and Sherman Street.

- All of the vacant and underutilized parcels

- Historic properties

- Vacant buildings

- Identified "potential opportunity sites" as being Division and Pacific, and Grant and Pacific. These areas were seen as special because of their centralized locations and their potential to attract infill development. The authors also identified the large parcels in the extreme south eastern portion of the District as being ideal for the placement of new medical related businesses.

In addition to analyzing District elements that constitute both constraints and op-portunities, the authors also put forth a series of land use recommendations for the southern portion of the District. Figure 4.16 is a map showing the authors proposed land use zones.

- Retail/Commercial: Encourages services that local residents could use such as grocery stores, dry cleaners, post offices, banks, etc. This area also would be a prime location for mixed-use developments.

- Office/Biomedical: This zone is set up to attract office workers with a focus on medically related industries.

- Residential high density: This zone is intended to attract a large amount of people in a relatively small area. This zone would include mixed-use developments with a focus on pedestrian friendly infrastructure. It is situated to take advantage of the future pedestrian bridge.

- Light industrial/Research and development: This zone already includes some light industrial uses.

FIGURE 4.16: PROPOSED LAND USES

PROPOSED PRIMARY LAND USE
South University District Analysis

Legend:
- Retail/Commercial
- Residential
- High Density Residential
- Office/Bio-Medical
- Light Industrial/Research & Development
- Parcels
- Parks
- Spokane River
- Railroads
- Interstate
- Study Area Boundary

August 2008
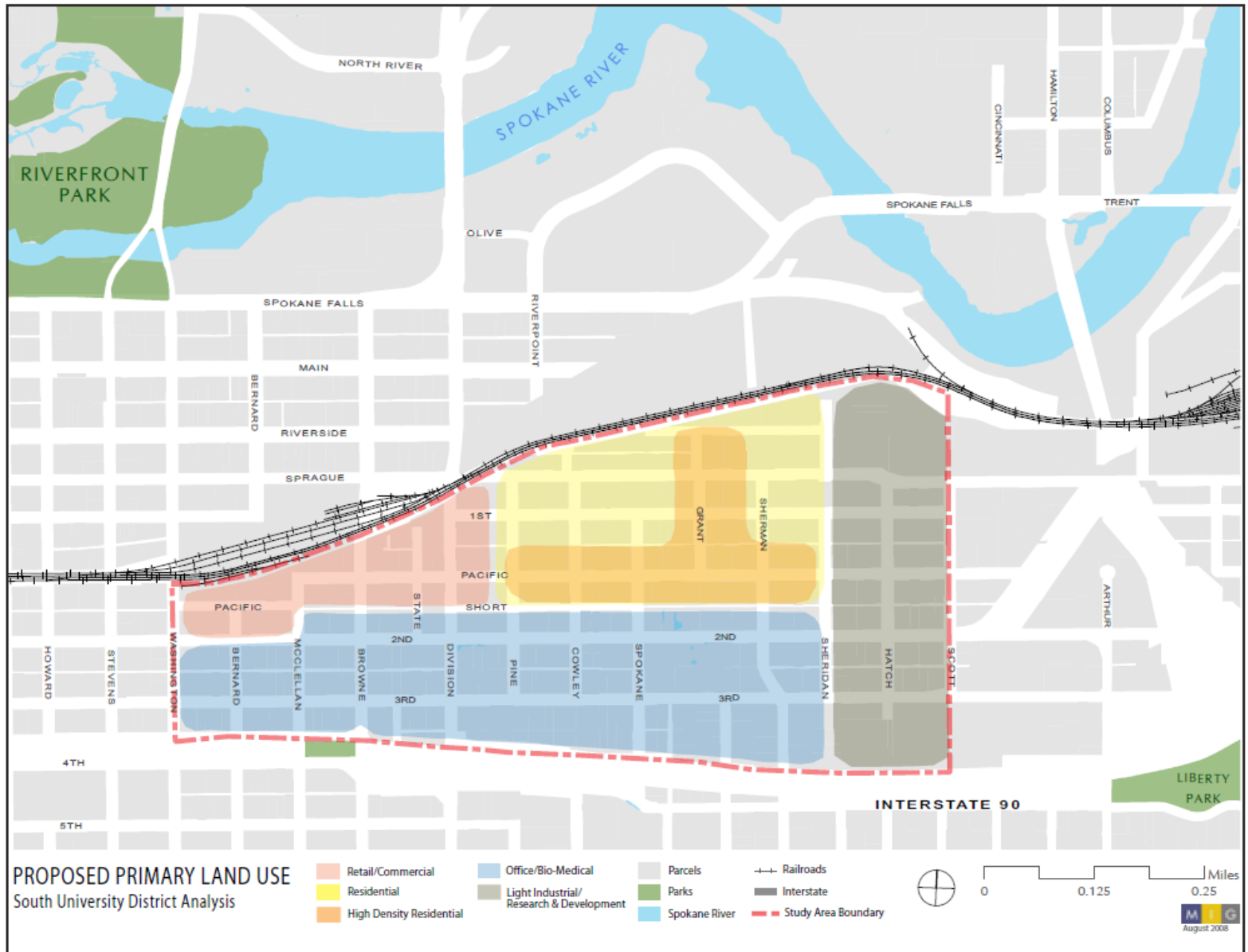
Source: Downtown Spokane Plan Update Appendix D page D21

The concept of the creation of a "mixed-use urban village" is central to the proposed land uses that were just covered. Under this concept, the a priority would be given to the safety and comfort of pedestrians and bicyclists, with high residential densities and mixed use developments encouraged. A wide array of retail and entertainment venues would be present with a focus on the need of local residents.

4.5.3: RESIDENTIAL POTENTIAL AND NEEDS ANALYSIS: THE UNIVERSITY DISTRICT

On behalf of the Downtown Spokane Partnership, Zimmerman/Volk Associates Inc., was contracted to do an analysis of the residential needs of the University District. The report was published in 2009.

After considering factors such as price, housing type, lifestyle type, and the number of university students attending classes in the District, the authors of the study estimated that 1,740 households would realistically move to the District if the right housing were made available. Table 4.3 shows that 62% of the new housing should be multi-family rental units followed by multi-family ownership units (22.4%) and single-family attached ownership units (14.9%).

The authors of the report also estimated that 70% of the potential new residents to the District will be younger singles and couples. At 17% of the potential market, empty-nesters and retirees make up a much smaller percentage of potential residents. Finally, traditional and non-traditional families were estimated to make up the lowest percentage of potential new residents at 13% of new residential demand.

TABLE 4.3: TARGET RESIDENTIAL MIX BY TYPE OF HOUSING UNITS

Target Residential Mix—Higher-Density Housing Units
UNIVERSITY DISTRICT
City of Spokane, Spokane County, Washington

HOUSING TYPE	NUMBER OF HOUSEHOLDS	PERCENT
Multi-Family Rental Units	1,090	62.7%
Below Market-Rate*	320	18.4%
Market-Rate*	770	44.3%
Multi-Family Ownership Units	390	22.4%
Below Market-Rate*	80	4.6%
Market-Rate*	310	17.8%
Single-Family Attached Ownership Units	260	14.9%
Below-Market-Rate*	60	3.4%
Market-Rate*	200	11.5%
Total:	1,740	100.0%

* Market rate is defined as affordable to households with incomes above 80 percent (for rental) and 110 percent (for-sale) of the Area Median Family Income (AMFI) of $60,200 for a family of four.

Source: Zimmerman/Volk Housing Study pg. 11

The authors of the study also made estimates regarding the optimum pricing for housing by type. Prices were also estimated for both market-rate and income-restricted units. At the low end, a loft/apartment for rent in the District to low-income residents would go from $425 to $750 a month. On the high end, market-rate row houses/live-work units may go for a sale price of $250,000 to $345,00. The authors noted that at these prices, market incentives such as multi-family tax credits may have to be used in order for these properties to be profitable for potential developers/landlords.

Aside from constructing new units, the authors calculated that the current housing stock within the University District would be capable of absorbing 5% to 6% of the potential housing demand. At this projection rate, full build out of the 1,740 units would occur over the course of 20 years. The housing study point out that as economic conditions improve, the absorption rate could improve to 10% per annum (roughly 170 units per year). At this rate, build out would occur over 10 years The study authors noted that constraints to the potential growth of the District include:

- Safety concerns

- Physical barriers like the Spokane River and the rail lines

- Predominance of commercial and industrial uses, with little residential choices

The study authors also noted that the District has many powerful assets that ultimately represent opportunities for its future growth:
- Close proximity to Downtown Spokane, the Medical District, Riverfront Park, Centennial Trail, etc.,

- Close proximity to major roadways that act as local and regional connectors such as Division Street and Interstate 90.

The report also made numerous recommendations including that some type of public development authority be created to better facilitate the vision of the District.

4.5.4: SPOKANE'S UNIVERSITY DISTRICT: POLICY OPTIONS FOR A NEW URBAN CENTER

Following the completion of the University District Strategic Master Plan in 2005, city and local entities applied for assistance under the United States Environmental

Protection Agency's (EPA) Smart Growth Implementation Assistance (SGIA) program. This effort proved successful as an EPA Assistance Team came to the area and completed a report titled "Spokane's University District Policy Options for a New Urban Center." The main objective of this report was to further implementation of the University District's Strategic Master Plan (completed in 2004). Specifically, the City wanted the EPA Assistance Team to research the market potential for new development in the University District as well as to identify policy options that may help spur new development within the District. The report was finished in 2007.
The main findings of the report included:

- Significant opportunities for redevelopment exist within the University District.

- Broad community support exists backing the overall vision of the University District becoming a "vibrant, 24/7, pedestrian-first place with an eclectic mix of uses...(US EPA 2007, pg. 1)."

- The Riverpoint Campus is the "premier development opportunity" in the District.

The report also outlined five policy options that were designed to meet the goals of the University District's Strategic Master Plan:

1. Extend Riverside Avenue east into the University District. This project will serve as a catalyst for the future growth of the central portion of the District.

2. Develop a specific area plan for the University District that will provide specific development guidance for the future growth of the District. This level of specificity will ensure that a unified vision of the District's development will actually be realized.

3. Seek private sector partners in he future development of the Riverpoint Campus.

4. Seek to strengthen partnerships between the City, District business leaders, and the University tenants within the District.

5. Use the District's existing and historic properties as an opportunity for sustainable development/infill development. The Jensen-Byrd Building (just south-west of the Riverpoint campus) is an example of a property that has the potential to be successfully redeveloped.

While the scope of this report was limited to the central portion of the District (Riverpoint campus, BNSF rail lines, and East Sprague) the conclusions that the EPS Assistance Team reached applied to not just the District, but to Spokane in general. As the authors noted, successful redevelopment of the District will have positive impacts on the nearby Central Business District, as well as surrounding neighborhoods. Specifically, the potential for the expansion of the medical industry in the District (ranging from physician's offices to medical research firms) will be beneficial not just for the local Spokane area, but for the broader region as well. In sum, this report strongly suggests that Spokane's University District has the potential to become a vibrant center of activity that includes educational, research, recreational, cultural, and commercial uses.

4.5.5: GONZAGA MASTER PLAN

First written in 1984 and updated in 1989, 1994, 1999, 2002, 2005, and 2010, the Gonzaga University Campus Master Plan is a document that outlines the vision of the campus's growth and improvements for the next 15 to 20 years. The plan was produced by staff from Gonzaga University in collaboration with ALSC Architects; Sherry, Pratt, Van Voorhis Landscape Architects; representatives from the Logan Neighborhood; and students from Eastern Washington University's Urban and Regional Design Program (Gonzaga Master Plan 2010, pg. 2).

Conceptual in nature, the Plan covers the following elements:
- Campus boundary issues

- Campus building and facility needs

- Campus landscaping

- Campus parking

- Campus entry points

- Campus walkability/connectivity/pedestrian safety

- Non-university properties that buffer the campus

- Streetscape changes/improvements

Key Plan findings included:
- Boundaries:

o See Figure 4.17 for a visual representation of campus boundaries. More specifically, the Plan cites the boundaries as "Starting at Ruby and Cataldo it runs north on Ruby to Sharp; east on Sharp to Addison; north on Addison to Sinto; east on Sinto to Cincinnati; south on Cincinnati to Sharp; east on Sharp to Hamilton; south on Hamilton to Trent/Spokane Falls Boulevard Intersection; west on Spokane Falls Boulevard to Cincinnati; south on vacated Cincinnati to the River past the Schoenberg Center and back to the starting point at Ruby and Cataldo (Gonzaga Master Plan 2010, pg. 5)."

- Campus entry points:
  o Create more distinguished or well defined campus boundaries/edges.

  o Use landscaping, signage, lighting and "edge treatments" (Gonzaga Master Plan 2010, pg. 6).

  o Figure 4.17 shows the location of these proposed entry points (yellow asterisks) and signage improvements (multi-colored circles).

- Campus Parking
  o Main goal of eliminating conflicts between pedestrians and vehicles (Gonzaga Master Plan 2010, pg. 7).

  o Eliminate vehicles in main campus area

  o Eliminate small existing lots and convert them to pedestrian friendly uses such as pocket parks.

  o As the campus continues to grow, new parking may be needed-parking structures should be considered as alternatives to surface parking lots.

- Possible street vacations:
  o Boone between Dakota and Cincinnati, and Dakota between Sharp and Desmet were suggested for possible street vacation opportunities. The main purpose would be to increase pedestrian/bicycle safety/connectivity.

- Pedestrian routes/spaces
  o Figure 4.17 shows both primary (blue dotted lines) and secondary (black dotted lines) pedestrian routes. These routes are designed to make getting around campus afar, easier, and more efficient for pedestrians.

Improvements could include better paving and increase lighting.

  o Possible pedestrian plaza at the center of campus

  o Make Sharp a more "complete street"

  o Increase pedestrian safety on Hamilton Street.

- Growth rates:
  o Campus growth is forecasted to be slow but steady for the foreseeable future with 1-2% annual increases in the student population.

- Housing:

  o Undergraduate housing is clustered along Hamilton. Upper-class and graduate housing is clustered near Division.

  o Division on the west side of the campus and Hamilton on the east side of the campus will continue to act as barriers to putting additional housing outside of those boundaries. Traffic calming measures may be one way to mitigate this problem.

In sum, the Gonzaga University Master Plan provides a vision for the future of the campus in which growth is encouraged, but not in a way that would diminish the quality of the campus.

ABOVE: Gonzaga University: Foley Center Library
Source: en.wikipedia.org/wiki/File:Gonzaga_University_Library.jpg

LEFT: Administration Building/Main Entrance-Gonzaga University
Source: commons.wikimedia.org/wiki/File:Gonzaga_University_Entrance.jpg

FIGURE 4.17: GONZAGA MASTER PLAN
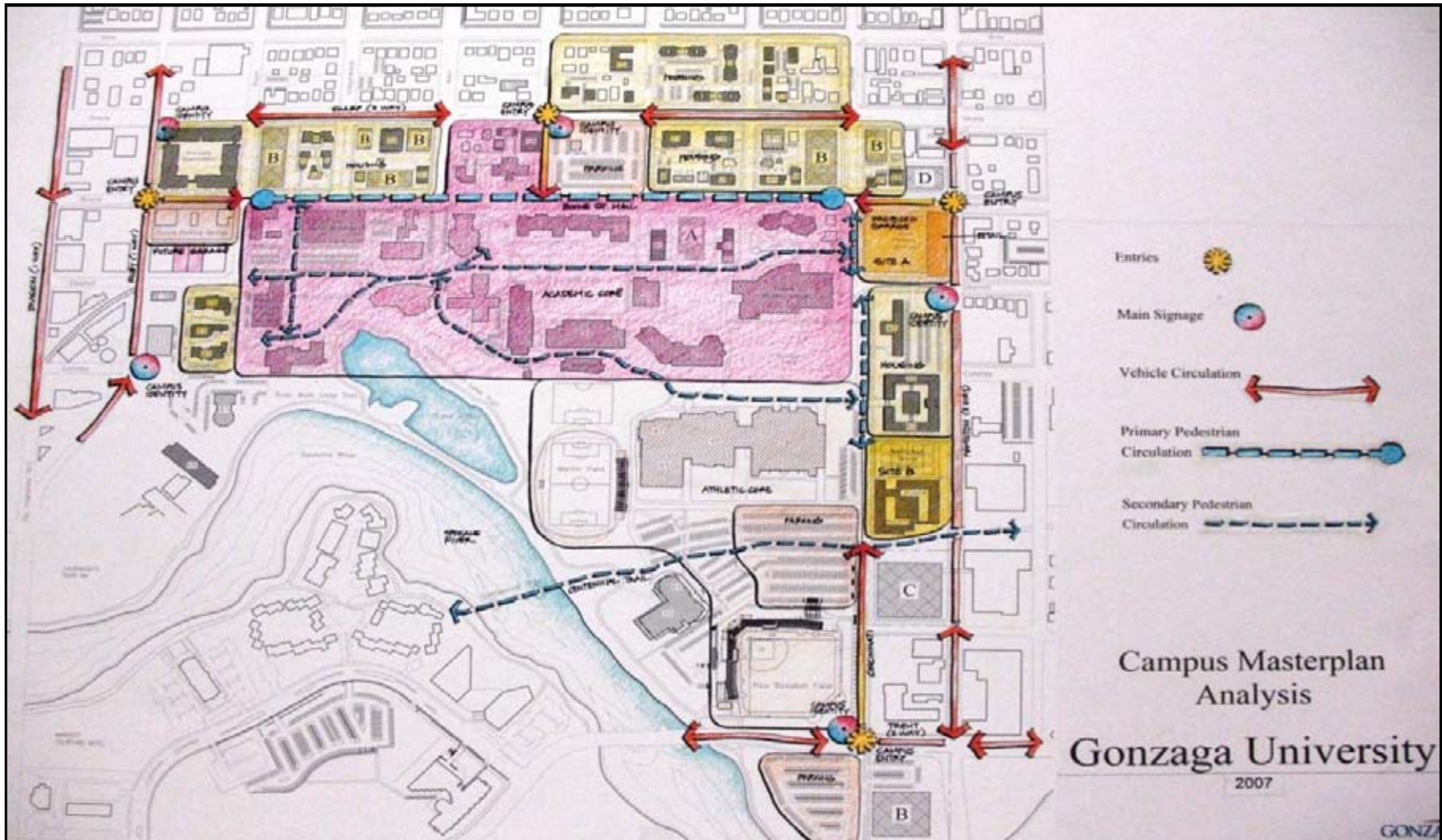
Source: Gonzaga University

4.5.6: WSU RIVERPOINT CAMPUS MASTER PLAN

Since the purchase of the seven and one-half acres of land that would form what would become the Riverpoint Campus (purchased in 1988), planning for the future development of the Campus has been an important priority (WSU Riverpoint Campus Master Plan 2003, pg. 1). The first Master Plan was created in 1992, with an update in 1996. The Plan again was updated in 2000, 2003, and 2009.
Key points from the various iterations of the Plan included:

- Partnerships:
  - o Fostering a successful relationship between Washington State University (WSU), Gonzaga University, Spokane Intercollegiate Research and Technology Institute (SIRTI), the local business community, and city, state, and federal agencies.

- Campus build-out vision:
  - o The 2003 Master Plan Update included a concept map (Figure 4.18) displaying future campus build-out ideas. The concept stresses pedestrian-oriented design, environmental sustainable design, transportation connectivity corridors, below and above grade parking, and better campus identity through the installation of signage and other amenities that would act as "gateways" to the campus.

  - o The 2009 Master Plan Update not only includes a multi-year vision of the future build-out of the campus, it also includes artist/computer generated renderings of potential improvements to main Street, Spokane Falls Boulevard, Pine Street,

Division Street, Riverside Extension, shoreline enhancements, new pedestrian paths, the proposed pedestrian bridge (that will traverse the BNSF rail lines), as well as ideas for new mixed-use developments, academic facilities, and transit options (such as light rail).

- Academic vision:
  - o The 2009 Master Plan Update stresses that the "priority goal" for the Riverpoint Campus is to develop "...medical, dental, pharmacy, nursing and public health education and research programs (Riverpoint Master Plan 2009, pg. 3)."

  - o Plans for a new Biomedical and Health Sciences building were discussed.

  - o Stressed the importance of integrating the different academic programs, particularly the medical programs.

  - o Integrate academic programs with their "real world" counterparts, particularly for the medical programs.

- Focus on innovative/cutting edge research.

In sum, the Riverpoint Master Plan calls for the campus to continue to grow with an emphasis on becoming a center for medical education and research excellence. As far as campus design, the plan stressed pedestrian-oriented design and multi-modal transportation options. Finally, the Plan emphasized the importance of ongoing and productive collaborative partnerships between District stakeholders.

FIGURE 4.18: RIVERPOINT CONNECTIVITY PLANS

LEGEND

- CENTRAL MALL
- RIVERBANK RESTORATION
- VIEW CORRIDOR
- RIVER ACCESS/ VIEW CORRIDOR
- TRANSPORTATION CORRIDOR
- GATEWAY

MASTER PLAN CONCEPT DIAGRAM

0   150   300   600
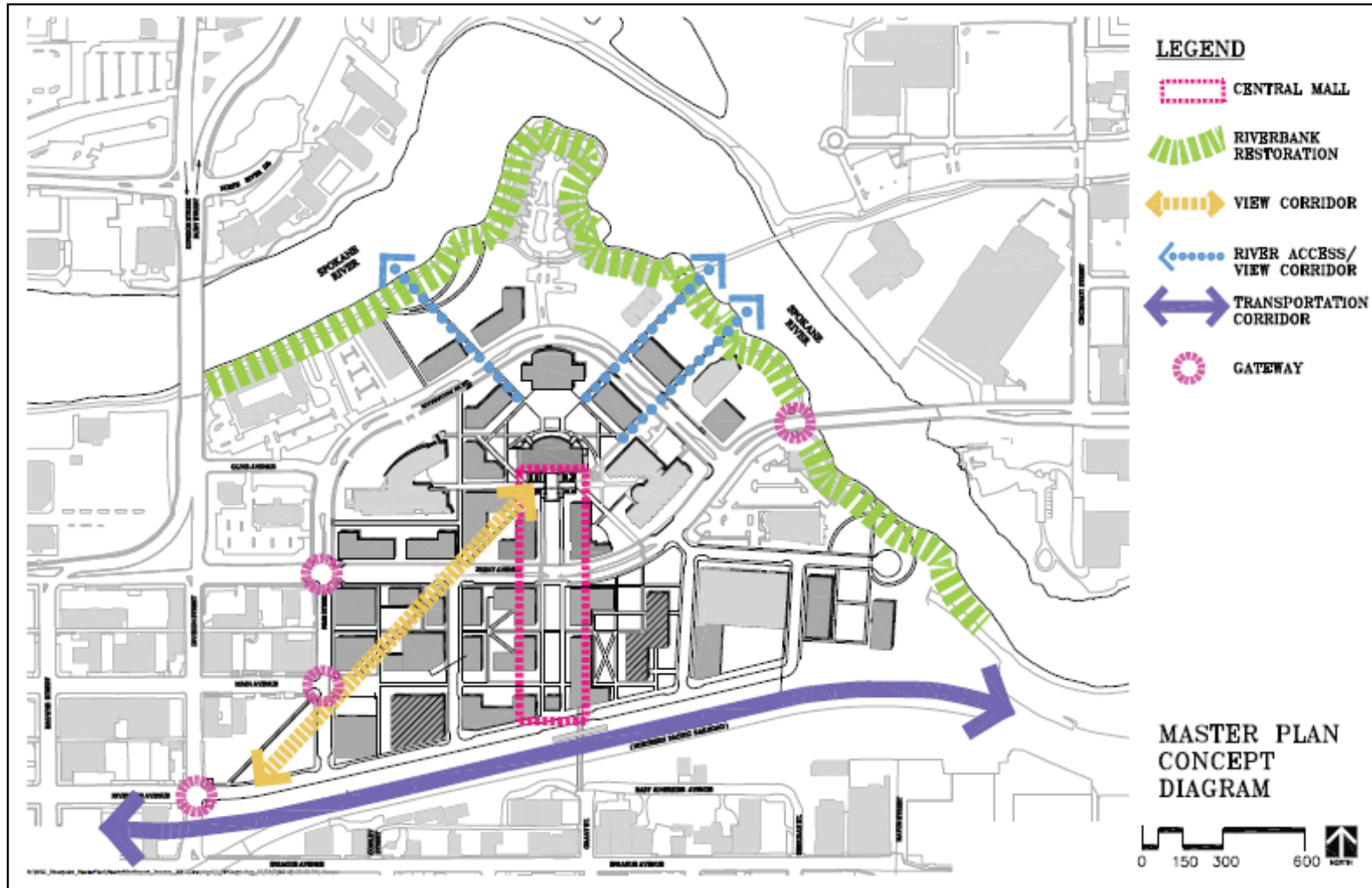
Source: Riverpoint Master Plan 2003, pg. 9

4.5.7: STATE & NATIONAL STUDIES

In 2006, the Denver Regional Council of Governments (DRCOG) produced a document highlighting strategies municipalities can use to remove the barriers related to local codes and zoning and encourage mixed use infill. These strategies are summarized below:

As a starting point, the DRCOG document suggests that a jurisdiction audit any zoning codes associated with infill or redevelopment. This audit should be based on questions identifying gaps between current codes and desired project characteristics, and may require organizational changes such as the dedication of extra staff time to the processing of infill or redevelopment projects. Any changes to regulatory procedures should be intent on improving a plan and project predictability. Improved predictability makes developers, community stakeholders, and elected officials more comfortable in pursuing special projects.

After auditing relevant zoning codes, the DRCOG suggests that municipalities can take three courses of action to remove regulatory barriers surrounding redevelopment. Existing zone district standards can be adjusted, new mixed-use zone districts can be created, or overlay district ordinances can be placed on existing zone districts.

Zoning Adjustments:
- If existing zone districts are to be adjusted, local government should ensure the support of the public, the development community, and policy makers. Lack of support for adjustments could inhibit future efforts at regulatory code revision. The DRCOG document suggests several adjustments that make infill and redevelopment projects more attractive, including easing standards on existing, non-conforming lots, reducing parking standards, decreasing street widths, providing community variances, and developing performance standards that emphasize the resulting project.

New Zoning Districts:
- New, mixed-use zoning codes can be developed as creative means for closing the gaps between environmental constraints, existing historical character, and the need for cost-effective development.

Overlay Districts:
- If stakeholders and government staff determine that adjusting adopting new zoning codes is too time-consuming, overlay districts can be applied to increase intensity and mix of uses or to achieve desired physical characteristics, while maintaining desirable features.

Building Codes:
- In addition to zoning code additions or adjustments, the document notes that jurisdictions should evaluate the consistency of building codes and desired design standards. If codes and desired standards contradict, costs can become prohibitive to developers. Therefore, building codes should be audited in the same manner as zoning codes to ensure a simple and clear process for development review.

- If infill and redevelopment projects are desired, the strategies outlined in the DRCOG document should be utilized to ensure a regulatory climate that is attractive and cost-effective to the private sector.

Major Findings:
- Development and redevelopment of vacant and underutilized sites is often hampered by environmental constraints, economic conditions, and cost-prohibitive regulatory environments.

- If infill and redevelopment is desired, jurisdictions should audit zoning and building codes to ensure a clear, responsive, and cost-effective project review process.

Major Implications:
- Current zoning in the South University District is uniformly CC-1150. This designation and other potential designations should be evaluated to determine the most appropriate zoning adjustments, amendments, or overlays that can produce the desired physical characteristics for the District.

4.5.8: PLANNING GUIDANCE SUMMARY

While the plans reviewed in this section covered a variety of topics, multiple themes emerged that were common to most of the plans. These themes included:

- Pedestrian/bicycle friendly design:
  o In one way or another, the plans stressed the importance of turning all or portions of the District into pedestrian/bicycle friendly zones. Mixed-use, high-density developments with traffic calming and pedestrian friendly

amenities (like street furniture, street trees, traffic calming, etc,.) were touted as being elements that could be utilized to achieve this vision.

- Increased housing:
  - o Many of the plans called for a need to increase housing in the District, particularly in the southern portion of the District. An emphasis was placed on mixed-use, dense, and affordable residential developments.

- Partnerships:
  - o Collaboration between private and public stakeholders was stressed as being critical to the future of the District.

- Constraints:
  - o Examples of some of the constraints highlighted by the plans include the existence (whether real or imagined) of brownfields/contaminated sites, perceptions (real or imagined) of high crime, lack of pedestrian and bicycle infrastructure, lack of District advertising/branding, physical barriers such as I-90 and the Spokane River, and vehicular congestion.

- Vision of a cohesive/unified District:
  - o Relating to the issue of fostering strong partnerships, the idea of developing and staying true to a united vision of the future development of the District was continually brought up as being very important.

- Importance of the medical and academic sectors:
  - o The plans called for the continued expansion of medically related industries. The ongoing expansion of the Riverpoint Campuses medical programs was continually brought up as being instrumental to spurring new investment within the District.

- Emphasis on research/innovation/business startups/entrepreneurism:
  - o Many of the plans emphasized the importance of attracting specialized firms such as biomedical and research oriented type industries.

In sum, the plans highlighted in this section seemed to share a sense of optimism for the future development of the District. Again and again, the plans sold the idea that the District should be steered in the direction of becoming more pedestrian-oriented, using development methods such as mixed use structures, traffic calming, and encouraging a variety of small/local businesses that would cater to neighborhood residents.

Gonzaga University: Patterson Baseball Field
Source: www.spvv.com/portfolio/higher_education/gonzaga_university_patterson_baseball_field.html

4.6: UNIVERSITY DISTRICT COMPARISONS

As a part of their task to collect and analyze research relevant to the University District, the Fall 2010 research team examined ten different University Districts around the nation to determine elements that have been crucial to their relative success or failure. Specifically, the research team wanted to focus on successful redevelopment strategies that could be used in Spokane's University District.

4.6.1: PORTLAND UNIVERSITY DISTRICT

GENERAL DISTRICT FACTS:

Table 4.4 lists some general facts about different elements in the district. Key points include:

- Portland State University (PSU) is the dominant stakeholder in the District. PSU has played a leading role in the development of the area.

- The District is in close proximity to the Central Business District. It is a densely populated area with a mixture of uses including buildings with public and private uses.

- The District is serviced by excellent public transit service.

- Through development incentives and unique entities such as the Portland Development Commission (PDC), the District has seen numerous large and small scale investments in the past several decades.

TABLE 4.4: GENERAL FACTS: PORTLAND UNIVERSITY DISTRICT

District Name	Portland University District
District Size	Approximately 161 acres
Proximity to CBD	Less than 1 mile
Public Transportation Options	The District is serviced by light rail, a trolley, and traditional bus service
Residential Population	Approximately 10,000:
Academic Institution	Portland State University
Campus Type (main or satellite Campus)	Main Campus
Student Population	27,972
District Zoning Type (prescriptive or general zoning)	Prescriptive zoning only. Residential, Commercial, open space designations.
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	Yes
Development Incentives Offered	Yes
Tax Increment Financing	Yes

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- The Portland Development Commission (PDC):
  o Created by Portland voters in 1958, the Portland Development Commission (PDC) is an urban renewal agency tasked with combating urban blight within Portland. The PDC identifies distressed areas and works to improve them using a number of different strategies including everything from financing infrastructure projects to public relations campaigns. Table 4.3 lists the types of powers that the PDC uses in its efforts to rehab distressed areas.

  o Over the course of the last 50 years, the PDC has undertaken twenty urban renewal projects around Portland. Within, and adjacent to Portland's University District, the PDC designated an area for urban renewal known as the South Park Blocks (SPB). Since 1986, the PDC has played a central role in facilitating both public and private investment within the SPB. The PDC has had either a direct or indirect role in at least eight major infrastructure projects in the SPB plus a number of different private projects ranging from new housing to new commercial/office space. Additionally, PSU has invested millions of dollars in new campus facilities and actively encouraged students to live within the District.

- University District Plan:
  o Adopted in 1995, the University District and River District Planning document describes the history, boundaries, concept, and development strategies of the newly formed University District. Highlights include:

  o The primary vision of creating a "vital, multi-cultural, and international crossroads with an environment which stimulates lifelong learning, collaboration between business and government and a rich cultural experience (University District Plan 1995, pg. 16)."

  o A development action plan that outlined 34 goals ranging from new developments to the adoption of new regulations. The action plan cites at least 15 different public and private entities to help with the implementation of various action points. Time frames for project completion range from immediate/currently in progress to 20 years in the future (University District Plan 1995, pg. 21-23).

4.6.2: MINNEAPOLIS UNIVERSITY DISTRICT

GENERAL DISTRICT FACTS:

Table 4.5 lists some general facts about different elements in the district. Key points include:

- University of Minnesota plays a major role in the development of the District.

- The District includes multiple neighborhoods, each with their own set of unique opportunities and challenges.

Source: https://www.myu.umn.edu/metadot/index.pl?id=6413989&isa=Category&op=show

TABLE 4.5: GENERAL FACTS: MINNEAPOLIS UNIVERSITY DISTRICT

District Name	Minneapolis University District
District Size	Approximately 307 acres
Proximity to CBD	Less than 2 miles
Public Transportation Options	Traditional Bus Service. Planned Light Rail Service
Residential Population	Approximately 30,000
Academic Institution	University of Minnesota
Campus Type (main or satellite Campus)	Primary
Student Population	Approximately 42,927
District Zoning Type (prescriptive or general zoning)	Prescriptive zoning
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	No
Development Incentives Offered	Yes
Tax Increment Financing	Yes

Source: See Reference Section

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- The University District Alliance (UDA):
  - Formed by a mandate from the Minnesota State Legislature in 2006/2007, the University District Alliance is an organization tasked with the following goals:
    - "Preserving, maintain, and increasing home ownership in the district."
    - "Reverse the growing trend to convert owner occupied housing to rental property."
    - "Promote the District as a premier place to live, work, do business, and learn."
    - "Show how these and other livability goals can be accomplished by working cooperatively as an alliance (University District Alliance)."
  - The UDA is guided by a steering committee made of a broad coalition of s takeholders including University of Minnesota students/staff/faculty, business leaders, neighborhood members, and representatives from the City of Minneapolis.

- South East Minneapolis Industrial Area (SEMI)
  - The Minneapolis University District and the 700 acre SEMI Area are under the watch of several different city agencies that have a goal of improving the condition of the overall area. The City of Minneapolis Community Planning and Economic Development (CPED) takes an active role in both planning and plan implementation. The South East Economic Development Committee (SEED) also plays an active role in any planning in the area, with a particular interest in attracting new industries to the area. The South East Minneapolis Industrial (SEMI)/Bridal Veil Refined Master Plan (2001) provides an overall vision for the SEMI area's development.

UDA Organization • Source: www.myu.umn.edu/metadot/index.pl?id=6413989&isa=Category&op=show

TABLE 4.6: GENERAL FACTS: COLUMBUS UNIVERSITY DISTRICT

District Name	Columbus University District
District Size	Approximately 1,792 acres
Proximity to CBD	Less than 2 miles
Public Transportation Options	Traditional bus service
Residential Population	Approximately 37,841
Academic Institution	Ohio State University
Campus Type (main or satellite Campus)	Main campus
Student Population	Approximately 56,000
District Zoning Type (prescriptive or general zoning)	Prescriptive. High residential densities.
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	Yes
Development Incentives Offered	Yes
Tax Increment Financing	Yes

Source: See Reference Section

4.6.3: COLUMBUS UNIVERSITY DISTRICT

GENERAL DISTRICT FACTS

Table 4.6 lists some general facts about different elements in the district. Key points include:

- With a campus population of almost 60,000, the Ohio State University Camus dominates the feel and land use of the District.

- It was noted that the District has very high densities in places.

Source: http://www.universitydistrict.org/index.php

Source: http://campuspartners.osu.edu/index.php

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- Campus Partners for Community Urban Redevelopment:

o The Ohio State University incorporated Campus Partners for community Urban Redevelopment as a non-profit community redevelopment corporation in 1995. Goals of the organization include increasing affordable housing options in the District ,and the encouragement of redevelopment projects within the District. Notable projects/planning efforts have included:

- "Creation of a highly successful homeownership incentive program to encourage Ohio State faculty and staff to buy homes and live in the University District neighborhoods. More than 90 employees have purchased homes with support from this program."

- "Major improvements to municipal services, including refuse collection, street sweeping, code enforcement and street lighting."

- "More effective coordination of public safety services, including the new Moody-Hall Neighborhood Policing Center".

- "Construction by Ohio State's College of Education and Human Ecology of the innovative Schoenbaum Family Center, the nation's first university-operated early childhood laboratory in a neighborhood setting."

- "Development of new collaborations among the university, public schools and other agencies serving the University District, resulting in the Godman Guild-Ohio State University Extension Community Outreach Center, community computer center, and engagement by Ohio State students, faculty and staff through projects in service learning, health care, financial literacy, youth development, family living skills, job readiness, etc."

- "Prepared urban development and design guidelines for High Street properties to ensure appropriate types of urban development and renovation. The guidelines, which are a companion to the urban zoning overlay for High Street, were refined by the city's Planning Division and the University Area Commission and were adopted by City Council in 2002."

- "Developed South Campus Gateway, a major mixed-use, urban redevelopment project, attracting more than $154 million in private and public investment. After five years of planning, property acquisition and construction, the project opened in the fall of 2005. (Campus Partners)."

Other District organizations include the University District Organization, and the University District Community Business Association.

4.6.4: MEMPHIS UNIVERSITY DISTRICT

GENERAL DISTRICT FACTS:

Table 4.7 lists some general facts about different elements in the district. Key points include:

- The Memphis University District has an ample supply of historic structures and has played a historically significant role in the development/history of Memphis. As such, a local group called Memphis Heritage is petitioning for the District to be placed on the National Register of Historic Places/Districts.

Source: http://memphisundc.com/index.cfm

TABLE 4.7: GENERAL FACTS: MEMPHIS UNIVERSITY DISTRICT

District Name	Memphis University District
District Size	Approximately 1,600 acres
Proximity to CBD	Less than 5 miles
Public Transportation Options	Traditional bus service
Residential Population	13,005
Academic Institution	The University of Memphis
Campus Type (main or satellite Campus)	Main
Student Population	Approximately 22,421
District Zoning Type (prescriptive or general zoning)	Prescriptive
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	Yes
Development Incentives Offered	Yes
Tax Increment Financing	Yes

Source: See Reference Section

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- The University Neighborhoods Development Corporation (UNDC):
  - o The UNDC is a private, non-profit neighborhood development corporation that is distinct from the University of Memphis. Key achievements include:

  - o The development of the Highland Area Master Plan. "The Highland Area Master Plan provides strategies for achieving a comfortable pedestrian environment, managing the design and mix of retail and other uses, creating diverse and high quality residential spaces, locating parking properly, and promoting safety and a positive perception of the community."

  - o Housing projects with a focus on mixed-use, high-density, affordable housing.

  - o The promotion of streetscape improvements under the "Main Street Program."

Other notable organizations in the District include the University District Business Alliance, and the Highland Area Renewal Corporation. The University District Comprehensive Plan also provides a vision for the District's growth as well as an in-depth inventory of existing conditions.
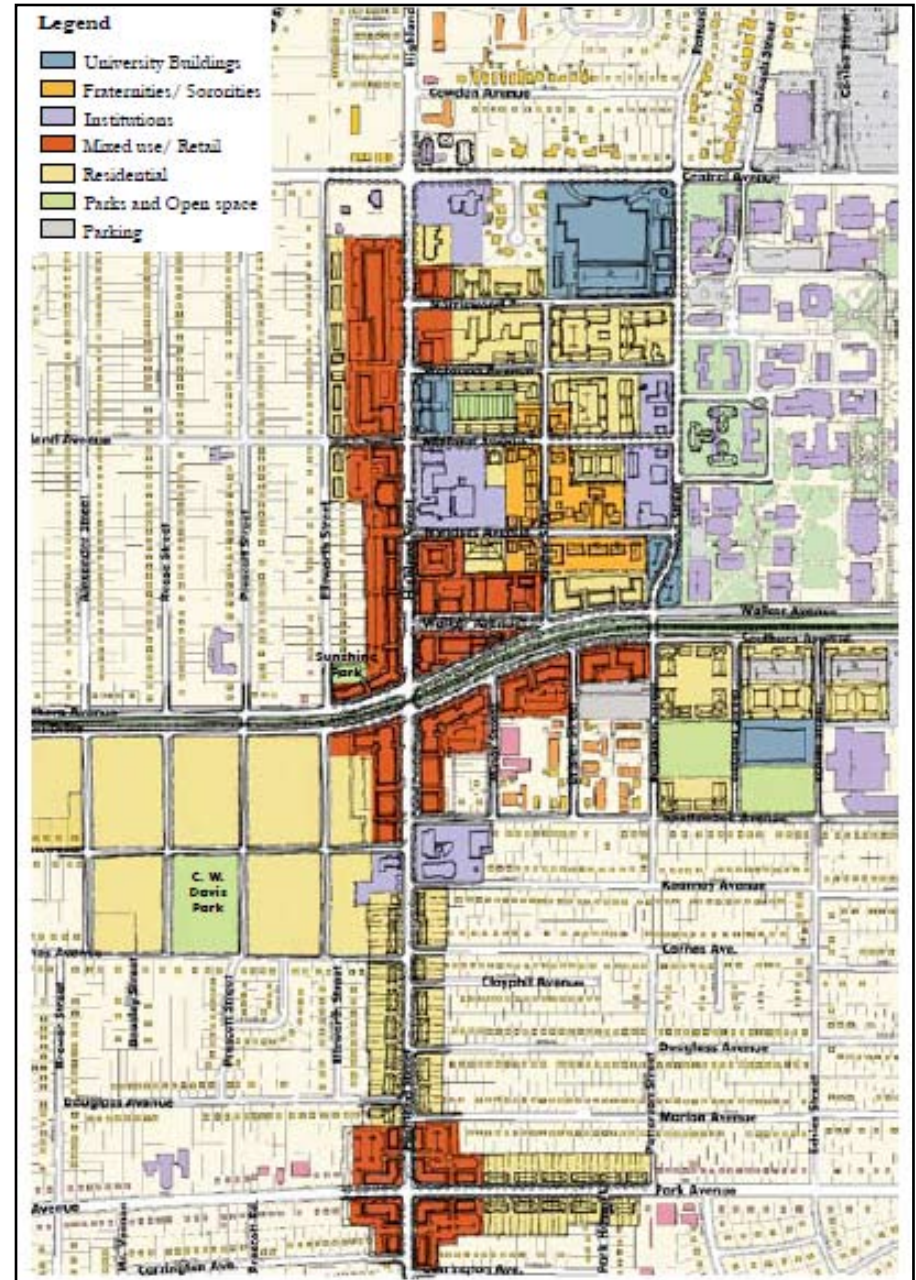
Highland Street Proposed Land Use Plan • Source: Highland Area Master Plan, pg. 43

4.6.5: DETROIT UNIVERSITY DISTRICT

GENERAL DISTRICT FACTS:

Table 4.8 lists some general facts about different elements in the district. Key points include:

- Unlike many of the other comparative districts, the Detroit University District s relatively small in terms of residential and student population.

Source: http://universitydistrictpatrol.org/

Source: http://www.universitycommonsdetroit.org/

Source: http://udcaonline.com/default.html

TABLE 4.8: GENERAL FACTS: DETROIT UNIVERSITY DISTRICT

District Name	Detroit University District
District Size	Approximately 600 acres
Proximity to CBD	Less than seven miles
Public Transportation Options	Traditional Bus Service
Residential Population	Approximately 3,982
Academic Institution	University of Detroit Mercy
Campus Type (main or satellite Campus)	Main
Student Population	Approximately 5,600
District Zoning Type (prescriptive or general zoning)	Prescriptive
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	Not Currently, but pending.
Development Incentives Offered	No
Tax Increment Financing	No

Source: See Reference Section

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- University District Community Association (UDCA):
  o According to their website the Association "strives to maintain and support the integrity of the neighborhood, provide communication of events and issues to its residents, promote a quality education in our local school while maintaining health, safety and happiness in a family friendly diverse community (UDCA)."

  o Association elements/services include:
    - 15 member board of directors.

    - Publish a quarterly newsletter. Maintain a website.

    - Membership is open to the public (membership dues required).

    - Works on a variety of projects including street beatification efforts, planning, and collaboration with other District, City, and private entities.

- Coordinates snow removal

- The Association is currently applying to become a non-profit development corporation.

- University District Patrol
  o The University District Patrol is a non-profit organization that seeks to enhance the overall sense of security/safety within the District. Organization duties include:
  •A dedicated security number

  - Escort services (to your car at night for example)

  - House checks/vacation checks

  - Alarm response

Source: UCDA 2010 Winter Newsletter

Source: UCDA 2010 Winter Newsletter

4.6.6: SEATTLE UNIVERSITY DISTRICT

DISTRICT GENERAL FACTS

Table 4.9 lists some general facts about different elements in the district. Key points include:
- With almost 50,000 students, the University of Washington is clearly the dominate stakeholder within the District.
- The District is home to many student friendly establishments such as bars, movie theaters, coffee shops, book stores, etc.

Source: http://udistrictchamber.org/

TABLE 4.9: GENERAL FACTS: SEATTLE UNIVERSITY DISTRICT

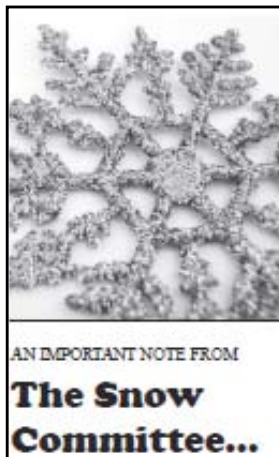| District Name	Seattle University District
District Size	Approximately 700 acres
Proximity to CBD	Less than 6 miles
Public Transportation Options	Traditional Bus Service. Planned Light Rail.
Residential Population	Approximately 13,244
Academic Institution	The University of Washington
Campus Type (main or satellite Campus)	Main
Student Population	Approximately 48,022
District Zoning Type (prescriptive or general zoning)	Prescriptive
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	No
Development Incentives Offered	No
Tax Increment Financing	No

Source: See Reference Section

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- Greater University Chamber of Commerce:

  o The Greater University Chamber of Commerce is a private non-profit organization "dedicated to enhancing a healthy business environment in harmony with the unique residential and University communities of the University District neighborhood of Seattle." This organization has a variety of different members representing a wide array of local stakeholders. Primary duties include maintaining a website, public relations for the district through the publishing of brochures, and collaboration/coordination between various District planning and development projects.

  o Sponsors/organizes/promotes an annual University District Street Fair, and Art Walk.

- University Heights Community Center

o The University Heights Community Center is a private, non-profit organization that provides a public community center, as well as other services for the local University District community. The organization assists the local farmers market, advertises the District, and holds events such as community clean-up activities. According to their website, the University Heights Community Center hosts over 200 groups and their various events annually.

Source: http://uhcca.org/

Source: http://udistrictchamber.org/StreetFair/index.html

Source: http://www.udistrictartwalk.org/
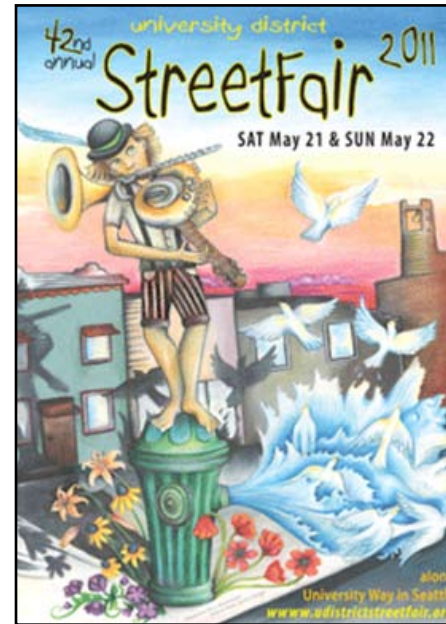
4.6.7: LITTLE ROCK UNIVERSITY DISTRICT

GENERAL DISTRICT FACTS:

Table 4.10 lists some general facts about different elements in the district. Key points include:

- When compared with some of the other Districts, the Little Rock University District is relatively small in terms of student and resident population.

- The University of Arkansas is the primary stakeholder in the District. The University drives the overall vision of the District's future development.

TABLE 4.10: GENERAL FACTS: LITTLE ROCK UNIVERSITY DISTRICT

District Name	Little Rock University District
District Size	Approximately 2,048 acres
Proximity to CBD	Less than 5 miles
Public Transportation Options	Traditional bus service
Residential Population	Approximately 10,000
Academic Institution	University of Arkansas at Little Rock
Campus Type (main or satellite Campus)	Main
Student Population	Approximately 13,000
District Zoning Type (prescriptive or general zoning)	Prescriptive
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	Yes
Development Incentives Offered	Yes
Tax Increment Financing	Yes

Source: See Reference Section

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- The University District Partnership

   o The University District Partnership was formed out of the University of Arkansas at Little Rock's (UALR) master planning efforts from 2004. UALR recognized the need to collaborate with area stakeholders concerning the redevelopment of the surrounding University district. The Partnership includes business, civic, neighborhood, and UALR representatives. The Partnership took part in a planning process that outlined desired improvement projects within the District.

- The University District Development Corporation (UDDC)

   o The UDDC is a 501c3 non-profit development corporation. The UDDC has a 15 member governing board with members representing a wide-array of District interests. A primary focus for the UDDC is the redevelopment of housing for first time home buyers in the District

Principles. University District Partnership will adhere to several principles to create a dynamic urban place. It will:

- Focus on areas immediately adjacent to the UALR campus
- Employ an inclusive decision making process
- Build community partnerships and constituencies to own, support, and carry out University District initiatives
- Establish and follow urban design standards, including guidelines for Crime Prevention Through Environmental Cesign (CPTED)
- Emphasize diversity of people and experiences
- Emphasize new business and commercial forms
- Apply energy conservation measures in every endeavor

Source: Strategic Planning Report 2007, pg.13

University District Partnership Major Goals

Historic Character. Establish the University District as a destination of choice that attracts new families and businesses.

Housing. Establish the University District as a place where every type of Little Rock household can find a suitable, affordable home.

Public Safety. Establish the University District as a place where people feel safe in their homes and walking in their neighborhoods.

Education. Raise academic achievement at every educational level within the University District population.

Economic Development. Improve the economic well-being of families, individuals, and businesses within the University District

Environmental Quality. Improve the environmental quality of the University District.

Cultural Identity. Establish the University District as a primary international business, arts, and cultural destination within the central Arkansas metropolitan area.

Human Services. Reduce dependency and improve living conditions for persons with special needs living in the University District.

Technology. Establish the technology infrastructure in the University District so that residents and businesses can make full use of e-government and e-business services.

Source: Source: Strategic Planning Report 2007, pg.14

Source: http://ualr.edu/universitydistrict/index.php/home/strategicplan/

4.6.8: UPTOWN CINCINNATI

GENERAL DISTRICT FACTS:

Table 4.11 lists some general facts about different elements in the district. Key points include:

- With a large student body, the University of Cincinnati is a major stakeholder In the area surrounding its campus.

- Uptown Cincinnati is not a typical University District; rather it is made up of a number of different neighborhoods that surround the University of Cincinnati.

Source: http://www.uc.edu/

Source: http://www.uptownconsortium.org/

TABLE 4.11: GENERAL FACTS: UPTOWN CINCINNATI

District Name	Uptown Cincinnati
District Size	Approximately 4,480 acres
Proximity to CBD	Less than 3 miles
Public Transportation Options	Traditional bus service
Residential Population	Approximately 30,000
Academic Institution	The University of Cincinnati
Campus Type (main or satellite Campus)	Main
Student Population	Approximately 41, 357
District Zoning Type (prescriptive or general zoning)	Prescriptive
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	Yes
Development Incentives Offered	Yes
Tax Increment Financing	Yes

Source: See Reference Section

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- The Uptown Consortium
  o The Uptown Consortium is a private, non-profit 501c3 community development corporation that is dedicated to the redevelopment of the numerous neighborhoods within the boundaries of north Cincinnati. The Uptown Consortium is organized into three subcommittees that deal with redevelopment projects, safety, and transportation issues. The Uptown Consortium also produced The Strategic Opportunity Plan, which outlines the overall vision of the broader Uptown Area.

  o Has the power to assemble and redevelop land

  o Maintains special funds to fund new developments

  o Fosters strong partnerships with local stakeholders including business leaders, city officials, and University of Cincinnati representatives.

o Regularly lobby's city, regional, and state agencies on behalf of Uptown Cincinnati

o Actively promotes pedestrian-oriented design

o Actively seeks to increase affordable housing options within the District

Uptown Consortium Strategic Objectives •Source: Uptown Cincinnati Strategic Opportunity Plan, pg. 1.7

Source: Uptown Cincinnati Strategic Opportunity Plan, pg. 2.2

4.6.9: UNIVERSITY CITY (PHILADELPHIA)

GENERAL DISTRICT FACTS:

Table 4.12 lists some general facts about different elements in the district. Key points include:

- University City is a unique University District because it includes three different universities with nearly 50,000 students.

- University City is served by several different modes of public transportation.

- Collaboration between the various stakeholders operating within the District is crucial.

Source: http://universitycity.org/

Source: http://www.theenterprisecentercdc.org/cdc/

TABLE 4.12: UNIVERSITY CITY (PHILADELPHIA)

District Name	University City (Philadelphia)
District Size	Approximately 1,000 acres
Proximity to CBD	Less than 1 mile
Public Transportation Options	Traditional Bus Service, Light Rail, Amtrak Rail Service
Residential Population	Approximately 42,826
Academic Institution	1)University of Pennsylvania; 2)Drexel University; 3)University of the Sciences in Philadelphia
Campus Type (main or satellite Campus)	Main
Student Population	Combined total of approximately 50,000
District Zoning Type (prescriptive or general zoning)	Prescriptive
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	Yes
Development Incentives Offered	Yes
Tax Increment Financing	Yes

Source: See Reference Section

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- The University City District (UCD):
  o The University City District is a private, non-profit 501(c)3 special services district. The University City District was founded by a "consortium" of organizations in 1997. The University City District provides a wide variety of services, from planning services to commercial revitalization.

  o Produces plans, and general guidance for the redevelopment of the District.

  o Actively publicizes the District.

  o Actively lobby's on behalf of District projects

  o Interested in pedestrian-oriented design

  o Laid out plans for better street lighting and general streetscape improvements.

  o Produced a vision of developing "gateway" opportunities to better brand the District.

- The Enterprise Center Community Development Corporation (TEC-CDC):
  o In 2001, The Enterprise Center (a business incubator organization that specializes in giving minorities a chance to grow their start-up firms) realized a need to redevelop an area within University City known as the Wallnut Hill Neighborhood. Out of this desire to improve their local community the Enterprise Center formed a private non-profit development corporation known as TEC-CDC. Highlights of this organizations programs/achievements include:
    - The creation of an 11,580 square foot urban farm that connects low-income residents to fresh, locally grown, healthy food.

    - Works with the Philadelphia Housing Development Corporation (PHDC) to assist eligible residents with maintaining their homes (e.g. replacing broken windows, or replacing a water heater).

    - Established the Walnut Hill Street Team, which is a group of ten members who conduct "community outreach" activities with local residents. Specifically, the Team seeks out residents who may have a need to access private or public social services (but may not know how to) and works to

connect them with the right agencies. The team also conducts community surveys, and provides conflict resolution services.

- Currently with the development of a "food business incubator" which will transform a vacant supermarket building into a state of the art LEED Certified structure that will nurture new startup firms that specialize in the food service industry. Specifically, the 12,500 square foot facility will include a multimedia learning center (labeled as an "e-kitchen"), a demonstration kitchen, a computer lab (open to public), a share-use commercial kitchen (for rent), a full service restaurant (that will give local high school students a chance to learn about the restaurant business), retail spaces (set-aside for local "community food businesses"), and even +an mini-farm (TEC-CDC)." The new facility is set to open in Spring 2011.

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- The University City District (UCD):

  o The University City District is a private, non-profit 501(c)3 special services district. The University City District was founded by a "consortium" of organizations in 1997. The University City District provides a wide variety of services, from planning services to commercial revitalization.

  o Produces plans, and general guidance for the redevelopment of the District.

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TEC-CDC Community Farm
Source:http://www.theenterprisecentercdc.org/cdc/projects/community-farm/

Example of "Gateway" Amenities
Source: University City District Gateway Study, pg.25

Source: theenterprisecentercdc.org/cdc/projects/center-for-culinary-enterprises/

4.**6.10: THE AURARIA HIGHER EDUCATION CENTER (DENVER)**

GENERAL DISTRICT FACTS

Table 4.13 lists some general facts about different elements in the district. Key points include:

- The Auraria Higher Education Center is a unique University District that holds three different academic institutions (with a combined 43,000 students) on one small urban campus. The academic institutions share facilities such as the library, and other academic buildings.

- District patrons enjoy excellent public transportation that includes traditional bus and light rail service.

Source: http://www.ahec.edu/

TABLE 4.13: THE AURARIA HIGHER EDUCATION CENTER (DENVER)

District Name	The Auraria Higher Education Center (Denver)
District Size	Approximately 126 acres
Proximity to CBD	Less than 1 mile
Public Transportation Options	Traditional bus service. Light rail service.
Residential Population	Approximately 9,000
Academic Institution	1) The Community College of Denver; 2) The Metropolitan State College of Denver; 3) The University of Colorado at Denver
Campus Type (main or satellite Campus)	Satellite
Student Population	Combined total of approximately 43,000
District Zoning Type (prescriptive or general zoning)	Prescriptive
Development Authority, with powers to acquire, assembly, & fund/oversee projects?	Yes
Development Incentives Offered	No
Tax Increment Financing	No

Source: See Reference Section

DISTRICT ORGANIZATIONS AND/OR PLANNING DOCUMENTS:

- The Denver Urban Renewal Authority:
  - o During the 1970s, the Denver Urban Renewal Authority assembled the land that would become the Auraria Campus. The Denver Urban Renewal Authority actively recruited the institutions that would one day make up the major tenants of the District.

- Report Entitled: The Economic and Fiscal Impacts of the Downtown Denver Auraria Campus:
  - o Published in June, 2009 by the private consulting firm of The Development Research Partners, the report details the fiscal impacts of the Auraria Campus. Highlights include:
    - Impact of Campus operations is $309 million in Colorado. 91% of campus spending occurs in Colorado.

    - $659,000 generated in sales/use tax revenue for the state.

    - The direct economic impact of Campus operations in the City and County of Denver is about $175 million. This spending generates about $1.1 million in various tax revenues for the city.

    - The total impact of the Auraria Campus operations in the City and County of Denver, including all direct and multiplicative impacts, is $312 million.

    - The 43,100 students (14,300 FTE students) attending classes at the Auraria Campus spend money on housing, food, transportation, medical expenses, and other personal expenses. Annual direct economic impact of student spending of over $162 million in Colorado. This spending generates about $1.5 million in sales tax revenue for the state.

    - Almost 30 percent of the students at the Auraria Campus reside in the City and County of Denver. The direct economic impact of student spending in the City and County of Denver is about $32 million per year.

    - Student spending generates $1.1 million in sales tax and property tax revenue in the County and City of Denver.

    - Student spending results in a total direct and indirect economic impact

of $325 million throughout Colorado, of which $64 million of impact occurs in Denver. The Colorado spending supports the direct employment of 3,500 employees. These employees are found in real estate, health care, retail, and food services. Another 4,300 indirect employees are supported in various industries.

- 1,000 of direct and indirect employees supported by university district live in Denver.

- An estimated 59,300 people visit the Auraria Campus annually. These Campus visitors spend about $3.4 million annually on both lodging and non-lodging state-wide.. These visits generate about $83,000 in state sales tax revenue. $2.5 million is generated annually on lodging and non-lodging expenditures in Denver. $112,000 is generated in sales tax and lodging tax revenue. The multiplied impact of visitor spending in the City and County of Denver is $4 million per year.

- The Auraria Campus Master Plan

  - o Completed in 2007, the Auraria Campus Master Plan outlines the vision of the future growth/development of the District. Highlights include:
    - The addition of pedestrian pathways, particularly near a potential new light rail stop near the campus.

    - The creation of "neighborhoods" for the three campus institutions. This would create a unique identity for each of the member institutions.

    - Allow public/private developments that would bring in residential, hotel, and commercial space into a designated 15 acre portion of the campus.

DENVER
URBAN
RENEWAL
AUTHORITY

Source: renewdenver.org/

4.6.11 UNIVERSITY DISTRICT COMPARISON SUMMARY

Table 4.13 provides a summary of the ten Districts by characterizing the average or prevailing characteristics across eleven attributes.

District size:
- Spokane's University District is smaller (822.5 acres) than the average size of other Districts (1,281 acres).

University District Academic Tenants:
- Spokane's District has a satellite campus while the majority had only main campuses.

- Spokane was the only campus to have four university tenants. The majority of the comparison sample (80%) had just one university tenant.

Resident Population:
- The resident population of Spokane's' District (4,100) is much lower than the average of other Districts examined (35,030).

Student/Staff Population:
- Similarly, the campus population of the Spokane District (10,044) is lower than the national average (25,812).

Organization:
- Partnerships:
  o Similar to other Districts, Spokane has a strong partnership with important stakeholders.

- Power:
  o Eighty percent of the other University District's did have significant powers (land assembly and development) similar to a Public Development Authority. Spokane Did not

- Incentives:
  o Spokane's District shares with 70% of the national comparisons the important incentives of Tax Credits and Tax Increment Financing

Source: thedealplanet.com/coupon/12-for-25-value-at-the-dawg-house-eatery/

TABLE 4.14: UNIVERSITY DISTRICT COMPARISON SUMMARY

Categories	Synthesis of 10 Districts	Spokane U-District
General District Attributes		
District Size	Average of 1,281 Acres	**822.5**
What Type of University Campus? (Satellite vs. Primary)	90% of University District's housed the main or primary campus	**Satellite Campus**
How Many University Tenants Reside in the District?	80% of University District's had just 1 university tenant, while 20% had more than one	**4**
District Resident Population	Average of 19,990 (est.)	**4,100 (est.)**
Student Population	Average of 35,030	**10,044**
District Organizations		
Development Authority Presence?	80% Yes. 20% No	**No**
Private of Public Development Authority?	80% Private, 20% Public	**N/A**
PDA Powers?	100% of PDAs had land assembly & redevelopment powers	**N/A**
PDA Scope?	70% operated exclusively within district boundaries, 30% had a broader scope	**N/A**
Redevelopment Incentives Available Within District Boundaries		
Tax Increment Financing?	70% Yes. 30% No.	**Yes**
Tax Credits or Exemptions?	70% Yes. 30% No.	**Yes**

Source: 2010 Research Team

4.6.12: SUMMARY/KEY FINDINGS OF SUPPORTING RESEARCH

In a brief time period members of the study team reviewed and analyzed both local and national relevant information and studies, associated with the Districts continued development. Here is a brief summary of their findings:

Trends:
- The two trends most closely examined included growth and investment patterns. Growth at both the Riverpoint and Gonzaga campuses has been substantial over the past 10 years (more than 3% per annum). Local economists and other trend analysts see a leveling off in the near term (5 years) to around one percent. The other trend area, examined investment, has also seen remarkable growth. Total investment over the past 10-12 years in or near the University District is approximately 418 million dollars. There are multiple projects being implemented including the $10 million dollar renovation of the Old Great Northern Railway Building (by McKinstry) and the $78.6 million dollar Biomedical and Health Sciences building by WSU that will add to that total. While the recent recession certainly dampers outlooks, in a normal cycle, growth follows investment.

Desired Conditions:
- At both the strategic and project levels Spokane's University District, the Universities, and major partners have invested in extensive planning efforts. At the strategic level it could be claimed there is a clear vision on desired conditions. But as the old adage states, "the devil is in the details." There a lot of details embedded in the multiple strategic, organizational master site plans, and project plans. It's a given that special efforts have to be programmed for coordinating "these details" of desired conditions.

Comparisons:
- The comparison of Spokane's University District to that of 10 other Districts throughout the country indicates differences and similarities. Major differences are Spokane's District has lower resident and campus (student/faculty/staff) populations. Major similarities are the strong efforts at partnership building and the importance of a central organization. The finding that a majority of the national comparison Districts had development authority's (with assembly and redevelopment powers) shows the importance of these types of organizations in building successful University Districts.

SECTION 5 - THEMES

5.1: THEMES OVERVIEW

Previous sections of this report have provided findings and implications for inventory subjects and related items. This section examines three general themes for continued development of the District: Assets, Constraints, and Opportunities.

5.2.: ASSETS OVERVIEW

After conducting a thorough inventory of existing conditions in the District, and after researching various elements vital to making successful university districts, the research teams turned their attention to highlighting elements that represent assets to the Districts success as well as constraints that may serve to hinder the future development of the District. Finally, the teams looked for potential opportunities for the District to succeed.

5.2.1: ASSETS

The research teams wanted to highlight elements of the District that represent unique assets that set the District apart from other areas in the city and broader region. Figure 5.1 highlights some of these special assets. The teams included:
Educational campuses:
- The campuses of WSU Riverpoint and Gonzaga University lie at the center of the District, and may arguably be its most valued assets. These campuses bring in thousands of students, faculty, and staff everyday into the District creating a built in market for surrounding businesses to capitalize on. Additionally, each of these campuses have invested millions of dollars in projects ranging from dorms to sports complexes, to buildings devoted to academic and research purposes.

Visitor lodging establishments:
- With twelve major visitor lodging establishments providing almost 2,000 units of guest accommodations either in or adjacent to the boundaries of the District, there are ample opportunities for visitors to patronize District businesses and fully experience all that the District has to offer. These visitor lodging establishments automatically turn the District into a destination that visitors are attracted to because of its central proximity to so many important uses in the city. The District should make every effort to capitalize on such a large population of visitors that these establishments attract.

Location as a gateway to the city:
- The District lies in-between two major entrances to Spokane (Division Street and Hamilton Street) which places it as one of the first areas that commuters pass through as they enter the city.

Proximity to other districts:
- As Figure 5.1 shows, the District lies within close proximity to other areas of the city that are as distinct and robust as the University District is itself. To the south, the Medical District has several major hospitals and clinics, as well as a variety of individual businesses related to the medical industry. To the west, Spokane's Central Business District is the commercial and retail center of the region. To the north and east the Logan and East Central neighborhoods contain thousands of residents as well as retail and commercial establishments. Additionally, the up and coming International District lies directly to the east of the District.

Home to unique establishments:
- In addition to its academic tenants, the District is also home to numerous businesses that may be hard to find in other areas of town. For example, the Main Market Cooperative offers local and organically grown food in an urban setting where grocery stores are sparse. Additionally, the Community building as well as SIRTI gives a place small startups and non-profits can thrive.
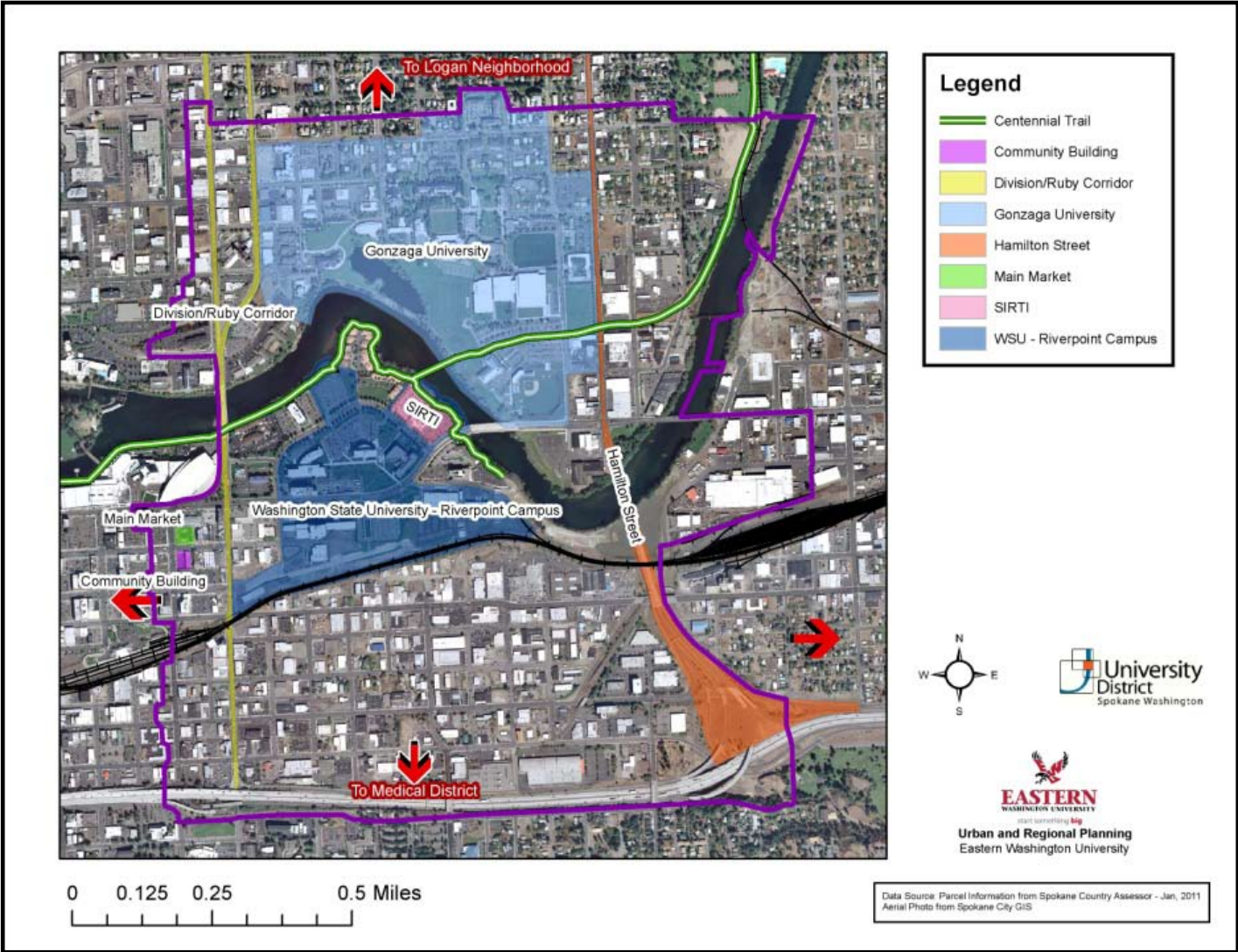

Source: University District Master Plan pg. 100

Source: University District Master Plan pg. 94

FIGURE 5.1 UNIVERSITY DISTRICT ASSETS

5.3: CONSTRAINTS OVERVIEW

As a part of their review of elements in the University District, the research teams considered not only the many assets of the District but also possible constraints to its future development (Figure 5.2). First, the teams examined potential man made and ecological constraints. Next, the teams looked at the possible encroachment of uses that are not compliant with the goals of the District and how they might act as constraints to growth. Finally, the teams considered potentially contaminated sites and environmentally sensitive areas as a further possible constraint to growth.

5.3.:1: PHYSICAL CONSTRAINTS

Despite the benefit that comes with being so close to such features as Interstate 90, Division Street, and the Spokane river, these manmade and ecological features can also act as significant barriers to the Districts growth. These physical barriers include:
The Spokane River:
- While the river is traversed by multiple bridges in the District, it remains a division line that separates the campuses of WSU Riverpoint and Gonzaga University.

The BNSF Rail Lines:
- The rail lines that cut through the central portion of the District represent a barrier that divides the District into two parts. Currently, the only way to cross the tracks is the underpass at Division Street and Sprague Avenue. This crossing point may be ideal for passing motorists but represents a potentially unsafe area for those that choose to walk or ride their bicycles through the busy underpass. In addition to causing connectivity problems, the rail lines also emit a significant amount of noise pollution that may serve to hamper future residential and commercial development in the surrounding area.

Interstate 90:
- Although Interstate 90 is clearly an asset to the District, it also represents a barrier in that it cuts off the District from its southern neighbors of the Medical District and surrounding residential neighborhoods. Although there are bridges that go over the freeway at Sherman and Arthur Streets, as well as an underpass at Division Street, the freeway still stands as an imposing southern border to the District. Interstate 90 also emits large amounts of noise and air pollution which may act as a deterrent to building close to the freeway.

Major Arterials:
- The Division/Ruby couplet as well as Hamilton Street acts as vital connectors, moving thousands of commuters through the District on a daily basis. While good for automobile and freight connectivity, these major arterials can be serious barriers to pedestrians and bicyclists who try to cross them. High volumes of traffic coupled with high speeds and a lack of adequate crossing space and traffic calming measures can all culminate in an unpleasant and even unsafe environment for bicyclists and pedestrians. As with the rail lines and Interstate 90, these roads can emit substantial amounts of air and noise pollution that may inhibit future residential and even commercial projects that lie directly adjacent to these streets.

5.3.2: ENCROACHMENT & INCOMPATIBLE USES

The Districts close proximity to other areas such as the Medical District and Downtown Spokane, is an asset but can also be a constraint in that these Districts and their unique uses may encroach into the University District to such an extent that they might alter the basic character of what makes the District special. Additionally, uses such as the silos at the Division/Ruby couplet also act as uses that do not fit in with the image of what the District is striving to become. Some of these encroaching or incompatible uses include:

Encroachment from adjoining Districts:
- The University District should grow in a way that welcomes and incorporates uses associated with its neighbors such as the Medical District. However, the University District should first embrace new development that is most compatible with its own unique goals and character. The District then should be wary of allowing uses related to its neighbors to dominate sections of the District. If this happens, the District could become further fragmented and cease to function as a cohesive whole.

Source: University District Master Plan pg. 110

FIGURE 5.2: UNIVERSITY DISTRICT CONSTRAINTS
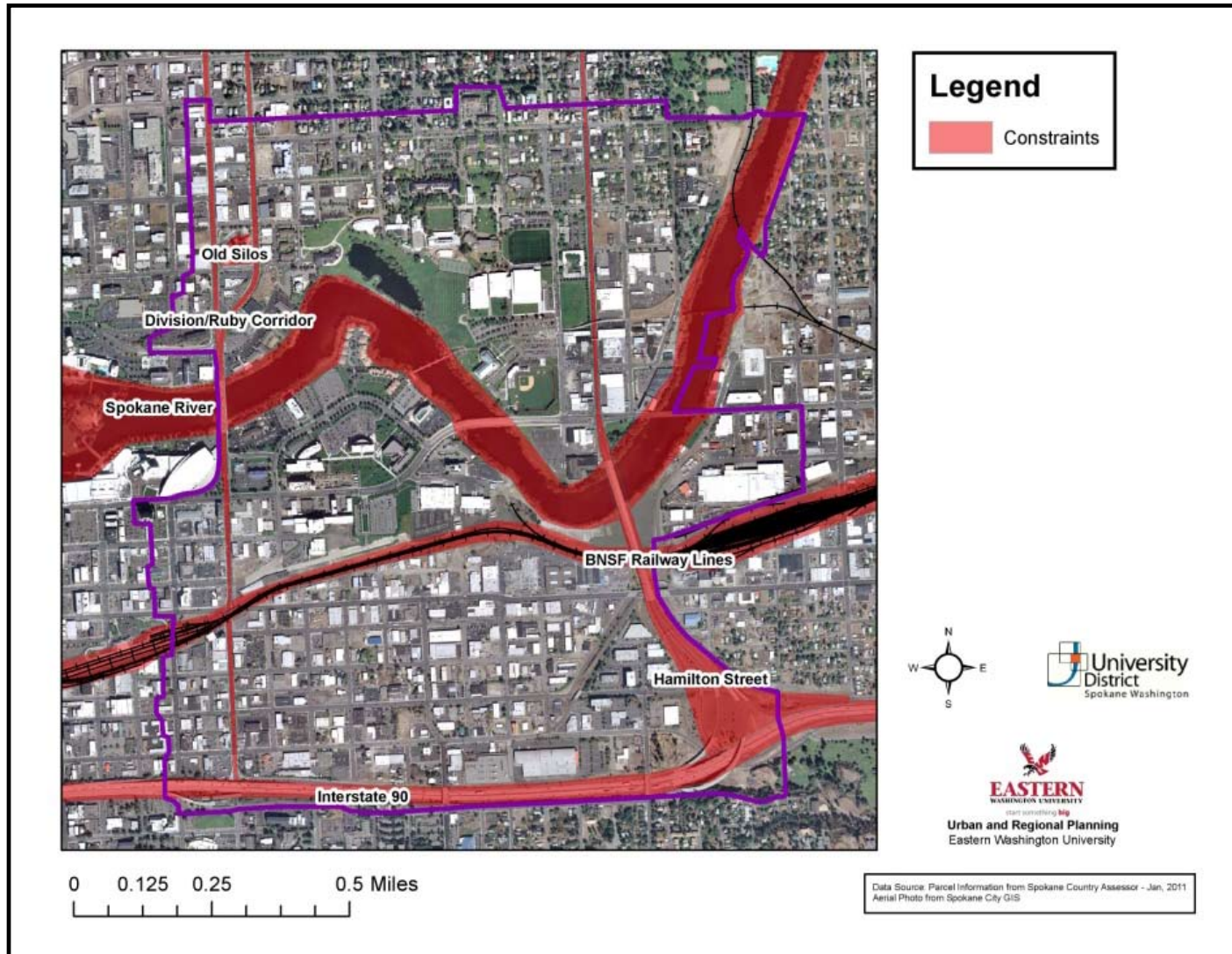
5.3.3: POTENTIALLY CONTAMINATED SITES

When considering constraints to the Districts growth, the research teams also considered sites in the District that may contaminated in some way. They also considered elements of the environment that may act as barriers to future growth. The University District Master Plan provided a section on potentially contaminated sites in the District. A summary of their findings follows:

• The District was historically home to industrial uses of various types that may have left pollutants behind in the soil (Figure 5.3). In most cases these pollutants would only be found in the top several feet of soil. Examples of the pollutants that would be most likely to be detected in soils in the District include heavy metals, lead, coal, and incinerator ash. The report also noted that both the Spokane River as well as sediments on its shores could contain pollutants related to mining.

• Remediation of polluted soils would most likely include either the removal of the effected soil (and proper disposal off-site) or leaving the soil in place and managing exposure though various established "institutional controls."

• Some polluted sites may require ongoing soil and ground water sampling to ensure that exposure levels remain at safe levels.

• In addition to potentially contaminated sites in the District, the report also made note of the ecologically sensitive areas in the District. Figure 5.3 shows that these areas directly buffer the Spokane River. Accordingly, future development in these areas may face restrictions as to use and proximity to the river.

The potentially contaminated sites and environmentally sensitive areas in the District do pose as constraints to future development, however, with proper planning and coordination with state and local agencies, the risks of developing on these sites can be successfully mitigated against in a manner that ensures both project safety and profitability.

FIGURE 5.3: POTENTIALLY CONTAMINATED SITES & ENVIRONMENTALLY CRITICAL AREAS WITHIN THE DISTRICT.

Source: University District Master Plan pg. 50.

Artist Rendering of Pedestrian Bridge • Source: University District Master Plan pg. preface
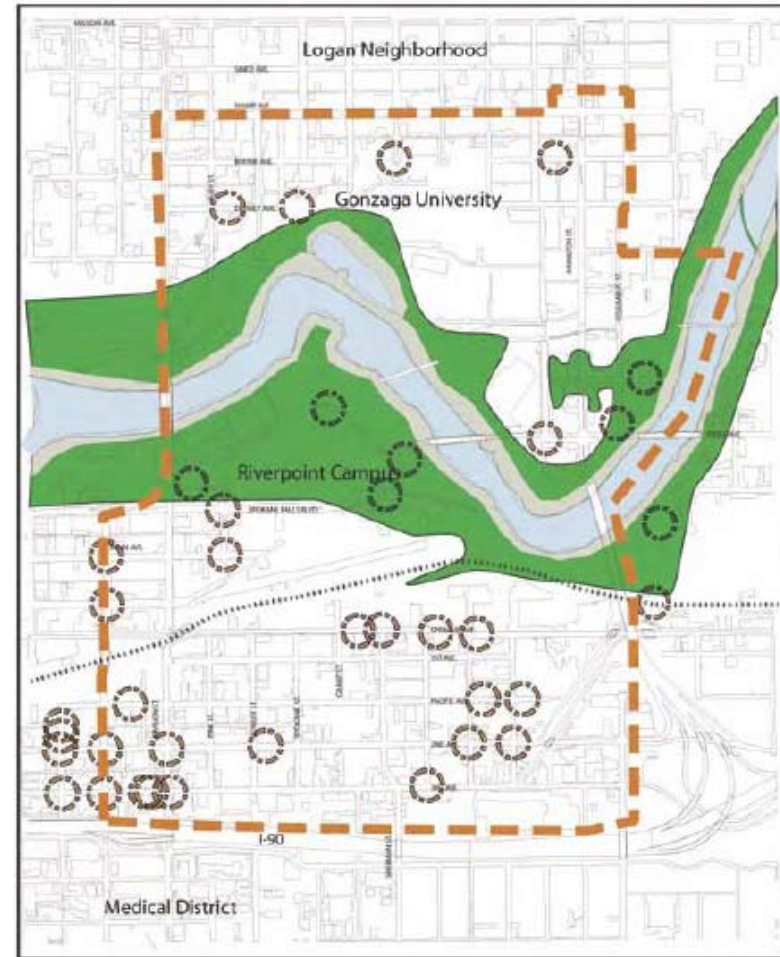
5.4: OPPORTUNITIES OVERVIEW

After researching the District's assets as well as constraints, the research teams sought to identify elements unique to the District the represented opportunities for future growth.

5.4.1: COMPARATIVE LAND VALUES

Earlier in the report, it was noted that the research teams found that the District occupies approximately 822 acres and has an assessed land value of $152.6 million dollars. While this is good information to have, it is more helpful when it can be compared to the value of similar areas. By comparing the assessed land value of the District to comparable areas in our region, a better understanding can be gained as to whether or not assessed land values in the District are relatively low, high or average.

TABLE 5.1: COMPARATIVE ASSESSED RAW LAND VALUES

	University District	North Side of University District	South Side of University District	Spokane Central Business District	Spokane North Division	Spokane Valley Mall
Total Land (Acres)	822.5	542.3	280.2	117.86	239.98	158.55
Total Land Value	$152,692,690	$104,062,680	$48,630,010	$161,960,480	$71,597,420	$38,382,270
Assessed Value per acre	$185,645	$191,891	$173,555	$1,374,177	$298,347	$242,083

Source: Spokane County Assessor

Phase 1 Building, Riverpoint Campus • Source: Riverpoint Master Plan 2003, pg. Cover

Table 5.1 shows total acreage, total assessed land value, and the assessed land value per acre for the entire University District as well as the north side alone, and the south side alone. The research teams then listed three other areas in the Spokane region including Spokane Central Business District (CBD), the area encompassing North Town Mall off North Division Street, and the area encompassing the Spokane Valley Mall. All three of these comparison areas act as commercial and retail hubs for the city and the broader region. While the assessed values per acre are listed in Table 5.1, Figure 5.4 shows the differences in a graphic form. Key points include:

- Spokane's CBD clearly has the highest average assessed land values. This can be attributed to a variety of elements including the land's prime location, density and mixture of uses, and the amount of public and private investments made in the area.

- The area's encompassing North Town Mall and the Spokane Valley Mall break the $200,000 dollar mark in terms of average assessed land values. This is not surprising as both areas are in prime locations that take advantage of large volumes of nearby traffic and are surrounded by other valuable uses.

- While the average assessed per acre land value for the Districts land in the north side, south side, and the whole of the District all came under $200,000 dollars, these values were still comparable to the areas encompassing the Spokane Valley Mall and the North Town Mall.

- The average assessed per acre land value of Spokane's CBD is far greater than all of the comparison areas. What makes the District unique however, is its

close proximity to the CBD and the many connections that it shares with it. Many points in the District are within an easy walking distance of all of the amenities of the CBD. The District's ample supply of visitor lodging establishments, and educational assets all have strong links to the CBD. Finally, elements unique to the District such as our stock of historic structures, is similar to what is found in the CBD in terms of a shared sense of identity and history.

While the relatively low assessed land values of the District can be seen as a negative sign of a declining urban area, it can also be seen as a tremendous opportunity for investment. This sense of optimism comes from the aforementioned point that the District is undervalued because it shares such a close proximity and working relationship with the far more valuable land of the adjacent CBD. If developed under the right vision, the District's land should become much more valuable in the future, thus rewarding those who choose to inset in it now. In sum, while the assessed land values in the District may never be as high as the CBD, it has the potential to take advantage central location and rise to much higher values than where they currently stand.

FIGURE 5.4: COMPARATIVE ASSESSED RAW LAND VALUES (PER ACRE)

	U-District	North U-District	South U-District	Spokane CBD	N Division	Valley Mall
$ Per Acre	$185,645	$191,891	$173,555	$1,374,177	$298,347	$242,083
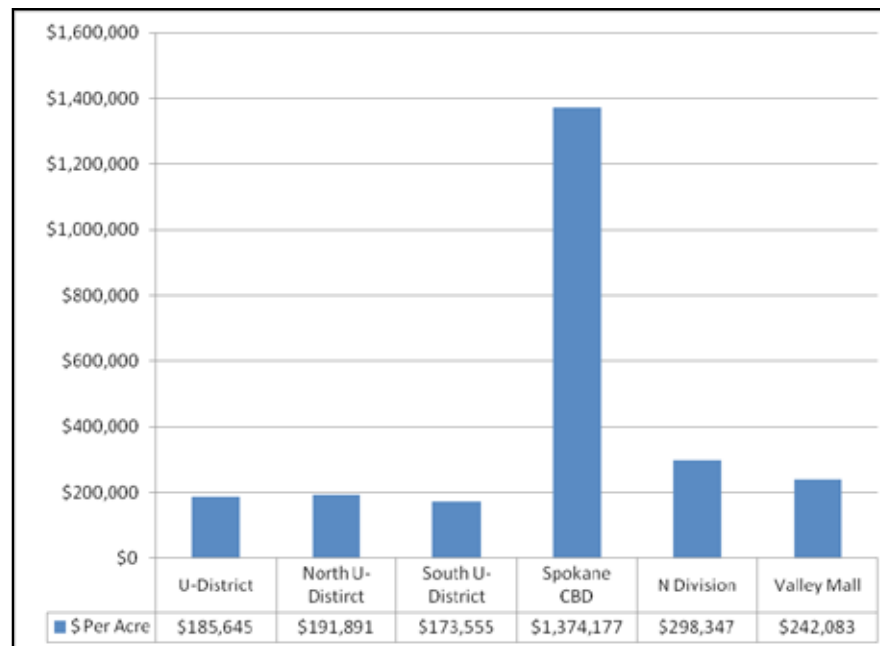
Source: Spokane County Assessor

5.4.2: AFFORDABLE LAND

Within the boundaries of the District, the research teams wanted to know where the most affordable assessed land values were located. Figure 5.5 shows the majority of affordable land (under $4.64 per square foot) was located in the northern portions of the District including a few areas in the south end near the rail lines and Interstate 90. On the whole, the District has an abundance of this affordable land. Implications include:

- Investors can buy land at affordable rates.

- Investors may be able to buy more land than in comparable areas.

- As the District continues to develop, assessed land values will rise, thus providing an excellent investment opportunity.

Overall, this relatively affordable land represents a significant investment opportunity for those willing to believe in the future potential of the District.

Source: http://www.crazygs.com/

Bicyclist Crossing as Main & Division
Source: http://www.spokesman.com/stories/2010/oct/28/welcoming-way/?photos

Red Lion River Inn
Source: expedia.com/Spokane-Hotels-Red-Lion-River-Inn.h58728.Hotel-Information

FIGURE 5.5: AFFORDABLE LAND WITHIN THE UNIVERSITY DISTRICT.
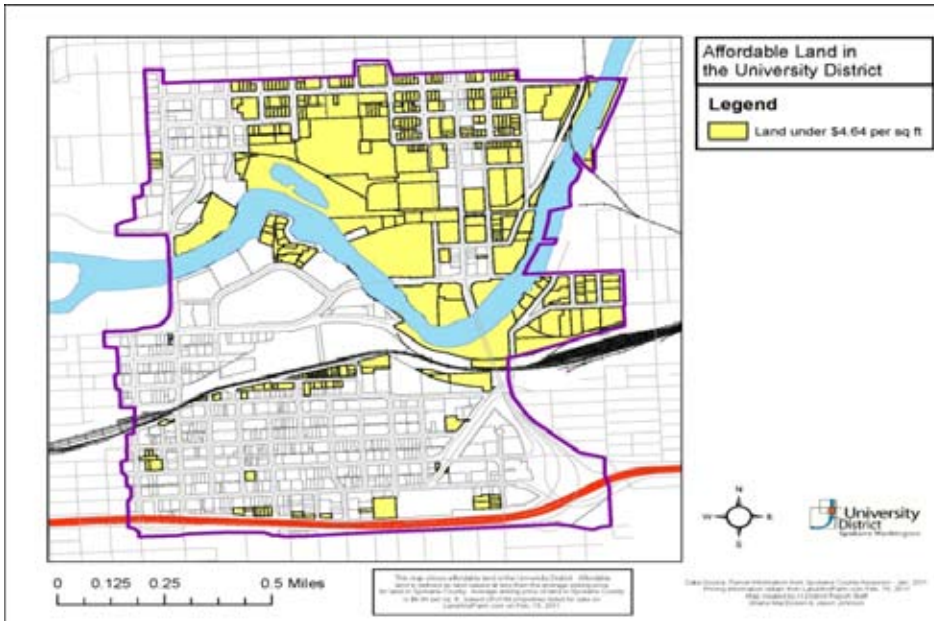
FIGURE 5.6: UNDERDEVELOPED LAND WITHIN THE UNIVERSITY DISTRICT.
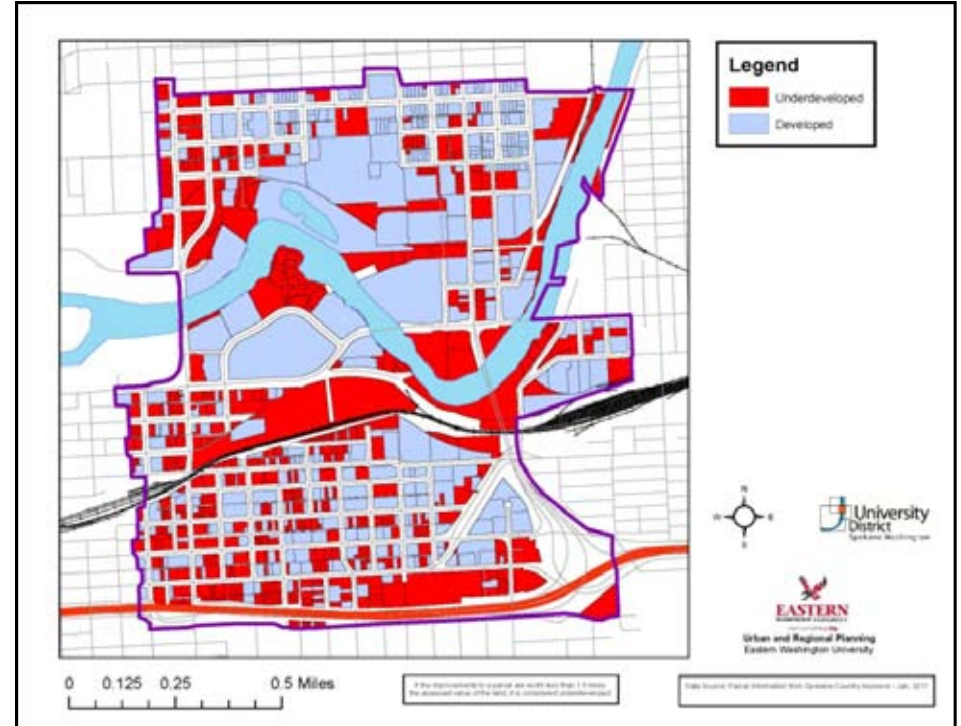
5.4.3: UNDERDEVELOPED LAND

Figure 5.6 shows all of the parcels that were deemed as being underdeveloped in the District (underdeveloped parcels are those in which the total assessed value of the parcel is less than 1.5 times the assessed land value). As seen in Figure 5.6, there are underdeveloped parcels in all sections of the District with concentrations along the rail lines, the Spokane River, Division Street, and Interstate 90. Out of 976 parcels, 562 fell into the underdeveloped category, representing 57.6% of all parcels in the District.

Perhaps more than any other indicator, the large amount of underdeveloped land in the District signals that the area is ripe for redevelopment. As Figure 5.6 shows, large swaths of the District are just waiting to be developed at levels of intensity that their basic assessed land values show that they merit. Instead of being occupied by vast surface parking lots or by temporary storage units, or by just patches of weeds, these areas have the potential to be redeveloped by uses that will be profitable not only for individual parcel owners, but for the District as a whole.

The District has so much underdeveloped land for a number of different reasons including:

- Large amounts of surface parking lots and vacant lots tend to have low assessed improvement values, thus making it more likely that they will be deemed as underdeveloped.

- Some parcels may have high assessed land values that make even valuable improvements seem small in comparison. While not prevalent in the District, this too could put a parcel in the underdeveloped category.

- Despite relatively low assessed land values, many parcels contain structures that have very low assessed values due to building age, use, or condition. This would also put a parcel in the underdeveloped category.

5.4.4: LARGE SURFACE PARKING LOTS

Figure 5.7 highlights some of the larger surface parking lots within the District, with some coming in at over ten acres. As Figure 5.7 shows, these lots are mainly associated with serving the WSU Riverpoint and Gonzaga University Campuses in the central portion of the District.

These large surface parking lots represent significant opportunities for redevelopment because they can easily be converted to other uses ranging from housing, to office, commercial, or retail space, to academic buildings, to parks, to even raised parking structures. The redevelopment potential truly is high for these large surface parking lots that now only cater to automobiles, but could one day include an intensity and variety of uses that does not currently exist in the District.

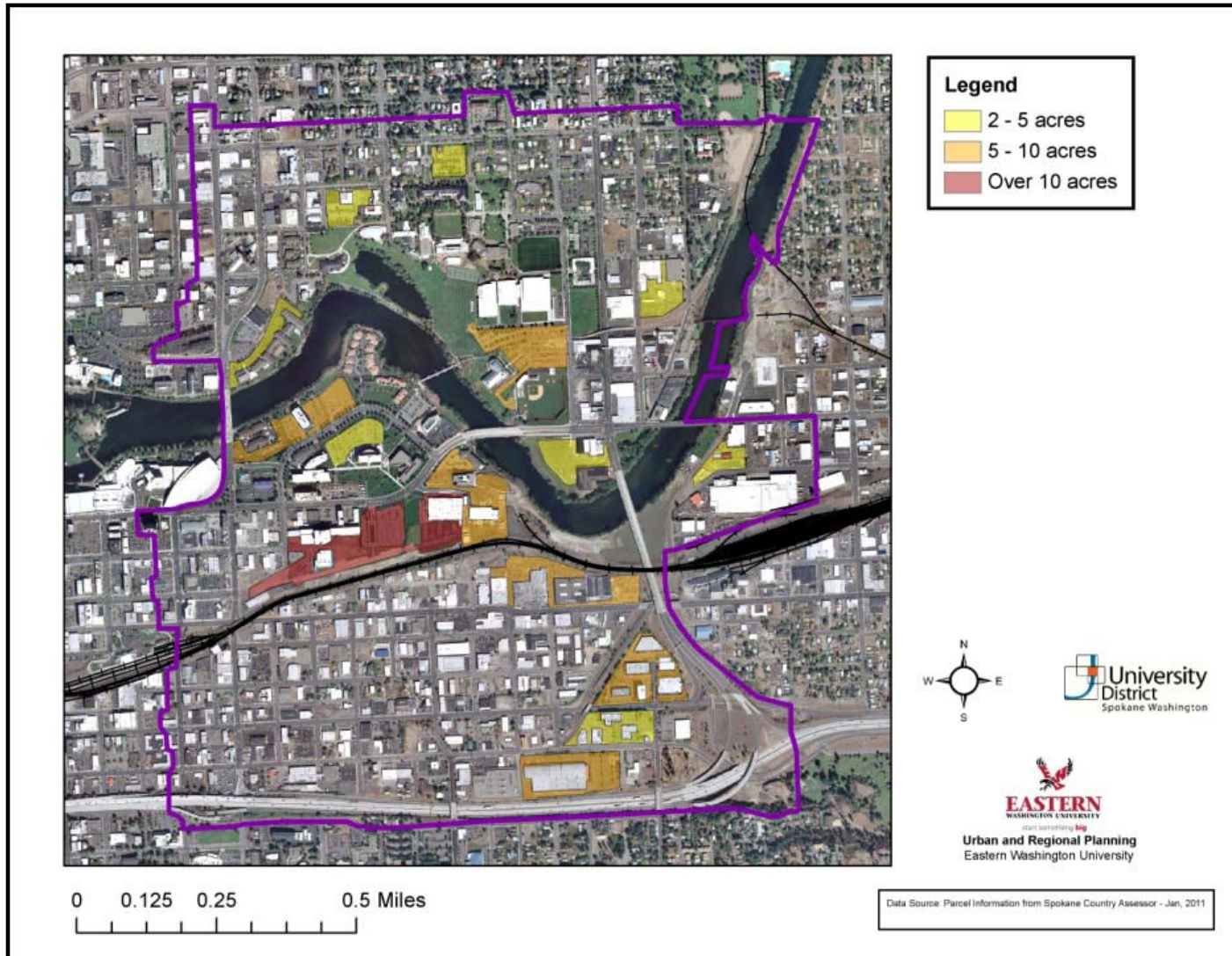*Jundt Art Museum • Source: bandconstruction.com/Portfolio/GonzagaUniversity.aspx*

Gonzaga University: Kennedy Apartments
Source: coffman.com/projects/project_details.asp?id=69

New Gonzaga Housing: LEED Certified Platinum
Source: gonzagabulletin.com/green-living-on-nora-1.2145782

FIGURE 5.7: LARGE SURFACE PARKING LOTS WITHIN THE UNIVERSITY DISTRICT

5.4.5: LARGE PARCELS

Figure 5.8 shows parcels larger than ? acres in the District. As shown in Figure 5.8, these parcels are clustered in the central portion of the District and are in some way associated with the campuses of WSU Riverpoint and Gonzaga University. Additionally, there is one large parcel in the south end of the District near Interstate 90, as well as numerous large parcels near the Spokane River and Division Street.

These large parcels represent areas of redevelopment opportunity for a variety of different reasons including:

- The large parcels mostly have single ownership. This enables easier land acquisition for big projects without the added hassle of dealing with multiple parcel owners.

- The large amounts of land on these parcels can attract investors wanting to put in complex projects that might need lots of space.

- An investor could buy several of these large parcels and build large projects in a manner that may not have been possible if the parcels have been smaller and more land owners have been involved.

FIGURE 5.8: LARGE PARCELS WITHIN THE UNIVERSITY DISTRICT.
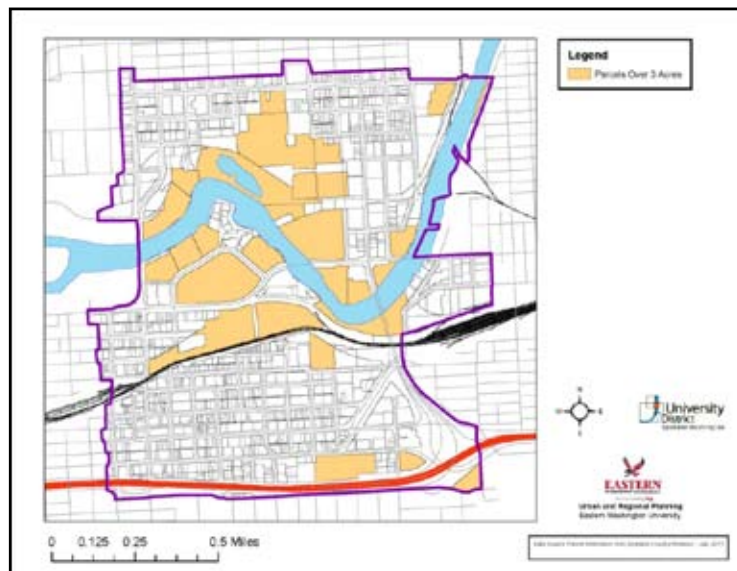
Overall, these large parcels present areas of the District that can be redeveloped with large projects that can act as catalysts for future related investment and redevelopment in ways that the Districts many smaller parcels are not capable of.

5.4.6: OPPORTUNITY AREAS

Aside from identifying general elements that may represent growth opportunities (large surface parking lots, large parcels, etc.,) in the District, the research teams also identified six different sections of the District that they saw as being particularly ripe for new development opportunities. While all sections of the District have their own unique growth potentials, these six areas were deemed as special because they are currently underutilized and not living up to their true potential as being robust centers of activity and growth.

Figure 5.9 shows the locations of all six opportunity areas. There are three in the north side and three in the south side.

Gonzaga •Source: trails.com/red-lion-at-the-park-hotel-68913.html

Division Street Bridge • Source: flickr.com/photos/80651083@N00/104439912/in/photostream/

FIGURE 5.9: OPPORTUNITY AREAS WITHIN THE UNIVERSITY DISTRICT.

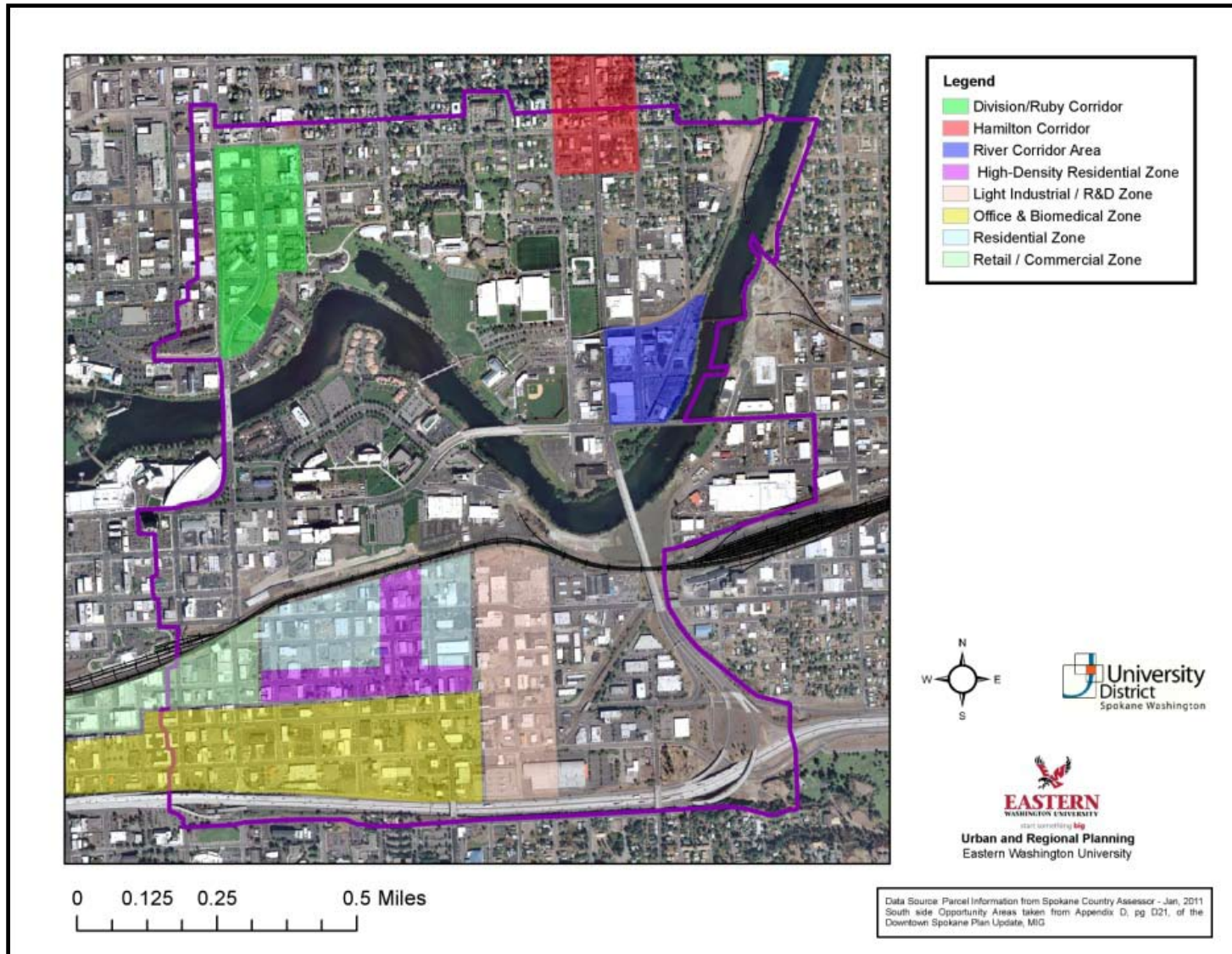## 5.4.7: DIVISION/RUBY COUPLET

As figure 5.10 shows, the Division/Ruby Couplet Opportunity Corridor is bounded by Sharp Avenue to the north, Division Street to the west, North River Drive to the south, and Ruby Street to the east. This areas assets include:

- Heavy amounts of vehicular traffic on Division and Ruby Streets. This potentially gives area businesses a built in customer base as well as excellent visibility to thousands of passing motorists every day.

- Close proximity to downtown Spokane, the Centennial Trail, the campuses of Gonzaga University and WSU Riverpoint, the Spokane Veterans Memorial Arena, and multiple hotels that house hundreds (even thousands) of visitors.\

Specific sites of opportunity in this area include:

- Numerous vacant buildings or structures such as the old CompUSA building, the old silos, and the GVD/Burgan's block, all represent sites that are ready to be redeveloped.

- The Kennedy Apartments on the corner of Ruby Street and Sharp Avenue house Gonzaga students. Situated right on Ruby Street, these apartments show that this busy vehicular corridor can accommodate residential uses at relatively high densities. This site represents a successful example to other developers that they too can build high density residential units in this area.

Potential constraints include:

- A lack of pedestrian and bicycle infrastructure across Division and Ruby Streets not only may make pedestrians and bicyclists feel unwelcome, but also could represent a serious safety hazard as well.

- The large volumes of vehicular traffic on Division and Ruby Streets can emit significant amounts of air and noise pollution.

- Demolition and redevelopment of old uses such as the silos may prove to be prohibitively expensive for many developers. Additionally concerns over possible soil contamination may also stand as barriers to redevelopment.

Taking into account this areas assets, opportunity sites, and constraints, the research teams came up with several ideas for its possible redevelopment:

- Install traffic calming measures as needed on Division and Ruby Streets. These

might include passive devices such as lowered speed limits, and pedestrian crossing signs as well as active devices such as raised or textured intersections or rumble strips to notify vehicles that they need to slow down and pay attention to pedestrians and bicyclists.

- Encourage more housing in the area. This could include densely populated, mixed use developments that could serve both vehicular and non-vehicular traffic. Demand to live in these developments could be high as this area is in close proximity to so many important employment and entertainment centers of the city.

- Convert the old CompUSA building (or any of the other vacant buildings in this area) into a multi-purpose small business incubator. Using a business model that has been successful in Austin, Texas (Marketplace Austin) these buildings could house a variety of small retail businesses that would share the space by each occupying only a small portion of the building. by doing this, these small businesses could increase not only their profits but also their visibility and availability to the large amount of commuters that pass through this area on a daily basis. The addition of such a unique place could act as a further catalyst for the redevelopment of the area.

Overall, the research teams felt that this area has a great redevelopment potential. Even if it does not become a pedestrian friendly, mixed use center, it still will play a vital role in the future success of the District.

Aerial View of Riverpoint Campus: Looking North West • Source: spokesman.com/photos/2008/oct/24/63081/

FIGURE 5.10: DIVISION/RUBY COUPLET OPPORTUNITY AREA.
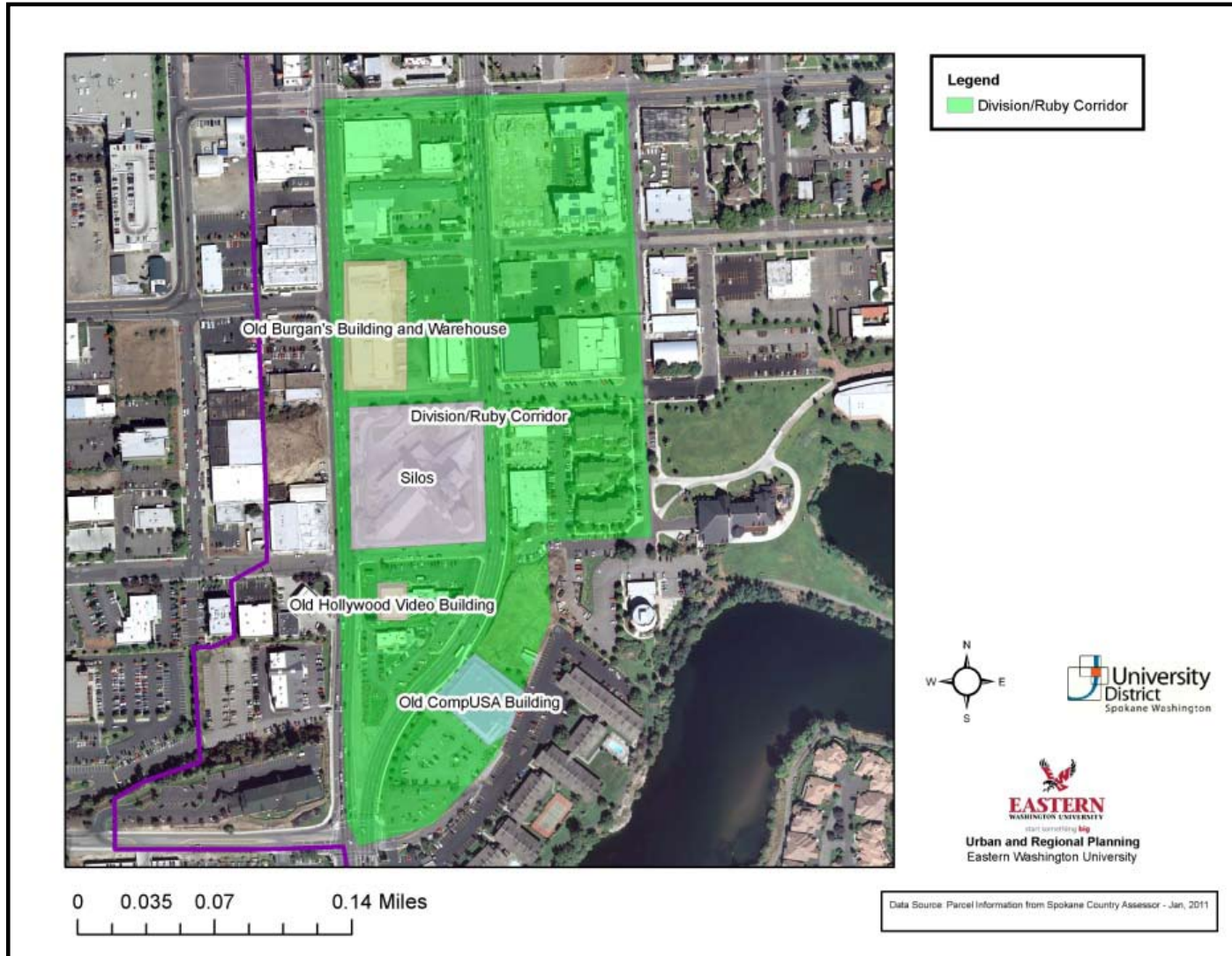
5.4.8: HAMILTON CORRIDOR

As Figure 5.11 shows, the Hamilton Corridor Opportunity Area is roughly bounded by Mission Avenue to the north, Superior Street to the East, Boone Avenue to the south, and Cincinnati Street to the west. Some of this areas assets include:

- A high amount of vehicular traffic passes through the area everyday on Hamilton Street. This gives local businesses a built in potential customer base as well as excellent visibility.

- Close proximity to Gonzaga University and WSU Riverpoint.

- A concentration of local businesses that cater to university students, as well as the many passing motorists on Hamilton Street. These unique businesses give the area a distinctive character and personality.

Specific opportunity sites in this area include:

- The lots directly along Hamilton Street are currently dominated by single-use retail establishments with small surface parking areas. These lots could be redeveloped with a greater intensity and variety of uses including housing as well as retail and commercial spaces.

- Although the majority of the portions of this area that are not on Hamilton Street are already populated with single family and multi-family housing, the research teams felt like this area should have higher densities with an emphasis on quality affordable housing that would cater to students and non-students.

Potential constraints include:

- A lack of pedestrian and bicycle infrastructure that would include adequate crosswalks and traffic calming measures on Hamilton Street make the area potentially unsafe for non-vehicular traffic.

- The high amount of vehicular traffic on Hamilton Street emits significant amount of noise and air pollution that would be particularly noticed by those directly nest to that street.

- The dominant presence of Gonzaga University and its students in the area may be off-putting to some potential residential, commercial, and retail tenants who have no affiliation with the university as they may feel like they don't belong or are unwelcome in the area. There may also be concerns of

excessive noise or loud parties emanating from so many young college aged tenants in the area.

Taking into account the areas assets, opportunity sites, and constraints, the research teams came up with several ideas for its possible redevelopment:

- On Hamilton Street, promote densely populated mixed use projects that will attract new residential, retail, and commercial tenants. Install traffic calming measures ranging from lowered speed limits, to textured and/or raised cross walks. Install street furniture such as benches and street trees. Consider widening the sidewalks, and possibly employ staff to regularly clean and patrol the area. Design guidelines should also be employed to maintain community character.

- Encourage more university students to patronize local businesses by promoting student friendly policies such as discount cards for students to shop at local businesses. If a greater number of students shop at area businesses, a greater number of businesses will likely be prompted to locate in the area.

- In addition to traffic calming measures along Hamilton Street, consider installing pedestrian bridges over Hamilton Street. While expensive to install, these structures can ensure that pedestrians and bicyclists can remain safe while still efficiently moving across Hamilton Street.

In terms of the redevelopment potential of this area, the City of Spokane has designated it as a Center and Corridor zone. This designation, along with incentives such as multi-family tax credits will help this area develop into a vibrant live/work/play center.
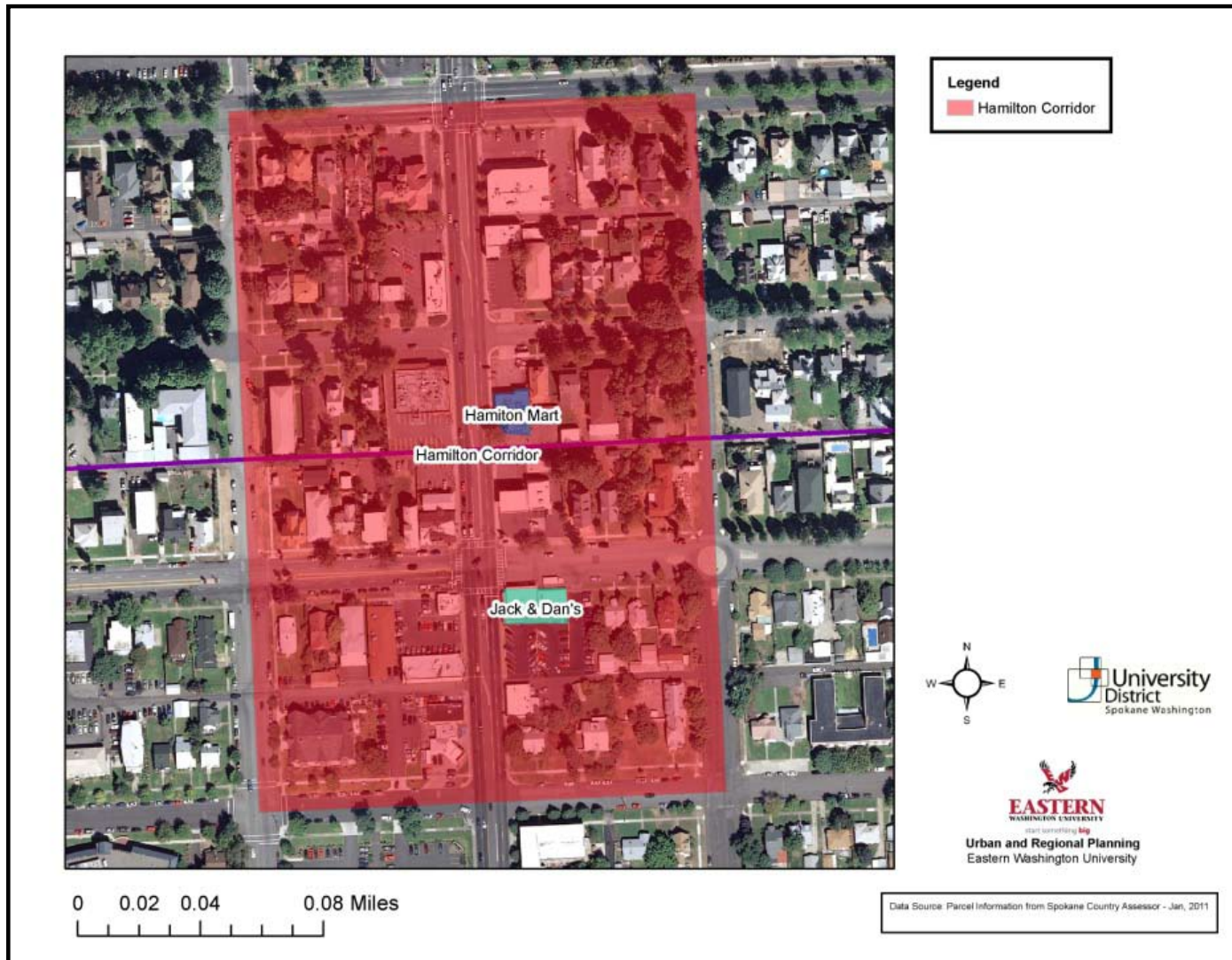

Source: spokanejournal.com/article.php?id=6841

Riverpoint Campus • Source: ewumfa.com/riverpoint.html

FIGURE 5.11: HAMILTON CORRIDOR OPPORTUNITY AREA.

5.4.9: RIVER CORRIDOR

As figure 5.12 shows, the River Corridor Opportunity Area is bounded by the Centennial Trail to the north, Trent Avenue to the south, Hamilton Street to the west, and the Spokane River to the east. This areas assets include:

- Large amounts of vehicular traffic on Hamilton Street and to a lesser extent Trent Avenue give local businesses a built in potential customer base with good visibility along the aforementioned arterials.

- The close proximity to the campuses of Gonzaga University and WSU Riverpoint.

- The pedestrian bridge over Hamilton Street represents a safe and convenient access point for pedestrian and bicyclists to reach the area.

- The close proximity of the Spokane River and the Centennial Trail offer ample recreational and scenic opportunities.

- Unique local businesses such as the Dry Fly Distillery attract local as well as regional clientele.

Specific sites of opportunity include:

- Vacant lot underutilized land (like surface parking lots) that is directly adjacent to the Spokane River. This land could include a mix of residential, commercial, and retail space, with a selling point of being so close to the Spokane River, Centennial Trail, and the university campuses in the District.

- Vacant structures that once were used as warehouses or for industrial uses could be redeveloped and used as business incubators for small light industrial firms.

Potential constraints include:

- Despite the pedestrian bridge that crosses over Hamilton Street, some still may be leery of walking into this area due to the large volumes of traffic on Hamilton Street. Additionally, the intersection of Hamilton and Trent may pose as an additional concern to those walking or bicycling as this intersection has long crosswalks and is usually very congested with vehicular traffic.

- Much like parts of the southern portion of the District, this area has an industrial feel that may be uninviting to many pedestrians and bicyclists, particularly at night.

Taking into account this areas assets, opportunity sites, and constraints, the research teams came up with numerous ideas for its possible redevelopment:

- Increase pedestrian and bicycle connectivity into the area by making Hamilton Street as well as the intersection of Hamilton and Trent more accessible to non-vehicular traffic through traffic calming measures like reducing speed limits and better intersection crossings. Another pedestrian bridge over Hamilton may also be warranted.

- The area should stay primarily light industrial, however, residential uses should also be encouraged at moderate to high densities in mixed use developments complete with retail and commercial uses. This area could have hundreds of residents that would be in close proximity to the campuses of Gonzaga University and WSU Riverpoint, as well as downtown Spokane.

Overall, the research teams believe that this area is unique because it could function not just as a light industrial area, but also as a pedestrian friendly residential and retail area that takes advantage of its close proximity to assets such as the Spokane River, the university campuses in the District, and downtown Spokane.

FIGURE 5.12: RIVER CORRIDOR OPPORTUNITY AREA.

5.4.10: MIG SOUTH SIDE AREAS

In Appendix D of the Downtown Spokane Plan Update, MIG offered up a land use plan for the southern portion of the District (Figure5.13). Comprised of four basis zones, the plan would call for different types of residential, retail, commercial, and industrial uses. A summary of these zones and their broader implications follows:
The Industrial Zone:

- Located in the eastern portion of the study area, the industrial zone would be a place designated for light industrial uses. This area already has an industrial f eel, with many existing industrial and wholesale firms currently in operation.

The Office and Biomedical Zone:

- Located along the southern portion of the District, the Office and Biomedical Zone would be an area that would try and incorporate uses from the surrounding Central Business District, and Medical District into the University District. This would be an area where specialized medical or general office firms could take advantage of the close proximity to other similar uses.

Retail/Commercial Zone:

- Located on the western border of the southern portion of the District, this zone would seek to attract retail and commercial businesses to the area. This zone is in an ideal location to attract business from the many thousands of passing motorist on Division and Ruby. It is also in a prime location to service the needs of future District residents. The MIG report noted that businesses that would cater to the everyday needs of local residents (such as grocery stores and laundry mats, etc.,) should be encouraged.

Residential Zones:

- The north central portion of the southern portion of the District was high lighted as an area for both low to high density residential uses. This zone is in a prime location to take advantage of the future pedestrian bridge that will span the rail lines. Mixed use developments and pedestrian friendly streetscape improvements would turn this zone into an inviting urban center in the heart of the University District.

The four main zones that MIG recommends have some of the following common elements:
Connectivity:

- These zones are designed to work for all users including pedestrians, bicyclists, as well as vehicular traffic. These zones will take advantage of the excellent existing street grid network, while at the same time promoting infrastructure updates such as converting many of the south District's streets to complete streets.

Specialized industry focus:

- The MIG zones call for bringing in specialist firms relating to the medical industry as well as the high-tech and scientific industries. These unique firms will bring high-paying jobs to the District, and will integrate well with supporting uses such as the established Medical District and the university campuses of Gonzaga and WSU Riverpoint.

Focus on neighborhood businesses:

- While the plan does call for enticing businesses that will attract a regional audience, there was an emphasis placed on promoting small, local business that would cater to the residents of the District. Examples of these businesses would include small grocery stores, bars, coffee shops, book stores, laundry mats, post offices, and specialty shops. Ultimately, these businesses would provide essential everyday items for local residents.

Focus on start-up firms and entrepreneurs:

- Using SIRTI as an example, the MIG Zones would seek to attract small start-up firms and entrepreneurs. These businesses could utilize students from the nearby campuses as interns or entry-level workers. Vacant buildings could be turned into business incubators that would provide low rents and technical support. By attracting these type of businesses, the District could gain a strong reputation for providing a supportive environment that fosters innovation and small business.

Focus on mixed-use pedestrian friendly living environments

- The MIG plan includes a zone for moderate to high density mixed use residential developments. Perhaps more than any other element, this residential component has the potential to transform the District into a vibrant urban center with a strong sense of place and identity.

FIGURE 5.13: MIG OPPORTUNITY AREAS FOR THE SOUTH UNIVERSITY DISTRICT.
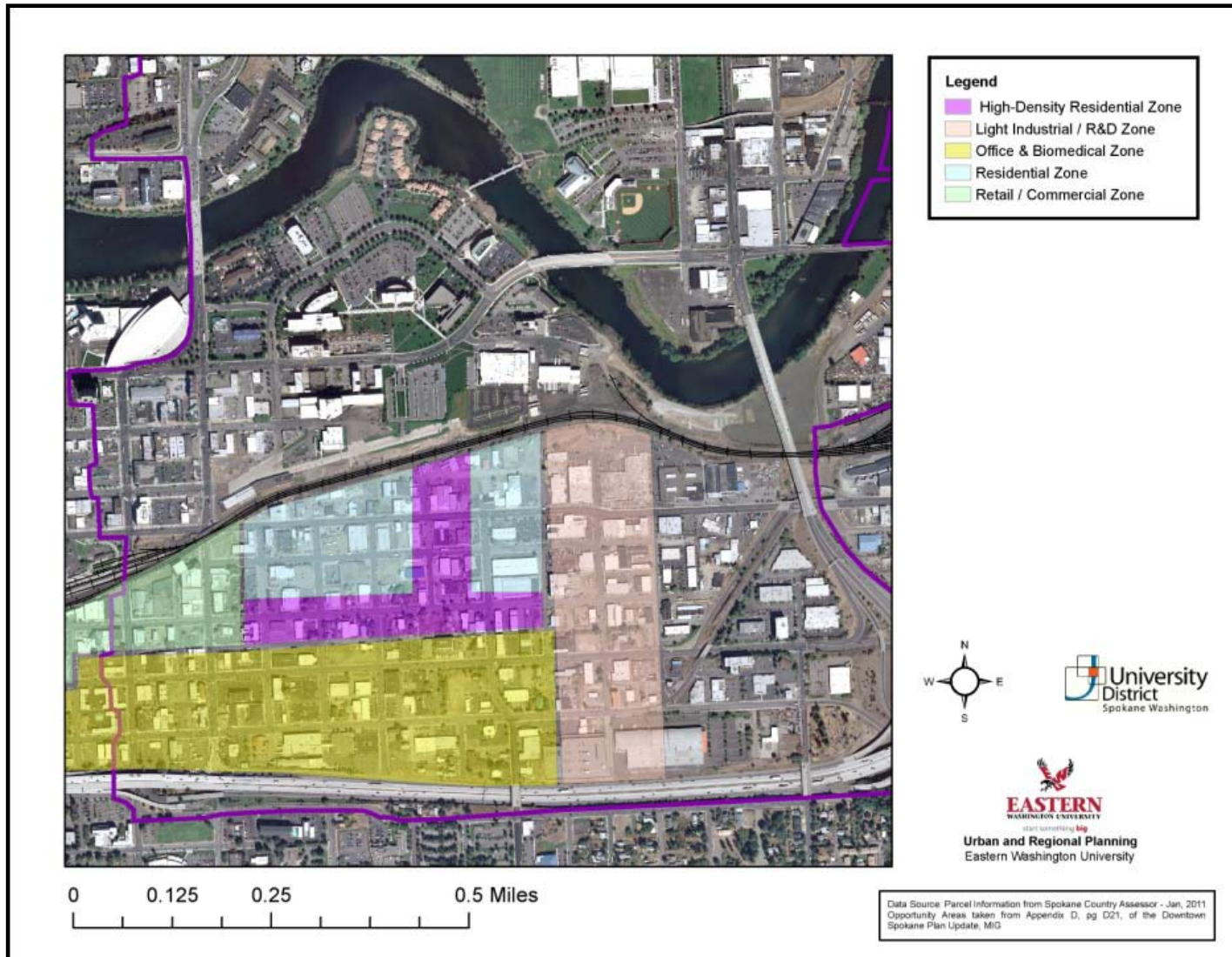
5.5:THEMES SUMMARY/KEY FINDINGS

In this section, the research teams were tasked with the objective of identifying elements within the District that represented assets, constraints, and opportunities. What follows is a summary of their findings:

Assets

- The campuses of Gonzaga University and WSU Riverpoint.
  o These campuses represent the heart of the District, with each attracting thousands of students and millions of dollars in infrastructure and new developments.

- The District's central prime location.
  o The District is in close proximity to such important regional areas such as the Central Business District and the Medical District. Every day, thousands of commuters pass through the District on their way to other points in the region, thus giving the District a high profile that other areas do not enjoy.

- Excellent infrastructure
  o From the well laid out grid patterns of streets in the southern portion of the District, to the busy arterials of Division and Hamilton Streets, the District is equipped with existing infrastructure that other comparable Districts may not have.

- Unique businesses
  o From the retail and commercial establishments that cater to Gonzaga and WSU Riverpoint students, to business incubators like SIRTI, the District is home to a wide-array of businesses that can only be found in the University District.

Constraints

- Environmental barriers to growth
  o The Spokane River bisects the District, effectively separating the campuses of Gonzaga and WSU Riverpoint. While there are bridges that span the River, there are still spots where crossing the River remains as a significant burden.

- Man-Made barriers to growth
  o The University District is bounded by man-made elements that represent significant barriers to pedestrian and bicycle traffic. These barriers include

Interstate 90 to the south, Brown/Division/Ruby Streets to the west, and Hamilton Street to the east. All of these arterials carry large amounts of vehicular traffic, with relatively poor pedestrian and bicycle infrastructure (such as safe crosswalks and bicycle lanes). Additionally, the BNSF rail lines that cut through the central portion of the District emit large amounts of noise pollution as well as representing a major connectivity barrier as there is currently only one area to cross the tracks-the underpass at Division Street and Sprague Avenue.

Opportunities

- Low raw assessed land values
  o The value of the District's raw assessed land values is low when compared to the adjacent Central Business District. Given the District's close proximity and connections with this important regional hub, an investment in the District may one day yield significant returns as the area continues to grow.

- Large amount of underdeveloped parcels
  o Over half of the parcels in the District are considered to be underdeveloped (when the total assessed value of a parcel is less than 1.5X the raw assessed value of the land). This is a indication that large portions of the District are ripe with redevelopment potential.

- An abundance of parking and large parcels
  o The combination of an abundant supply of large surface parking lots and large parcels, translate to a unique opportunity for the development of large scale projects that require significant amounts of land.

- Special opportunity zones
  o The research teams found that there are numerous sub-areas of the District that have unique redevelopment potentials. Additionally, the Appendix D of the Downtown Plan Update identifies potential future land uses for the southern portion of the District.

Despite numerous potential constraints to growth, the University District remains a place where redevelopment opportunities abound.

SECTION 6 - CONCLUSION & RECOMMENDATIONS

6.1: CONCLUSION OVERVIEW

The previous chapters have explored selected aspects of Existing Conditions within and related to the Spokane University District. In this concluding section, the report recaps central findings, some implications, and suggests a few recommendations. This limited focus is intended to spotlight the central patterns and in so doing, contribute best to the front end of policy development; clarification about the "existing state", not the desired one.

6.1.1: INVENTORY SUMMARY

Importance of Data Base:
- For the first time, a detailed and integrated data base of tenant, building, and land use information has been assembled for the University District. In doing so, the primary study objective was accomplished. The important implication of this data base is that it both creates a base line inventory and secondly allows University District and partner staff to track changes over time. Obviously, effort will have to be devoted to maintaining this inventory and conducting future analysis. To be most effective, attention should be given to creating a built in reporting and tracking system. Secondly, it is recommended that more "drill down" analysis of industrial sectors (4 and 6 digit vs. 2 digit) be undertaken that would identify business patterns at a finer grain.

General Land Use:
- Overall, patterns show the strong and central presence of the university campuses, their proximity to other major activity centers (Downtown, Health District) and their boundaries of major travel and commercial corridors. Another prevailing pattern is the area consumption by transportation (rail road, freeway, streets) and River corridors which total 34% of the District's space. One pattern interpretation is how the travel corridors represent a high degree of access to and within the District. Another is the recognition that the River corridor is a natural, historic, cultural and aesthetic asset. And thirdly, these corridor assets are also physical and space barriers that constrain connectivity. The obvious recommendation, that is being addressed, is to continue to further "bridge" those barriers.

Campus Land Use:
- The District's center, physically, economically, and socially, are the University campus complexes. Both the Gonzaga and Riverpoint campuses have detailed master plans for their centers guiding their build out, activity locations, distributed uses, and internal connections. Those plans will continue to be ref ined and updated into the future. What is less examined is the spatial relations and connections those campuses have to each other, their boundaries, and surrounding activity centers. Exploration of those relationships is encouraged.

Commercial Land Use:
- Commercial uses are pronounced along the major street corridors within and surrounding the University District: Division, Hamilton, East Sprague, and the Second/Third Couplet. Use on Hamilton and Division are primarily retail trade, lodging and food accommodations. Uses on East Sprague are a mix of trade and service. Uses on the Second/Third Couplet are primarily service oriented with stronger clusters of Health and Professional service.. These uses serve both an immediate market area (e.g. the campuses) as well as the larger community and regional markets. Interpretation of those patterns suggest two possible challenges. One being, given the immediate market area draw coupled and the area wide market attraction, is the transportation system well suited for both types of access? Secondly the commercial land use in some of the corridors have a service orientation yet their proximity to the University District suggests more of a trade orientation. Can both be accommodated?

Residential:
- Residential use is highly concentrated in the north end of the District and largely associated with housing for Gonzaga students. In the past decade there has been substantial growth in Gonzaga housing. Student related housing demand and supply around the Riverpoint campus and along the nearby Sprague and Division Corridors remain a desired but uncertain future. Concentration of resident use around campus centers can positively influence change in the commercial mix and vitality along with and potential shifts in alternative modes and access needs. The Volk/Zimmerman Housing study projects a modest demand over the next decade or so. If that forecast is correct, concentration of that future demand may warrant consideration.

Visitor Lodging:
- Lodging accommodations is relatively high in the District and concentrated long the Division Corridor. While the demand for lodging is strongly associated with visitor attractions in the Central Business District, its proximity to the University District and its visitor needs provides a dual service and benefit Access to those accommodations are, and will remain, by auto. The future

challenge may be needed changes in street design and operation that provide improved access-movement between lodging, the campuses, and Downtown attractions/activities.

Tenant and Industry Type:
- High concentration (number of businesses) of business types include: Healthy Care and Social Services, Professional and Technical Services, Retail trade, and Accommodation and Food Services. Activity levels of the various industry types, as measured by new and moved business, is relatively high. Clusters are evident as well. Educational service are obviously clustered around the University campuses. Retail trade, accommodation and food service are clustered along Division and Hamilton. Health and social services are clustered along the Second and Third Couplet and in proximity to the Health District to the south. The largest cluster of professional, technical, and scientific industry, as might be expected, is near the central part of the University District adjacent to the academic centers. Tracking industry growth, distribution, and concentration patterns is an ongoing objective and under scores the importance of the creation, maintenance, and analysis of this data base.

6.1.2: SUPPORTING RESEARCH PATTERNS

Growth Trends:
- Over the past decade, growth of both campus populations has been high. While projections over the next decade indicate reduced levels, growth is still indicated. Potential growth engines; expansion of the Riverpoint Bio Medical complex, development of a Medical School, continued expansion of health service and research, could alter those forecasts upwards. Growth is the continued forecast, it's the rate that remains uncertain.

Investment Trends:
- Again, over the past decade there have been major investments (400 million dollars) in the University District and surrounding areas (CBD, Health District). Ongoing project such as the Riverside extension, Pedestrian Bridge, Division Gateway, Center City Transit, and Riverpoint's Bio-Medical facility expansions will continue to add investment growth on the Public ?University side. Private investment, while recession constrained, still is indicated by projects such as the McKinstry redevelopment and the pending GVD –Burgan Block hotel proposal..

Future Development Projects:
- Related to investment patterns, the multiple public sector infrastructure projects in various stages of planning, design, and construction point out several important things. One, the nature of the projects address critical needs associated with improved access. Two, the projects illustrate the important economic development value of public investment in infrastructure that can and does stimulate growth and development. Third, while construction finance for some projects is still not in place, the prioritization , planning and design process has been accomplished and in a state of readiness for future external funding opportunities. Many of these opportunities came about due to the important financial instrument of the UDRA and its TIFF/LIFT mechanism. The benefits of the UDRA can't be overstated.

Planning Guidance:
- The many detailed and thoughtful plans in place, and being developed, provide ample guidance regarding strategic development of the District, Campus planning, and Corridor development. Refinements and updates of those plans will continue. A remaining challenge is the coordination of these multiple plans in implementation and with respect to the District as a whole; its spatial and activity connections internally and externally to the adjoining activity centers (e.g. Downtown). Adequate resources devoted to this effort could ensure greater success.

University District Comparisons:
- In researching eleven other University Districts throughout the county, similarities and differences were encountered; two or three stand out. One is the singular importance that University Districts place on building and sus taining their "partnerships" in order to succeed. Spokane's District certainly demonstrates strong recognition and use of this important factor. Spokane's District differs somewhat from others in the national comparison by its lower campus and resident population base. A second distinction from other districts is the presence of multiple universities in Spokane's district that contribute their own unique strengths and resources. And finally, the comparative study found that many districts have benefited from the land assembly and development powers of a PDA (public development authority). Such comparative insights are valuable and it is recommended more in-depth study of comparable districts continue in the future.

6.1.3: THEMES: ASSETS & OPPORTUNITIES

The study team was challenged to translate their inventory descriptions and interpretations into a few themes. This challenge came late in the study schedule with little time to be allocated. Its development is partial and qualified but does make contribution to highlighting patterns.

Assets:
- The central asset is the knowledge centers of the education institutions. This is considered by most urban experts to be a critical ingredient to future development of cities. A second asset is the Districts central location. It is at the center of the City and region and also serves as a gateway feature. Another asset associated with location is its proximity to other important activity centers such as Downtown and the Health District as well as the bounding commercial corridors. Another location asset is the proximity to the river. While a barrier in some respects, the River is a significant environmental, cultural, historic, and aesthetic feature of the City and region. Having that important feature in the center of the University District is a big plus.

- Strikingly, many of the assets are also constraints. While constraints were not overlooked, neither were they explored in much detail. The multiple brown field sites were identified. There are being addressed, perhaps not comprehensively, but in forward progress increments. The physical barriers of the many natural and built corridors are being addressed by several infrastructure projects.

Opportunities:
- The many knowledgeable and invested players are well aware of the many opportunities in the University District. One opportunity element that was not clear to the study team until it was analyzed is the comparatively low land values within the District. These values, particularly in the southern portion are low in relation to Central Business District values right next door. It should be noted the value comparison used "assessed" not market values. Still, the much lower land values point toward opportunity for return on investment.

- In a related vein, the study team identified substantial amounts of what the real estate industry considers "underdeveloped property" (where total assessed value (structure and land) is less than 1.5 times the raw land value). Underdeveloped parcels exist in both the north and south portions of the District.

- Again, related to property use, the study identified substantial acres of land devoted to parking: primarily associated with the two large campuses of Riverpoint and Gonzaga. While these parking areas serve an immediate need, at some point in the future, they may provide opportunity sites for expanded development.

Opportunity Corridors:
- Finally, the study team challenged itself to call attention to possible areas for redevelopment. One first example was easy; most of the south side. The team simply parroted the analysis and plans of the MIG study (appendix D of the Downtown Plan) that called for residential, mixed use, and concentrations of supporting retail and service for the abutting Districts (University, Health, and Downtown). On the north side, the team examined activities, underdeveloped properties and called attention to potential redevelopment in the Division/Ruby couplet, the Hamilton Corridor and the Riverbank corridor. Each of these potential areas certainly have constraints, many focused around access. If future planning and design can overcome these constraints, land and customer availability along with lower property values suggest a potential.

In conclusion, this assessment is simply an inventory of important characteristics and search for patterns. It is not a plan. it suggests few prescriptions and makes few recommendations. Those will follow as warranted. The primary study objective of establishing a comprehensive data base was achieved. This is the central value of the study. Secondarily, it is hoped that the exploration of patterns presented provides additional ideas for consideration by the University District Board, its many partners, and the community at large.

6.2: RECOMMENDATIONS

Based on the analysis of the existing conditions in the University District, and coupled with supporting research, the two study teams offered selected recommendations designed to contribute to the continued success of the University District.

1. Assess the need and structure for a public development authority that would have the power to acquire and redevelop land.
- From looking at national examples, PDAs offer a powerful redevelopment tool that can be used to transform large areas of blighted or underutilized land. The southern portion of the District along the rail lines and I-90 could be areas that could benefit from large scale land acquisition and redevelopment.

2. Improve pedestrian/bicycle safety and connectivity.
- Assess the need for traffic calming measures along arterials in the District.

- Examine opportunities to further "bridge" natural and built barriers

- Redevelop District streets using the principles of complete streets.

3. Conduct a public safety study to address real or perceived problems with securing and crime.
- This study could show areas of the District that may struggle with perceived security concerns, high crime rates, as well as areas that are relatively safe.

4. Increase the quantity, quality, and choice of housing options throughout the District, with an emphasis on the southern portion of the District.
- Housing choice is very low in the southern portion of District. Previous studies have shown that there is a demand for housing in the District.

5. Use zoning and design guidelines to foster the specific types of development that are consistent with the land use goals of the District (i.e. the creation of a "mixed-use urban village).
- Current zoning in the South University District is uniformly CC-1150. This designation and other potential designations should be evaluated to determine the most appropriate zoning adjustments, amendments, or overlays that can produce the desired physical characteristics for the District.

6. Gradually replace or redesign incompatible uses (such as the Division/Ruby Silos) with uses that would be more appropriate with the land use and design goals of the District.
- Replace incompatible uses with pedestrian friendly and local industries such as grocery stores, dry cleaners, and entertainment venues that cater to the residents of the District.

7. Develop ways to better promote the concept of the University District both internally and externally.
- The research teams found that many tenants were not aware of the University District, or that they were a part of it. District branding with signage, promotions, and activities that promote the District as a whole would be beneficial.

- In examining other University Districts, there were examples of student discount cards and joint advertisement that provided branding.

- A well maintained web site announcing the varied recreational, cultural, entertainment activities that take place within the District would be beneficial.

8. Promote the redevelopment of the many opportunity sites within the District.
- Underdeveloped land

- Vacant land

- Inexpensive land

- Historic Properties

- Large parking areas

- Large parcels

9. Continue to foster relationships with community stakeholders and surrounding districts.
- The University District is most likely to succeed by utilizing the expertise of a wide range of community leaders.

10. Support local small businesses by utilizing assets that are unique to the University District.
- Enable local businesses to charge student accounts normally restricted to university use only.

- Create discount programs for students at local businesses.

- Link small businesses to the larger District by putting up signs advertising that they are a part of the District.

11. Track and promote industry clusters
- The tenant and industry data base provided by this study should be maintained and expanded in the future. Data analysis should be continued at a more refined level (4 and 6 digit NAICS code) in order to accurately track cluster expansion and locations.

12. Undertake study to assess human and social capital of University District

   While this study has identified physical, land use, and business patterns within the University District an assessment of the human and social capital that is located, generated, and exchanged in the University District would be beneficial.

In conclusion, the dozens of tables, figures, and maps provided in this report attempt to capture central patterns of existing conditions in the University District. They serve as bench marks toward the major goal, the desired condition, of Spokane's University District that seeks to be " a center for intellectual and research excellence, an engine of innovation, and a vibrant pedestrian friendly destination". Current urban development literature tends to stress the important role that knowledge and social capital play in contributing to urban success. Spokane is fortunate to have made the commitments and investments that have formed the core aspects of a "knowledge center". Anticipated leadership, planning, and investment decisions into the future will add to this cornerstone of sustainable social and economic development for the community.

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7.3: FALL 2009 RESEARCH TEAM MEMBERS

Course Instructor:
- Dr. William Kelley

Student Contributors:
- Brenda Armstrong
- Kay Boger
- Benjamin Braudrick
- Kelsey Crane
- George Dahl
- Rashad Gaballa
- Douglas Green
- Jeremy Johnston
- Kelly Keenan
- Leon Letson
- Beth Mort
- Melissa Owen
- Dinah Reed
- Benjamin Serr
- Stephanie Webb
- Tracy Wing

7.4: FALL 2010 RESEARCH TEAM MEMBERS

Course Instructor:
- Dr. William Kelley

Student Contributors:
- Steven Hopkins
- Jason Johnson
- Shane MacDicken
- Noelle Madera
- Shannon McCloskey
- Raymond Oligher
- Chamisa Radford
- Shenelle Simonson
- Anthony Summers
- Mohamed Traore
- Tua Vang
- Robert Zimburean

7.5: UNIVERSITY DISTRICT REPORT EDITORS

Dr. William Kelley
Shane MacDicken
Jason Johnson

7.6: FALL 2009 GUEST SPEAKERS

The following guest speakers were brought in to talk with the students from the Fall 2009 Planning Studio course about their knowledge of various aspects of the University District:

Marty Dickinson, *President, Downtown Spokane Partnership; Chairman of the Board of Directors, University District Development Association*

Brandon Betty, *Project Coordinator, University District Development Association*

Joe Sacco, *GIS Specialist, City of Spokane*

Melissa Wittstruck, *Senior Planner, City of Spokane*

Rick Romero, *Auditor, City of Spokane*

Karl Otterstrom, *Director of Planning, Spokane Transit Authority*

Robin Toth, *Director of Economic Development, Greater Spokane Incorporated*

7.7: FALL 2010 GUEST SPEAKERS

Just like the Fall 2009 group, the students in the Fall 2010 Planning Studio course also had guest speakers come to the class to talk about their knowledge of various aspects of the University District:

Melissa Wittstruck, *Senior Planner, City of Spokane*

Brian Pitcher, *Chancellor, WSU Riverpoint*

Shelia Collins, *Intergovernmental Affairs Coordinator, City of Spokane*

Brandon Betty, *Project Coordinator, University District Development Association*

Marty Dickenson, *President, Downtown Spokane Partnership; Chairman of the Board of Directors, University District Development Association*

Barbara Chamberlain, *Director of Communications, WSU Riverpoint*

Todd Hume, *Land Use Attorney; Board Member, University District Development Association*

7.8: SPECIAL THANKS

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Joe Sacco, *GIS Specialist, City of Spokane*

Melissa Wittstructk, *Senior Planner, City of Spokane*

Brandon Betty, *Project Coordinator, University District Development Association*

Tammy Pruitt, *Marketing Creative Coordinator, Downtown Spokane Partnership*

SECTION 8 - APPENDIX

8.1: OPPORTUNITY ASSESSMENT TOOL

The purpose of the Opportunity Assessment Tool is to identify redevelopment potential of parcels, areas, or projects in the South University District utilizing an overall assessment score of opportunities and constraints considerations. Selected locations can be assigned an assessment score based upon the presence of characteristics that both impact costs of development as well as support the long range vision for the South University District as identified in a series of planning efforts involving key stakeholders in the area . A larger score indicates stronger redevelopment opportunities. Conversely, a lower assessment score indicates more limited redevelopment opportunities. Assessment considers the following major categories: On Site Conditions; Transportation; Off Site Conditions; Future Considerations. Each category has been given different relevant weights regarding its impact on redevelopment opportunities. On Site Conditions and Transportation represents the largest portions of the assessment tool due to the realization that the factors addressed in these sections establish the foundation for redevelopment opportunity of an individual parcel. Representing smaller portions of the assessment tool are Off Site Conditions and Future Considerations. The factors addressed in these categories either have the potential to change greatly over time or are somewhat speculative. A description of these categories, what they measure, and their relative weight to the overall opportunity assessment score is provided below.

ON SITE CONDITIONS

The On Site Conditions category represents 40 percent of the total points possible in the Opportunity Assessment Tool. Subcategories include:

- Parcel Size: the larger a lot/area the greater the redevelopment opportunities.

- Land Assembly Potential: the greater number of vacant, underutilized, and commonly owned parcels adjacent to one another, the greater the redevelopment opportunities.

- Structure Reuse Potential: the greater the reuse potential of a structure, the greater the redevelopment opportunities. Sound structures made of highly adaptable materials (i.e. wood or masonry) receive the highest possible score. At the opposite end of this spectrum are dilapidated structures made of less adaptable materials (i.e. steel or other).

- Underutilized Development: the more underutilized the development of an area, the greater the redevelopment opportunities. The definition of underutilized within the context of this tool is development valued at a ratio of 1:1 or less to the land it occupies.

- Presence of Brownfields: the presence of brownfields limits the redevelopment opportunities of an area due to an implied increase in cost.

- Presence of Critical Areas: the presence of critical areas limits the redevelopment opportunities of an area. Critical areas associated with the Spokane River shoreline/floodplain as well as the Spokane-Rathdrum Aquifer exist within the northeast portion of the district.

- Historic Significance: historic significance (buildings or district association) increases the redevelopment opportunities of an area.

- Presence of Natural Features: the greater the presence of natural features the fewer the redevelopment opportunities. Natural features, such as trees, basalt outcroppings, and surface water, can be costly to remove or mitigate, depending upon their location and intensity in an area.

TRANSPORTATION

The Transportation category represents 30 percent of the total points possible in the Opportunity Assessment Tool. Subcategories include:
- Pedestrian Amenities: the greater the presence of pedestrian amenities (good sidewalks, lighting, crosswalks, etc.) the greater the redevelopment opportunities.

- Bicycle Amenities: the greater the presence of bicycle amenities (bike lanes, bike racks, etc.) the greater the redevelopment opportunities.

- Transit Amenities/Access: the greater the presence of transit amenities (bus benches and shelters) and access, the greater the redevelopment opportunities.

- Street Characteristics: the more pedestrian-favorable the street characteristics (capacity, access, and existing traffic flows), the greater the redevelopment opportunities. Traffic flows are treated uniquely within this context, however. Recognizing the impact of automobile access both for pedestrians as well as different land uses (i.e. office/bio-medical, retail, and technical services), a medium level (5,000 to 10,000 ADT) of traffic flow received the highest score.

OFF SITE CONDITIONS

The Off Site Conditions category represents 15 percent of the total points possible in the Opportunity Assessment Tool. Subcategories include:

- Proximity to Traditional Neighborhood Services: the closer the proximity to traditional neighborhood services (grocery store, coffee shop, eatery, etc.), the greater the redevelopment opportunities.

- Environmental Characteristics: the more favorable the environmental characteristics (air quality, noise, and glare) the greater the redevelopment opportunities.

FUTURE CONSIDERATIONS

The Future Considerations category represents 15 percent of the total points possible in the Parcel Opportunity Assessment Tool. Subcategories include:
- Proximity to Planned Public Improvements: the closer the proximity to planned public improvements (Pedestrian Bridge, Division St. Gateway, Ben Burr Trail Improvements, Pacific Ave. Improvements, and Sherman/Grant St. Improvements), the greater the redevelopment opportunities.

OPPORTUNITY ASSESSMENT TOOL IN ACTION – SAMPLE ASSESSMENTS

The following examples illustrate scoring based on hypothetical areas in the South University District.

Sample Assessment 1: Abundant Redevelopment Opportunities

Existing Site Conditions: This area possessed high land assembly potential, no presence of brownfields and/or critical areas, and historic significance.

Transportation: Multiple pedestrian, bicycle, and transit amenities/access, as well as positive characteristics of surrounding streets were identified on or near this area.

Sample Assessment 1	
On Site Conditions	24
Transportation	11
Off Site Conditions	15
Future Considerations	6
Total	56

Off Site Conditions: This area possessed good proximity to neighborhood services and favorable environmental characteristics (i.e. good air quality, low noise levels, and little glare).

Future Considerations: The proximity to planned public improvements for the South University District was favorable for this area.

Sample Assessment 2: Limited Redevelopment Opportunities

Existing Site Conditions: This area possessed low land assembly potential and significant presence of natural features (i.e. trees and basalt outcroppings).

Transportation: The presence of pedestrian, bicycle, and transit amenities/access were identified as unfavorable for this area.

Off Site Conditions: This area possessed poor proximity to neighborhood services and unfavorable environmental characteristics (i.e. poor air quality, high noise levels, and glare).

Sample Assessment 2	
On Site Conditions	4
Transportation	8
Off Site Conditions	5
Future Considerations	2
Total	19

Future Considerations: The proximity to planned public improvements for the South University District was poor for this area.

CONCLUSION

The four assessment categories of the Opportunity Assessment Tool – On Site Conditions, Transportation, Off Site Conditions, and Future Considerations – will serve to identify assets and constraints associated with the redevelopment of individual parcels, areas, and projects in the South University District. This tool can be utilized to identify key opportunity sites for redevelopment in the South University District.

8.2: LAND USE CATEGORY EXPLANATIONS

TABLE 8.1: LAND USE CATEGORY EXPLANATIONS (FROM FIGURE 3.2)

Land Use Designations*	
Residential: Single Family	A residence with one household
Residential: Multi-Family	A residence with multiple households
Residential: Gonzaga Housing	Gonzaga dorms, Gonzaga owned housing
Institutional: Gonzaga	Gonzaga campus
Institutional: WSU	WSU Riverpoint campus
Institutional	City owned Land, schools, hospitals, churches, public service agencies, out-patient treatment facilities, nursing homes
Vacant	A parcel was considered vacant if one or all of the following conditions were met: 1)there were no taxed structures on the property, 2) no parking lots (either paved or unpaved), 3) no observable use (the presence of equipment or temporary storage units that were actively being used would disqualify a parcel from being vacant)
Commercial	Retail, restaurants, office or general business space, warehouses or storage units, automobile dealerships, gas stations, hotels
Industrial	Manufacturing, both light and heavy
*Parcels containing only parking lots were designated with the same use as the parcel that they were connected with. For example, a parking lot for an adjacent commercial business would be labeled as "commercial," whereas a parking lot for an adjacent institutional use would be labeled as "institutional"	

8.3: HISTORIC BUILDINGS WITHIN THE UNIVERSITY DISTRICT

TABLE: 8.2: HISTORIC BUILDINGS WITHIN THE UNIVERSITY DISTRICT.

Historic Property Name	Address	Spokane Register	National Register	Date Built
Kensington Court	152-154 S. Pine St.	Yes: 11/26/2001	No	1903
Schade Tower	528 E. Trent Ave.	Yes: 10/01/1993	Yes: 12/08/1994	1902
Algier-Bristol Hotel	210 W. Sprague Ave.	Yes: 08/04/2003	Yes: 10/01/2003	1904
Community Building	31 W. Main Ave.	Yes: 11/26/2001	No	1908
Community Building	35 W. Main Ave.	Yes: 12/16/2002	No	1909
Buchanan Building	28 W 3rd Ave.	Yes: 11/01/1993	No	1911
United Trucking Building	1003-1007 E. Trent Ave.	Yes: 05/05/2008	No	1913
Cascade Laundry Company	1007 E. Trent Ave.	No	Yes: 02/28/2002	1913
Duquesne Apartments	31 W. Pacific Ave.	Yes: 07/26/2010	Yes: 10/01/2003	1904
Globe Hotel	204 N. Division St.	Yes: 01/01/1996	Yes: 01/01/1999	1908
Green-Hughes Printing Company Building	19 W. Pacific Ave.	Yes: 03/25/2002	Yes: 04/01/2003	1911
National Hotel	201 W. Riverside Ave.	Yes: 08/04/2003	Yes: 10/01/2003	1905
Pine Creek Dairy Creamery	168 S. Division St.	Yes: 11/01/2004	Yes: 10/01/2003	1908
Sarnac Hotel	25-29 W. Main Ave.	Yes: 07/10/2006	Yes: 10/01/2003	1909
Academy Apartments	1216 N. Superior St.	Yes: 10/21/1985	Yes: 05/02/1986	1891
Jack & Dan's	1226-1228 N. Hamilton St.	Yes: 02/27/2006	No	1909
W.P. Fuller and Company Warehouse	111-115 E. Desmet Ave.	No	Yes: 02/13/1996	1915

8.5 METHODOLOGY

All graduate students in Eastern Washington University's Urban and Regional Planning program take a studio course that is designed to give the students some experience working on a "real world" planning project. The studio courses for Fall 2009 and Fall 2010 worked on gathering data for what would makeup this report. While both groups focused on different portions of the District (Fall 2009 on the southern portion, and Fall 2010 on the northern portion) their work included many of the same elements. Specifically, both groups had as their primary purpose, the inventory and analysis of existing conditions in their assigned sections of the University District. Additionally, both groups compiled research relevant to the District, and analyzed elements that represented assets, constraints, and opportunities to the growth and vitality of the District.

While the pace and materials covered varied slightly for the Fall 2009 and Fall 2010 classes, the basic structure for both courses was the same. Accordingly, each class went through the following phases:
- Phase 1 (the first half of the quarter, which equaled roughly 5 weeks)
  o Project introduction; Students read planning documents such as the University District Master Plan.

  o Students were put into 2-4 member sub-teams . These teams were given a specific area of the District to conduct their inventory.

  o Student sub-teams conducted field work. In some cases they would drive through their assigned area to collect data such as building conditions. In most cases however, the students would walk door to door, talking with businesses owners and collecting as much data as they could. When students could not find information from their work in the field, they would spend time doing internet and phone research.

  o All throughout this first phase, guest speakers would come to the class and talk about various aspects of the University District. These speakers ranged from city officials, to local business owners, to members of the University District Association (for a full list of guest speakers, see Sections 7.6, 7.7). Ultimately, these guest speakers provided invaluable insight into the inner workings of the University District.

  o Towards the end of this first phase, the student sub-groups pooled their inventory into one master file that included tenant and building information.

- Phase 2 (weeks 6 through 8)

  o While the collection of data for the building and tenant inventories was still ongoing, in this phase, the primary focus shifted to researching relevant planning documents as well as considering elements that made up District assets, constraints, and opportunities.

  o The students were again divided into smaller sub-groups, each tasked with researching different topics. For example, one group would study planning documents such as the Zimmerman/Volk housing study, while another would look at unique District assets and opportunity sites.

- Phase 3 (weeks 8-10)

  o Towards the end of this second phase, the students were tasked compiling all of their work into a cohesive whole. Out of this effort, the students made GIS maps, as well as overview tables and summary reports that highlighted different aspects of their research.

  o Finally, the students put their findings into a PowerPoint presentation. Some sub-groups also prepared written documents that summarized their work.

- Phase 4 (week 10)

  o After making last minute revisions, each class presented their PowerPoint presentations to the University District Association Board. The Fall 2009 group also had the opportunity to present an abbreviated version of their PowerPoint presentation to the Spokane City Council.

Finally, starting after the Fall 2010 course, several student editors compiled all of the data collected from the two classes into one cohesive report.

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