

"The life instinct of the city
turns its energy to the pursuit
and realization of opportuni-
ties for the citizens to thrive
and prosper."

-Daniel Keene, 1995

SPOKANE

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driving the new economy
vol.1

THE UNIVERSITY DISTRICT





Illustration by Tony Janson

11.30.04 **the university district strategic masterplan**

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executive summary

momentum

The City of Spokane is key to the economic growth of both the State of Washington and the Inland Empire region, which extends north to Canada, east to the Continental Divide and western Montana, south to Oregon, and west to the Cascades. It is the second largest city in Washington State and its signature features include a vibrant downtown and the 100-acre Riverfront Park; the Spokane River and Gorge; a regional medical cluster; world class universities; beautiful, historic neighborhoods; and a true entrepreneurial

spirit, making it a premier destination for visitors and businesses alike. Spokane has received considerable national recognition of these attributes and character including the 2004 All-American City Award; the Top US Intelligent Community Award; the only U.S. city named to the top seven Intelligent Communities of the World for 2004; and significant media attention for such creative initiatives as our downtown wireless SpokaneHotZone.



Photo by Peter Hassel Photography, Courtesy of Steamplant Square

Perhaps our two biggest place-based assets are the natural environment of the city and the region, and the magnificent legacy of historic buildings throughout our city.

In fact our Historic Preservation office was recently recognized for facilitating over \$27.3 million in redevelopment and restoration of Spokane's historic properties in one year. To put this achievement in perspective, the combined total for the rest of the state that year was \$30.3 million. Revitalization projects in the downtown area have



Photo by Jim Woodworth

included retro-fitting a former steam plant into a world class restaurant and state-of-the-art office facility, restoring a turn-of-the-century luxury hotel, restoring an Art Deco theatre, and rehabilitation of historic building inventories that have created new housing, shopping and entertainment venues. These projects have been catalysts for additional public and private investments, creating a vibrant environment that is making news regionally and nationally.

Additionally, citizen involvement on key projects such as the Spokane River Gorge project, which aims to complete the protection, restoration and recreational development of the gorge that runs through the west end of the downtown, as well as participating enthusiastically in the development of the University District illustrate the can do spirit embodied here.

the transition

Spokane is now uniquely positioned to reclaim an area adjoining downtown plagued by decades of decay. It is at the core of a higher education and health care cluster spanning the area from Division Street on the west, Hamilton on the east, Interstate 90 on the south, and Sharp Avenue on the north.

The University District Project's focus on creating, attracting and retaining new economy workers and businesses represents a fundamental shift in the pursuit of economic development for the City of Spokane and the region.

Quality of life for the new economy workers means, diversity, authenticity of place, a healthy natural environment, access to recreation, arts and cultural venues, a compelling music



scene, a vibrant downtown, and perhaps most of all a place that rewards creativity and opportunity-making, while removing barriers to innovation. The result will be the creation of a strong economic engine for the new century.



the university district

The University District strategic masterplan addresses economic development issues, urban



Photo courtesy of Riverpark Square

IV



Land-Use
Technical
Workgroup:

Regional
Context

growth, environmental restoration, transportation and affordable housing needs.

- > Location. Its proximity to Downtown, the Spokane River, and historic residential neighborhoods.
- > Education. Higher education institutions, whose student enrollment is expected to grow to more than 11,000 students by 2010.
- > Health Care. Its proximity to the medical district whose growth is predicted to exceed \$420 million in payroll by 2010.

- > Recreation. The Centennial Trail that bisects the District and provides an excellent resource for alternative transportation and recreation.
- > Authenticity. Several historic buildings that could be renovated.
- > Diversity. The district's population is twice as diverse as the rest of the city or county.
- > Opportunity. A vast amount of underdeveloped land.

key issues

- > Connectivity. The one mandate that came out of the public workshops, was to seek improvements for the pedestrian and bicyclist environment.
- > Vehicular Traffic. As the University District grows and redevelops, the impact will stress the existing road infrastructure.
- > Real or Perceived Barriers. Due to historic land use, there is a high probability of Brownfields issues, which must be mitigated in order for economic redevelopment to occur.
- > Regulatory Environment Changes. Mixed-Use development has not been prevalent within Spokane until recently and local building and lending officials are unfamiliar with certain aspects of this type of development.

To address these concerns and leverage the assets, the community and University District team has developed a strategic plan for the University District. Fundamentally it is comprised of the following.

the university district concept:

- > Is based on key design principles that support pedestrian/bicycle-based populations, and mitigate the current traffic issues around the campus area. Retail corridors, that include professional services, cottage industries and entertainment venues, will be pedestrian and bicycle friendly. A major element of this will be the construction of a pedestrian/bicycle bridge that will cross the existing Burlington Northern/ Santa Fe railroad tracks at Grant Street. This bold concept will facilitate



Photo by Dick Winchell

pedestrian and bicycle traffic directly to the south end of the Riverpoint Campus and provide a link to the underdeveloped commercial district around Sprague Avenue.

- > Focuses on creating a vibrant mixed-use environment with housing, campus facilities, amenities, shopping, dining and gathering places. As envisioned, not only will housing units be constructed, but also permanent employment will be created through collateral businesses to support a growing student population. Retail diversity will be one of the primary objectives, attracting



illustration by Tony Janson

students, faculty and out-of-district visitors. This will provide economic stability to the people of the region and contribute significant revenues to the City of Spokane through increased property values and sales tax revenues. While all communities are looking for the catalyst to spur economic development and reinvigorate downtown cores, Spokane has a very unique opportunity to create an authentic environment that is distinct in its vision, impact and setting.

- > Incorporates sustainable design as a core principle. Sustainability is addressed in every aspect of the plan -- through the proposed pedestrian and bicycle improvements, the restoration of the Spokane River, maximizing existing infrastructure, utilizing 'green designs' for new infrastructure and the expectation that new buildings will strive for LEED certification.
- > Creates public meeting and gathering places that promote festivals, community gatherings, ceremonies and public performances.

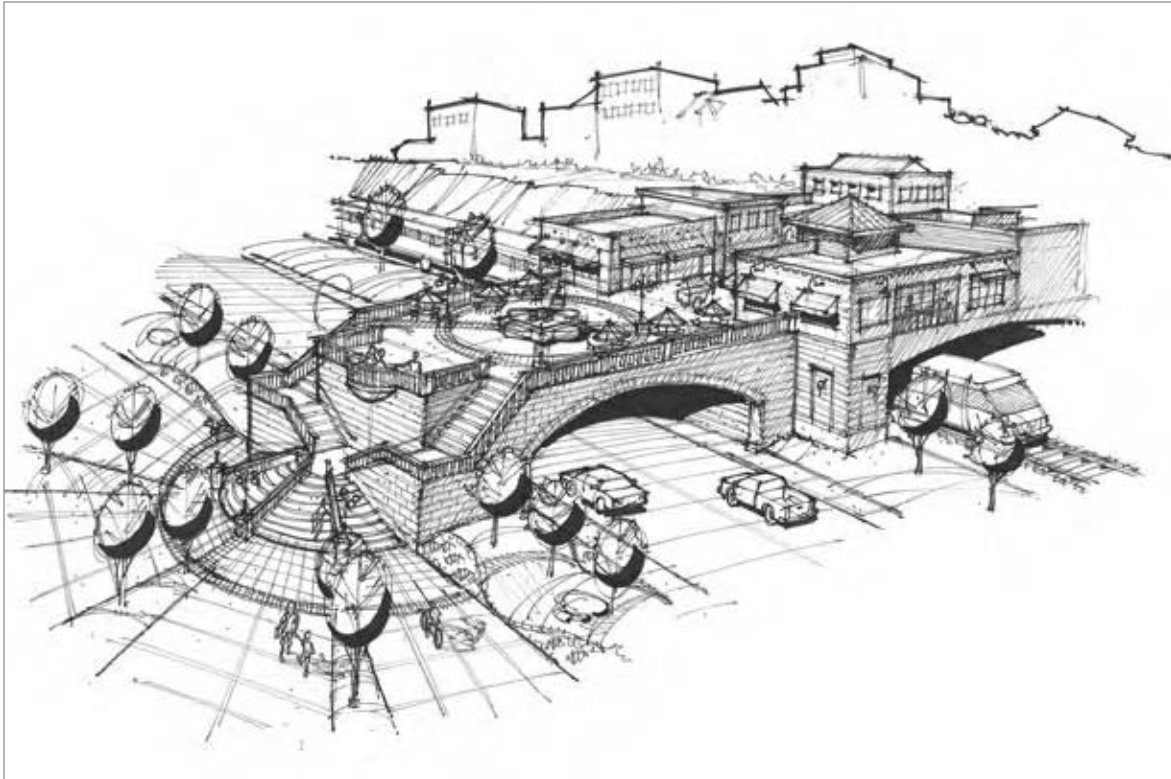
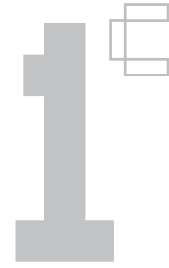


illustration by Tony Janson

In summary, The University District is a bold vision and plan to attract a critical mass of top students, staff and faculty, cutting-edge researchers, and creative entrepreneurs – all of which are the catalysts for increased commercialization of technology, growth in our health care industry, and overall economic prosperity for the region. It builds upon and incorporates existing plans, activities and assets — leveraging them into

a strong economic engine that lays the foundation for Spokane's growth in the next century. It is time to forge Spokane's new destiny.



THE UNIVERSITY DISTRICT
introduction and overview
chapter.1





illustration by Tony Janson

chapter one : introduction and overview

1.0: the university district vision: transitioning to the new economy

“In the new economy, the ability to attract talent creates regional advantage.”

(Florida, *Competing in the Age of Talent*. Jan 2000, pg. 17)

“Access to talented and creative people is to modern business what access to coal and iron ore was to steel-making,” according to Richard Florida in *The Rise of the Creative Class*. He goes on to say, “It determines where companies will choose to locate and grow, and this in turn changes the way cities can compete.” In order to achieve the sustained economic prosperity that we need to build and maintain our regional economy, we need to put all the pieces of the new economy puzzle together.

Today, Spokane stands on the banks of the powerful river whose name it shares, looking toward a future that can build and sustain it for generations to come. We have much in our past for which to be thankful. Our origins run deep, with a strong reliance on a resource-based economy that was supported by timber, agriculture, and mining. Yet, we are currently in the midst of a transformation away from sole reliance on these traditionally productive economic drivers. Transformation of a community from a resource-based economy to a technology-based economy is not an easy, natural evolution. It is a decidedly conscious choice of selecting that fork in the river that leads to a very different accumulation of assets – those assets that will create economic vitality in the new economy.

The University District is a unique place where all of the pieces of this technology-based strategy come together – human capital, technology infrastructure, business commercialization, research and development, innovation and science. In The University District, all of the pieces are well integrated to create a one-of-a-kind place where the participants in this new economy can thrive. We believe that with intentional and careful planning we will create a place that will positively affect the City, county and region. As a City, Spokane is the regional hub and the cultural heart and soul upon which the surrounding areas rely for the urban experience and character participants in this new economy seek. They are looking for amenities in close proximity to where they live, learn, play and work.

4

Today's top natural resource is creative talented workers – human and intellectual capital. We may be familiar with the labels about the “information” or “knowledge” character of the economy in which we are now living. But more importantly, they mean we now live in an economy that is powered, more than ever before, by individual creativity. Creativity is rapidly becoming the decisive and valuable source of competitive advantage, yet it cannot be purchased like a commodity. Because it is a living resource, it requires a particular type of environment in which to grow and develop, in which to produce fruit, and the vitality, indeed the very life, of this resource depends on providing that environment.

innovation and creative people

Designing a place where intellect and creativity flourish means building the 24/7 type of environment where students, faculty, businesses, entrepreneurs and neighborhoods can thrive. When people thrive, companies and neighborhoods thrive right along with them. The University District is a vision of an entrepreneurial hotbed that attracts talent, but we need to be mindful that this talent is mobile and is competitively sought by other communities looking to change their economic conditions as well. The University District is a highly competitive venture, and the rules are rapidly changing.



According to the Metropolitan New Economy Index, "In the old economy, the focus was on attracting and growing companies, with the view that workers with more or less interchangeable skills would follow the jobs. In a knowledge economy with low unemployment, companies place more importance on attracting and retaining talent. Moreover, highly skilled workers are more geographically mobile than workers with less education, which makes quality-of-life factors much more important. As a result, a key ingredient in determining a region's success is its ability to attract (and develop) knowledge workers." In order to do this we need to focus on creating the kind of space that leverages our resources and talents into a one-of-a-kind, very unique area.

This place-based strategy capitalizes on assets that are uniquely and authentically Spokane. Creative people look for genuine environments, not generic, imitative environs where everything looks similar. The University District will be a unique place with a character that is distinctively its own. It will be a place where, when you are in it, you are aware of being a part of it because you can feel its palpable energy. It will be un-prescribed, accessible and original all at once. The University District's Strategic Master Plan is about intentionally creating a space in which creativity has the right kind of environment to flourish.

In order to succeed in the new economy, we need to inspire creative people because they are the drivers of this innovative economy. Whether they are researchers, scientists, designers, architects, engineers, artists, musicians or technicians, Spokane needs these people to have a healthy economy. Consequently, in addition to attracting people, we also need to retain them by providing what they want and need. The University Strategic Master Plan is the "win-win" plan that drives attainment and retention and, at the same time, serves both the economy of the region as well as the individuals on whom it depends. It does this by planning a place where creative intellectual talents are celebrated and encouraged, where new ideas are given freedom in

exploration and, yes, even the freedom to fail. It will be a place in which we celebrate individuals as special and cultivate the unique identities of all. This is the kind of place that is able to attract and retain the mobile professional talent of the new innovative economy for which we compete in America. We must create such a district in order to be the Inland Northwest's entrepreneurial capital.

innovation is the engine of the american economy

"The Innovation Economy is an economy that is fueled by innovation, technology and talent. It is characterized by the rapid growth of high-wage jobs, the development of high-growth industries and the existence of high-impact economic multipliers. In the Innovation Economy, there are large numbers of significant startup successes, successive waves of new technologies and extremely active networks of people and organizations. Such an economy quickly adapts to change, effectively responds to the opportunity and is centered around smart, talented and skilled individuals." (Nathan Brown, The Innovation Economy page 3 of Strategic Action Plan).

America excels at innovation and the Inland Northwest is a frontier of innovation. Further, today's innovations build off of yesterday's successes. Realizing this is fundamental to economic survival, our willingness and ability to acknowledge this strength and build a future upon it will distinguish our community as a successful region in the future. The wheels of economic change are undeniable. We are at the critical decision point when we need to realize that human capital and the



creation of new ideas and products are necessary to the technologies that will facilitate and demonstrate to the world that we are an important economic player of the future.

Thirty years of decline in family wage jobs and the dismal comparison of Spokane's economic vitality – as measured in median family income - with the west side of the State, as well as with the nation, is unacceptable. Hence, the realization that if we want different results we need to change our approach. The driver behind The University District strategy is a focus on a thoughtful, intentional and planned approach to creating desirable places where human capital flourishes for the benefit of the individual, the City and her neighborhoods, the region and the State.

Innovation in its many forms is needed to successfully launch our region into its future. In order to make forward progress, the intellectual capital needs to be in place to fuel such a revolutionary change such as The University District. Thanks to the work of many, we have a great infrastructure upon which to build this strategy. Gonzaga University's investments, on the north bank of the river, are positioned directly across the river from the Riverpoint Campus; an area which has been under construction for many years. The Downtown District, located to the east of The University District, has experienced a major revitalization. The significant investments of the community in the development of the medical cluster on the south side of I-90, as well as the infrastructure of north Spokane around the Nevada Lidgerwood neighborhood, are vital components of a driving economic force that forms the foundation for The University District concept. Linkages between medical infrastructure and higher education, our two greatest economic engines, and their merger with technology, will maximize all of these assets.

quality of life

"It's often been said that in this age of high technology, 'geography is dead' and place doesn't matter anymore. Nothing could be further from the truth: Witness how high-tech firms themselves concentrate in specific places like the San Francisco Bay Area or Austin or Seattle. Place has become the central organizing unit of our time, taking on many of the functions that used to be played by firms and other organizations." (The Rise of the Creative Class, Richard Florida, Page Six).

Clearly to all of us who live here, geography is far from dead. We live in an undiscovered gem of a City -- livable, affordable and located within arguably the most geographically beautiful and desirable place in North America: the Pacific Northwest. The location of The University District -- along the banks of the wild and beautiful Spokane River -- capitalizes on the geographical assets of our region.

Throughout the process of researching and crafting this Strategic Master Plan, it is clear from repeated comments that most people see the importance of the physical environment, the sense of place, which is being created in The University District. They understand that it is vital to creating some place people want to come and stay. They express a supreme desire to make sure that the area genuinely incorporates outdoor recreational opportunities in the overall design. The interaction of people with place necessarily involves how they use space, not just the buildings, but also the parks, rivers, bicycle paths, walkways and running areas, to



name a few. One of the key advantages of emphasizing pedestrian use in the design of The University District is that we are encouraging healthy behaviors, not only physically, but also the health of the mind and spirit that comes from people interacting with each other. Further, the design intentionally promotes a healthy sense of community by providing congregating areas where people can talk, exercise, eat, celebrate...or just reflect and appreciate themselves and their world. With careful attention to these outdoor elements in The University District Strategic Master Plan, we promote healthy lifestyles and encourage activities which help to define the area as a vibrant and desirable 24/7 center of mixed use.



Photo by Jim Woodworth

2.0: the university district planning area

the university district context

The University District is home to an eclectic mix of history, uses, and demographics. The District is located on both sides of the Spokane River directly east of Spokane's Central Business District and downtown, the regional destination for business, entertainment, shopping, and dining. At the heart of the District, located on the south bank of the River, is the Riverpoint Campus comprised of the Spokane campuses of Washington State University and Eastern Washington University. Immediately to the north across the river is Gonzaga University. While Gonzaga University was founded in 1887, the Eastern Washington University and Washington State University presence on Riverpoint began in 1995. Community Colleges of Spokane located their administration offices to the Riverpoint Campus in 2000.

South of the Riverpoint Campus is Spokane's medical district which includes Sacred Heart and Deaconess Hospitals and numerous clinics and support services to the health care industry. To the immediate south and east is the East Central neighborhood, an area historically residential in nature but subsequently zoned and developed as industrial. To the north and adjacent to the Gonzaga University Campus are the primarily residential areas of the Logan neighborhood. Along Division Street and the western periphery of The University District is a variety of mostly auto-oriented commercial development, while on the easterly edge at Hamilton Street and Trent Avenue are several manufacturing and industrial businesses. Further north along Hamilton, in the vicinity of Sharp Avenue, the area has developed as a neighborhood retail and commercial center. Lastly, the District also is adjacent to and includes significant access to transportation options – the railroad, Interstate 90, State Highway 395 (Division Street), Trent Avenue, and Hamilton Street - as well as the pedestrian and bicycle-oriented Centennial Trail along the river.

general geography

Based upon existing, logical defining elements, the boundaries of The University District can be established for certain issues, such as prioritization of projects, tax incentives, etc. For these purposes, the physical boundaries of the District are considered as Division Street on the west, Hamilton on the east, Interstate 90 on the south, and Sharp Avenue on the north. How-





ever, because of the far reaching economic impacts and potential of a higher education-based economic development strategy focused at the Riverpoint Campus, the “sphere of influence” for the District incorporates a very large – and necessarily undefined – area as it creates and disperses catalytic economic energy to the surrounding areas. This central location along the Spokane River, in close proximity to the region’s medical cluster, adjacent to downtown and adjoining industrial, residential, and commercial developments, is a strategic – and functional – attribute. This location provides a unique opportunity to tightly weave Spokane’s urban fabric with the higher education and health care industries into a diverse and powerful economic engine of the 21st century.

north bank

The north bank of The University District contains portions of the Logan neighborhood, the Gonzaga University Campus and the Hamilton Street corridor. Presently, there is a significant diversity of housing, businesses, and institutional uses in the area. The neighborhood retail area is concentrated around the intersection of Sharp Avenue and Hamilton and is an identified Neighborhood Center in the City of Spokane’s Comprehensive Plan.

Along the east side of Hamilton, between Sharp Avenue and Trent, the area is relatively lightly developed with several undeveloped parcels and one large developed parcel. The west side of Hamilton is primarily owned and/or occupied by Gonzaga University, the major institutional presence in this area of the District. Located further south towards Trent, and on both sides of Hamilton, is E-Z Loader Corporation, a major local manufacturing business. In this area, the Spokane River and the Centennial Trail bisect the District providing excellent pedestrian and bicycle connectivity to downtown.

riverpoint campus

The Riverpoint Campus is considered the heart of The University District. The campus is located on the south side of the Spokane River, bordered on the south by the Burlington Northern/Santa Fe Rail line and on the west by downtown Spokane. To the north and east is Gonzaga University, Trent Avenue and the Hamilton activity areas. Riverpoint is home to the Spokane campuses of Washington State University, Eastern Washington University, Spokane Intercollegiate Research and Technology Institute (SIRTI), and the



administrative offices of Community Colleges of Spokane.

The area also includes several hotel/motel establishments, local businesses, and some residential development adjacent to the river. There is a substantial inventory of undeveloped land in the area to accommodate future build out of the campus, with most of the parcels being held by Washington State University or affiliated foundations.

east sprague area

The East Sprague area is defined as the area between Browne on the west and Hamilton on the east, the Burlington Northern/Santa Fe Rail line to the north and Interstate 90 to the south. Included in the East Central Community Development Neighborhood, the area is uniquely positioned to facilitate and benefit from the growth of The University District. This is due to its close proximity to the Riverpoint Campus and Gonzaga University to the north, the Central Business District and downtown Spokane to the west, and the medical district to the south. Included in and to the immediate east is the former Playfair Race Track, 120 acres of highly developable land currently owned by the City of Spokane. The area also contains many industrial, commercial, and retail businesses – with some residential remaining – holding immense opportunities for infill and adaptive reuse development.



3.0: the university district plan process and time line

overview

The University District Strategic Masterplan process was convened with participation of leaders from throughout the community. The objectives of the masterplan process was to strategize on the planning process, orchestrate public workshops, provide leadership and support to sub-committee workgroups and synthesize public input into the Strategic Masterplan.

Mayor James West challenged the leadership group to produce an expedited plan in six months rather than the normal 18 months. The leadership group added critical membership and a consultant team to its group in order to achieve the Mayor's request and developed the community workshops around the core principles of soliciting wide, diverse, and continuous community input that would produce a plan of the people; and develop a strategic plan grounded in economic reality.

To this end, four community workshops were held beginning in March 31, 2004 and ending with the final presentation on November 11, 2004. Over a thousand citizens participated in the workshops or were involved in numerous outreach and community organization presentations. By running the workshops as charrettes, it allowed lively, energetic and overwhelmingly positive participation by all of the attendees.

background

The University District strategic planning process was a natural result of activity and efforts that were occurring in the spring of 2003. Many community leaders were coalescing around the idea of the economic development value of focusing on further development of the Riverpoint and Gonzaga campuses, and adjacent areas. This development would tie into the medical complex on the South Hill and include major redevelopment of the surrounding neighborhoods extending into linkages with the renaissance occurring in the downtown core. This idea had germinated years before when various leaders worked on and were successful in bringing and consolidating a higher education campus at Riverpoint. Activities were increasing in all arenas, pointing to this being a tipping point in the community's quest for moving toward a technology-led economic development strategy based on its major assets of medical and educational infrastructure.



the planning and organizing group (POG)

Very early on it was recognized that the strategic masterplanning process would necessarily be broad and inclusive while addressing the constraints of time and resources. To address these challenges, the Planning and Organizing Group (POG), consisting of leaders from throughout the community who were dedicated to the successful creation of The University District Strategic Masterplan, was founded and convened. Led by the City of Spokane Mayor's Office of Economic Development, in partnership with co-chair Avista, this group was charged with overseeing the creation of a dynamic, visionary, and robust strategic plan.

The objectives of the POG were to strategize on the planning process, orchestrate public workshops, provide leadership and support to sub-committee Workgroups and synthesize public input into the Strategic Masterplan.

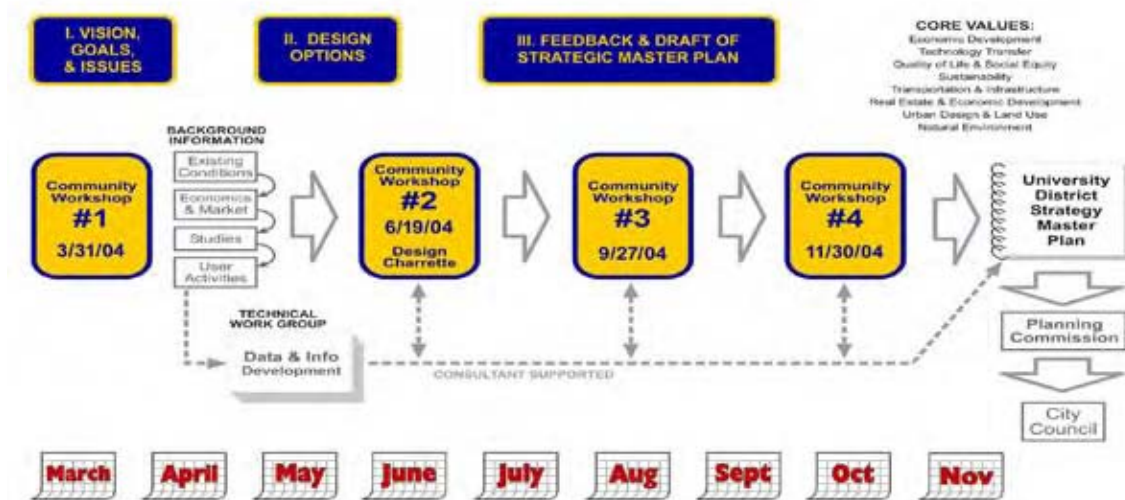
Additionally, in order to facilitate a robust discovery and community dialogue, this group worked diligently to ensure the opportunities for public input throughout this expeditious and efficient process, and adopted a set of core ideals that would

be embedded throughout the project including:

- > Solicit wide, diverse, and continuous community input that would produce a plan of the people;
- > Develop a strategic plan based on physical reality;
- > Identify, inventory, and synthesize existing conditions into issues and opportunities;
- > Develop a strategic plan grounded in economic reality; and
- > Develop a strategic plan with clearly articulated actions and steps for realizing the vision.

communications

The University District Communications Group, a subcommittee of the Planning and Organizing Group, worked with a local firm that provided in-kind public relations and marketing communications services. This combined group held several focus group sessions with key informants to develop messages and themes for the community outreach process. Using information from these key informants, this firm developed the overarching message points and elevator pitch which were



utilized in numerous communication strategies to distribute information to community members, media and organizations regarding workshops, events, tours and interview opportunities. The City sponsored a website, www.spokaneuniversitydistrict.info, which was used as a notification tool, a forum for community feedback and a receptacle for posting of workshop summaries. The names of the workshop attendees were gathered and entered into a database that was used for information distribution.

technical work groups

Technical Work Groups were formed and led by members of the Planning and Organizing Group. These groups encompassed the disciplines of Transportation and Infrastructure, Environment, Land Use and Economic Analysis. Team members from throughout the community with expertise in economics, planning, education, business, the environment, design, transportation and other subjects were solicited and agreed to participate on these four Workgroups in preparation for the community workshop series.

These Workgroups were responsible to identify issues and challenges within The University District. This was accomplished by:

- > Collecting as much applicable information about the Workgroup subject matter within the boundaries of The University District which, for purposes of this process, was defined as Bernard to Hamilton and Mission Avenue to I-90;
- > Identifying constraints or impediments to development; and
- > Analyzing whether these challenges to development could be an opportunity for proactive development activities.

The Technical Workgroup members contributed hundreds of hours in research and concept development. Their participation in the planning process provided

invaluable insight which enabled a far greater review of the materials when they were presented for consideration to the community during the design charette and community workshop meetings.

The following summaries describe the activities of the Technical Workgroups:

Land Use

This Technical Work Group focused on assessing existing conditions and synthesizing the information in order to identify opportunity sites. The entire East Sprague business area was photographed and turned into a multi-panel mural. GIS (Geographic Information System) maps depicting street and sidewalk widths, vacant and under utilized property and building footprints were utilized to assess opportunities. In the end, the groups identified four key activity centers: Main and Division, Pacific and Sherman, the Spokane River, and Hamilton Street at the intersections of both Trent Ave. and Sharp Ave.

Infrastructure

Efforts focused on assessing existing conditions and synthesizing the information in order to identify current infrastructure capacities and improvements necessary in order to support more intense development of The University District in the future. Water, sewer, stormwater, air quality and street conditions were all assessed. Proposed projects such as the eastward extension of Riverside Ave., multi-modal options including the light rail line and station, as well as overall transportation issues, were also addressed. A more detailed study will be needed once build out projection numbers are identified during Phase II Implementation.

Environment

The Environmental Workgroup was tasked to provide analysis, narrative and GIS layers for a number of environmental issues within The University District boundaries. This was accomplished by collecting as much applicable data and background information on historic and current environmental issues and concerns, identifying constraints and/or impediments to



development and identifying opportunities and opportunity sites for redevelopment. This Workgroup was assigned to prepare narratives and GIS databases for:

- > Historic use
- > Brownfields sites
- > Critical areas
- > Cultural resources
- > Stormwater, surface water and groundwater
- > Air quality
- > Habitat
- > Geology and hydrogeology

Community Involvement and Participation

Citizen involvement and insight was critical to the planning process. A series of public workshops were held over a nine-month period. At each meeting, attendees were given comment cards to provide further guidance to the POG. In addition, a website (<http://www.spokaneuniversitydistrict.info>) was designed for the public to have up-to-date information on the process. The site is complete with a photo gallery, summaries of meetings and places for comment. All of the workshops were facilitated by Daniel Icafano of Moore, Icafano, Goltsman, Inc. of Berkeley, California.

The first community workshop, held on March 31, 2004 at Avista, had nearly 300 people in attendance. The town hall meeting style provided an opportunity for participants to voice opinions, ask questions, and further develop a collective citizen's vision for The University District. A large graphic was developed during the workshop to capture each person's insights as part of the planning process. At this meeting, the community helped to define the vision for The University District.

The second community workshop was held at Gonzaga University on June 19, 2004, and consisted of a day long, interactive design charette where approximately 120 citizens participated. Prior to the charette, a day-long Technical Workgroup meeting was held to synthesize and align the inventory and analysis conducted by the groups, as well as the vision from the first community meeting.

During the charette, community participants were rotated among four work stations, where they synthesized information and provided further direction to the planning teams. Many new ideas surfaced in these smaller group sessions. These stations aligned with the Workgroup disciplines and provided an opportunity for community members and Workgroup members to brainstorm on ideas for incorporation into the master plan based on the developed asset inventories. All of these discussions were



documented into a summary, which then became part of the planning documents for the Workgroups to use as they further refined the concepts for the plan.

The third workshop was held at Avista Utilities on September 27, 2004. Over 125 participants were again given an update on the status of the project and revisions that had been made based on their input at the prior gathering. Between meetings, the POG and Technical Workgroups invested countless hours in analyzing the ideas provided by the public and developing design ideas to meet the opportunities and issues expressed at the first two meetings. This input became the foundational piece of much of this Strategic Master Plan.

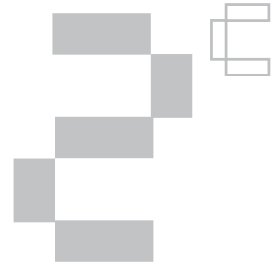
The fourth community meeting was held on November 30, 2004, at the Rendezvous Event Hall and was designed to showcase the community's work on this plan over the last nine months. A presentation of the findings and plans for the District were introduced at this final community meeting.

Throughout this same timeframe, there were many additional meetings and presentations where the POG members presented The University District planning vision and process. Presentations and input gathering sessions were held in the Logan, Riverside and East Central neighborhoods as well as with the East Spokane Business Association, Main Street business owners, and the Downtown Spokane Partnership Ventures board. In addition, representatives presented The University District planning vision and process at numerous civic and business group meetings.

Planning Principles

Derived from the initial community workshop and synthesized by the Technical Work Groups, a core set of nineteen planning principles were developed that would be used as touchstones throughout the Strategic Master Plan process. These were created in order to embody the community's vision of The University District. These core planning principles will be presented in Section 2.0





THE UNIVERSITY DISTRICT
foundation
chapter.2



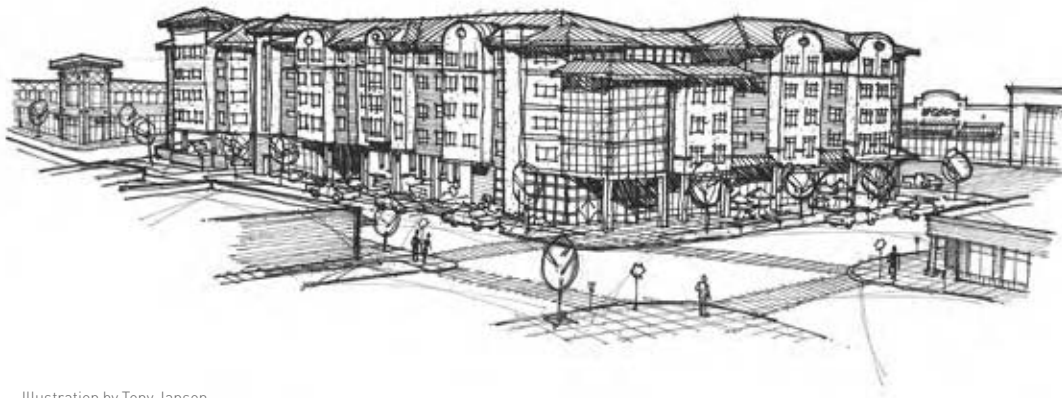


Illustration by Tony Janson

chapter two : foundation

1.0: the strategic master plan organization

The University District Strategic Master Plan is laid out in the following format:

The University District Planning Principles, Goals, and Vision:

This section conveys the guiding principles and overall goals and vision that were articulated at the first community workshop and synthesized by the Technical Work Groups for the second workshop/design charette.

The University District Framework: Issues and Opportunities:

This section articulates the inventory, analysis, and synthesis of the history, existing conditions of the District and the economic analysis of trends that form the basis for the vision and strategies of The University District.

The University District Development Concept:

This section articulates the overall development approach and concept concentrating on four specific activity centers and nodes, as well as the priority projects necessary for growth of The University District.

Action Plan, Implementation Strategies and Indicators:

This section articulates the steps necessary to accomplish the tasks and projects outlined as well as responsibilities, funding sources, programs, and incentives. Additionally, as conveyed in the planning principles, this section will describe the measurements and indicators of progress and success of plan implementation.

2.0: the core planning principles

Nineteen planning principles were identified during one of the breakout sessions at the June 19 public charrette. These principles fall within five topic areas: general, economic development, land use and urban design, environment, and transportation and infrastructure. As a body, these planning principles generally summarize the core essence of this plan. They also provide an essential reference point to ensure that implementation steps address each of the key aspects of The University District vision.

general

PP.1 Build “Centers of Excellence”



The University District, partnering with Washington State University, Eastern Washington University and Gonzaga University, should create a regional academic and research center of excellence, with a range of programs for study at the undergraduate and graduate level and separate educational opportunities for adults and seniors.

The intellectual capital already present in The University District and the adjacent medical district will serve as the foundation for an active and growing research agenda. Particularly strong are prospects for translational and applied research, which will take breakthroughs in basic science conducted at Washington State University’s Pullman and Spokane Campuses, and move those into the medical practices and new businesses of the Spokane region.

The universities should excel in those subjects most likely to drive the knowledge-based economy that is the future of The University District. Playing off existing linkages to Spokane’s current business, technology and healthcare sectors, these might include engineering, health sciences, bio-remediation, cutting-edge graphic and visual arts, business administration, and architecture.

In general, the higher education resources in the District will be a key catalyst in the District’s future contribution to economic development. Not only is this resource of great benefit to the citizens, but it also represents the fertile ground on which creative new business ideas will take root.

PP.2 Incorporate ongoing community involvement



The University District should become a diverse neighborhood, serving residents of all ages, ethnicities, abilities, income levels and life styles. Residents should be encouraged to be actively involved in their community and participate in ongoing planning and decision making to improve their District. The future of the District should belong to those who have some vested interest in it, both from the public and the private sectors. A stakeholder group should be established to



guide planning and implementation, including representatives from key interest groups such as neighborhood councils, business and property owners, campus administrators, and tribal members.

PP.3 Create performance measures, metrics and indicators



Selected indicators should be developed to contribute to the efficacy of the plan. Such indicators might include the salary levels of employees in the District, the number of students who graduate from one of the universities and stay in Spokane to develop their own successful business, the amount of housing created in The University District at various price levels, the number of businesses that spin off from research collaborations, or the amount of public funds, grant money and investment capital that are invested in the District. Once identified, indicators can then be used as a means of mobilizing community action, helping to frame goals in concrete terms, achieve consensus, development strategies, formulate action plans, measure progress, evaluate effectiveness, and generally stay focused.

PP.4 Foster institutional and community partnerships



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

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

Business, community and university partnerships should be tapped as a rich source of cross-fertilization and an effective

way to bring all assets to bear in creating a distinctive image for The University District. A dynamic level of collaboration would give birth to a diverse range of ideas and activities, banishing the perception that Spokane is a dull place to be.

economic development

PP.5 Pursue economic growth and development of quality jobs



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

The University District should effectively serve as the "Intellectual Port of Spokane". In addition to exploring new, sustainable approaches to the region's historic economic engines — timber, mining and agriculture — future economic development in The University District will rely on inventions and capitalization related to new technologies.

Higher education will be the key catalyst in The University District, providing the job skills of the future. University District, adjacent neighborhoods will benefit from symbiotic relationships, but should be shielded from intrusive impacts.

PP.6 Support and encourage an eclectic mix of uses



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

It is desirable to create a University District brand that could be used to market the area. Local boutiques and unique shops should be greatly encouraged. It is



advisable to create regulations that would discourage national chain stores from compromising local business opportunities.

Land Use and Urban Design

PP.7 Include Connections to Downtown



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

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

PP.8 Activate the District with the Downtown and the periphery



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

PP.9 Include range of housing types and prices



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

PP.10 Encourage mixed use



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

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

PP. 11 Focus/concentrate new development at major activity nodes



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

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

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

tax abatements to assistance in assembling financing packages.

PP.12 Include retention of historic character and patterns of use



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

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



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

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

environment

PP.14 Embrace the River as center of the District



The Spokane River runs through the middle of The University District and lends the majestic beauty and connection to nature that make this area truly unique in the country. Surrounding uses should be strongly connected with the river, and the river itself should be made more accessible for general community use and enjoyment.

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

PP.15 Incorporate principles of sustainable development



Intertwined throughout The University District vision is the theme that green design and ecological, sustainable practices should be fully incorporated into all design and development within the District. This could include a range of applications, such as green infrastructure and alternative modes of transportation.



For example, building designs might be required to incorporate sustainable, ecologically-sound construction materials and design techniques. Teaching programs could emphasize this theme as well, whether at the Science Center, Gonzaga University's Environmental Studies program, or a teaching laboratory link between the universities and nearby high schools. Indicators of sustainability could also provide a useful tool for developing community awareness of and appreciation for this concept.

PP.16 Use green infrastructure for improved air and water quality



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

transportation and infrastructure

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



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

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

PP.18 Create a strong pedestrian-oriented District



Automobile access should be somewhat limited in The University District so as to not overwhelm the area. Structured parking facilities should be the rule (rather than surface parking lots), in order to preserve the streetscape for pedestrian activity. Arterials should be calm with slow moving traffic and safe pedestrian crossings.

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

PP.19 Encourage restoration and extension of the urban grid



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

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



3.0: the university district setting

region

The City of Spokane is the largest city between Minneapolis and Seattle, north of Salt Lake City. It is the gateway to the Inland Northwest. Spokane is located 18 miles west of the Idaho state line and 110 miles south of the Canadian border. Over 1.7 million people live within the Regional Trade area, which is comprised of 36 counties in four states and portions of British Columbia and Alberta, Canada. The region features a diverse topography and ecosystems ranging from desert to rolling wheat fields, mountains, lush forests and an abundance of lakes.

history

Native American Settlements

Before 1800, Native Americans occupied much of the central portion of the area currently known as the City of Spokane. The Spokane River and its salmon provided the Spokane Tribe with a major focal point for communal living and trade. They had a large permanent village on both sides of the Spokane River around the falls that now form the centerpiece of Riverfront Park and the proposed Gorge Park area.



In addition, the Upper Spokane's Sub-Chief Enoch claimed ownership of about 180 acres of land between Howard and Pine streets extending up the South Hill from Third Avenue. This included much of the area referred to as the medical district in this plan. The Native Americans were displaced from these areas in the 1880s as the new city of "Spokane Falls" grew, and eventually they were resettled to the current Spokane Tribal Reservation, created in 1881.

Mining Timber and Railroads

The City's population grew from 350 in 1880 to 19,992 in 1890. By 1900, the City's population had grown by an additional 85%, and the number of manufacturing and industrial concerns had increased from 100 to 300 in seven years. The railroads spurred much of Spokane's early growth, but in the end were not enough for Spokane to compete with Seattle's seaports.





Land-Use
Technical
Workgroup:

Regional
Context

A Northwest Industrial Exposition was held in the fall of 1890 in one of the world's largest exhibition halls. The building was erected at roughly the northeast corner of East Sprague Ave. and Sherman Street, in the area referred to as the Sprague Area in this plan. Bravely optimistic on the heels of the 1889 fire and that year's devastating winter, it was intended to awaken the nation to the matchless advantages of this brand new city.

Then, as now, Washington Water Power (now Avista) was a key partner in this economic development effort, providing free electricity for super-modern lighting and demonstrations at the event. Most of all, the 1890 Expo set the community's thinking pattern on large horizons, and those visions continue today with







The University District.

Manufacturing has also played a large role in Spokane's economy. Starting with metals production plants built to meet the needs of World War II, the aluminum industry became Spokane's largest employer dating from the 1940s.

History of Urban Change

In 1889, a raging fire burned nearly everything in the downtown core. However, the area of The University District was largely undisturbed by that event as the fire spread east only as far as Washington Street.

The railroads were a huge driving force in Spokane's early development. In fact, the first City Hall, built in 1894 at the northeast corner of Howard and Front St., (now Spokane Falls Blvd.) was torn down in the name of "progress" in order to make room for the Union Station and railroad viaduct.

In the late 1960s, all the railroad traffic through downtown Spokane was consolidated on the Northern Pacific viaduct along the southern edge of the Central Business District. The rail lines, bridges and train depot (built in 1901) along the downtown riverfront were taken out at that time. With the riverfront cleared and a growing national environmental awareness in the 1970s, the City of Spokane suc-



cessfully won a bid to be the smallest city in the country to host a world's fair.

Subsequently, the former rail yard area was prepared as the site for the 1974 World's Fair Environmental Exposition.

The theme for that World's Fair was "Man Living in Harmony with Nature." Consistent with that theme, most of the fair's buildings were removed following Expo '74 and the area was converted to Riverfront Park, a 100-acre jewel in the heart of downtown. This was a huge statement on the community's desire to include the river in their daily lives. That theme has carried forward into the public's vision for The University District.

history of planning efforts

Olmsted Plan

In 1901 the City's Park Board hired the famous Olmsted Brothers' landscape architecture firm to prepare a comprehensive park plan that would guide future acquisition and development patterns in a manner compatible with building a high quality park system throughout the City.

The report they presented to the Park Board began with the recommendation that a "Great Gorge Park" be

created in the heart of the City. They felt then that the proximity of the Spokane River to the City center was an amenity that made Spokane a very unique and special place. Today, community input regarding The University District has again reiterated the need to fully incorporate the river into the District's unique identity and sense of place.

the universities

The Riverpoint Campus

Beginning in the 1920s, Washington State University—the state's land-grant public research university—offered a variety of programs in Spokane, from night courses during World War II to Cooperative Extension, from pharmacy clerkships in the hospitals to student teaching in local schools.

In the 1980s, the pieces needed for the creation of the Riverpoint Campus all came together: increased academic activity, a statewide move to provide access to higher education for placebound students, and the opportunity in Spokane to develop a depressed and underdeveloped area adjacent to the downtown into a university campus.

Now, 15 years and several buildings later, the campus has more than 1,700 students from both Eastern Washington University and Washington State University, dozens of ongoing research projects, and millions of dollars in funded research annually, with the trend lines on all these indicators climbing upward. Another 450+ students in nursing will move to the campus when the next building is completed.

At its inception in 1989, WSU Spokane was mandated to focus on upper division and graduate programs. Degree programs offered by WSU Spokane address the core strengths of the university and are appropriately matched with the drivers of the Spokane economy. In particular, programs and research in health care and health sciences; opportuni-



Photo by Dick Winchell



ties created by the urban context in the design disciplines; and programs supporting the large public/nonprofit sector, in criminal justice, educational administration, have been created and continue to be developed. EWU Spokane programs at Riverpoint fit into this same paradigm, with allied health professions, business, public administration, and urban planning.

This connection between intellectual activity at the campus and Spokane itself as the key context and “urban laboratory” for the creation of new knowledge has been a cornerstone of the campus from its beginning.



image courtesy of WSU

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In 1991, the Higher Education Coordinating Board’s study of graduate education in the state assigned program responsibilities for WSU Spokane, speaking particularly to the provision of unique degree programs which only a doctoral institution may offer. Their language and an update in 1998 reinforced the importance of the research-oriented functions of the campus, which are a particular strength of doctoral-granting universities.

WSU manages the Riverpoint campus for WSU Spokane programs and selected EWU Spokane programs. WSU and EWU have developed a visionary academic and administrative model and planning process for the Riverpoint Campus to enable the growth of the campus necessary to meet the needs of the community as efficiently and effectively as possible.

The campus occupies approximately 50+ acres south of the Spokane River and east of downtown’s central business district. Its history is one of continued investment in campus capacity:

- > The first building constructed on campus, completed in 1994, houses the Spokane Intercollegiate Research and Technology Institute, with lab space, offices, and classrooms.



- > The second building, the 120,000 gsf Phase I Classroom Building, was dedicated in 1996. It holds design studios, classrooms, computer labs, offices, and the existing campus library.
- > The campus master plan was updated through a public and participatory process and adopted by the WSU board of regents in 2000. It lays out a plan for campus buildout that extends the downtown street grid into the campus, maintains connections to the river, and establishes a dense urban, pedestrian/bicycle friendly environment.
- > The Health Sciences Building, a state-of-the-art facility with more than 21,000 gsf of wet and dry lab space and 22,000+ gsf of clinic capacity as well as classrooms and offices in its total 145,000 gsf, was dedicated in 2002. (Total project cost \$39 million)
- > A new 106,000 gsf Academic Center, to house an expanded library, classrooms, and campus leadership, is currently under construction, with occupancy expected in fall 2006. (Total project cost \$33.85 million)
- > The South Campus Facility, which houses the student bookstore and maintenance support space, is undergoing a partial renovation with an investment of \$4.7 million from state and university preservation funds. This will bring additional classroom space online and address earthquake resistance and other building safety requirements.
- > A Nursing Building is in design now, with a request for capital construction going to the state legislature in the 2005 session as part of the statewide capital priorities list for all six of the state's four-year public colleges and universities. This building will provide 80,000-100,000 gsf with classrooms, clinics, and labs to house expanded capacity in nursing education. This will enable the move of the WSU

Intercollegiate College of Nursing from its current location west of downtown to Riverpoint, bringing nearly 500 students, staff, and faculty to the Riverpoint campus. It is noteworthy that this Intercollegiate College of Nursing serves students for five institutions including CCS, EWU, Gonzaga, WSU, and Whitworth College. (Total project budget \$34.6 million)

- > The Spokane Intercollegiate Research and Technology Institute (SIRTI) has obtained federal funding and private lending to fund the construction of a second building on land acquired through a trade with WSU. This building, closer to downtown than the first SIRTI building, will help link The University District area with downtown.
- > The WSU Foundation purchased a number of parcels of private property adjacent to campus to keep the property available for state acquisition. In mid-2004, the WSU Board of Regents approved the purchase of this property from the Foundation, bringing it officially into the campus boundaries.



Photo by Darrin Griechen



Gonzaga University

Gonzaga University, founded in 1887, is a Jesuit institution known for its liberal arts undergraduate focus and emerging graduate programs. Gonzaga has a national reputation for its innovative academic programs and strong partnerships with regional and industry leaders. Gonzaga's College of Arts & Sciences and five professional schools offer eight undergraduate degrees in 92 fields of study. The University also offers degrees in 24 master's programs, one Ph.D. program, and a Juris Doctor through the School of Law.

Gonzaga is located one mile from downtown Spokane, within the proposed boundaries of The University District, and was ranked the 4th best university in the West (university-master's classification) by U.S. News & World Report last fall.

Gonzaga has a current student body of 6,128 students, including 4,115 full-time undergraduates. More than 90 percent of the undergraduates qualify for financial aid. This year's entering freshmen came to Gonzaga with an average high school GPA of 3.63, and 75 percent of entering freshmen ranked in the top 25 percent of their high school class. The majority of the students come from Washington, California, Oregon, Montana, Idaho, and Colorado. However Gonzaga attracts students from nearly every state and more than 40 foreign countries.

Gonzaga students, as are those from WSU and EWU, are particularly invested in their community providing over 100,000 hours of community service in Spokane and beyond last year. Gonzaga has 304 faculty members, 82 % of which have terminal degrees and completed research in their respective disciplines.

Gonzaga's campus occupies approximately 108 acres, with 87 buildings on the north side of the Spokane River. Nearly 6,100 students come to campus each day with 2,100 students living on campus in 26 residential buildings. Gonzaga campus projects that have been completed in the last 24-months or are nearing completion include:

- > McCarthy Athletic Center – new facility
- > Rudolph Fitness Center – addition to Martin Center Athletic complex
- > Jepson Center (School of Business Administration) - addition and remodel
- > Cataldo Center (dining hall) - addition and remodel
- > Science Center – addition and remodel
- > Herak Engineering Center (School of Engineering) – addition and remodel
- > Zappone Broadcasting and Journalism Center – renovation of existing building
- > St. Gregory Choral Hall – renovation of existing building
- > Dillon and Goller Residence Halls – new facilities



- > Boone Avenue Residence Hall (95 bed unit) – new facility
- > Chapel Renovation (in the Administration Building) – renovation
- > Major renovation of Administration Building
- > Amphitheater facing Lake Arthur (near the future home of the Performing Arts Center and existing Jundt Art Center) – new addition

Subtotal: Approximately \$58 million

Projects to be undertaken within the next 24-months:

- > Baseball Field/Stadium – new facility
- > Performing Arts Center – new facility
- > Colonial Bowl Residence Complex (225 bed unit) – new facility
- > South Trent Parking Lot 450 new spaces
- > Russell Auditorium to be remodeled into Russell Concert Hall (Administration Building) – renovation

Subtotal: Approximately \$22 million

Total projected upgrades and new construction: \$80 million

With recent additions and ongoing projects, Gonzaga’s intent is to orient the campus toward the center of The University District, facing downtown and the river. Future enrollment growth is projected to be within the graduate programs with undergrad enrollment relatively stable at current levels.

Gonzaga’s economic impact on the region is also generated by the significant success of its fund raising, development and endowment strategies. GU is successfully wrapping up the largest major fund raising campaign within the Spokane region, with \$135 million raised to

date – nearly \$20 million over the campaign goal. Particularly notable is that at least 50% of this investment comes from outside the Eastern Washington region. This indicates that support from alumni is strong and growing stronger, with approximately 27 percent giving to Gonzaga.



4.0: the planning context

comprehensive plan support

The City of Spokane's Comprehensive Plan, which was adopted by the Spokane City Council in 2001, contains many goals and policies that directly support the concepts generated throughout The University District public planning process. These ideas in the Comprehensive Plan originated during the six-year Spokane Horizons process, the City's comprehensive planning public participation program.

The approach to future development that was adopted in the Comprehensive Plan concentrated on making the city an attractive, appealing, and healthy place to live and do business. This approach, called Focused Growth, targets certain areas for increased growth and development, including mixed uses and alternative modes of transportation, all done in an environmentally friendly manner. Many of these target areas, including downtown, are in the older parts of the city and rely on renovation and revitalization strategies to recreate hubs for community interaction. The University District's central location and history make it a prime candidate for such targeted growth and development.

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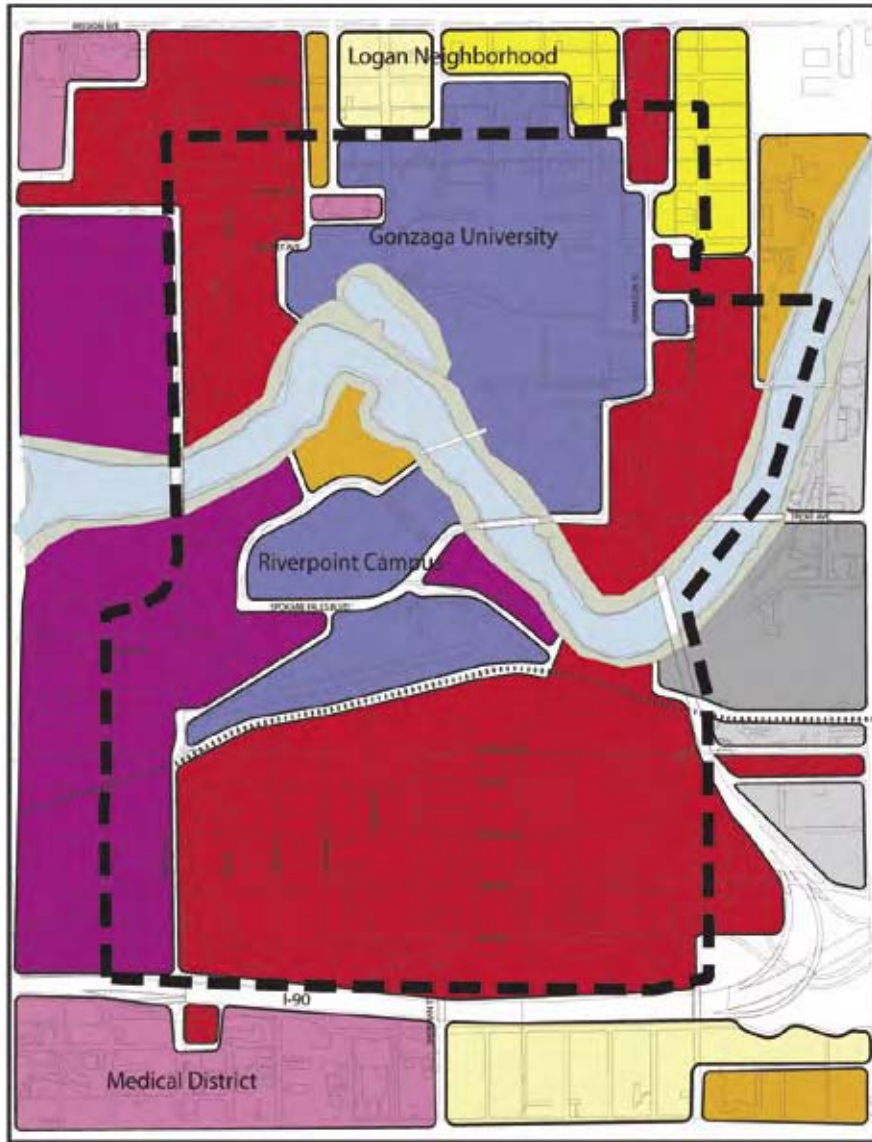
neighborhood planning

The University District potentially includes or affects up to five neighborhoods many with plans dating back to the mid 70's. These include: Riverside, Rockwood, East Central, Chief Garry, and Logan.



Photo by Dick Winchell

Representatives of the Logan, East Central and Riverside neighborhoods were included on The University District Planning and Organizing Group. Residents of those neighborhoods were also actively present at all of The University District public meetings. In addition, special presentations were made in these neighborhoods periodically throughout the public planning process in order to keep neighborhood residents apprised of The University District concepts as they unfolded from public input and technical analysis.



Historically, the Logan neighborhood residents have been resistant to the transformation that Gonzaga University's expansion has on their single-family neighborhood. In particular, the shortage of on-campus housing has resulted in conversion of single-family homes to multi-family units occupied by students who move in and out frequently. This has eroded the stability and aesthetic character of the neighborhood in some cases. In the future, Gonzaga students looking for off-campus housing may be attracted instead to the housing, retail and entertainment opportunities available in The University District.

East Central, Chief Garry and Logan were among the neighborhoods working in 2004 to update planning for their neighborhoods.

downtown plan

Charting the Future: The Plan for a New Downtown was adopted by the Spokane City Council in March, 1999, and later included by reference as part of the 2001 Comprehensive Plan. Based on an extensive 12-month public planning process, it was intended to update the 1961 Plan for Central Business District Development. Crafted as Spokane celebrated the 25th anniversary of Expo '74, the new downtown plan is a long-term vision and strategic action document intended to guide downtown development policies and actions for twenty years into the future.

The University District concept is supported in the Downtown Plan under the chapter regarding Universities and Research Opportunities, The Plan states:

"Continued excellence in research and education will establish Spokane as a respected academic center and desirable location for high-tech businesses, fueling the development of the "Terabyte Triangle" technology industry in Spokane. The proximity of Gonzaga University, Washington State University satellite campus, and the Riverpoint Higher Education Park to Downtown is beneficial for both the campuses and Downtown."

Under District Strategies, the Plan shows the Higher Education and Research District as an 'Influence Area' that will serve as an anchor for the "Terabyte Triangle", a high tech business communication and economic engine for the downtown area. It also states under specific Influence Area Strategies to:

"Promote better connections to adjoining influence areas that strengthen and contribute to the success and vitality of the Downtown Core, including: Higher Education and Research District (Gonzaga University and the Riverpoint Higher Education Park)."



the gorge park plan

While not an adopted plan or directly referenced, The University District is fundamentally supported through this process as a catalyst project sharing the river corridor. Natural Environment policy NE 11.5 from the 2001 Comprehensive Plan specifically urges that the Spokane River Gorge be protected in recognition of the fact that it is historically significant and one of the region's greatest resources. Inspired by the original Olmsted Report, a public planning process for the Gorge Park has been underway since April of 2000. Planning partners for the Gorge Park now include nearly two dozen organizations, among them the Friends of the Falls, City of Spokane Parks Department, Spokane Tribe, National Park Service, Avista, West Central and Peaceful Valley neighborhoods, Downtown Spokane Partnership, Northwest Museum of Arts and Culture, and Friends of the Centennial Trail. It is estimated that the Great Gorge Strategic Master Plan will be completed by December of 2004.



Photo by Dick Winchell

the universities

Riverpoint Campus Master Plan developed by WSU

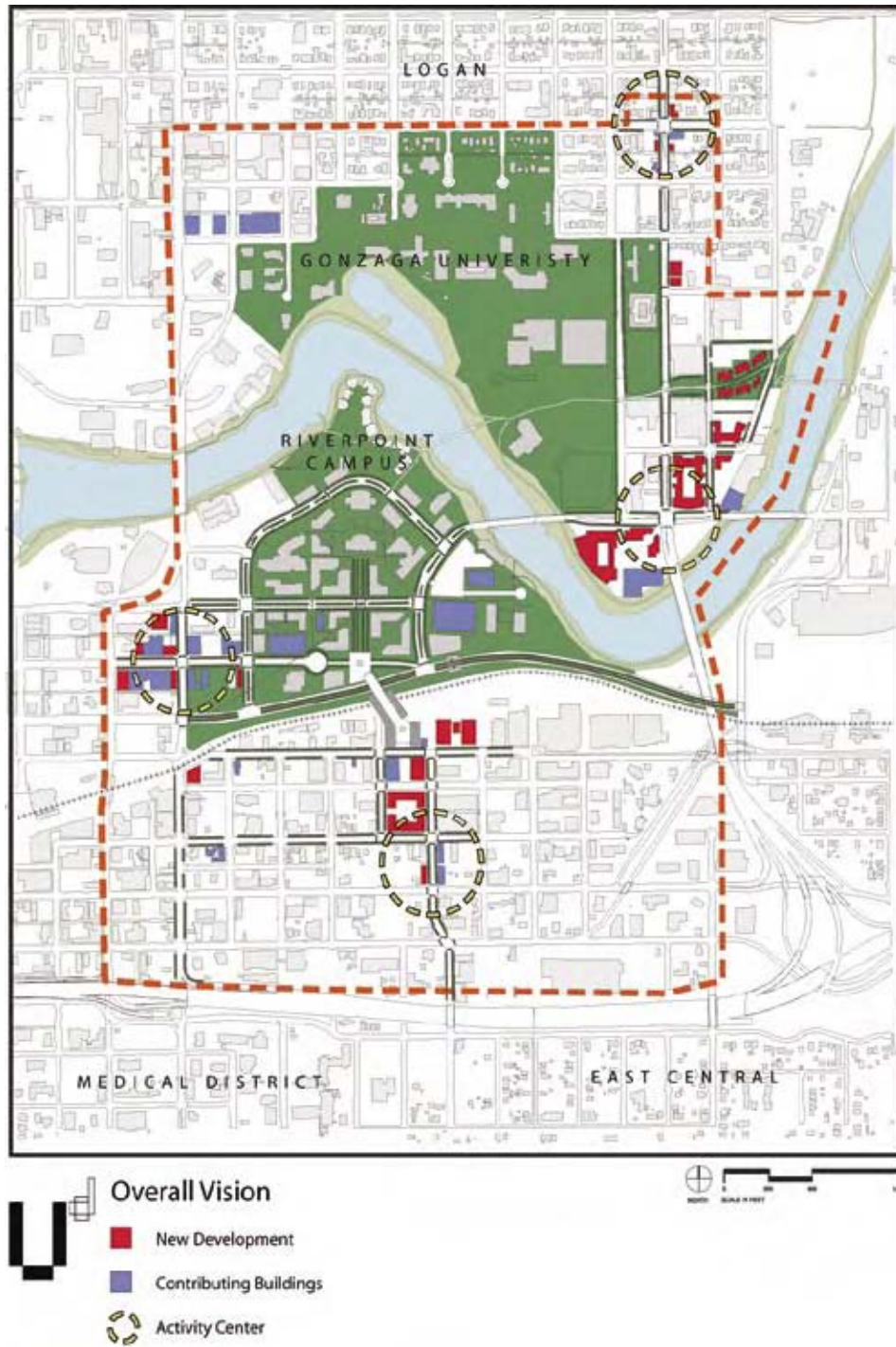
Going back to 1988, Momentum '88, a leadership group focused on economic development, endorsed the establishment of a research and development infrastructure as the single most important priority for Spokane and the Inland Northwest, and committed funding toward its development. The City of Spokane pledged road and utility resources.

The raw land was available thanks to the clean-up efforts of Expo '74, which removed a web of railroad tracks. The Higher Education Coordinating Board approved the land purchase upon assurance that the establishment of SIRTl would be followed by development of university facilities. The leaders of the area's colleges and universities joined in a legislative request for capital and operating funds. And, thus, the Riverpoint Campus was born.

The Riverpoint campus is an integral part of the Spokane downtown and it is anticipated that, when fully built out, the campus could accommodate in excess of 1.5 million gross square feet. The number of FTE students that could be served by this development is extremely variable and the actual number would depend upon the number of traditional versus non-traditional academic programs and research components provided, the mix of programs, and the hours of operation within the campus.

The campus Master Plan was updated through a participatory process in 1999-2000





that involved stakeholders from the adjoining neighborhoods, City, adjacent businesses, higher education, and community leadership.

The WSU Spokane Riverpoint Campus is envisioned as an urban university, with buildings addressing streets and major pedestrian corridors, and parking accommodated in structures throughout the campus. Open spaces are to be pedestrian scale, interconnected via pedestrian ways, and developed to a high standard. Buildings are to be constructed with high quality, long life materials (e.g., stone, brick, and concrete). It is anticipated that buildings will be more urban and less suburban in character, more vertical and less horizontal, varying in height to a maximum of six stories, with an average height approaching four stories.

The key elements of the concept include:

- > The central pedestrian mall around which the buildings are organized.
- > The Y-shaped pedestrian links which lead to the Spokane River.
- > The diagonal view corridor that extends southwest to Main and Riverside Avenues.
- > Preservation of a transportation corridor adjacent to the BNSF mainline (to accommodate future light rail and relocated Trent Avenue traffic).
- > Revegetation of the riparian corridor along the Spokane River.
- > Below grade and above grade structured parking.
- > Campus gateways to help visitors become oriented.
- > The River restored to a semi-natural riparian condition.
- > Paved and accessible recreation trails.



5.0: technical work group inventory and analysis

Technical Workgroups were formed to inventory existing conditions; information that is fundamental to understanding existing assets and challenges. The various Technical Workgroups looked at primary categories that included Land Use, Environment, Transportation and Infrastructure and Economics. Each area was made up of many subareas that are reviewed in the following sections.

Through the evaluation and synthesis of this Technical Work Group, activity centers gradually emerged through identification of movement and land use patterns. The Deaconess and Sacred Heart Hospitals and related clinics, the Convention Center, and the Gonzaga Arena all function as regional draws, providing logical hubs for an expanded service base. The Riverpoint and Gonzaga Campuses, as institutional centers, are energy generators in themselves.

existing land use and cultural resources

The land use Technical Work Group focused on the area between Bernard St. to the west, Hamilton St. to the east, I-90 to the south, and Mission Ave. to the north. These boundaries were meant merely to allow for consideration of contributing factors, but were not intended to infer a defined edge for The University District.

Analysis was conducted using GIS maps depicting vacant and underutilized land, building footprints and parcel lines, public and private land, and transportation related factors such as the overall street grid, eastward extension of Riverside Ave., sidewalk and street widths, and potential locations for future street car or light rail lines and stations.



During the 1960's, planning practices adopted separation of land uses, and along with construction of the I-90 Freeway through the East Central Neighborhood, the area between the freeway and the Spokane River was zoned industrial.

New zoning changes that are now being adopted provide incentives for a mix of development which includes residential units above and mixed in with new commercial and office space. Zoning changes are almost completed for the large area

between the I-90 Freeway and the Spokane River, from Division to Hamilton as part of the Comprehensive Plan. These changes will dramatically alter and positively support mixed use development and a growing residential population in this area.

Other portions of The University District, including the land between Bernard and Division between the freeway and the river have already been zoned to promote and support residential mixed-use development within the Central Business District, and a number of projects are underway or have been completed in the past five years. The area around the Gonzaga Campus has also dramatically changed in the past ten years, with both the University and private developers constructing large numbers of apartment units adjoining campus. This trend is expected to shift south of the Spokane River, and as a result of this plan, portions of The University District, which have not been residential areas, have the strong potential to change to follow mixed-use, and to again increase residential population within this area.

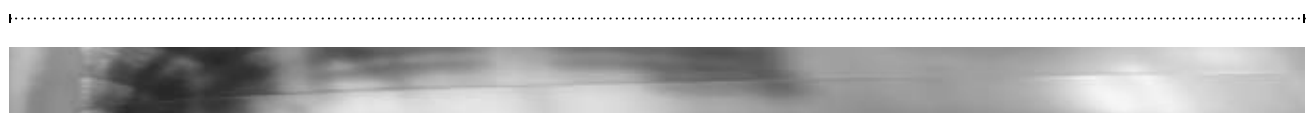
Connectivity

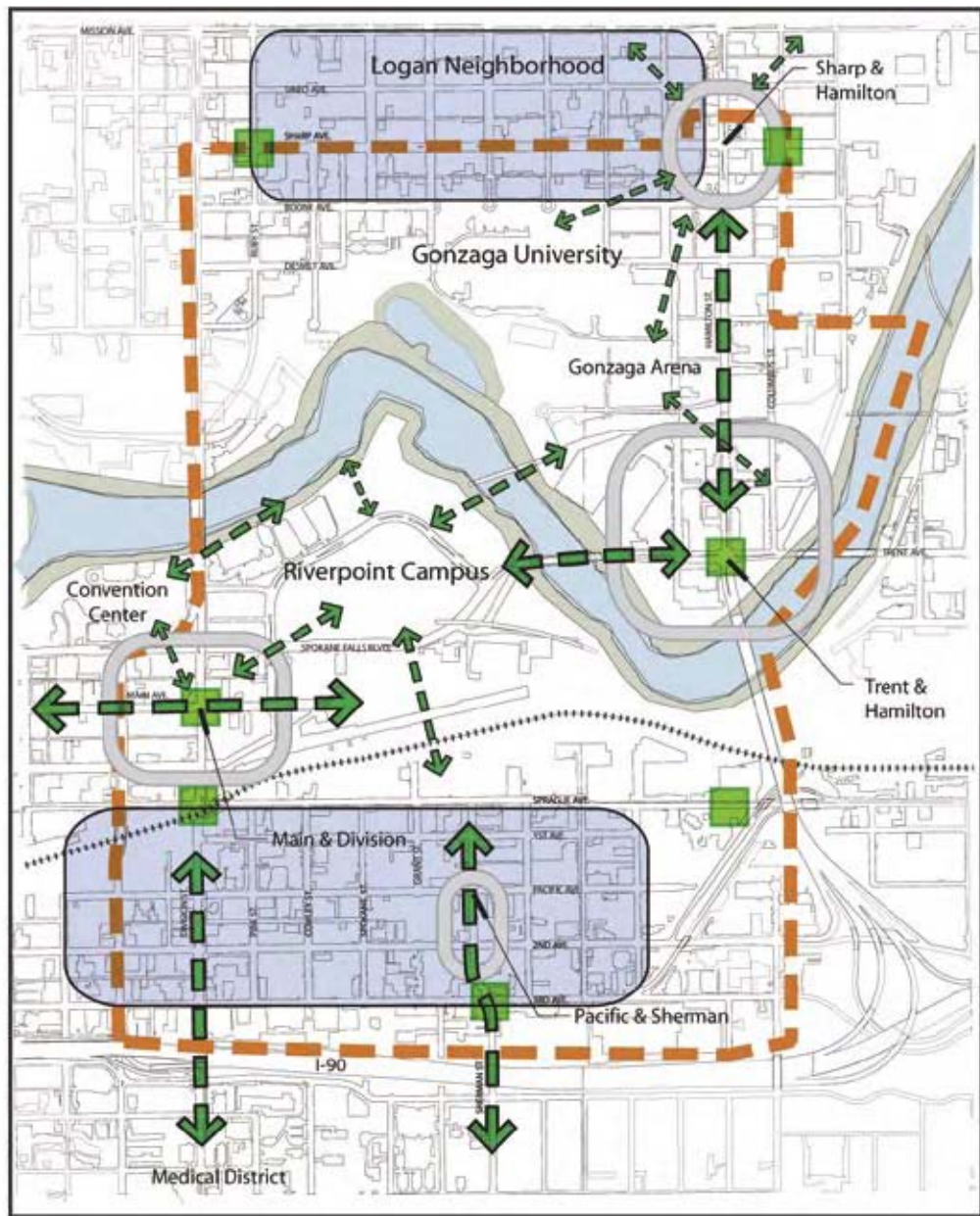
Pedestrian barriers within the University District need to be removed to allow for energy to flow naturally between all points. Improved access is needed across railroad tracks, state highways, freeways, and the Spokane River in order to link the Sprague Area with the Riverpoint Campus, the two campuses across and to the river, the hospital/clinic area with the Riverpoint/Sprague area, the Gonzaga Campus with the business areas along Hamilton St., and the Riverpoint/Sprague area with the Convention Center and business growth along Main St. just east of Division St.

Transportation-related factors were considered in relationship to land use patterns and the existing built

environment. Concentrations of people and activity imply the need to provide for car as well as bicycle parking. Shared-use structured parking was suggested as an option that could serve both the campus populations during the day and those enjoying The University District entertainment venues and Convention Center in the evening. Angled parking and planted boulevards are examples of techniques that could make some of the wider streets feel more pedestrian friendly. Expansion of existing trails such as the Centennial and Ben Burr routes hold great promise to better connect University District commuters and recreationists with surrounding residential areas. And the Riverside realignment project would remove heavy traffic from the stretch of Trent Ave. that currently runs through the middle of the campus property, making that street much safer for pedestrian crossings.

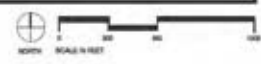
In addition to the four main activity centers, opportunity sites were identified based on the presence of brownfields ripe for redevelopment, underutilized or vacant property, and the presence of a pedestrian scale grid street pattern with sidewalk and right of way widths sufficient to support more creative uses. It was suggested that certain areas were uniquely suited to housing, such as the southern edge of the Gonzaga Campus along the river, along the Centennial Trail east of Hamilton St. west of the Iron Bridge, and along Pacific Ave. where some older homes have already been nicely renovated. Proposed mixed-use areas near these housing clusters were selected for the presence of existing buildings and proximity to areas of pedestrian concentration such as the Grant St. corridor south of the railroad, and the southwest and northeast corners of the Hamilton and Trent intersection.

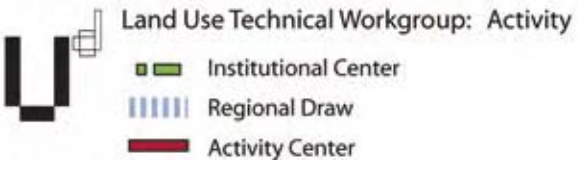
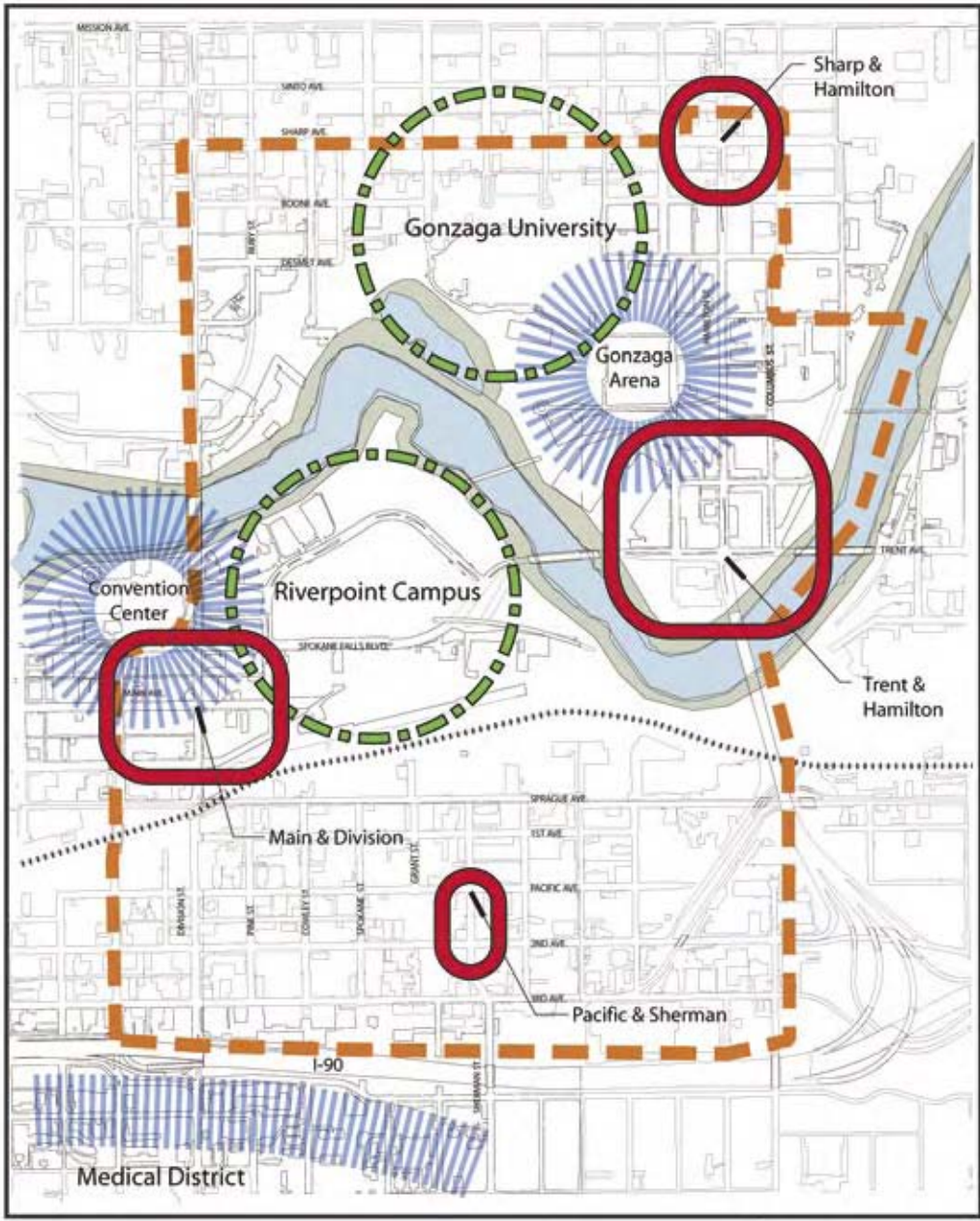


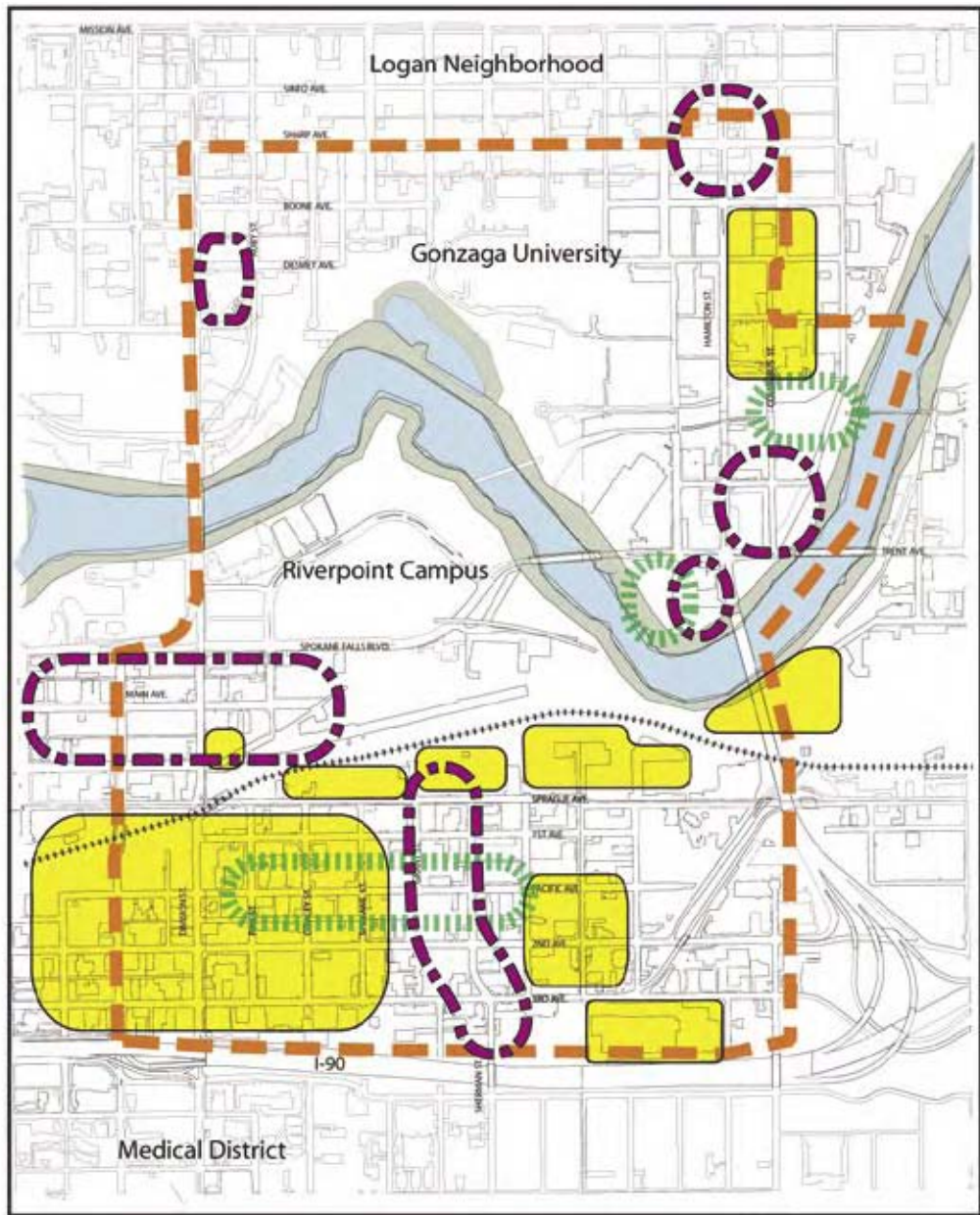


Land Use Technical Workgroup: Connections

- ↔ Important Connections
- Gateway Point
- ▭ Good Grid System







Land Use Technical Workgroup: Opportunity Sites

- Potential for Mixed-Use Development
- Potential for General Development
- Potential for Residential Development



Cultural Resources

Historic buildings and structures present an important link to our historical and architectural past. They provide continuity and link us to our roots. They are also resources that can be readapted and integrated into the fabric of The University District community.

A cultural resources inventory was completed by the Workgroup and included the area bounded by Bernard Street on the west, Mission Avenue on the north, Hamilton Street on the east and Sixth Avenue on the south. This area has three National Historic Districts and several properties that are individually listed on the Spokane and National Register of Historic Places. Historic Districts within The University District include:

The East Downtown Historic District

This district includes the east downtown area west of Division Street, between Pacific Avenue and Spokane Falls Boulevard, and was recently added to the list of National Register Districts in Spokane. This district includes a mix of properties including single-room occupancy hotels (SROs), warehouses, and a variety of commercial buildings. There is a high concentration of building types that represent railroad-dependent businesses consisting primarily of warehouses, but also of manufactories for local market and lodgings related to the traveling and transient population that came to Spokane as a direct result of its growth. Some of these building types, such as the SROs, were designed to make maximum use of space.

The Desmet Avenue Warehouse Historic District

The Desmet Avenue Warehouse Historic District is located just north of the Spokane River and the commercial downtown of Spokane. The district, bracketed by Division Street and Gonzaga University, is composed of six commercial buildings with a long tenure of warehousing and manufacturing use. This locale was based on the availability of land and proximity of the railroad. Construction of a majority of these structures occurred between 1904 and 1915, and roughly coincided with the most productive period of building activity in

Spokane. While singly configured as one or multi-storied buildings, this ensemble of warehouses represents one of the larger and most cohesive groupings of such structures remaining on the north side of the Spokane River.

Mission Avenue Historic District

Developed in the late 19th century through the combined efforts of Spokane speculators and Jesuit missionaries, the Mission Avenue Historic District is the most intact remnant of the City's first residential suburbs, and includes a significant collection of late 19th and early 20th century houses located on one of the City's oldest landscaped boulevards. Housing designs include a variety of Queen Anne, Four Square, Craftsman, and Bungalow-style houses that reflect the substantial architecture of the period and the original suburban character of the area. While other parts of the boulevard have suffered from new construction, the district still reflects a period when the district was an impressive drive that formed the centerpiece of one of the City's finest residential neighborhoods.

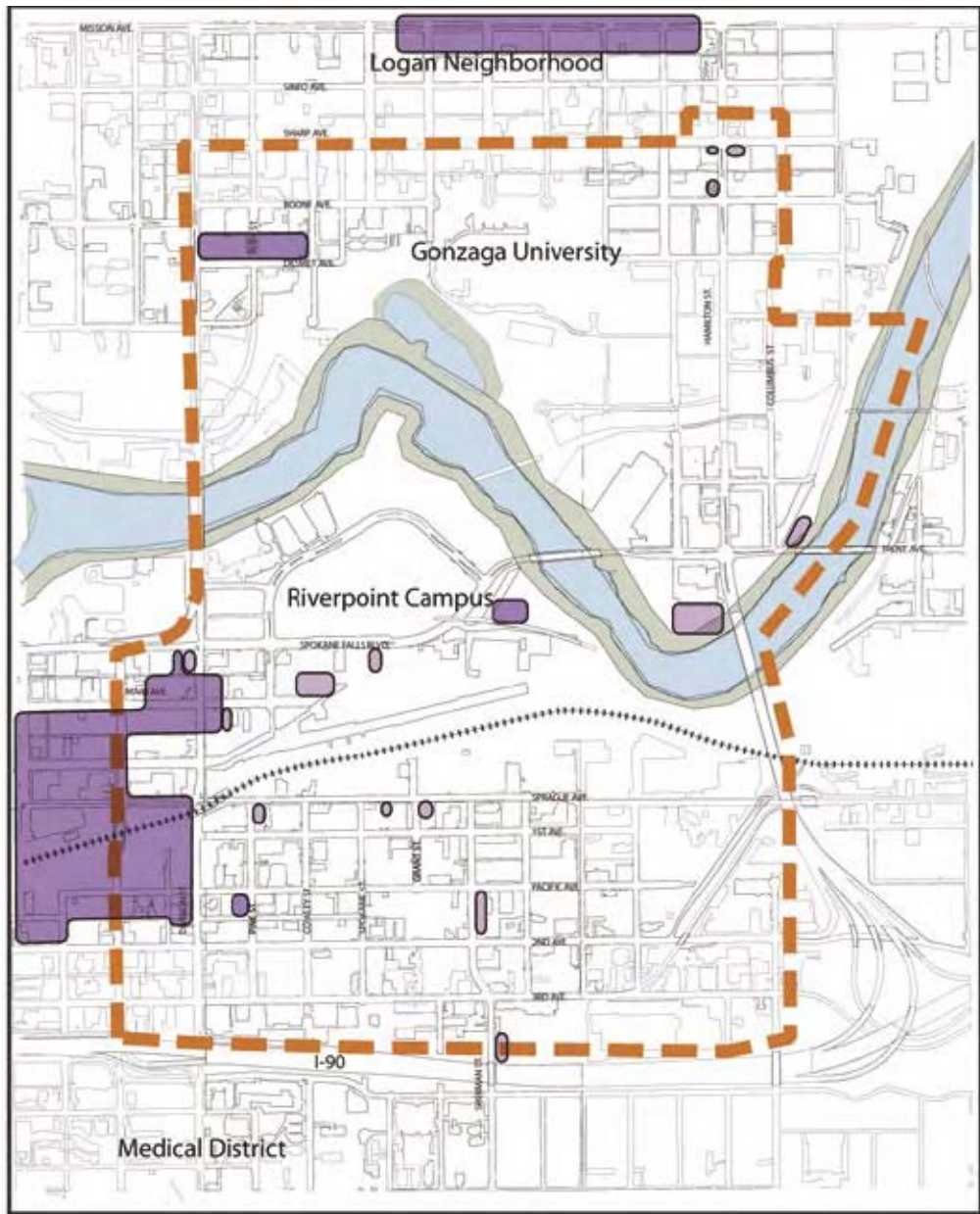
Buildings on Historic Registers not within Historic Districts

There are a few buildings within The University District that are listed on local and national registers. These include the Green-Hughes Printing Company, the Albert Apartments and the Schade Brewery.

East Main/East Riverside Historic District

Completed in 1998 for the potential realignment of Trent Avenue around the Riverpoint Campus, the Trent Avenue Realignment Project Cultural Resources Inventory report reviewed the development history of the area between Division Street on the west, Hamilton Street on the east, between the Spokane River on the north and the BNSF Railroad corridor on the south. This area developed as one of Spokane's industrial districts with warehouses, rail yards, and manufacturing plants. Buildings from this era are eligible for listing for an East Main/East Riverside Historic District. Examples are Red Lion Barbeque and the Globe Hotel.





Land Use Technical Workgroup: Historic Properties

-  National Historic Districts & Properties
-  Contributing Historic Buildings

 NORTH SCALE IN FEET



Gonzaga University

Gonzaga University, as a private institution is not included within an historic district nor are there individual buildings on the campus that are historically listed. There are several buildings, however, that would appear eligible for listing on the National Register of Historic Places.

East Sprague Commercial Corridor

There are also properties east of Division Street along Sprague Avenue and the BNSF Railroad corridor that have not been surveyed but may be eligible for listing on the National Register of Historic Places. Several warehouse and mixed-use commercial/residential buildings are within this corridor.

Other Potential Cultural Resources

The area between Sprague Avenue and east of Bernard Street includes several buildings that have not been surveyed and have the potential for listing on the local or national registers. The buildings include warehouses, apartment buildings, commercial buildings, and single-family houses.

Historic Industrial Use

The University District includes some of the earliest developed properties in Spokane. These early developments included industrial operations within the District core and commercial and residential uses along the outer fringes. Industrial developments in The University District were often coupled to the many railroad corridors passing through the area and directly related to railroad maintenance and support, off-loading and loading of railroad-transported goods, or manufacturing of products that relied on bulk materials transported by railroads. Other industrial activities included coal tar processing and manufactured gas operations. Commercial operations within The University District generally included services supporting Spokane's population center. These facilities included automobile-related services, warehousing, shops and stores, medical services and other miscellaneous services, and the area was also home to the City's municipal waste and incinerator site.

existing environment

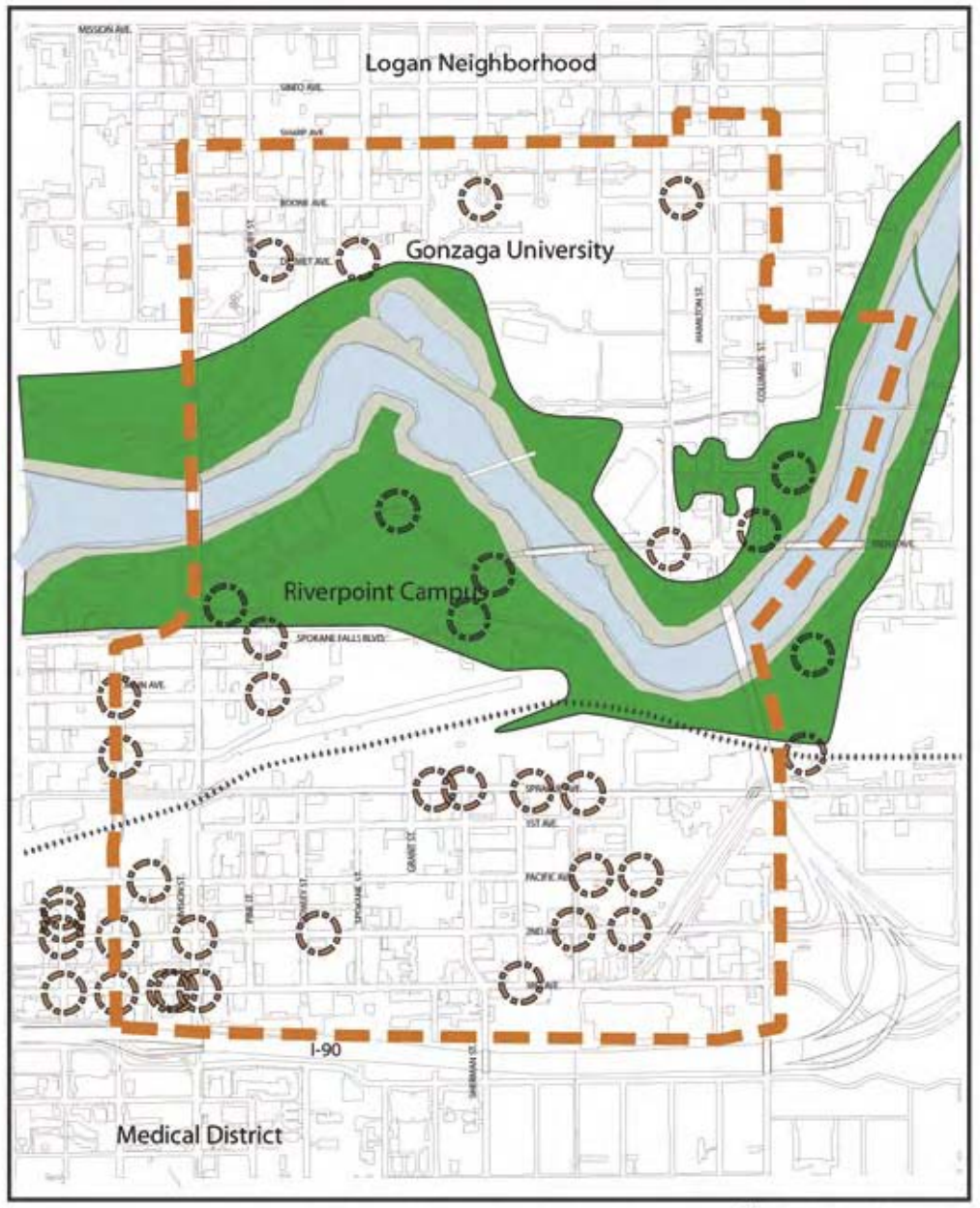
Following the inventory and analysis of the current environmental conditions of The University District, the Environmental Workgroup developed the following summaries based on specific areas of expertise.


The findings are as follows:



Brownfields


The completion of federal highway projects, changes in the natural resource industry and other factors initiated a change in land use within the area that was largely industrial to one that has evolved into the current land use setting.





 Environment Technical Workgroup: Area Inventory

-  Critical Area Designation
-  Potential Brownfield in vicinity (based on survey of historical uses.)



However, the environmental and cultural legacy of past commercial and industrial property uses remain. The significant historical operations outlined above will likely pose opportunities and challenges to continued redevelopment planning and construction.

Many of these sites contain heavy metals and lead, as well as coal and incinerator ash, which were spread throughout the area, and will require an environmental assessment to examine potential for environmental contamination prior to development. Additionally, metals and organic contaminants related to mining and other industrial operations within the Spokane River watershed are documented in sediment and surface waters of the Spokane River.

With a few exceptions, typical environmental contamination - will likely be limited to the upper several feet of near-surface soil across the site or will be localized at specific on-site areas. Cleanup of these sites will typically be achieved by either: (1) removing the impacted soil and disposing it off-site to an appropriate landfill or by (2) managing the impacted material onsite using "institutional controls" that will limit human and ecological exposure to the hazardous substances. In either scenario, sampling of soil and possibly groundwater will be necessary to document the site's environmental condition following cleanup.

Critical Areas

Critical areas are areas with special environmental, geologic, and/or biologic conditions that require extra planning prior to land use. In Spokane, a critical area is defined using the following criteria:

- > Land slope is moderate to severe (greater than 16%).
- > A wetland is present at the site.
- > The site is within 100 feet of a wetland.
- > The site is a shoreline.
- > The site is within a protected buffer-zone near a

shoreline. Three buffer-zones are considered near shorelines: 50 feet, 100 feet and 250 feet.

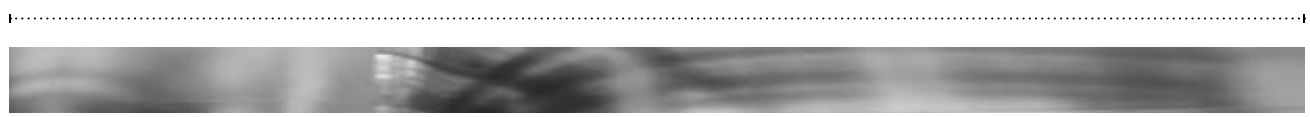
- > The site is located within the 100-year FEMA flood zone.
- > Hazardous geology is present at the site. This includes steep slopes, known or suspected landslides, and erodable soils.
- > Within a priority habitat or species area defined by the Washington Department of Fish and Wildlife (examples include bald eagle nesting areas, northwest white tailed deer habitat, old growth/mature forests, riparian zones, prairies and steppe environment, and urban natural open space).

Critical areas were mapped using various sources that are subject to constant revision and should be used as a flagging tool only.

Habitat

Based on a Washington Department of Fish and Wildlife (WDFW) Priority Habitat and Species (PHS) Map (dated: October 29, 2002), The area contains a segment of the Spokane River Corridor. This river segment is generally characterized as "Urban Natural Open Space" (WDFW, 2002). PHS data in the general area is correlated to regular individual occurrences or wintering Bald Eagles, individual occurrences of nesting Osprey, winter waterfowl concentrations, nesting Red-tailed Hawks, a resident Rainbow Trout population, and individual occurrences of a Peregrine Falcon (dated: 1991) and a Merlin (dated: 1986) (WDFW, 2002). Within the bounds of The University District, there are no identified areas on the PHS map that are considered wetlands. Most of the District, minus the River Corridor, is urbanized and considered developed.

In accordance with the Spokane Municipal Code (Chapter 11.19), the buffer along the Spokane River shall extend to the outer edge of the 100-year floodplain



or consist of the width of 130 feet (measured from the Ordinary High Water Mark), whichever is greater, unless it is determined by the Planning Director that an approved Habitat Management Plan shows the site potential tree height to be less than 130 feet.

Stormwater, surface water and groundwater

On-site infiltration of stormwater is usually the preferred stormwater management alternative when ample space and favorable soil characteristics are present at a site. However, unique environmental conditions present in The University District will define how stormwater is managed:

- > Soil and groundwater contamination. There is potential for soil and groundwater contamination on sites within The University District based on the historic industrial and commercial nature of portions of the District. On-site stormwater infiltration likely will not be allowed in areas of documented groundwater contamination. Further, site cleanup will be required before stormwater infiltration is allowed in areas of soil contamination.
- > Permeability of site soils. On-site stormwater infiltration might be difficult to achieve in southern portions of The University District because of the presence of basalt bedrock at or near the ground surface. Geological evaluation might be used to identify buried depressions or hollows on the surface of buried bedrock for use to infiltrate stormwater. Silt and clay soils of the Latah Formation also might be present in the area of The University District. Permeability of these soils is low and might not be capable of receiving infiltrated stormwater.
- > Combined municipal stormwater/sanitary sewer. Stormwater discharge to sanitary sewer as a stormwater management technique likely will not be allowed based on inadequate wastewater treatment plant surge capacity during storm events.
- > Surface water discharge. Discharge of treated stormwater to the Spokane River is possible for those sites located within close proximity of the river. However, this stormwater management technique entails intensive permitting.

Air Quality

The University District, located on the banks of the Spokane River in the heart of Downtown Spokane, is situated in the "bottom of the bowl," so to speak, when it comes to the concentration of air pollutants in Spokane's air shed.

Topography and wind patterns tend to put The University District in a position to collect, and sometimes concentrate a lot of the airborne contaminants in the immediate area. As the University District develops standards, control technologies will be necessary to continue to improve the air quality in this area.



**Air Quality Relating to Conceptual
Riverside Realignment**

Spokane Regional Transportation Council (SRTC) analyzed the intersection of Trent Ave./SR 290 and Hamilton St. in August 1994 as part of an air quality calibration study. Based on the results of this study, this intersection was identified as a modeled carbon monoxide hot spot. The intersection modeled at 12.81 parts per million (ppm) of carbon monoxide (eight-hour running average) while the acceptable standard is 9 ppm. The Riverside realignment concept would reduce carbon monoxide emissions to 8.68 ppm at the intersection of Trent Ave. and Hamilton St. Carbon monoxide emissions at the intersection of Trent Ave. and SR 290R are projected to be 8.47 ppm.

In summary, the proposed realignment would improve regional traffic flow, reduce vehicle delay and mitigate a modeled carbon monoxide hot spot."

A new study modeling all elements of the envisioned University District is necessary. It is felt that the proposed Riverside Avenue project will have a positive impact.

Geology and Hydrogeology

The review of soil, rock and groundwater conditions beneath The University District was developed from experience with excavation activities and readily available information in published literature.

In general, the types of soil present in The University District include uncontrolled and engineered fill, consisting of a variety of mineral soil types; alluvial soil deposited by and along the Spokane River, consisting of local deposits and unsorted mixtures of clay, silt, sand and gravel; and sand, gravel, cobbles and boulders unique to the catastrophic, glaciofluvial deposits within the Spokane Valley. The dominant rock, where present at or near the ground surface, is basalt from the Columbia River Basalt Group.

The University District area can be divided into two zones; a northeast zone and a southwest zone divided by a line running to the northwest from about the intersection of Sprague Avenue and Hamilton Street to about the intersection of Washington Street and Sharp Avenue.

In the southwest zone, soil overlying bedrock likely is of limited volume and variable composition. A variety of fill, associated with extensive historic construction activities, is located within this area. Native soils consist of clay, silt, sand, and gravel of limited vertical and horizontal extent and continuity. The dominant rock type within this area is basalt, which either outcrops at the surface or is located at relatively shallow depth.

The top of basalt surface is undulatory within this area, creating numerous closed depressions that contain variable amounts of perched groundwater. Elevation of perched groundwater will vary as a function of bedrock topography and season, with groundwater levels generally highest in the late winter and spring. Perched groundwater



flow direction generally is controlled by top of basalt geometry.

From a stormwater infiltration perspective, this zone likely will have limited value. The combination of shallow basalt and variable soil composition results in relatively small volumes of unsaturated, permeable soil. Permeable soil, where present, could occur within closed depressions in the top of basalt surface, limiting the amount of stormwater infiltration possible without impacting the site and/or downgradient properties.

In the northeast zone, thickness of soil overlying rock increases significantly. Because this area also has experienced extensive historic construction, it is anticipated that it contains a variety of heterogeneous fill material. Soil underlying fill largely consists of glaciofluvial sand and gravel. Glaciofluvial deposits are reported to be in excess of 400 feet thick within this area. Glaciofluvial deposits generally are underlain by basalt at depth.

Unconfined groundwater beneath this area is part of the Spokane Valley-Rathdrum Prairie Aquifer. Water table elevation is about 1880 feet (CH2M Hill, 1998). Unconfined groundwater flow direction generally is to the northwest. The unconfined aquifer likely is in direct connection with the Spokane River throughout this area. Perched groundwater might be encountered above low permeability interbeds in some locations. Groundwater flow direction in these cases will be controlled by interbed morphology.

This zone has greater potential to allow the infiltration of significant amounts of stormwater without impacts to site and/or down gradient properties. Infiltration will be most rapid and efficient within unsaturated glaciofluvial deposits in excess of 25 feet thick. Stormwater infiltration in this area typically will migrate to the Spokane Valley-Rathdrum Prairie Aquifer.

existing infrastructure

Transportation

The Downtown Core of Spokane has seen exciting rehabilitation and expansion over the last 10 years. Projects such as the Convention Center, which is now under construction, will dramatically change the overall transportation needs in the Downtown Core. Principal arterials such as Hamilton Street, Division Street, Spokane Falls Boulevard, Sprague and Riverside, are going to require significant study for evaluation of traffic impacts from these improvements.

Over the years, studies have been conducted on individual improvements projects. Division Street, for example, was analyzed for safety issues at the intersection of Division and Sprague. This study was commissioned by State Farm Insurance Company funds and administered by the City of Spokane. Other projects that have been planned such as the extension of Riverside Avenue to the east show much promise in terms of dealing with known air quality concerns at the intersection of Hamilton and Trent Avenue.

It is recommended that a comprehensive transportation study be performed in the downtown area. This should properly analyze the existing and future traffic patterns, existing traffic volumes and future traffic volumes for the University District as well as the Downtown Core.

The public involvement workshops were very helpful enlisting comments from the public regarding concerns they have for inner-connectivity between the University District, the downtown area and the SIRT site. It will be essential that this recommended comprehensive transportation analysis fully incorporate the recommendations and the comments by citizens at these public workshops.

Sanitary Sewer

The general condition of the sanitary sewer and stormwater lines in The University District area is sound. The sanitary sewer collection pipeline system is in decent to good condition. The only area of concern is the area in the vicinity of Columbus and Springfield Avenues just



to the east of the Hamilton and Trent intersection. The Springfield lift station requires replacement and some of the collection lines that feed it have significant inflow and infiltration problems. This is one area where infrastructure capital expenditures should be invested in order to rehabilitate the existing lift station and lines and manhole system that are accounting for excessive inflow and infiltration.

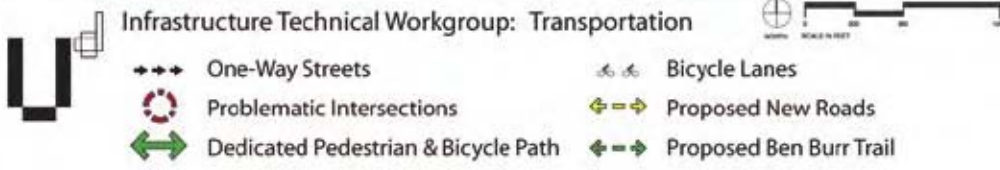
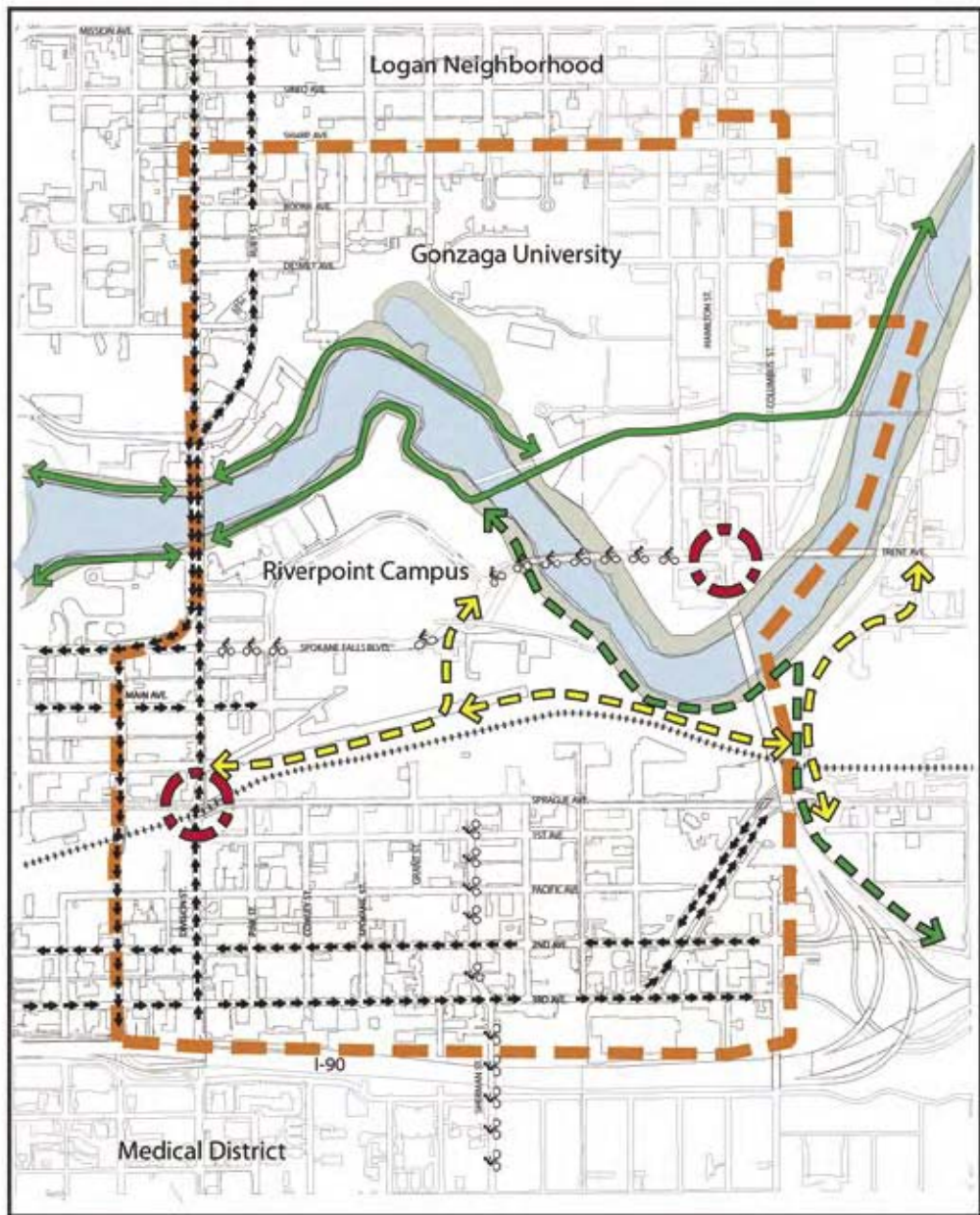
The area of Spokane on the edge of The University District to the south that extends up into the medical district of the South Hill has a development issue with regards to underground springs. The City has recently mitigated this underground water flow with a carrier pipeline to the river that discharges this groundwater. Infrastructure or building development in this area of the lower South Hill will need to account for possible subsurface water mitigations.

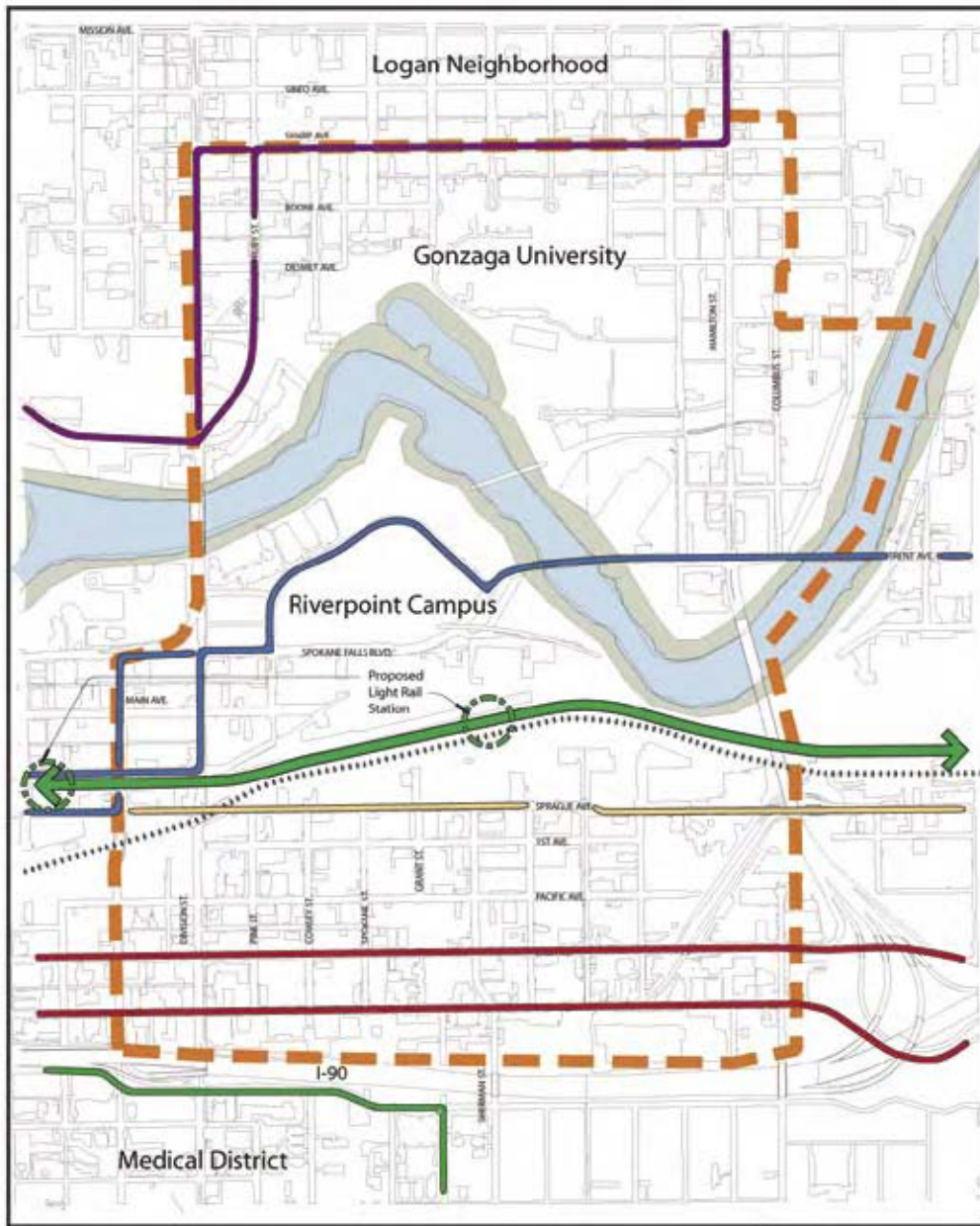
Water Distribution

The general condition of the potable water distribution system in the area of The University District is good. Years of construction and installation of ductile iron transmission mains and looped systems have created a very good static and dynamic pressure and flow grid.

One pipe of concern is the very old existing 12" diameter cast iron transmission main under Trent Avenue beginning at the west end of the new Trent bridge and extending towards Division. It is recommended that before significant structures are added to the building inventory in that area that capital expenditures be allocated towards replacement of that existing aged distribution main.







6.0: economics: existing regional and university district conditions and forecasts

demographics

For purposes of analysis, three zip codes will represent the population and businesses of significance for the revitalization of the U District: 99201 Central Business District (CBD), 99202 U District, and 99204 Health Services District. These three zip codes encompass a broader section of Spokane but best define this area.

The area includes the CBD, Browne's Addition residential area, Gonzaga University, adjoining portions of the Logan neighborhood north of the Spokane River, the WSU/ EWU Riverpoint Campus and adjoining industrial area between the River and the I-90 Freeway. The area also includes businesses and residential areas in the East Central and Chief Gary neighborhoods east of downtown, extending to the City limits. These populations are all within a fifteen-minute travel time to the center of Spokane and generally have strong linkages to downtown, with the exception of some single-family residential areas within the East Central neighborhood. The area also includes a complex of three major hospitals and significant health related offices and industries immediately south of the downtown. This larger, area reflects related office, industrial and land uses which impact and are impacted by any development within the U District.

Rental Rates

It is somewhat surprising that despite much higher rates of residents in rental units, and lower incomes, the area's resident population is quite similar to the City and County populations. In the 2000, the total population of the three central zip code areas was 40,929, 20.9% of the City's and 9.7% of the County's population (See Table 1.1).

Age Distribution

The age distribution of residents in the area was very similar to the larger City and county populations, with 6.2 % of the population under age 5, compared to 7.0% for the City and 6.6% for the County. The population over age 65 was 12.7%, compared to 14.0% for the City and 12.4% for the County. One might expect less young children in this area, and more persons over age 65 because of the urban focus, lack of schools within all parts of the three zip code areas and the presence of medical facilities serving largely an older population.

Diversity

The 2000 population within the area is more diverse than both the City and County, with approximately 20% from diverse racial and ethnic backgrounds, compared to around 10% for the City and County. Average household size, at 1.98 persons, was lower than



table 1.1: population and demographic analysis: spokane msa, city of spokane, and central zip code areas from the 2000 census

characteristics	central zip code areas	%	city of spokane	%	spokane county msa	%
total population	40,929		195,629		417,939	
under 5 years	2,557	6.2%	13,676	7.0%	27,478	6.6%
over 65	5,214	12.7%	27,301	14.0%	51,949	12.4%
one race						
white	34,489	84.3%	175,018	89.5%	381,934	91.4%
black	1,568	3.8%	4,052	2.1%	6,659	1.6%
american indian	1,326	3.2%	3,444	1.8%	5,847	1.4%
asian	1,453	3.6%	4,399	2.2%	7,870	1.9%
pacific islander	94	0.2%	372	0.2%	666	0.2%
other	621	1.5%	1,727	0.9%	3,410	0.8%
two or more races	1,839	4.5%	6,617	3.4%	11,553	2.8%
hispanic	1,670	4.1%	5,857	3.0%	11,561	2.8%
av. household size	1.98		2.32		2.46	
av. family size	2.91		2.98		3.02	
educational levels for ages 25 and over						
high school & above	21,775	84.6%	111,054	88.1%	237,740	89.1%
bachelors or higher	5,821	23.1%	31,992	25.4%	66,764	25.0%
disability (21-64 years)	6,904	29.7%	23,319	21.3%	43,847	18.9%
income						
median household income	\$20,823		\$32,273		\$37,308	
median family income	\$29,234		\$41,316		\$46,463	
per capita income	\$15,178		\$18,451		\$19,233	
poverty						
families below poverty	546	21.9%	5,342	11.1%	8,889	8.3%
individual below poverty	3,533	28.6%	30,359	15.9%	49,859	12.3%



the City and County, reflecting a higher number of apartments and single room occupancy units within the area. The average family size, however, was approximately the same, 2.91 in the three zip codes, compared to 2.98 and 3.02 for the City and County respectively.

Education

Education levels are important reflections of the social capital in the area. Only 84.6% of the population over 25 had completed high school, while 23.1% had completed a Bachelors degree or higher. These shares were lower than the City (88.1%) and County (89.1%) for the completion of high school, and the City (25.4%) and County (25.0%) for the completion of college.

Disabled Population

The share of persons with disabilities within the study area is significantly higher, at 29.7% of the population, compared with the City (21.3%) and County (18.9%). Median household income and median family income were also significantly lower. Per capita income was also lower, at \$15,178 for the central zip code areas compared to \$18,451 for the City and \$19,233 for the County.

Poverty

The shares of those below the poverty rate within the area were 21.9% for families, and 28.6% for individuals, compared to 11.1% and 15.9% respectively for the City, and 8.3% and 12.3% for the County. In sum, the residents of the study area have much lower incomes than the City and County, and much higher percentages of individuals and families below the poverty level.

establishment and employment analysis

The U.S. Census Bureau provides information on businesses through the collection of County Business Patterns data from state business tax records. These data provide annual identification of business by types, number of employees, and gross receipts. A pattern emerges when reviewing data from the area. Limita-

tions to County Business Patterns data exist, however. One is data availability. Due to limited availability only data from 1998-2001 were used.

During this time the the renewal project for Riverpark Square was nearing completion in 2001, and earlier data reflect some changes in businesses as a result of construction. In addition, the Davenport Hotel began its revitalization, but was not opened until 2002. That facility, and a considerable number of new businesses and subsequent changes in businesses since 2002 reflect a high level of change within downtown, but are not reflected in this data. Since 2001, area hospitals have also carried out major construction projects. Despite these limitations, the data provided in this report provide a good profile of business conditions and changes and a context for understanding the potential impacts and opportunities for new development within the University District.

County Business Patterns indicate that there was relatively constant growth of the number of establishments, employees, and payroll from 1998 to 2001, the most recent available year (Table 1.2). 2001 payroll within these three zip codes was almost \$2 billion, an increase of almost 14% in just four years. The number of establishments actually decreased slightly, while the number of employees increased slightly each year.

The significance of the Medical District is reflected in Table 1.2. Although the University District area (99202) and the Central Business District (99201) held the largest number of establishments and employees, the Medical District contained fewer enterprises, but an almost equal payroll. This data reflects the larger medical facilities, and higher wages, on average.

Establishments by two-digit North American Industrial Classification System (NAICS) Code are described in Table 1.3, and offer considerable insight into the types of businesses in each zip code.

central business district

The CBD (99201) displayed the highest number of es-



figure 1.2. central spokane business analysis by zip code, 1998-2001

99202	1998	1999	2000	2001
establishments	1,284	1,235	1,196	1,206
employees	19,887	20,179	19,411	19,201
annual payroll (\$1,000)	\$568,007	\$627,063	\$624,277	\$651,761
99201	1998	1999	2000	2001
establishments	1,344	1,341	1,360	1,337
employees	19,933	20,068	21,277	21,725
annual payroll (\$1,000)	\$543,645	\$586,682	\$646,493	\$683,512
99204	1998	1999	2000	2001
establishments	556	558	547	515
employees	14,858	13,975	14,134	14,266
annual payroll (\$1,000)	\$509,893	\$511,500	\$528,261	\$571,741
total central spokane				
	1998	1999	2000	2001
establishments	3,184	3,134	3,103	3,058
employees	54,678	54,222	54,822	55,192
annual payroll (\$1,000)	\$1,621,545	\$1,725,245	\$1,799,031	\$1,907,014

tablshments of the three zip codes, 1,281, compared to 1,206 for the University District (99202) and 502 for the Medical District (99204). Professional, Scientific, and related businesses make up the largest employment category, with 323 establishments, or 25.2% of the total. This is reflective of the district's service center function, augmented by employment at federal, county and City agencies. The second highest category was Finance and Insurance, with 182 establishments, or 14.2% of the total. Retail Trade ranked third, with 150 establishments (11.7%), and Accommodation and Food Services, with 116 establishments (9.1%), followed by Other Services, 117 establishments (9.1%). Health Care and Social Assistance had 102 establishments (8.0%).

university district

The University District area and adjoining areas to the East (99202) revealed a considerably different mix of business establishments. Although very close to the number of establishments in 99201, the largest employment category in 99202 was actually Wholesale Trade, with 197 establishments. This concentration undoubtedly reflects the area's good linkage to rail and freeway transportation systems, and industrial/warehousing space adjoining the downtown. The second highest category was Retail Trade,



table 1.3: establishments by major employment categories--zip code, county, state and nation, 2001

		99201		99202		99204		county		national	
naics	naics category										
code	total	1,281		1,206	1206	502		11,632		7097302	
11	forestry, fishing, hunting, agriculture		0.0%	1	0.1%		0.0%	24	0.2%	26447	0.4%
21	mining	4	0.3%	2	0.2%	1	0.2%	19	0.2%	24319	0.3%
22	utilities	2	0.2%	2	0.2%	1	0.2%	19	0.2%	17702	0.2%
23	construction	33	2.6%	102	8.5%	12	2.4%	1426	12.3%	698898	9.8%
31	manufacturing	38	3.0%	75	6.2%	9	1.8%	558	4.8%	352619	5.0%
42	wholesale trade		0.0%	197	16.3%		0.0%	770	6.6%	438924	6.2%
44	retail trade	150	11.7%	169	14.0%	46	9.2%	1722	14.8%	1119950	15.8%
48	transportation & warehousing	4	0.3%	37	3.1%	9	1.8%	228	2.0%	190683	2.7%
51	information	45	3.5%	39	3.2%	7	1.4%	211	1.8%	137293	1.9%
52	finance and insurance	182	14.2%	57	4.7%	50	10.0%	797	6.9%	425028	6.0%
53	real estate, renting & leasing	51	4.0%	45	3.7%	28	5.6%	484	4.2%	307003	4.3%
54	professional, scientific	323	25.2%	87	7.2%	34	6.8%	1019	8.8%	738454	10.4%
55	management of companies	12	0.9%	8	0.7%	3	0.6%	69	0.6%	47559	0.7%
56	admin, support, waste mgt.	61	4.8%	44	3.6%	18	3.6%	571	4.9%	362665	5.1%
61	educational services	10	0.8%	7	0.6%	7	1.4%	115	1.0%	70878	1.0%
62	health care and social assistance	102	8.0%	107	8.9%	182	36.3%	1274	11.0%	671370	9.5%
71	arts, entertainment, rec.	18	1.4%	15	1.2%	3	0.6%	150	1.3%	105961	1.5%
72	accommodation & food service	116	9.1%	74	6.1%	40	8.0%	863	7.4%	548569	7.7%
81	other services	117	9.1%	126	10.4%	43	8.6%	1155	9.9%	719402	10.1%
95	auxiliaries (exec. corp)	1	0.1%	4	0.3%	2	0.4%	20	0.2%	14934	0.2%
99	unclassified	12	0.9%	8	0.7%	7	1.4%	138	1.2%	78644	1.1%

with 169 businesses (14.0%). Other Services had 126 establishments (10.4%), while Health Care and Social Assistance held 107 establishments (8.9%). Construction included 102 establishments (8.5%), while Manufacturing had 75 establishments (6.2%).

This unique mix of establishments, reflects the transitional status of the neighborhood. Currently tilted toward commercial and industrial services, the addition of residential development would contribute to creating greater diversity that one would expect from a center of higher education.

medical district

The 99204 zip code also shows a very distinctive mix of establishments. The largest category by far is Health Care and Social Assistance, with 182 establishments, or 36.3% of the total. Finance and Insurance is the next largest category, with 50 establishments (10.0%). Retail Trade is third, with 46 establishments (9.2%), followed

by Accommodation and Food Services with 43 establishments (8.6%) and Arts, Entertainment and Recreation with 40 establishments (8.0%).

spokane county

Spokane County as a whole displays a pattern that reflects the nation, with Retail Trade the highest category (14.8%), followed closely by Construction (12.3%), Health Care and Social Assistance (11.0%). Other Services follows at 9.9%, with Professional and Scientific establishments closely behind at 8.8%. Rounding out the top establishment categories are Accommodation and Food Service (7.4%), and Finance and Insurance (6.9%). Compared to the nation, Spokane County shows higher percentages of the economy in the categories of Health Care and Social Assistance and Construction.

Greater detail on time trends of establishment data for two key industry groups – Health Care and Social Assistance and a combined Arts, Entertainment, Recreation, Accommodation and Food Services is provided in Appendix xxx for each of the three zip codes. In addition, Appendix xxx contains a detailed analysis of trends of all establishments over the most recent five-year period for the East Central Business district via City business license data.

table 1.4: housing characteristics, central zip code areas, city and county, 2000.

characteristics	central zip codes		city of spokane		spokane county	
total housing units	20,711		87,941		175,005	
owner occupied	5,955	28.8%	47,915	54.5%	107,203	61.3%
renter	12,327	59.5%	33,597	38.2%	56,408	32.2%
vacant	2,429	11.7%	6,429	7.3%	11,394	6.5%
single family owner						
occupied (sfoo)	1,430		43,585		86,930	
median value sfoo	\$96,833		\$97,000		\$113,200	

housing

consistent ownership rates Urban areas are predominantly renter occupied and this study is consistent with

that trend. 2000 Census data on housing within the central zip code area showed that 28.8% was owner occupied, while 59.5% was renter occupied and 11.7% was vacant. The owner occupied rates for the City, at 54.5%, and the County, at 61.3%, reflect a strong single-family residential pattern, with much higher rates of home ownership. The study area includes the region's more urban areas such as downtown, Browne's Addition, and areas surrounding the Gonzaga University campus and the hospitals that lend themselves to renting. Central city areas typically have a preponderance of multi-family units, either in the form of apartments, or units that were built as single-family units but have been divided into apartments.

housing value

The large difference between Single Family Owner Occupied units, 1,430 in the three zip codes and the 5,955 owner occupied units reflects that a number of single family units have been subdivided into apartments, but are owned by residents within those units. The median value of these single-family owner occupied units for all three central zip codes (\$96,833) was very close to the median value for the City (\$97,000). However, within the three zip codes, the median values for 99201 and 99202 were \$72,900 and \$80,900, respectively, considerably

lower than the City median. In contrast, zip code 99204, which includes portions of the lower South Hill, showed a median value of \$136,700.

In Spring of 2004 the Real Estate Report, a publication of Spokane's Real Estate Research Committee, notes an average rental rate of \$561 per month over all sizes of units.

Of the three universities, only Gonzaga offers student housing. On campus living is mandatory for the first



two years, and given current enrollment, covers nearly 2,000 students. The university also offers 51 off-campus theme houses and apartments, for a total of 151 students. Due to student population mix, the other two universities have not offered housing although according to recent surveys conducted more students would be willing to live in the University District.

6.1 economic drivers: higher education

Higher education is obviously at the core of activities within the University District. Currently, the District is home to three universities – Eastern Washington University (EWU), Gonzaga University and the Spokane branch of Washington State University. Gonzaga occupies the north bank of the Spokane River while the two state universities are situated on the south bank. EWU and WSU have had a presence here since 1995, when the first shared academic building, Phase I, opened its doors. Currently, classes are held in three buildings on the Riverpoint campus – Phase I, the Health Sciences Building and the Spokane Intercollegiate Research & Technology Institute (SIRTI). In addition, the Community Colleges of Spokane own and occupy (part of) a building on the campus with key administrative staff.

A great degree of expansion has occurred recently and more is planned in the short term. The Spokane Intercollegiate Technology Institute (SIRTI), will soon break ground on a 39,000 square foot Technology Center. This facility will emphasize biomedical activities and will house technology start-ups as well as some academic clinical research groups. WSU also recently broke ground on their Academic Building. With a completion date of ____, the new building will....

All three universities have experienced rapid growth recently. This is especially true for Gonzaga University, which has grown by nearly 1,400 students over the past five years, a 34% increase over the period. Gonzaga offers undergraduate, graduate, and professional education, and in the last category is most notably through its law school. These three program areas have all ex-

panded since 1999 by nearly equal rates. Still, over 70% of Gonzaga's current enrollment are undergraduates.

Growth at WSU-Spokane was accelerated by the opening of the Health Science building in February, 2002. The headcount of students has grown from 673 in fall of 2000 to nearly 875 in 2004. Nearly two thirds of WSU's Riverpoint students are pursuing graduate degrees. Average student age is 31 years. A good number of them are in various health science disciplines, including pharmacy, health policy, speech and hearing, exercise physiology and nutrition. WSU-Spokane's Interdisciplinary Design Institute houses many programs, ranging from architecture to construction management. Several of these offer graduate degrees.

Other program areas include criminal justice and educational leadership.

Similar figures over the five years for EWU show a change from 8,597 to over 9,780, or an increase of approximately 14%. The bulk of EWU's activities are centered in Cheney. However, popular programs located on the Riverpoint campus continue to drive numbers up. These include dental hygiene, the MBA program in the Business school, physical therapy, urban & regional planning, undergraduate business education, and public administration. Approximately two thirds of EWU's students, on both campuses, fall in the 18-24 year age group.

Higher Ed Projections

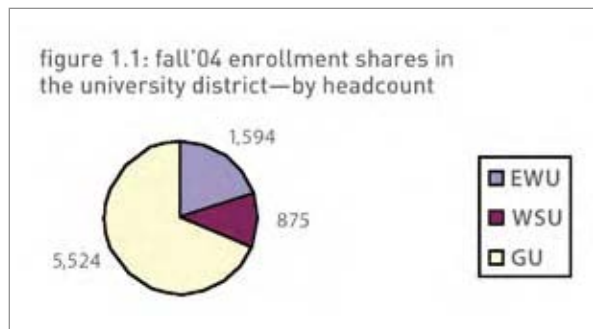
The forecasting horizon used in this report for both higher education and the health sector is 2010. To extend the projections further would strain credibility. 2010 projections for the three universities rest on a variety of information: direct forecasts from the universities when available, and some forecasts based on the recent historical record.

Assumptions include a 20% increase in EWU's total student body from now to 2010, a stated goal of the university. With one exception, addressed shortly, the EWU projections assume that both campuses will grow proportionally. WSU-Spokane's student numbers are

assumed to grow by 5% per year, a number that approximates the growth rate over the past years. After years of rapid growth, Gonzaga now foresees a very flat curve, basing its plans on a student growth rate between 0.5-1%/year.

The result of this compounding is a total 2010 student population of 11,047. Two further assumptions drive this result. The first, and currently more probable, is the move of the Intercollegiate College of Nursing (ICN) from its current site to a new facility, yet to be built, adjacent to the Health Science Building. In addition, the above forecast assumes that the ICN expands

its student count at an annual rate greater than 5%. The second, with a greater degree of unknown, is the move of the EWU downtown Spokane programs to the Riverpoint campus. For a transfer of EWU's downtown programs, facilities would need to be found and, at this point, nothing has been proposed.



As Figure 1.1 illustrates, EWU lies behind most of the change in student population, in this scenario, followed by the move of the ICN to Riverpoint, plus its internal growth. Without EWU's transfer of facilities within Spokane, the forecast total drops to 9,500. On the other hand, the estimate for WSU-Spokane, without the ICN, might be conservative.

The Washington State Higher Education Coordinating (HEC) Board has put a 2010 target of combined 2,250 students at WSU-Spokane, including the ICN. To reach this target, either non-nursing programs would have to grow by greater than 5% or the ICN would need significantly more State funding. The former case could occur if WSU decides to move more programs from Pullman to Spokane. In any case, should WSU-Spokane achieve the HEC Board target, the above forecast would increase by over 500 students.

economic driver: the health care sector

Spokane is the health care center for the Inland Northwest. A recent analysis by the EWU Institute for Public Policy & Economic Analysis showed that health care accounts for 14% directly, and 22% in total, of all income earned in Spokane County. Currently, health care is the County's most important industry.



Much of the health care sector lies immediately adjacent to the University District. In particular, three of the five hospitals, including the two largest, lie nearby. Two of these, Sacred Heart and Deaconess, rank as number six and ten in the state, by 2003 operating revenues. These two, plus St. Lukes Rehabilitation Institute, account for 80% of wages and salaries paid by all hospitals in the County. In addition, over 50% of all physicians practices fall into the three zip codes that overlay the University District – 99201, 99202, and 99204. Several specialty medical clinics, including the largest, the Rockwood, also lie within the area defined by these three zip codes. Other industry categories to be found in the area are: diagnostic labs, nursing homes, home health care, health insurance, some medical manufacturing and pharmacies.

A brief examination of the economic impact of the three hospitals follows. 2003 payroll, which includes wages, salaries, benefits and contract labor, for the three hospitals was \$327 million in 2003. Businesses in and around the District should profit from the indirect effects of input spending by hospitals and other providers. According to the Institute analysis, the five largest beneficiaries of indirect impacts by hospitals are, in order: real estate, wholesale trade, securities & investment, legal services, and food and drinking establishments. Indirect spending by all Spokane County hospitals was calculated to be nearly \$360 million annually, and most of that is spent by the three hospitals above.

Similarly, spending by employees of the health care sector should be meaningful businesses located in the University District. According the Institute analysis, the top five beneficiary industries of induced effects of Spokane hospitals are: owner-occupied buildings, wholesale trade, food and drinking establishments, physicians & dentists and real estate. Total consumer spending induced by Spokane County hospitals was \$335 million, with the three District hospitals claiming most of it. Clearly, substantial opportunities exist for businesses willing to cater to the health care sector. As the following section shows, these opportunities should grow over the rest of the decade.

Projections

Hazarding a forecast of the future path of health care in Spokane, and in particular of those activities located within or adjacent to the University District, is more risky than forecasts of higher education. In the case of the latter, demographics are apparent and the cost of higher education has been largely predictable. Funding health care, in all its forms, has become one of society's greatest challenges. These uncertainties play out locally, and are most apparent for the community's hospitals. As non-profits, their finances are readily accessible to the public and recent financial news has not been good. Nor do the finances of many physician practices look as strong as a decade ago, due to higher operating costs, such as malpractice premiums, and lower increases in reimbursements from private and government payers.

Nonetheless, this report attempts to forecast future wage and salary disbursements to



the health care sector located in zip codes 99201, 99202 and 99204 in 2010. This report has used proprietary projections and calculated trends over the past five years to arrive at a forecast of total labor payments. The chart depicting a likely path for the three hospitals is depicted below.

As one can observe, the forecasted payroll should rise from \$326.9 million in 2003 to \$423.6 million in 2010. This is nearly an increase of \$100 million, much of it available for spending.

Providing a similar forecast for other segments of the health care sector located in and around the University District is riskier yet. Some simplifying assumptions had to be made, that probably underestimate the gain in wages and salaries. The underlying assumption in the chart below is that payroll will grow by 4.5% per year, a rate below the 1998-2002 actual result for these categories in the aggregate for Spokane County.

As the chart makes clear, the category "Offices of Physicians" dominates the payroll figures for the non-hospital health care sector adjacent to or within the University District. Over all, total payroll for all health care providers is forecasted to rise from the 2001 level of \$232 million to nearly \$348 million in 2010. As in the forecast for the three hospitals, this implies an increase over 2003 levels of approximately \$100 million. When the results

are summed for the two large categories, it appears that approximately \$200 million in additional payroll will be present in 2010 over the present.

6.2 Student Demand for Housing, Goods, & Services: Summary

Several surveys were conducted by EWU to provide insight into potential student demand for housing, food, beverages, retail, and services in the University District. The research showed that the University District can develop a healthy business base if it begins to focus on the desires and needs of the university communities there. Continued development of academic facilities alone will not accomplish this result.

This combined university market potential will not come together naturally. Few currently cross the river for food, entertainment, or housing even though there is a convenient footbridge in the middle and two vehicular bridges on the east and west ends of the campuses. There are several reasons for this, one being that certain types of establishments are more successful in being identified with a particular university.

However, the potential market demand for the three universities can theoretically be combined for some of the desired services and amenities. A single restaurant or business may be able to draw customers from his total

market if it is appropriately located and focused.

For the total market potential to be realized, a strategic development plan is required. Specific businesses, services, and other amenities must be developed in a fairly deliberate sequence and positioned in optimum locations for this to happen.



Results of 2004 Research Surveys

The spring survey sample represented approximately 6% of EWU students at the Riverpoint Campus, 6% of the WSU students, and 4% of Gonzaga students. The fall survey represented approximately 10 % of the combined student enrollment from the three universities that attend school in the District and 23 % of all faculty and staff. The responses were voluntary and confidential and were solicited in classes, in building foyers, and by electronic means. The responses provide information useful to developing a University District Master Plan.

potential housing demand

There are surprisingly large numbers of students, faculty, and staff from all three universities not currently living in the University District who would like to live there if affordable, desirable housing could be found. Focus group analysis found that this is partially explained by both a desire to walk to class and a desire to be near the river. Participants in the focus groups from EWU and WSU indicated, however, that they would only want to live in the University District if it becomes a lively place to live, eat, recreate, and shop.

Gonzaga respondents wanting to move into the District want to live closer to school, but housing on the north bank is scarce. Since the north bank is already densely developed and Logan Neighborhood residents want to minimize further alteration to their historical neighborhood, little development is likely to occur in that area.

Some of this overflow Gonzaga demand is currently being met in Browne’s Addition and in the Cannon Hill neighborhood. This would indicate that the Gonzaga demand for additional housing in the University District would have to be met in the part of it south of the river. The focus groups indicated some resistance from Gonzaga students to live in this area. For this combined market to be realized, it will, at a minimum, require convenient, safe walkways, the contemplated pedestrian bridge over the railroad tracks, and establishments that draw students across the river.

Currently, approximately 75-80% of students attending classes in the University District live within 15 miles of their campuses. Table 1.5 indicates the percentages of those students desiring to live closer and the housing demand that can be inferred from those preferences.

- > More than 75% of students sampled desire monthly housing costs under \$500.
- > Most students prefer apartments or houses; less than 10% prefer dorms.

Existing inventory may be adequate to meet much of this demand, particularly in the Gonzaga University area. Any demand for new units will most likely come from EWU and WSU students, particularly due to increased enrollments.

table 1.5: potential housing demand

	# of students	% demand	individual residents	2 residents	3+ residents	total units
wsu	875	49%	338	26	65	429
ewu	1,594	27%	344	17	69	430
gonzaga	5,524	60%				3,314
icn	441	50%	% is estimated			221
		total				4,394



Potential Demand for Food & Beverage Establishments

The survey responses indicate a strong desire for food and beverage venues in the University District. Currently, the food and beverage venues in the Gonzaga area attract a small fraction of the Riverpoint population, but for most the distances are too great to be a convenient alternative much of the time. The majority of respondents

table 1.6: food & beverage establishment preferences

	# of students	24 hour	italian food	coffee/espresso	mexican food	chinese food	fast food	american food
wsu	875	55%	45%	53%	40%	43%	26%	23%
ewu	1,594	60%	54%	45%	48%	34%	35%	33%
ewu/wsu subtotal	2,469	1,438	1,255	1,181	1,115	918	785	727
gonzaga	5,524	98%	86%	67%	73%	72%	33%	50%
gonzaga subtotal	5,524	5,414	4,751	3,701	4,033	3,977	1,823	2,762
market potential		6,851	6,005	4,882	5,148	4,895	2,608	3,489

indicated that they would walk no more than 1-6 blocks for food and beverages. Table 1.6 indicates preferences for only the establishment types included on the first survey. This survey indicated a desire for student friendly bars and live music venues. The focus groups have also revealed a strong desire for student friendly, informal, 'hang out' types of establishments. The WSU and EWU grouping suggests demand south of the river; the Gonzaga numbers indicate demand north of the river. For certain types of establishments, it is probably possible to attract both groups of students to sites at Trent & Hamilton or in the Schade Towers.

Potential Demand for Other Types of Businesses & Services

Students, faculty, and staff of both WSU and EWU indicated a desire for many things that do not currently exist; they also indicated that they would use these things if they did exist. In focus groups respondents pointed out that nothing was on or around the

table 1.7: business preferences

	# of students	grocery	bookstore	clothing	24-hour store	gym	health food	pharmacy
wsu	875	57%	43%	11%	38%	74%	26%	19%
ewu	1,594	62%	42%	23%	46%	58%	22%	14%
ewu/wsu subtotal	2,469	1,487	1,046	463	1,066	1,572	613	389
gonzaga	5,524	90%	78%	62%	66%	50%	60%	55%
gonzaga subtotal	5,524	4,972	4,309	3,425	3,646	2,762	3,314	3,038
market potential		6,459	5,354	3,888	4,712	4,334	3,928	3,428



Riverpoint Campus except large buildings, parking lots, warehouses, and businesses not targeted to the student community. The desire for services and amenities indicated by the Gonzaga responses on the north bank are not as clearly unmet since many of the desired establishments already exist on or near that campus.

Potential Demand for Shuttle Bus Service

The first survey asked what percentage of students would ride a shuttle bus if it were provided, while the second survey indicated a possible route. The results from the first survey are summarized in Table 1.8. Students perception of how they would use a shuttle that ran every 10 minutes connecting Gonzaga, the Riverpoint Campus, free remote parking lots, the Downtown Business District, and the Medical District are reflected in Table 1.8. Given the option, a high percentage of students would utilize the service.

table 1.8: shuttle bus interest

	# of students	% interested	total
wsu	875	62%	543
ewu	1,594	52%	829
gonzaga	5,524	52%	2,872
total interested			4,244

Recreation & Fitness Services

Earlier it was mentioned that there is little interaction between north and south banks. Even though there is a footbridge over the river, few cross it except when using the Centennial Trail. Three of the recreation types most requested in the surveys and not represented on either bank, could offer an opportunity to create a new “crossover” behavior.

Locating a river rentals facility and sand volleyball courts on the south bank near the end of the footbridge would likely contribute to this behavior, particularly if the universities entered into friendly intercollegiate competitions. An ice skating rink on either bank could also be a draw. Such crossover behavior may well be the necessary ingredient to catalyze new private development in the University District.

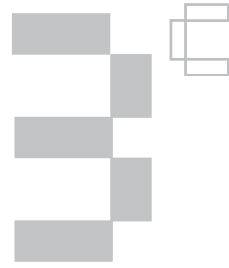




Photo by Dick Winchell







THE UNIVERSITY DISTRICT
the university district development strategies
chapter.3





Illustration by Tony Janson

chapter three: the University District development strategies

1.0: issues

connectivity

Connections to adjacent neighborhoods, industry clusters, and downtown are issues identified both by the Technical Work Groups and through the community process. These connections will be a major factor in the success of the District. While vehicular access is fundamental to the desired commerce and business activity, including that with downtown, so to is the quality of the pedestrian and bicycle environment as well as public transportation. Throughout much of The University District these particular attributes are significantly lacking. While much of this is due to the historical land use of the area being largely industrial, with the desired shift expressed in this plan, a more integrated approach towards pedestrians and other modes of transit will be necessary.

environmental clean-up

Due to the legacy of commercial and industrial activities, environmental cleanup is of paramount concern within The University District. And while a fair amount of cleanup activities have been performed during the buildout of the Riverpoint Campus and Gonzaga University, much of the privately-owned property has sat vacant or underutilized due to environmental and cost concerns.

existing business retention

Existing businesses are great assets for The University District and overall the City of Spokane. Every effort must be taken to facilitate the retention and growth of business in the District, especially during its redevelopment.

stakeholder communication and cooperation

Continued cooperation and communication amongst the several public and private institutions in the area are keys to the success of the District.

sufficient public funding

Adequate funding for public infrastructure and other priority projects will be critical to moving the District forward. Alternative funding streams and strategies must be identified and developed to implement priority projects.





Illustration by Tony Janson



2.0 Opportunities and Strategies

central location and proximity: synergy areas

Through the planning process, several areas were found to have particular potential due to their location, underdeveloped land, and/or mix of businesses. As such, these areas were seen as areas in which to focus initial re-development resources and efforts. Additionally, The University District is centrally located and ideally situated to take advantage of its close proximity to downtown, higher education, the medical district, and the neighborhoods. This proximity facilitates the activity center development strategy which seeks to focus the catalytic economic potential of the District into key priority sites.

Key relationships exist with the following synergy projects or areas:

Convention Center

The 100,000 square foot elliptically shaped facility will be completed in 2007 just in time for the US Figure Skating Championships. This facility, when completed, will create a 1000 new hospitality jobs for Spokane area residents. When finished, the expanded Convention Center will place the Spokane region in the forefront for attracting major and regional conventions, expositions and trade shows in direct competition with markets in Seattle, Portland, Salt Lake City and Boise. Its new size also will allow for local organizations to hold simultaneous meetings, graduations and other events at the same time as major conventions.



Image courtesy of Public Facilities District

Downtown Davenport Arts District

Anchored by the restored Davenport Hotel, the Davenport District embodies Spokane's cultural core in the heart of Downtown. A vibrant arts, entertainment and creative hub, the Davenport District boasts outstanding venues for live theater, music, film, readings and performances.

Along with dozens of small businesses, the area encompasses major re-developments such as Steam

Plant Square, Rainside Center, the Big Easy nightclub, and the future renovation of the Fox Theatre for the Spokane Symphony. The Davenport District is home to a dynamic community of visual artists, art galleries, shops, restaurants and housing.



Photo by Darrin GriechenT

Over the past five years more than 1 billion dollars has been invested in the downtown including renovation of the Fox Theatre.

Downtown is also home to the Riverside neighborhood which has an active neighborhood council.

The Gorge Park

The concept of connecting the community with the Spokane River Gorge area as an accessible greenbelt was first promoted by the Olmsted Brothers Landscape Architecture firm in 1908 and the Spokane River Gorge idea was presented in a report to the first Parks Commission in 1913. Friends of the Falls (FOF) formed a non-profit group in 1997 to re-birth and act upon that nearly one hundred year old vision.

In April of 2000, the FOF helped to convene the first meeting of nearly two dozen organizations with cultural, political, economic, and geographic ties to the lower Spokane Falls and Spokane River Gorge area. With input provided by over 750 area residents, these meetings grew into broad-based support for a common vision for the Spokane River Gorge and a wider understanding of

the value and place of the river as the centerpiece of the Spokane community.

Funded in part by a National Parks Service grant, a broad-brush "conceptual plan" was completed and funding for a more specific Strategic Master Plan began in July 2002. With backing from the City of Spokane, local legislators, and the Spokane Regional Chamber of Commerce, a \$250,000 grant was received in 2003 from the State office of Community Trade and Economic Development. FOF also sought and received \$15,000 in Community Development Block Grant funds, \$10,000 from the Spokane Parks and Recreation Department, and a \$3,000 grant from REI.

Iron Bridge

Iron Bridge LLC, of Spokane, has revamped its proposed 18-acre Iron Bridge Campus, along the Spokane River a short way east of Hamilton Street, and plans to start work next spring on the first building in the development, which is expected to cost \$50 to \$60 million.

Late last year, Iron Bridge disclosed plans to develop the commercial complex, at the old Layrite Products Co. site along Trent Avenue, as an industrial park. Since then, the company has redesigned the development as an office park.

Medical District

Nested against the South Hill sits the Medical District which includes Deaconess Hospital, Sacred Heart Hospital, Inland Northwest Health Services (INHS), St. Luke's Rehabilitation, PAML, Rockwood Clinic, and other contributors to the medical community.

Neighborhoods

The University District will be a part of several neighborhoods including the Logan Neighborhood, East Central, and Riverside. Residents of each of those



neighborhoods have participated in the planning process and were represented on the Planning and Operations Group (POG). Each of the neighborhoods have unique characteristics, such as their historic character, passionate residents and numerous businesses that contribute to the University District. The University District seeks benefit the neighborhoods by encouraging



Photo by Darrin Griechen

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economic growth and redevelopment in the area that is consistent with the neighborhoods goals and objectives.

Sci-Tech

The proposed science center will be named SciTech at the Michael Anderson Plaza and will be located on the Parks Department's North Bank property. Across the river from Riverfront Park between Howard and Washington streets, Sci-Tech will be a convenient attraction for downtown visitors. The lease runs for 50 years with the option to renew for two additional terms of 25 years each. This is typical for a project of this magnitude and nature. It also serves as assurance to the community that their investment in the project will be fully realized and they will receive the benefits of the new center.

SpokaneHotZone

The SpokaneHotZone is a high-speed broadband wireless network that is available for free public Internet access. The SpokaneHotZone is accessible

by any computer, portable or handheld device that supports "Wi-Fi". It serves a dual purpose, in acting as an institutional domain for municipal operational use in addition to providing a commercial domain for wireless access to anyone in the SpokaneHotZone.

The first phase of the project includes a 100-block area in the Downtown core. The primary coverage area includes Division west to Cedar, and from Spokane Falls Blvd., south to the railroad viaduct. Secondary coverage includes areas both north and south of the city core, including Riverfront Park.

Terabyte Triangle

The Terabyte Triangle is an economic development initiative, which began in 1997 as a specialized zone in Downtown Spokane where businesses have access to cost-effective, high-speed connectivity. Its purpose is to promote occupancy, new jobs, and businesses by encouraging building owners to fit their buildings with optical fiber. The Terabyte Triangle is known as an urban cluster of "smart" buildings with cost-effective, high-performance Internet connectivity.

Group Health and Inland NW Blood Center

For nearly 60 years, The Inland Northwest Blood Center (INBC) has provided dedicated service by supplying blood, blood products and transfusion medicine expertise to over thirty medical facilities in Eastern Washington and Northern Idaho.

Adjacent to the University District and at the heart of the North Bank Medical/Clinic area in Spokane is the (INBC) regional headquarters. INBC's stem cell laboratory project will serve as a catalyst for bringing the entire scope of treatment options for cancer patients to Spokane and surrounding areas. These new advances in life saving treatments will enhance the quality of life for nearly one million Eastern Washington and Northern Idaho residents.

VPnet

The Virtual Possibilities Network (Vpnet) was launched the Summer of 2004. Its mission is to foster education, research, and development in the Inland Northwest by

providing access to high-bandwidth data communications for innovation and collaboration.

By connecting our region's higher education institutions with each other as well as with other educational-based organizations, research organizations and corporate partners, VPnet envisions a strong education consortium that rivals, if not exceeds, the power of our country's largest and most prominent education institutions.



Gigapop

higher education

The University District area is home to three institutions of higher education namely Eastern Washington University, Gonzaga University and Washington State University, as well as the administrative offices of Community Colleges of Spokane, all of which provide a tremendous resource and opportunity. The universities and college provide leadership to the region in offering the courses and training needed to support the community's businesses as well as supporting the development of research.

opportunity sites

The survey and inventory of University District properties provided the City with valuable information regarding opportunity sites for redevelopment. Of approximately 1,600 properties, 194 sites were vacant or partially vacant, and 198 were underutilized. Total acreage of these sites is calculated at about 100 acres. Since nearly 25% of all properties within The University District are considered vacant or underutilized, the City should embrace this opportunity to design incentive plans specifically targeted to property owners or developers. These incentives can be both regulatory and economic. Additionally, The University District plan facilitates the development of these properties in a manner that reflects the planning principles and vision articulated by the community.



neighborhood revitalization

The synergy of The University District can revitalize adjacent neighborhoods. Effective planning and development of the University District will help alleviate pressures on the adjacent Logan and East Central neighborhoods. This purposeful approach to planning for the University District by being mindful of its associated impacts and opportunities will also help facilitate the development of strong activity centers within the District that specifically caters to a different market, supporting an eclec-



tic mix of uses that benefits the larger whole. Additionally, this will help to link these neighboring districts with both multi-modal transportation and economic partnering.

zoning and land use

There will be significant zoning changes with the completion of the City's new development regulations. It should be noted that this is not a part of the process but clearly has the potential to benefit from it. As proposed, the new set of zoning regulations support and fit very well with the overall goals and planning principles of the Strategic Master Plan.



Photo by Dan Tasman

Specifically, much of the area south of the railroad tracks currently zoned industrial will be rezoned to general commercial. This designation will assign very few limits on residential development within the zone while still encouraging a robust business and commercial environment. Additionally, the new regulations encourage mixed-use development, which also greatly support exciting, pedestrian-oriented, and vital growth and build out envisioned in the Strategic Master Plan.

momentum and community support

A wide cross section of government, public, community, and business leaders – as well as those from higher education – have unified in support of The University District concept and have provided great momentum necessary for implementation.

transportation and circulation

A key aspect of The University District is that it should incorporate a variety of transportation options. These options should incorporate pedestrian/bicycle friendly design, and facilitate the development of multi-modal options such as light rail, designated bus or shuttle routes, or fixed rail trolley systems.

The development of a District shuttle route is identified as a key priority project while long term, capital intensive alternatives are investigated and funded. In partnership

with the Spokane Transit Authority, a shuttle system will be developed that will facilitate connections to downtown, hospitals, the universities, activity centers and parking structures throughout The University District. Key to the success of the shuttle system will be its ability to offer convenient interval pickups.

Additionally, improvements for bicyclists should be made with the redevelopment of the area south of the railroad tracks. Sherman Street is designated as a major bicycle connection off the South Hill and the medical cluster.

A critical issue is the connectivity from the Sprague area with downtown and across the railroad tracks in a safe manner. The proposed pedestrian overpass will be a major factor from this perspective as well as a redevelopment priority. Additionally, Pacific Avenue must be improved with safe bike travel in mind as it will be the primary east-west travel route in the Sprague area.

additional projects

- > Pedestrian connection along Division to the medical district
- > Gateway and intersection improvements at Division and Sprague

Various multi-modal transportation options have been identified as having significant potential within The University District, including designated bus routes, street cars, and light rail – all incorporating principles of transit-oriented development.

Trent Boulevard/SR95 currently bisects the Riverpoint campus and The University District and presents a considerable challenge for pedestrians and the urban quality of the campus. The City of Spokane is developing future plans for diverting non-campus traffic off Trent by constructing an extension of Riverside Avenue between the Trent Bridge and Division Street. This would provide for greatly improved pedestrian and auto circulation within the campus. Phase One of the Riverside exten-

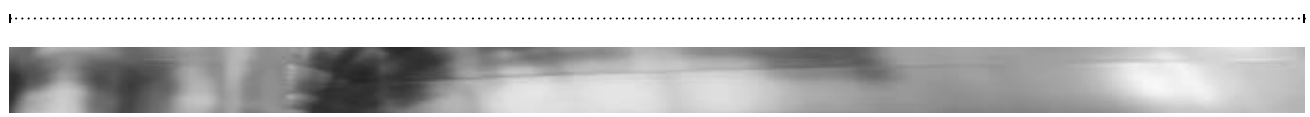
sion is considered a very near term project that will alleviate a significant amount of traffic off Trent Avenue. With the improvements and the transfer of ownership of a section of Main Avenue that will also become a City facility, improvements to that section could be programmed as well. Phase Two of the Riverside Avenue extension, when completed, will offer a bypass to Trent and Hamilton intersection, enhance another connection from Sprague to Trent addressing air quality issues, and set the stage for the redevelopment along the river in the vicinity of the Hamilton Street bridge.

A light-rail (LRT) station at this location could function with the current Riverpoint Campus Master Plan, and it would be important to determine the best fit for existing land use and for planned phasing of future campus growth. Transit-oriented development opportunities could be enhanced by developing the area most immediately adjacent to the proposed LRT station in the first phase of campus expansion. Early development of the land south of Trent, near the proposed station area, would maximize transit ridership and economic development around the Trent Station, while providing better access. To encourage transit-oriented development, a mix of land uses could be developed including housing, retail and office space in addition to the currently planned academic buildings.

For the redevelopment of The University District to be successful, it will be necessary to provide sufficient parking. As the plan is implemented and spurs investment into the area, along with the anticipated campus plan buildout, the need for additional parking structures will become more necessary. Additionally, as the east end of downtown – including the expanded Convention Center – continues to grow, creative public/private partnerships to design and create appropriate parking infrastructure will be critical.

trail extensions

The Centennial and Ben Burr Trails are slated for



enhancement and expansion along both sides of the river, east of the new Trent Bridge and the O'Keefe Bridge at Hamilton St. respectively. The Ben Burr Trail will also add connections to Liberty Park in the East Central neighborhood and the lower South Hill trail and park system.



Photo by Dan Tasman

Bridge will be a pedestrian and bicycle connection between the Riverpoint Campus north of the rail-road tracks and the Sprague area to the south. It has become apparent through the public workshops that this project should become the icon of the District since it symbolizes the goals to overcome obstacles with creative, bold ideas and connect to Spokane's optimistic future. There are several possibilities for its design, but one that consistently emerges in the workshops is to envision the bridge as a pedestrian plaza with shops along it, as well a terminal for future transit development on the north side and catalyst for substantial mixed use redevelopment, a farmers market, and promenade to the south.

It is proposed that the design of the bridge be developed through a design competition. Not only does this provide for an infusion of new ideas, but it also will raise the potential for finding alternative funding sources as well as a marketing tool for The University District and the City of Spokane.

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Pedestrian Overpass

This aspect of the plan has been mentioned repeatedly and will be a constant throughout the balance as it is perhaps the single most important project for the development of the University District. As envisioned, the

wayfinding

As the pedestrian and bicycle network grows within
The University



Illustration by Tony Janson

District, “wayfinding” becomes increasingly important to encourage its safe use. A wayfinding program will allow visitors and newcomers to navigate within the District with ease and connect with adjoining areas such as downtown, the medical district, and the river. This program is seen as an important first step to a city-wide program that will highlight and encourage the development and use of the City’s bicycle and pedestrian network. Additionally, while the main impetus for a wayfinding program is the pedestrian/bicyclist, there is a recognized need to address the driver as well. This program will also need to focus on illuminating parking options and locations, connections to the medical district, downtown and the various neighborhood activity centers.

environmental programs

According to the community workshop attendees, The University District should be a national example of sustainability and green building practices. While some of the attendees were knowledgeable about these principles, others suggested perhaps an education and awareness program would be beneficial to educate the public about the importance of using and perhaps even requiring sustainable, green building techniques for development and redevelopment projects in the District.

habitat restoration.

Wildlife and habitat restoration should be maintained and prioritized for District and riverbank redevelopment. Records indicate that bald eagles, osprey and red-tailed hawks winter in the urban natural open space defined as The University District Spokane River Corridor. There are also a resident rainbow trout population and individual occurrences of other protected wildlife.

brownfields

The U. S. Environmental Protection Agency has made brownfields redevelopment a primary strategy of their platform and has partnered with the City of Spokane to aid in cleanup and redevelopment by allocating funds to a City-led program. The City has prioritized brownfields redevelopment by creating a Brownfields Program initiative that includes funding for assesment grant activities and revolving loan funds for brownfields cleanup.

One revolving loan fund is dedicated to borrowers performing cleanup within The University District. The City is also looking at the possibility of applying for additional assessment funds that will be solely targeted to owners and developers of University District property.



river restoration and access

One of the most repeated desires to come from the public process was to reconnect the area to the river as it is recognized as a key asset within the District, and indeed, the community. Suffering years of use as an industrial landscape and neglect, efforts must be taken to restore it as a major public asset, and the natural centerpiece for The University District. This desire is embedded in Spokane's history, significant to both the Native American population as well as early founders of the City. Perhaps the most significant action to date was the reclamation of the river from the rail yards in preparation of Expo '74. Recently, there has been renewed interest from the Gorge Park Strategic Master planning effort, as well as the opportunities that have been articulated through this project and process.

The community is adamant about restoring the shoreline of the river to a quiet, natural place conducive to wildlife. The public would also like to see the river used as a learning tool, offering university level programming for all ages regarding natural resources, wildlife and the connection between river health and human health. They believe these programs could be tied to related programs at the proposed Science Center. Restoration programs would have to be linked with programs and issues that are handled upstream to create a synergistic approach. Interest is also high for river attractions that provide better access for river-related activities including observation posts, residential uses, additional parks, sponsored gardens and the extension of the sculpture walk. Recreational activities suggested include kayaks, canoes and rowing scull rental, water taxis, duck mobiles, watercraft eco-tours, and boat launches.

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illustration by Tony Janson



green infrastructure and building

The opportunity for relaxation, recreation and the enjoyment of natural features and landscaping, provided by parks and open spaces, has long been recognized as important to Spokane's residents. The ability to achieve urban densities within the primary growth areas of the City depends on providing attractive communities where people want to live and work. Natural areas, parks and greenspaces are essential to sustain clean air and water to enrich the citizens' quality of life and enhance the local economy.

Within the District, the City should work cooperatively with property owners and developers to preserve open space areas within or between developments, especially those that provide visual or physical linkages to the open space network. The City is intent upon preserving and establishing areas of greenspace buffer to provide separation between conflicting land uses.

The integration of greenspace within the District will offer areas for recreation, contemplation and public gatherings, as well as dealing with pragmatic issues such as storm-water run-off in an urban area. The community has asked for streetscapes and pedestrian improvements that provide greenspace.

The built environment has a profound impact on our natural environment, economy, health and productivity. The promotion of buildings and building techniques that are environmentally responsible, profitable and healthy places to live and work is fast becoming an industry standard. The following list of benefits summarizes why the green building movement is broadening and expanding.

Environmental Benefits:

- > Enhanced and protected ecosystems and biodiversity
- > Improved air and water quality

- > Reduced solid waste
- > Conserved natural resources

Economic Benefits:

- > Reduced operating costs
- > Enhanced asset value and profits
- > Improved employee productivity and satisfaction
- > Optimized life-cycle economic performance

Health and community benefits:

- > Improved air, thermal and acoustic environments
- > Enhanced occupant comfort and health
- > Minimized strain on local infrastructure
- > Contributed to overall quality of life

The community has recommended that the University District be a case study for green building and also that new buildings and refurbished buildings should apply for certification into the U. S. Building Council's LEED program. The LEED program stands for Leadership in Energy and Environmental Design, which is a national consensus-based, market-driven building rating system designed to accelerate the development and implementation of green building practices.

technology and communication infrastructure

The City of Spokane is one of the top intelligent communities in the world, based on a 2003/2004 designation by the Intelligent Community Forum and the hundreds of miles of fiber infrastructure deployed in the last decade, some of which is located in The University District. The motivation for this deployment of fiber was actually based on The University District's Riverpoint Campus



as a project spearheaded by the Spokane Intercollegiate Research and Technology Institute (SIRTI).

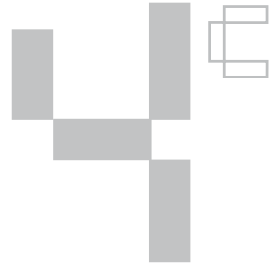
Last year Avista Corp. and Columbia Fiber donated a gift of dark fiber for an 'unlimited' bandwidth Metropolitan Area Network to join the region's higher education institutions, along with healthcare organizations and other public and private entities, into a collaborative consortium larger than most major research universities. This network, known as the Virtual Possibilities Network (VPnet), is now being used for education, research, development, e-learning and business incubation.

Connectivity within the University District includes:

- > Gonzaga University has redundant fiber links, one used exclusively for VPnet and one used for commercial Internet purposes. The university uses a high-speed private Local Area Network (LAN) for intra-facility communication and networking. Gonzaga also has a dark fiber link between its facility and SIRTI.
- > Eastern Washington University has data and video circuits connected to a switch jointly owned by EWU and WSU Spokane, that, in turn, segments traffic out to both universities' Virtual Local Area Networks (VLANs). Also, on the Riverpoint Campus, EWU has fiber available for future connectivity. Multiple strands of fiber are available between EWU Riverpoint and the Cheney campus. Two strands of this fiber are committed to VPnet.
- > Washington State University Spokane has multiple circuits for communication and networking. Circuits are connected via a router to the shared switch and then segmented out for private local area networking. Most of the network traffic on WSU's network travels at 100 Megabits per second (Mbps) within the LAN. WSU accesses commercial internet through their connection to the K-20 network.
- > SIRTI has redundant fiber links into its facility from two unique carriers. They currently house one of the dual hubs for VPnet at their facility. Connections for VPnet are made from this hub to EWU and WSU at Riverpoint.

Additionally, the City of Spokane has implemented a wireless network as part of their municipal communication initiative. Plans for Phase III of this network include providing access to the Riverpoint Campus for the universities. In the interim, some of the universities are deploying their own wireless networks for use by faculty, staff and students.





THE UNIVERSITY DISTRICT
activity centers development strategies
chapter.4



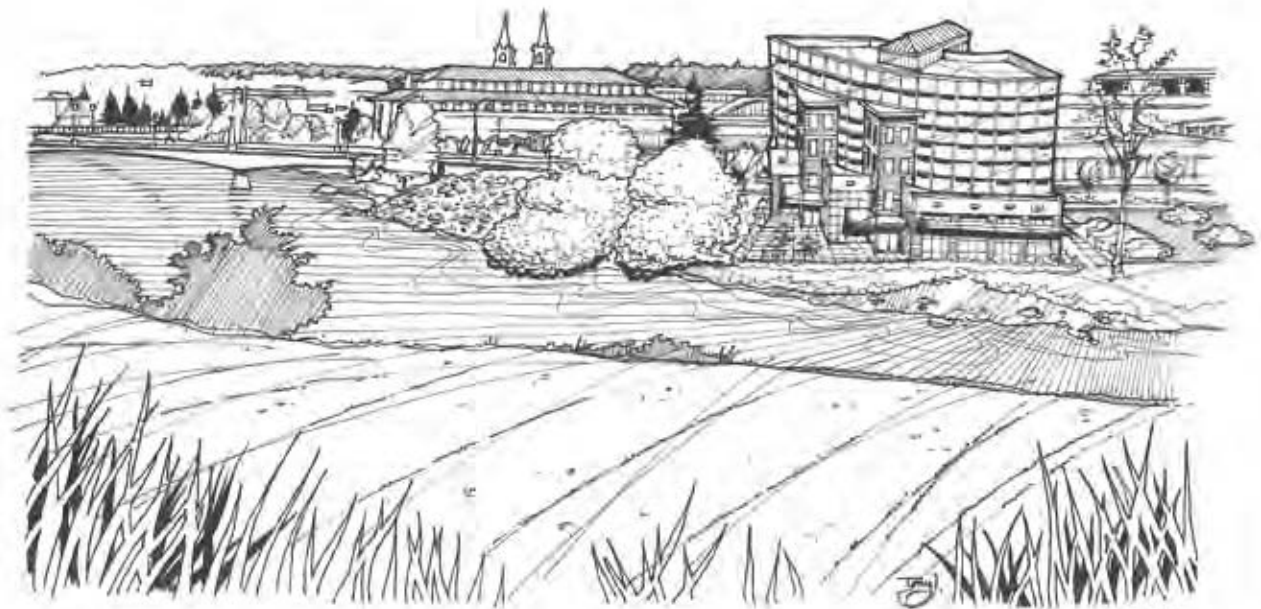


Illustration by Tony Janson

chapter four: activity centers development strategies

1.0: the concept

Recognizing a limit on resources and the overall market in the area, the development of The University District focuses its energy on specific priority projects or sub-areas for implementation. These areas were identified through the community process as consistently having the highest potential to activate The University District, as well as provide catalytic energy to the surrounding areas.

these priority projects or areas are:

- > Main St. and Division
- > The East Sprague Area
- > The Hamilton Street Corridor
 - > Hamilton and Trent
 - > Hamilton and Sharp
- > The Spokane River

While there is tremendous potential within The University District, it is also recognized that we must be purposeful and cognizant regarding the potential impacts to adjoining areas, as well as leveraging planned growth. One of the core principles identified is to activate the periphery of The University District - not to cannibalize economic activity from the downtown or adjacent neighborhood districts, but to utilize the catalytic nature of the District to strengthen and stimulate these areas. Additionally, this approach serves to focus any negative impacts associated with the growth in a purposeful manner.

“Opportunity sites” or projects within each of these Activity Centers are sites with high potential to be leveraged – that is to stimulate subsequent investment, infill or development due to their location or key role in the District implementation. An additional objective is to recognize the individual characteristics of these activity nodes and create distinct and unique centers within the District. In this way, the overall strength of The University District is dispersed to the periphery and downtown, revitalizing surrounding neighborhoods by facilitating planned growth and easing pressures on existing residential areas, and beginning the reclamation process of the river in order to make it a focal point and asset for the area.

2.0: activity center strategies

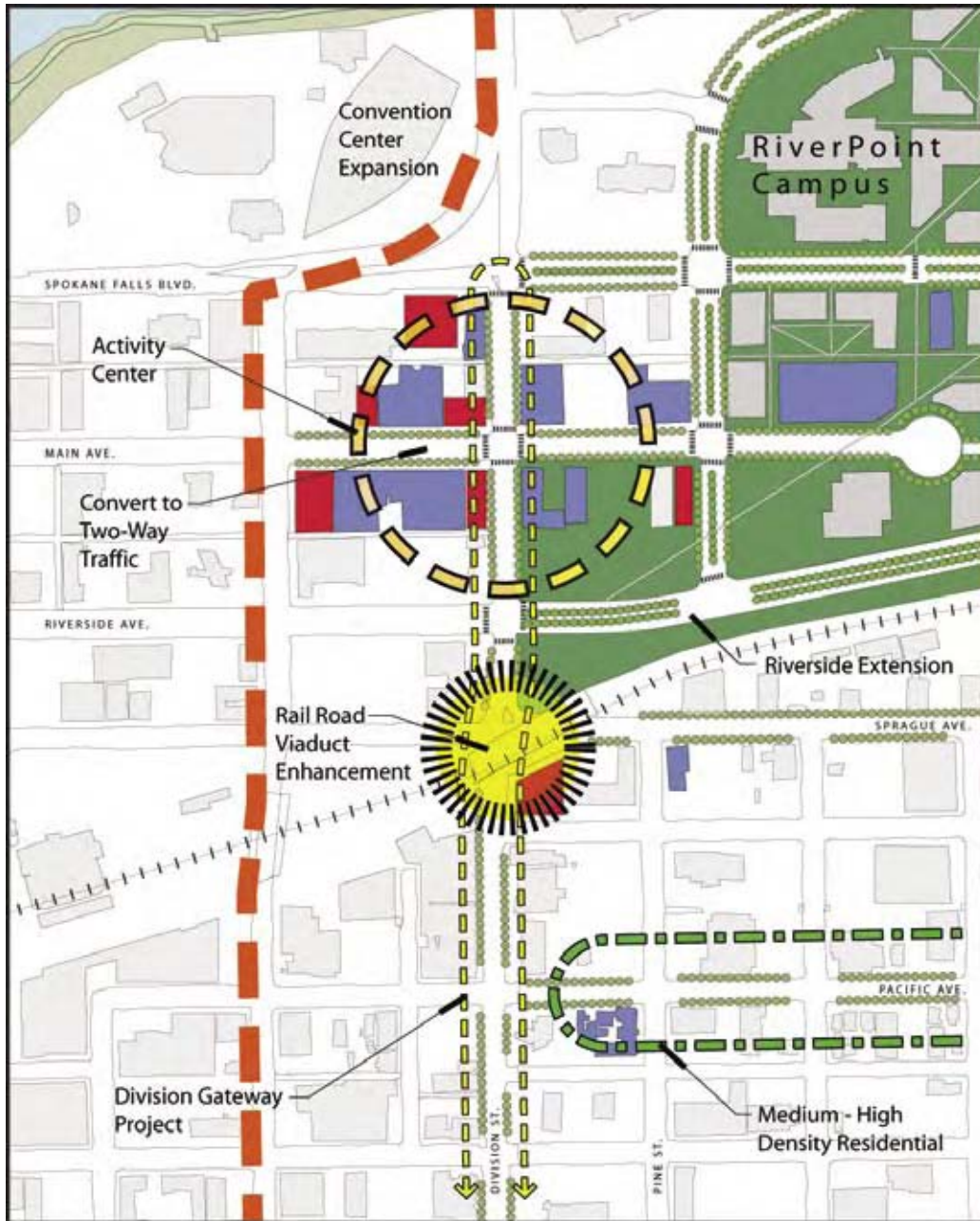
main and division

The Main and Division center at the edge of Downtown, is in close proximity to the Convention Center expansion, and will be the connection between downtown and the Riverpoint campus. The completion of the convention center should provide investment in the area as development seeks to capitalize on the activities that will be held there.

Issues

Pedestrian safety is a critical issue for this area. This will become increas-





ingly important as the Riverpoint Campus is built out and the bridge to Sprague Ave. is completed. The major crossing issues will be at Main Ave. and Riverside Ave. An additional issue focuses on returning Main Ave. between Pine and Brown into a two-way arterial.



Photo by Darrin Griechen

Opportunities

The area on Main Ave. has experienced significant reinvestment including an eclectic range of businesses, some housing, and a number of non-profit organizations. In addition, there is further potential for redevelopment of the several underutilized parcels in this area.

Projects

- > Pedestrian Crossing at Division: An enhanced pedestrian crossing at Division and Main street will provide a safer and more inviting crossing to and from the Riverpoint Campus and Downtown and blend with the streetscape improvements along Main Ave.
- > Streetscape Improvements: The character of the area will be enhanced by providing pedestrian amenities along Main Ave. between Pine and Brown. Subsequently, it is advisable to partner with the Downtown Spokane Partnership to extend improvements further into downtown to create an inviting pedestrian corridor that will provide a vital link between Downtown and the University District.
- > Main Ave. converted to two-way: Initially this switch will occur between Pine and Brown, but in the future it would be advisable to consider extending the two-way designation further into Downtown. Two-way streets are less



Photo by Darrin Griechen



Photo by Darrin Griechen

confusing to visitors in the area and offer better access to the businesses in the area.

- > Encourage development of housing: The energy and sense of ownership that housing provides has been shown throughout the country to add stability and lower crime in urban areas. Several opportunities sites exist to renovate the upper floors of existing buildings into housing. Additionally, new buildings are encouraged to include housing into their programs.
- > Develop a unique marketing identity for the area: The businesses in the area are encouraged to develop a unique marketing identity for their center. This will allow the City of Spokane and partner organizations to direct customers seeking their niche of goods, services and development to that area.



Illustration by Tony Janson





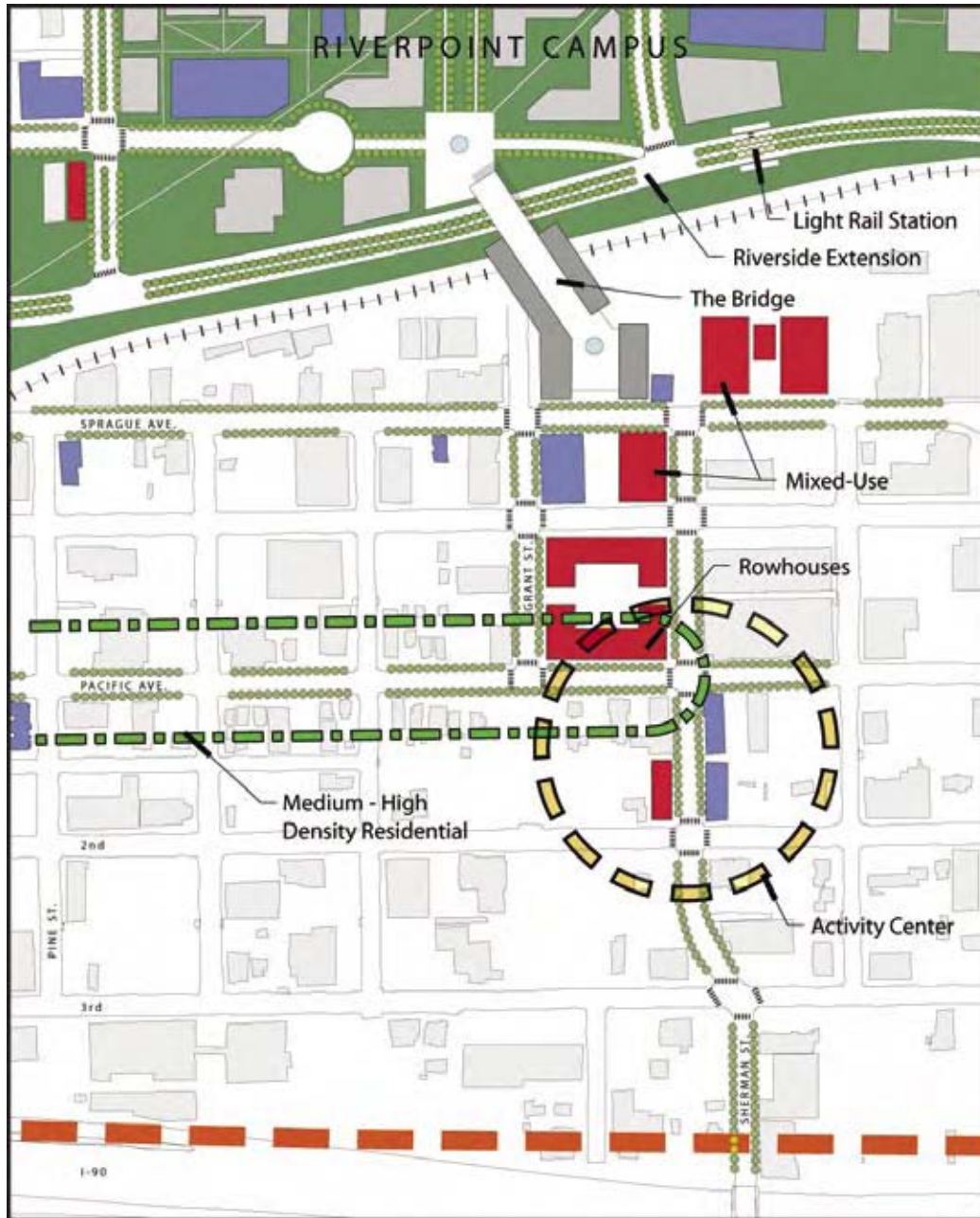
Illustration by Tony Janson

Sprague Area

Development of the area is anticipated to come from several sources including: expansion of the medical services sector on the southern edge of the University District, completion of the bridge connecting the area to the Riverpoint Campus, and the build out and expansion of the research programs on the campus.

Issues

- > Public safety is a major concern for the area. After dark the area is sparsely populated and is frequented by transitioning populations.
- > The lack of pedestrian amenities and inviting streetscape presents a challenge for the area.
- > The railroad tracks and Interstate 90 have cut off the north south connections to and from the area. This lack of connection is a detriment to further development.



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Spokane and partner organization to direct customers seeking their niche of goods, services and development to that area.

- > Streetscape improvements along Sherman: Sherman is a designated bicycle route off the South Hill one of the crossings over Interstate 90 to the Medical District. It is uniquely positioned to facilitate pedestrian and bicycle traffic into the Riverpoint Campus as well



Photo by Darrin Griechen

as downtown. To enhance this connectivity it will be necessary to make improvements to the streetscape from the crossing over I-90 to Sprague Ave. These will include safety improvements and amenities for bicyclists and pedestrians.

- > Streetscape improvements along Sprague Ave: Sprague Ave will require improvements to address safety as well as improve the streetscape without impacting traffic flows. Issues will include increased pedestrian and bicycle use, parking and vehicular volume.
- > Streetscape improvements along Pacific Ave.: This includes improvements to the character of the street and provisions for increased pedestrian and bicycle usage. Vehicular traffic is currently minimal on this street.
- > Streetscape improvements along Grant St.: Grant St. will be a direct route to the Sprague Avenue Pedestrian Bridge. As the area develops, streetscape improvements between Sprague and Pacific will be necessary.



illustration by Tony Janson



Hamilton and Sharp

Sharp and Hamilton currently serves as a neighborhood center for the surrounding residents as well as students, faculty, and staff of Gonzaga University. While significant growth in the area is not expected there are opportunities for design guidelines and select improvements to public right of ways and public services provided in the area.

Issues:

- > The overall enhancement of the pedestrian environment is necessary. Sidewalks in the area are narrow and have no buffer from traffic on the street. Facilities for bicycles are limited. Pedestrian crossings are also necessary.

Opportunities:

- > Proximity to Gonzaga and the Logan neighborhood.
- > An existing offbeat nature should be retained and encouraged.



Photo by Latisha Hill, courtesy of Avista Corp.

Projects:

- > Guidelines for new development should contribute to the spirit of the area. Key aspects should focus on building to the street, having entrances on the principle street, pedestrian and bicycle amenities and relegating parking to the rear of projects. Buildings with unique architectural character should be encouraged.
- > Streetscape improvements for the Sharp and Hamilton intersection: Focus in this area should be on providing amenities, increasing safety at street crossings, and re-landscaping the traffic circle on Sharp.
- > Develop a unique marketing identity for the area: The businesses in the area are encouraged to develop a unique marketing identity for their center. This will allow the City of Spokane and partner organization to direct customers seeking their niche of goods, services and development to that area.

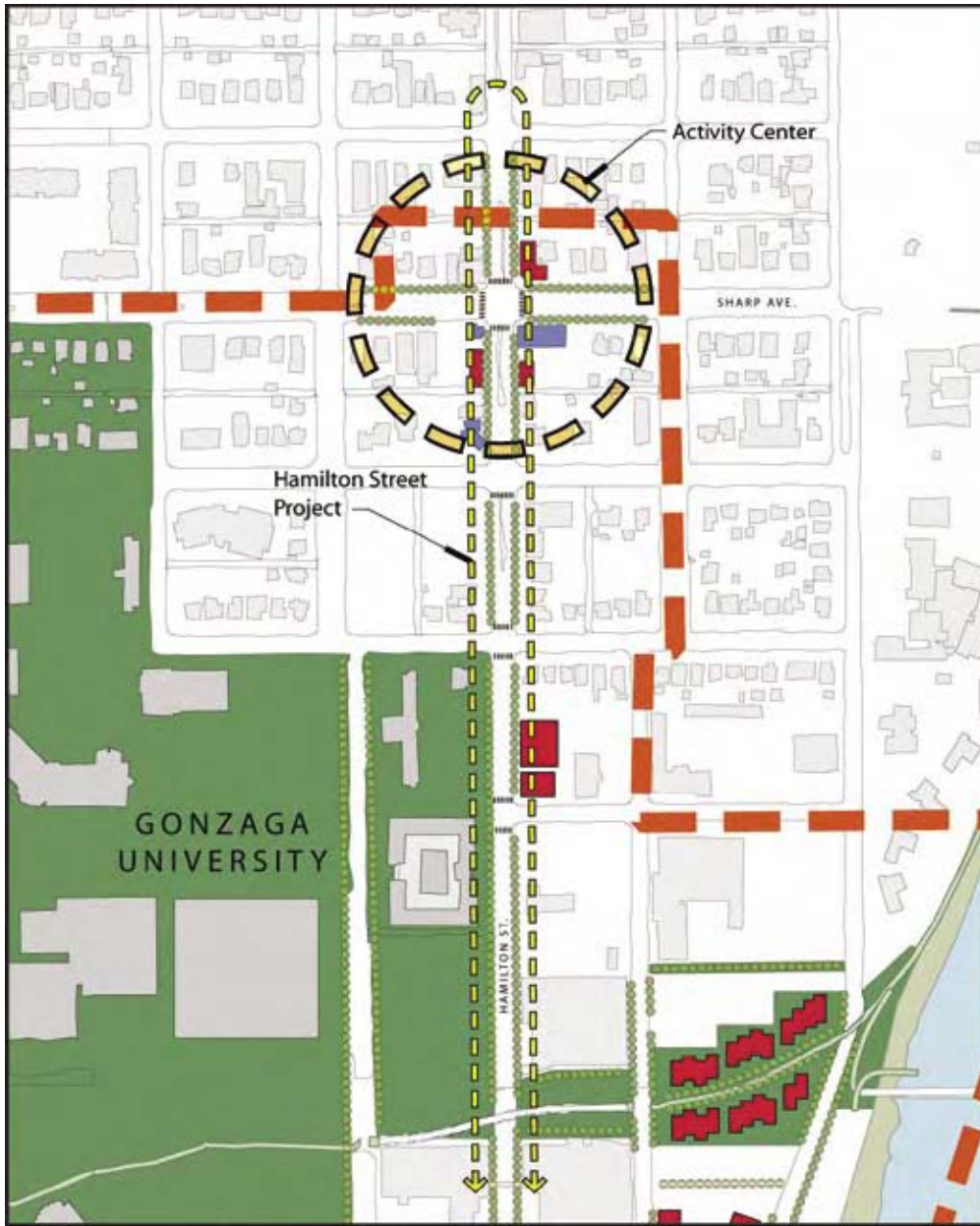




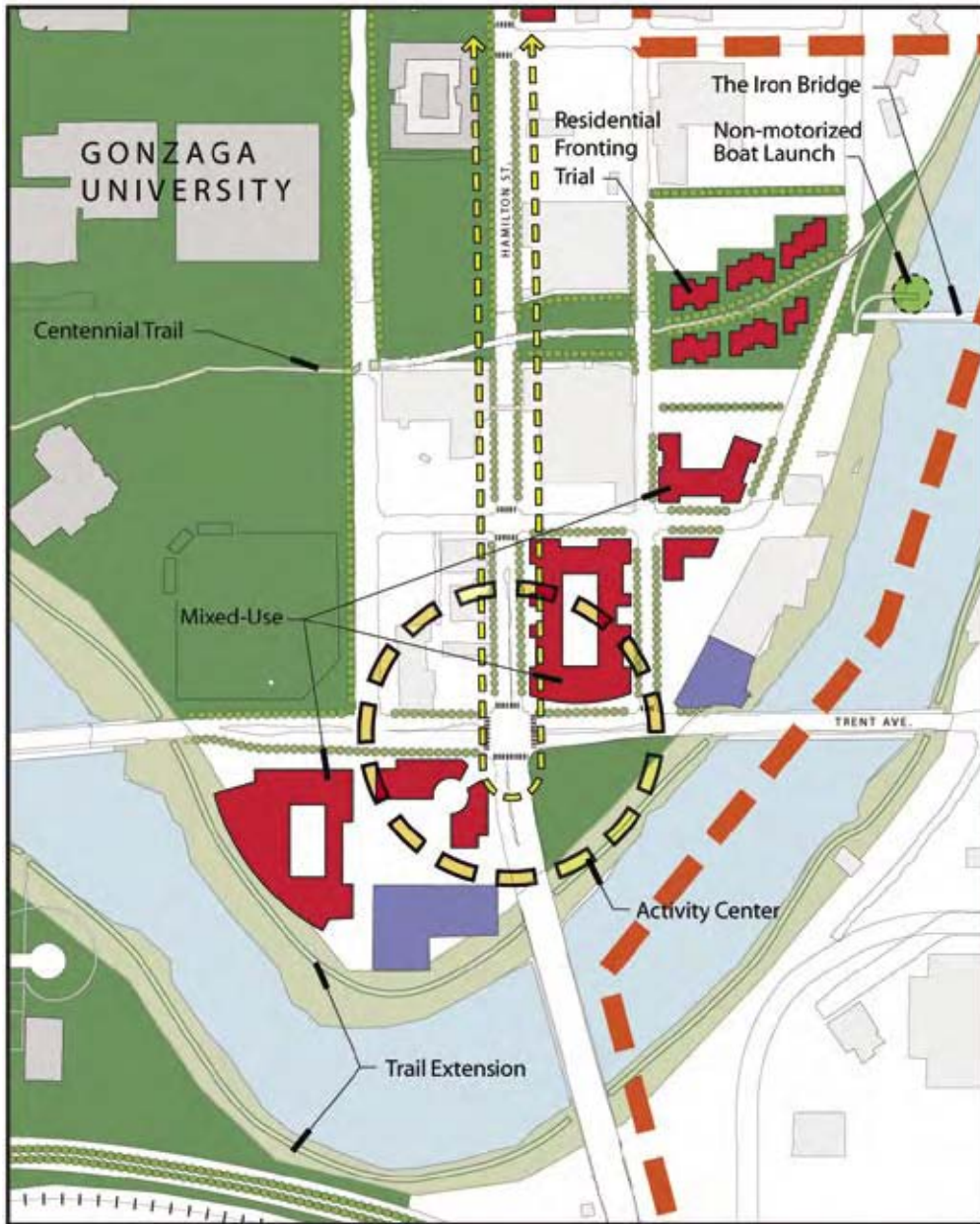
Illustration by Tony Janson

Trent and Hamilton

The Trent and Hamilton activity center is uniquely positioned because its equidistance to both campuses and its location at a bend in the Spokane River that cradles the area on three sides. Today it is home to several light industrial businesses and a small retail development. Ongoing development in the area such as Gonzaga's new arena and their proposed construction of a baseball field in the area offers some opportunities for local businesses to capitalize on the traffic generated by such activity. Therefore, strong pedestrian links will need to be created between those activity centers on the Gonzaga campus and subsequent development in the area.

Issues

- > Connections within this area and to other parts of the University District will be critical for growth. These connections for the most part will be for the pedestrian and bicycle realm since the existing vehicular infrastructure is currently built out, but is very inhospitable to pedestrians. In particular, along Hamilton to Sharp and strengthening connections to the Gonzaga campus and arena. In the long-term as development continues on the other side of the river pedestrian connections to the south and east will be needed.
- > There are profitable existing businesses in the area that are critical for the City of Spokane to retain. As the area redevelops and transitions



from industrial to more commercial and mixed-uses, design solutions for accommodating both increased pedestrian traffic and aesthetically pleasing streetscapes will have to be balanced with maintaining a functionality for businesses.

- > The intersection of Trent and Hamilton has potential air quality issues, resulting from traffic generated by new development. A proactive solution is needed in the near future to prevent triggering mitigation of the intersection at great cost.
- > Because of the area's history as an industrial area, the river's neglect has led to pollution and a concentration of transient activity along its shores. Solving these problems and reclaiming the river as an aesthetic and recreational resource will be key to the redevelopment.

Opportunities

- > There are several sites with the potential for redevelopment. These include the northeast corner of Trent and Hamilton and the properties on the southwest corner of Trent and Hamilton and along the river among others.
- > The Centennial Trail is a crucial asset for pedestrian and bicycle transportation, linking this area to the rest of the University District and Downtown as well as areas further east and west. The pedestrian bridge over Hamilton allows for safe passage from retail developments to the Gonzaga campus.
- > The proximity to the river gives this area a distinct advantage in redevelopment. Projects can take advantage of the aesthetic and recreational qualities that a river represents. However, this development



Illustration by Tony Janson



Photo by Darrin Griechen

must balance private and public access to allow the river to remain a community resource and amenity.

- > Proximity to both campuses represents an opportunity for the private sector to serve faculty, staff, and students, but also allows for the university to enhance its outreach to the community.
- > “The Iron Bridge”, a historic railroad trestle, is a significant icon for the community. Its restoration will provide connections across the river.

Projects

- > Mixed-Use Development: This form of development will provide housing and retail opportunities. Screening parking through its strategic placement and design will help in building the character of this activity center.
- > Streetscape improvements on Hamilton: Through enhancements to the pedestrian environment and balancing access needs with existing business, this project will focus on creating an inviting gateway to the eastern part of the University District .
- > Streetscape improvements for secondary



Photo by Latisha Hill, courtesy of Avista

streets: Secondary streets particularly around the Riverwalk development, will also need pedestrian improvements.

> Infill retail: Redevelopment of properties near Riverwalk will reinforce the corner of Springfield and Columbus into an active neighborhood center catering to faculty, students, fans attending events at the Gonzaga sport facilities and local residents and businesses in the area.

- > Residential development: Proximity to the river and the Centennial Trail can be leveraged as amenities to increase housing in the area.
- > Refurbishment of The Iron Bridge: Work is steadily progressing on the developments on the east side of the river in the Trent and Hamilton area. Pedestrian and bicycle connections would allow businesses and residents on both sides of the river to take advantage of the area's growth.
- > Develop a unique marketing identity: The businesses in the area are encouraged to develop a unique marketing identity for their center. This will allow the City of Spokane and partner organization to direct customers seeking their niche of goods, services and development to that area.



Photo by Darrin Griechen

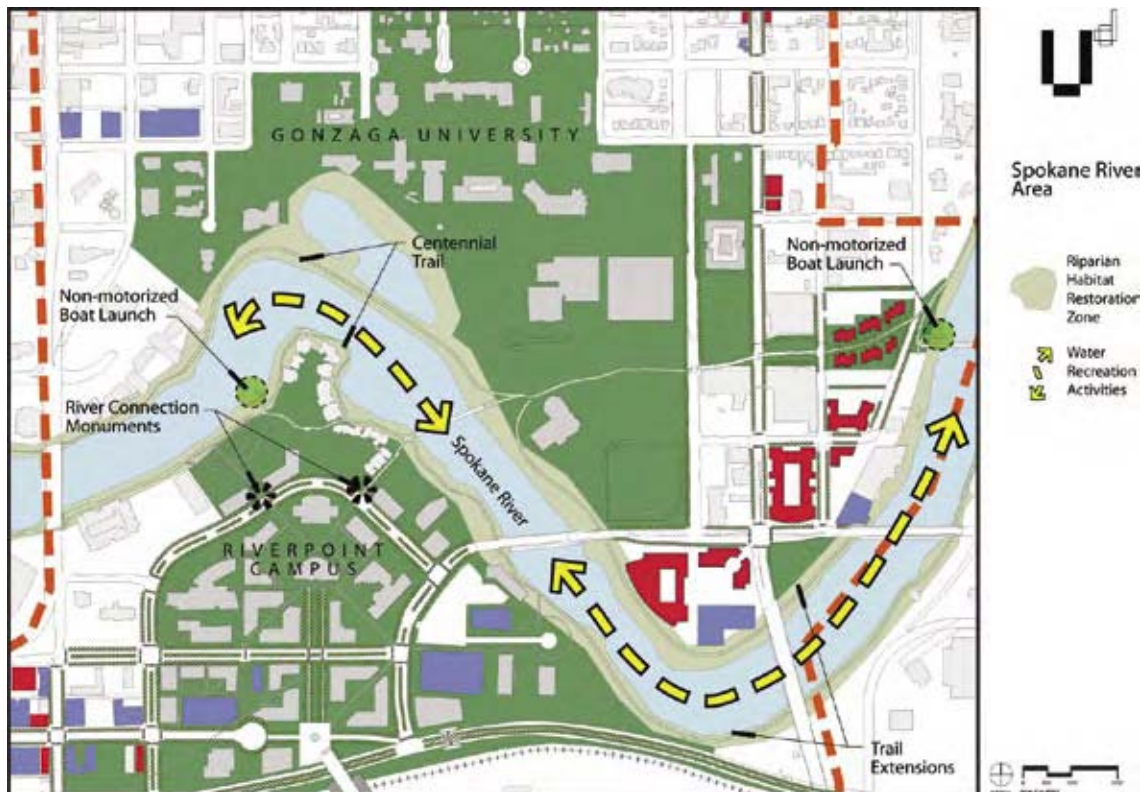


The River

The very first workshop made it clear that the citizens felt the Spokane River should be an important focal point of the University District. The river is a wonderful natural amenity for the city and this plan calls for the Spokane River to be revealed, restored and celebrated. Already efforts have been made within the campus plans of Gonzaga and the Riverpoint campus to facilitate the enjoyment of the river. As the University District develops, ongoing effort will be made to ensure the health of the river and surrounding habitat as well as increase access to it for the recreation of citizens.

Opportunities

- > Significant Resource: Clearly, the river is a cultural and natural asset. Archaeological investigation reveals the presence of human life along the Spokane River corridor dating back some 11,400 years. The river has served as a vital source of food, transport, power, irrigation and religious significance to people representing numerous American Indian tribes and generations of settlers.
- > Precedents: Expo '74 provided not only the mentality of river restoration, but also the vehicle to clean up much of the downtown river corridor since bridges and buildings had given way to openness and access as part of preparations for the fair.



Centennial Trail: Today, the Centennial Trail, a recreational link between Idaho and Washington, provides an opportunity for citizens to connect with nature throughout the city.

- > River Renewal: The community has called for the restoration of the river. While the waters are not as degraded as in days past, work still remains to be done. Community input in The University District planning process stressed the need to address water quality, and quantity issues, restore the shoreline to a more natural grade and improve the riparian areas so they better serve wildlife habitat



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Issues

- > Neglect: The Spokane River has not always been as appreciated as it is now by the community members who envision it as the future centerpiece of The University District. At one time, people in Spokane had almost forgotten about the river and the falls, so obscured were they by the railroads, bridges and industries lining the banks. Few ventured into the Gorge to enjoy the falls; the dirt, filth and garbage that filled the waters kept visitors to a minimum elsewhere along the shoreline.
- > Pollution: For most of Spokane's early history, the river was a dumping ground. Pollution levels had become critical and the City considered building a reservoir to be filled by a water source other than the Spokane River. By 1909, fewer than 30 years after Spokane was incorporated, - the State Health Department issued a "cease and desist" order, forbidding the City from dumping sewage into the river. In 1938, a state list of problem waterways ranked the Spokane River as the foulest waterway in Washington. It would take many years, a heightened national environmental awareness and Expo '74 to cause Spokane to look anew at its river.
- > Overlooked: Today, the river is not actively used. While water skiing championships were held at one time near the Convention Center's current



location and a small marina once existed, fill materials have rendered most of the shoreline too steep for boat access now. The Centennial Trail provides for visual access and is frequented by walkers, joggers and bicyclists.

- > Access : The river is not generally obvious from surrounding land uses due in part to building locations and the river sitting below the line of sight. A few pathways do link the river to both campuses, but signage is lacking to assist in identifying appropriate links for accessing specific destinations.



Photo by Darrin Griechen

Major development sites

The river currently hosts several intense development sites, including the Convention Center, the Gonzaga and Riverpoint Campuses, and the housing development near SIRTl. However, some members of the community feel there is room for more, especially additional civic buildings and residential uses.

The development proposal currently slated for the Brown's Building Supply property under the

south end of the O'Keefe Bridge must be reconciled with river access and habitat issues, as well as the proposed easterly extension of Riverside Ave. In fact, some of the community input on the future of The University District questioned whether it was an optimum use of shoreline to locate a major arterial right next to the river's shoreline, and suggested that perhaps the road extension should fall south of any future shoreline development.

Projects

- > Develop multiple non-motorized boat launches: Community input on The University District was rich in ideas for how to increase boating use of the river. Boat launches for small non-motorized vessels were proposed for both the Gonzaga side of the river near Cincinnati Street and the west shore further upstream near the old Iron Bridge. Others suggested sitting a community boat center along the river where people could rent kayaks, canoes, and rowing sculls.
- > Rehabilitation of riparian habitat areas: Participants in The University District planning process have expressed a desire for the river's shoreline to be restored to its original natural state; to make it a better teaching tool for observing water quality and wildlife. However, the shoreline should also be maintained with an eye toward maintaining river views as well as public safety.

- > Developing clear access points to the Spokane River and Centennial Trail would



Photo by Dick Winchell

require private developments along the river to provide the public with bicycle and pedestrian access along the shoreline through their property.

- > Signage is needed along the trail to help direct people to specific buildings on the Gonzaga and Riverpoint Campuses. There is also a need for signage throughout the campus areas to show people how to get to the Centennial Trail. All of this would be designed to coordinate with additional water-level access points, including observation posts overlooking the river.
- > There is a need to provide activities and services for people utilizing the Centennial Trail, such as restaurants, resting areas, outlooks, and other unique uses. For example, the sculpture walk could be extended to include additional sculpture along the rest of the river between the campuses and downtown.
- > Trail extensions: Some unique access challenges present themselves where the river interfaces with nearby bridges. Currently, bicycle and pedestrian traffic is not allowed along the O'Keefe Bridge at Hamilton Street. However, plans are underway to extend the Ben Burr Trail from Liberty Park, running along the east side of this overpass, heading westward underneath the bridge and then following the south side of the river to connect with the Centennial Trail and the Kardong Bridge. Directly across the river to the north on the Gonzaga Campus, the trail could one day be extended east to Hamilton St. as well. It is suggested that a bike/pedestrian only bridge be built to cross the river to provide access that the Hamilton Bridge does not.
- > Use the river as a learning tool : A final piece of the public's vision for the river's role in The University District is to use the river as a learning tool, offering programming for all ages regarding natural resources, wildlife, and the connection between river health and human health. These programs could also be tied to related programs at the Science Center.



Photo by Darrin Griechen



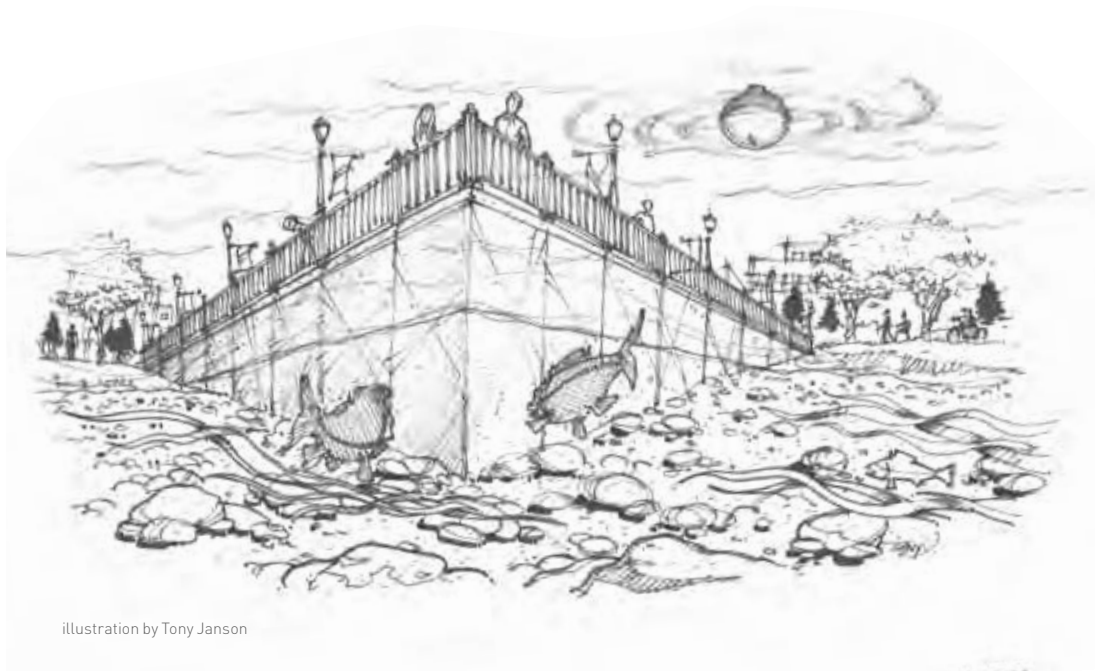
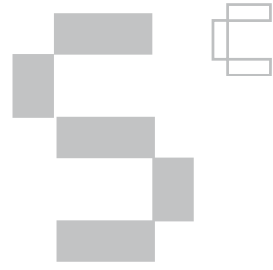


illustration by Tony Janson







THE UNIVERSITY DISTRICT
implementation
chapter.5



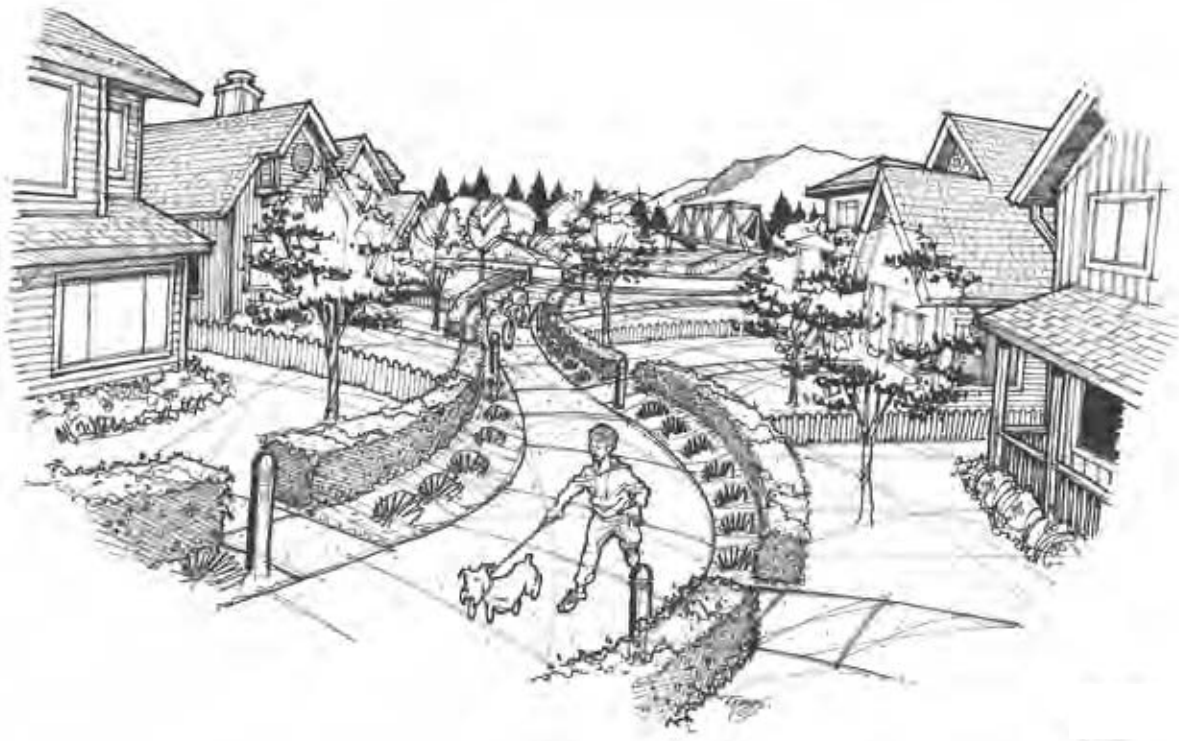


Illustration by Tony Janson

chapter five : implementation

1.0: adoption process

The University District Strategic Master Plan has been jointly developed with participation from community stakeholders, as well as the public and private sector. And while the plan includes visionary strategies and recommendations for this area of the City, it does not propose specific changes to the City's Comprehensive Plan. As such, it would not need to be adopted as part of the Comprehensive Plan. Since the Strategic Master Plan is consistent with the Comprehensive Plan, it could be endorsed by the City Council as a strategic plan.

The City Council would endorse or recognize the plan by resolution as a strategic plan that essentially lays out the "visionary game plan" for the area. Since this Strategic Master Plan provides only guidance for the University District, it does not require official adoption by the City Council to meet City policy initiatives.

However, future implementation plans that require changes to the City Comprehensive Plan will be submitted for the Comprehensive Plan five year update cycle or as a Comprehensive Plan amendment.

2.0: priority projects

Implementation of the Strategic Masterplan is contingent upon funding available and organizational capacity. This list is not intended to be the definitive process.

High Priority

1. Transportation Study

Project will be a comprehensive impact of development on traffic within the district. Look at alternatives for mitigation of impacts and design solutions with the goal of relieving the development community of the burden of generating a project-by-project transportation study for projects within the University District.

2. Riverside Extension

Already partially funded, this would extend Riverside Avenue and relieve traffic off of Spokane Falls Boulevard. Second, its design will include for provisions for future light rail.

3. University District Development Board

This group would be created to facilitate the growth and prosperity of the University District. The mandate for the group would be to form strong partnerships with groups within and in neighboring areas. It would be responsible for formulating a marketing strategy for each of the Activity Centers and oversee fundraising for project implementation.

4. Detailed Economic Market Study

This study will enable the City and affiliated economic development organizations create a comprehensive strategy to encourage long-term growth within the University District.

5. Development of District Incentive Marketing Program

This program will focus on developing and advertising development incentives within the University District. Focus will be to encourage mixed-use, research and development uses, entertainment, and neighborhood services.

6. District Shuttle System

The improvement of transportation options within the University District and connecting it with its neighboring areas is a critical element to the success of the University District. The shuttle should provide service to each of the campuses, designated parking areas, downtown, the Sprague Area, and the Medical District with 10 to 15 minute intervals.



7. “The Bridge” Pedestrian Crossing

This is the major Catalyst Project for the Sprague Area. Completion of this project will create a connection to the Universities and spark mixed-use and high tech research development of the Sprague area. This project will also facilitate connections between the Nursing School and the Medical District as well as connections to downtown from the lower South Hill. It is suggested that a design competition be used to develop the design of the bridge with the intent to create an icon and focal point of the University District.

8. City-County Site Selector with University District Enhanced Selection Tools

A site-selector is already being developed for the city and county. To facilitate the development of the University District, an enhanced set of GIS tools will be developed that will allow a more interactive and greater level of detail for properties within the University District.

9. Division Street Gateway Improvements

This project will not only benefit the University District but Downtown and entire image of the City. The proposal is to make significant aesthetic and functional improvements to Division Street and the railroad viaduct from the off-ramp to the Convention Center.

10. Main Avenue Streetscape and Pedestrian Crossing Improvements

This project will make improvements to the pedestrian environment along Main Avenue from the Riverpoint Campus, across Division and into Downtown. This project gives special consideration pedestrian safety while crossing Division Street at Main Avenue.

11. Riverside Extension Phase Two

This project will extend and bypass the Trent Hamilton intersection and allow development along much of the underutilized land in the area and near the river. This also sets the stage for the extension of a trail system along the river in conjunction to the proposed Burr Trail extension.

Medium Priority

12. Non-Motorized Boat Launches on Spokane River - Riparian Habitat Restoration – River Education Station

This project has three goals. One is to increase recreational access to the river above the Division Street Bridge, another is to repair and increase riparian habitat along the river, and finally to incorporate education about the River’s ecosystem. All three should be accomplished with the design and construction of ecologically sensitive non-motorized boat launches. One will be located in the area of the Iron Bridge, and the other near the Riverpoint Campus.

13. Sherman Street Streetscape Improvement

Improvements to Sherman Street will create a better environment for pedestrians and bicyclist traveling to and from the Medical District/South Hill and the University District and Downtown. This will also make improvements to the Sherman Street and Pacific Avenue activity center.

14. Sharp and Hamilton Streetscape Improvements

This project will improve pedestrian amenities and safety within this activity center. Emphasis would be facilities for bicycles and pedestrian crossings.

15. Sprague Avenue Streetscape Improvement

This project would undertake significant improvement to the vehicular and pedestrian environment along Sprague Avenue to Division Street. Focus would be to address parking, pedestrian safety, and providing a pleasant pedestrian and bicyclist environment.

16. District Way-Finding Project

This project will develop a comprehensive way-finding system for pedestrians, bicyclists, and automobiles within the University District. It would be beneficial to link this project with the way-finding project of the Gorge Project.



17. Main Avenue Conversion to Two-Way Traffic

This project will convert traffic from one-way to two-way initially between Pine Street and Brown Street. This could be extended further into Downtown in the future. Two-way traffic would be beneficial to businesses along Main Ave.

18. Hamilton Street Streetscape Improvements

This project will improve the aesthetic and pedestrian environment along Hamilton Street between Trent Avenue and Sharp.

19. Pacific Avenue Streetscape Improvements

Pacific Avenue has the potential for development as a mixed-use and residential corridor between Sherman Street and Pine Street. This project would improve the areas sidewalks and streets to accommodate and encourage that development.

20. Grant Street Streetscape Improvements

This segment will complete the connection of the Sprague area to the Bridge and facilitate pedestrian traffic to and from the University District.

21. Area Specific Development Guidelines

After the new development regulations are approved and in effect, an evaluation should be made to ensure that development is occurring within the University District that is contributing the desired character. If it is not, then this project should study and create development guidelines to ensure that future development does.

Opportunity Projects**22. Iron Bridge Refurbishment**

This project will refurbish the Iron Bridge to accommodate pedestrians and bicyclists adding another connection across the river. This will allow access to developments that are currently happening on both sides of the river to prosper.

23. Riverside Extension Phase Two

This project will extend and bypass the Trent & Hamilton intersection and allow development along much of the underutilized land in the area and near the river. This also sets the stage for the extension of a trail system along the river in conjunction to the proposed Ben Burr Trail extension.

24. Pedestrian Trail Extension under Hamilton Bridge

The Ben Burr Trail extension is proposed to connect portions of the East Central Neighborhood to the Spokane River, Centennial Trail and the University District. This project expands on that project to develop another segment of trail along the river to Trent Avenue.



High Priority

action item	responsibility	funding	project start
1. transportation study	economic development, public works	funded	january 2005
2. riverside extension	economic development, public works	federal grant	spring 2005
3. university district development board – district marketing plan	economic development	business improvement district	spring 2005
4. detailed economic market study	economic development	funded	spring 2005
5. development of district incentive program	economic development	general, eda	ongoing
6. district shuttle system	economic development, spokane transit authority	grants, partnerships, general	summer 2005
7. “the bridge” pedestrian crossing	economic development, public works, riverpoint campus, east sprague business association	grants	summer 2005
8. city-county site selector with university district enhanced selection tools	economic development, spokane county, business development partnerships	grants, partnerships, general	ongoing
9. division street gateway improvements	economic development, public works, downtown spokane partnership, east sprague business association	grants, general	fall 2005
10. main avenue streetscape and pedestrian improvements	economic development, public works, downtown spokane partnership	grants	winter 2005

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Medium Priority

action item	responsibility	funding	project start
12. non-motorized boat launches on spokane river - riparian habitat restoration – river education station	parks department	grant	spring 2006
13. sherman street streetscape improvement	economic development, public works	grant, general	spring 2006
14. sharp and hamilton streetscape improvement	economic development, parks, public works	grant, general	summer 2006
15. sprague avenue streetscape improvement	planning, economic development, public works	grant, general	fall 2006
16. district way-finding project	economic development, public works	grant, general	fall 2006
17. main avenue conversion to two-way traffic	economic development, public works	grant, general	winter 2006
18. hamilton street streetscape improvements	economic development, public works	grant, general	spring 2006

*Projects may not be implemented on a consistent timeline.



3.0: incentive programs

A variety of incentives are available within The University District. Usage and attainment of these incentives depends on specifics of each project and adherence to the program requirements.

multi-family tax credit

Designated “residential target areas” (including The University District area) are eligible to apply for the property tax exemption under the provisions of the program. The program applies to construction or rehabilitation of four or more multifamily dwelling units. It can also be used for rehabilitation of existing units that are in “non-compliance” with one or more standards of the building or housing codes and have been vacant for at least 12 months. The incentive exempts property taxes and begins at the first of the year following completion of the improvements and lasts a maximum of ten years.

community empowerment zone

The Community Empowerment Zone (CEZ) program is intended to stimulate economic development by offering businesses that locate or expand within the designated geographic area and/or hire employees who are residents of the zone.

The CEZ offers the following tax incentives:

- > Sales and Use Tax Deferral/Exemption on new equipment and construction costs for new or remodeled buildings used in manufacturing, research and development activities, or computer-related activities.
- > Business and Occupation New Job Tax Credit of \$2,000 (wages and benefits \$40k or less) or \$4,000 (wages and benefits more than \$40k) per new job created by manufacturing, research and development, and software development firms.
- > Business and Occupation International Business Tax Credit of \$3,000 (up to five years) per new job created by firms providing certain international business services.
- > Business and Occupation Training Tax Credit of 20 percent of the amount spent on employer-provided job training that is designed to enhance employee performance. Up to \$5,000 annually per firm.



brownfield cleanup program

The City of Spokane has received three Brownfields grants from U.S. EPA, one brownfields assessment pilot grant directly and two revolving loan fund grants via a cooperative agreement with CTED. The assessment pilot grant and one of the revolving loan fund grants were launched in October 2002. These grants were to be used primarily for the pilot Centers and Corridors projects. The second brownfield revolving loan fund was written specifically for The University District and was approved by Spokane City Council in September 2004. In November 2004, the City applied for an assessment grant for The University District.

The assessment grants allow the City to pay for Phase I/Phase II Environmental Site Assessments for pre-approved properties. The City has hired an environmental consultant who is currently working on two projects under the assessment grant project. The University District brownfield revolving loan fund has about \$500,000 specifically to be available to eligible landowners or prospective purchasers that have a redevelopment plan for a specific property. The loan is generally very low interest, with minimal loan processing fees. Payback options are flexible as well.

The brownfields program is managed out of the City's Economic Development Department, which is responsible for all phases of the program including project review and management, site inventory and identification, consultant hiring and marketing and outreach.

tax increment financing (TIF)

Tax Increment Financing (TIF) allows financing for public improvements such as roads, power, water, sewer, drainage, sidewalks, lighting, park-

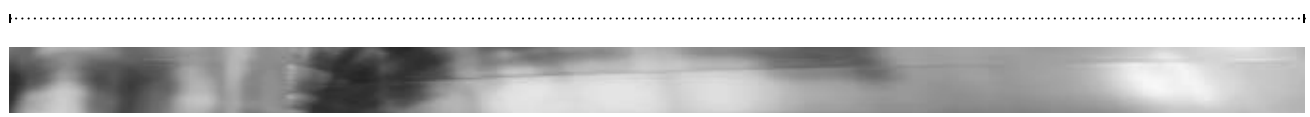
ing, parks, recreational facilities, and entertainment, etc., for business ventures that would otherwise have up-front costs that can become expensive. The idea of tax increment financing, also sometimes referenced as "community revitalization financing", is based on the concept that public improvements can be financed by increased property tax revenues generated from such improvements. This program will encourage public-private partnerships, enable multiple financing options, benefits the community, and provides many other opportunities.

The city, county, port or any entity that levies taxes in the proposed area sets project boundaries, then issues bonds to pay for the needed work. Such projects tend to increase local property values, which in turn increases property tax. That increase in property tax pays for the bond.

The law requires that the project backers hold a public hearing. Entities imposing tax levies often include small agencies such as fire districts, library districts, cemetery districts, etc. However, the approval power lies with the entities that hold 75% of property taxes in the proposed area, but the fire district is exempt from that criterion.

Basic criteria:

- > Obtain approvals
- > Provide public hearings
- > Adopt Ordinance



After the local government designates the Area and authorizes TIF, it may issue General Obligation bonds to finance the public improvements. This general indebtedness is payable from the tax revenues and is guaranteed by a "full faith and credit" of local government.

The success of this program is shared when the County Assessor allocates the first 25% of any increase in real property value to all taxing districts. The remaining 75% of the increase go to pay the bond debt service.

community renewal area

This new law allows a city with a population of over 100,000 to use the difference (incremental increase) in local sales and use tax revenues generated from certain designated business and commercial areas from one year to the next to finance "community revitalization" projects to improve such areas. Such a designated commercial and business area could be established in The University District.

community economic revitalization board

CERB provides low-cost financing for public facilities improvements that are required for private development in areas of high unemployment.

neighborhood redevelopment fund

The Neighborhood Redevelopment Fund provides funding for the acquisition and/or renovation of commercial, residential, or mixed-use properties in Spokane County. Funding is available through Northwest Business Development Association and is available for these business types: industrial, manufacturing, distribution, retail, commercial, wholesalers and recreational.

tax benefits

Washington does not have a corporate income tax. Spokane does not have a local B & O Tax and requires a business license only. The difference is that this license is a flat fee, somewhat increased by number of employees, whereas a general B & O tax is based on a percentage of gross receipts earned by the business.

In Washington State, there is no personal income tax, no inventory tax, no unitary tax and no tax on interest, dividends or capital gains

historic preservation tax credits

Tax credits are provided as a means for state funding for historical preservation projects. These expire in 2007. The limit of funding is 33% of the total project cost.



Certain regulatory and tax benefits to a property owner may flow from historic preservation laws. For example, in the Spokane Municipal Code SMC 11.02.0175 Reasonable Use Exception, the historic preservation officer is one of the designated municipal officials who may grant reasonable use exceptions when necessary to avoid an unreasonable restriction on use of private property. A reasonable use exception is a minor deviation from the prescriptive standards of the code to relieve an unnecessary burden on an applicant.

Credits are provided for a special valuation program, which can be adopted by local option. Under this program, for a 10 year-period, applicants may deduct rehabilitation costs of a qualified property (usually National Register or locally designated) from the new assessed valuation after rehabilitation. During this time property taxes are based on that "special valuation" instead of the full assessed value.

high technology sales and use tax deferral/exemption

Businesses that start new research and development or pilot scale manufacturing operations, or expand or diversify a current operation, may be eligible for sales and use tax deferral/exemption.

high technology business and occupation tax credit

An annual credit of up to \$2 million is allowed for businesses that perform research and development in specified high technology categories and meet minimum expense requirements.

worksource spokane

WorkSource Spokane saves a company time and money during the employee recruitment process. WorkSource can assist you with screening applicants, conducting local and statewide recruitment efforts, scheduling interviews, providing interview and conference rooms, and collecting

resumes or employee applications.

job skills program

The Job Skill Program (JSP) awards grants to education and training institutions to subsidize the cost of developing customized training materials or adapting a company's training program for the training of local employees.

economic development lending consortium

A consortium of 14 lending institutions is committed to providing shared financing for projects viewed as contributing to the economic development of the Spokane region.

economic development revenue bonds

Tax-exempt revenue bond financing for credit-worthy industrial/manufacturing projects, solid waste disposal and others categorized as "exempt facilities" in the IRS code can also be financed. These bonds are managed by Washington Economic Development Authority and Industrial Development Corp. of Spokane County. This financing is available to industrial and manufacturing businesses for acquisition of land and buildings, construction, expansion, modernization, renovation, acquisition of machinery and equipment, and leasehold improvements.

washington economic development finance authority (WEDFA)

WEDFA is the state-level issuing authority for tax-exempt and taxable industrial revenue and exempt facilities bonds. WEDFA is the predominant bond issuing authority in the state; issuing more than \$94 million in bonds for 22 projects with 1,800 jobs created or retained in the last four years.

spokane small loan program

Funds may be used for expansion of existing



businesses or start-up of new businesses. Eligible uses of funds include equipment, inventory, and/or working capital. Loans are approved by local banks with SBA providing an 85% guarantee on each loan. These loans are managed by Northwest Business Development Association and the Small Business Administration, and are available to industrial, manufacturing, distribution, retail, commercial, wholesalers, recreational, and startups.

small business administration 504 loan program

Funds may be used for purchase of real estate, expansion or remodeling of existing buildings or equipment purchases. The program is available to both existing and start-up businesses. These loans are managed by Northwest Business Development Association and the Small Business Administration, and are available to industrial, manufacturing, distribution, retail, commercial, wholesalers, recreational, and startups.

small business administration 7A loan program

Provides short and long term loans to eligible, creditworthy start-ups and existing businesses that cannot obtain financing through normal lending channels. These loans are managed by the Small Business Administration and are available to eligible small businesses in the industrial, manufacturing, distribution, retail, commercial, wholesalers, recreational, and startup industries.

small business administration technical assistance

Program is designed to assist/reach the following target groups: women and minorities, veterans, rural business, and exporters. This program is provided by the Small Business Administration, and is available to eligible small business groups targeted at industrial, manufacturing, distribution, retail, commercial, wholesalers, recreational, and startups.

washington state federal and state technology partnership program (WaFAST)

WaFAST helps small businesses and entrepreneurs compete for federal funding provided by the Small Business Innovation Research (SBIR) and the Small Business Technology Transfer (STTR) programs. Visit their web site at www.wafast.org.

Property Assemblage and Pre-Development Assistance

The City of Spokane facilitates redevelopment through partnerships with other private or public-sector partners by negotiating property assemblage, site preparation and technical assistance through the permitting process.



Avista Utilities Technical Services

Avista Utilities has in-house technical expertise to support your commercial and industrial customers. Some examples of these services are:

energy efficiency audits and analysis

Engineers specializing in energy efficiency can conduct a detailed audit of a facility. The audit process looks at the facility from a holistic perspective considering both hardwired and operational opportunities. The audit is followed by one to two weeks of detailed analysis in order to determine where, when and how efficiently energy is used. From this analysis, energy efficiency opportunities are determined. The value of an audit and analysis of this type is \$8,000 - \$10,000.

infrared thermography

An infrared survey can improve the reliability of equipment, reduce downtime and improve energy efficiency. This is accomplished by the early detection of overheating equipment such as motors, bearings and switchgear prior to their failure. With the information provided in an infrared analysis, equipment can be repaired or replaced on a predictive basis without loss of production. The value of an infrared analysis of this type is \$2,000-\$3,000 annually.

design assistance

Building a high performance facility today requires a team of professionals that will insure issues critical to the performance of the whole building are addressed. This team is made up of an Architect, Energy Efficiency Expert, and General Contractor — together they form an integrated design team. With Avista Utilities' long energy history and background, we can serve as your Energy Efficiency Expert. As the energy advisor of your team, we will act as a facilitator for both architect and general contractor. We can recommend strategies that take into account energy usage, indoor air quality, occupant comfort, process flow and environmental impact. The value of design assistance of this type is \$10,000 or more depending on the project scope.

energy efficiency incentives

Avista Utilities has available Tariff Schedule 90 that offers energy efficiency programs to residential, commercial and industrial customers who receive retail electric and/or natural gas distribution services from Avista. Avista provides incentives directly to the customer for hard-wired improvements that are made (i.e. lighting retrofit, high efficiency equipment) for the energy savings that the customer will achieve by making equipment upgrade. (Incentives do not apply to behavioral modifications.) The incentive amount is based on the first year energy savings.

All incentives will be capped at 50% of the project costs for electric measures and 30% of the project costs for natural gas measures, as determined by the Company, based upon industry standards. Below is the incentive level breakdown for electric and natural gas efficiency measures.

Measures	Simple Pay-Back Period	Incentive Level (cents/dollars per first year KWH/Therm saved)
Electric Efficiency	18 to under 48 months	4 cents
	48 to under 72 months	6 cents
	72 months and longer	8 cents
Fuel-Conversion (Electric to Natural Gas only)	24 to under 48 months	1 cent
	48 to under 72 months	2 cents
	72 months and longer	3 cents
Natural Gas Efficiency	18 to under 48 months	\$2.00/therm
	48 to under 72 months	\$2.50/therm
	72 months and longer	\$3.00/therm

Here is an example to help illustrate how the incentive works. A lighting efficiency control measure is proposed which will save the facility 120,000 kWh per year. The controls necessary to perform the measure cost \$14,000.00. The annual savings in energy would be approximately \$4,584.00 for a simple payback period of 3 years. Using the table above, the incentive would be 4 cents times the first year kWh savings of 120,000 kWh or \$4,800.00. The simple payback after incentive would be 2 years.

Note: Incentive amounts are subject to change. Please contact Avista at 509-495-8198 for more information.





appendix

A. Comprehensive Plan Support

The following is a list of goals and policies from the City of Spokane's Comprehensive Plan which supports The University District Strategic Master Plan or with which the planning strives to comply. It is extensive but is not meant to be exhaustive. You can access the full version of the City of Spokane's Comprehensive Plan at <http://www.spokaneplanning.org>.

LAND USE:

LU 1 CITY WIDE LAND USE

- > LU 1.9 Downtown

LU 3 EFFICIENT LAND USE

- > LU 3.1
- > LU 3.2 – District Center and Employment Center
- > LU 3.3
- > LU 3.4 LU 3.5 Mix of Uses in Centers
- > LU 3.6 Neighborhood Centers
- > LU 3.10 Regional Center.
- > LU 3.11 Compact Residential Patterns
- > LU 3.12 Maximum and Minimum Lot Sizes
- > LU 3.13 Shared Parking

TRANSPORTATION:

TR 1 OVERALL TRANSPORTATION

- > TR 1.1 Transportation Priorities

TR 2 TRANSPORTATION OPTIONS

- > TR 2.1 TR 2.2 TDM Strategies
- > TR 2.3 Pedestrian/Bicycle Coordination
- > TR 2.4 Parking Requirements
- > TR 2.6 Viable Walking Alternative
- > TR 2.7 Safe Sidewalks
- > TR 2.10 Pedestrian Linkages Across Barriers

- > TR 2.11 Pedestrian Access on Bridges
- > TR 2.14 Bikeways
- > TR 2.17 Facilities to Support Bicycling
- > TR 2.18 Viable Transit

TR 3 TRANSPORTATION AND LAND USE

- > TR 3.1 Transportation and Development Patterns
- > TR 3.3 Walking and Bicycling-Oriented Neighborhood Centers
- > TR 3.4 Increased Residential Densities
- > TR 3.5 Healthy Commercial Centers
- > TR 3.6 Use of Design

TR 4 EFFICIENT AND SAFE MOBILITY

- > TR 4.9 Downtown Accessibility
- > TR 4.14 Signs

TR 5.2 Neighborhood Transportation Options

TR 6 ENVIRONMENTAL PROTECTION

- > TR 6.2 Land Respect
- > TR 6.8 City Hall Goes Green

CAPITAL FACILITIES AND UTILITIES:

CFU 4 SERVICE PROVISION

- > CFU 4.1 – Compact Development

CFU 6 MULTIPLE OBJECTIVES

- > CFU 6.1 – Community Revitalization
- > CFU 6.2 – Economic Development

HOUSING:

H 1 AFFORDABLE HOUSING

- > H 1.5 Use of Existing Infrastructure

ECONOMIC DEVELOPMENT:

ED 1 COOPERATIVE PARTNERSHIPS — Goal: Encourage cooperative partnerships to address the economic expansion of the City and region.

- > ED 1.1 Economic Development Programs

ED 2 LAND AVAILABILITY FOR ECONOMIC ACTIVITIES

- > ED 2.1 Land Supply
- > ED 2.2 Revitalization Opportunities
- > ED 2.4 Mixed Use

ED 3 STRONG, DIVERSE AND SUSTAINABLE ECONOMY

- > ED 3.1 Economic Growth
- > ED 3.8 Technology – Based Industries
- > ED 3.10 Downtown Spokane

ED 5.3 Post-Secondary Education and Job Training

ED 6 INFRASTRUCTURE

- > ED 6.1 Infrastructure Utilization
- > ED 6.2 Infrastructure
- > ED 6.3 Public Investment in Designated Areas

ED 8 QUALITY OF LIFE AND THE ENVIRONMENT

- > ED 8.1 Quality of Life Protection
- > ED 8.2 Sustainable Economic Strategies
- > ED 8.3 Recreation and Tourism Promotion
- > ED 8.4 Environmentally Compatible Businesses
- > ED 8.5 Environmental Protection Business Opportunities
- > ED 8.6 Contaminated Site Clean-up Responsibilities – Target contaminated sites and facilitate their clean-up.

NATURAL ENVIRONMENT:

NE 1 WATER QUALITY

NE 2 SUSTAINABLE WATER QUANTITY

NE 3 SHORELINES

- > NE 3.1 Shoreline Inventory and Improvements
- > NE 3.2 Public Access
- > NE 3.5 Visual Access
- > NE 3.7 Public Shoreline Access
- > NE 3.8 Water Recreation
- > NE 3.9 Site and Structure Preservation
- > NE 3.10 Restoration
- > NE 3.11 Public Facilities
- > NE 3.14 Transportation
- > NE 3.15 Water Recreation in Non-Motorized Craft

NE 5 CLEAN AIR

- > NE 5.2 Alternative Transportation Modes
- > NE 5.6 Barrier Free Environments
- > NE 5.10 Profit From Waste

NE 6 NATIVE SPECIES PROTECTION

- > NE 6.3 Habitat Network

NE 9 SUSTAINABLE ECONOMY

- > NE 9.1 Environment and the Economy

NE 10 NATURAL ENVIRONMENT AND EMPLOYMENT

- > NE 10.1 Environment Supporting Businesses
- > NE 10.2 Local Business Support
- > NE 10.3 Economic Activity Incentives

NE 11 NATURE SPACE

- > NE 11.4 Nature Space Paths

NE 13 PARK AND PLAZA LINKS

- > NE 13.1 Walkway and Bicycle Path System
- > NE 13.2 Walkway and Bicycle Path Design
- > NE 13.3 Year-Round Use
- > NE 13.4 Winter Trail Network

NE 18 ENERGY CONSERVATION

- > NE 18.1 Housing Location
- > NE 18.2 Innovative Development

SOCIAL HEALTH:

SH 3 FACILITIES FOR SPECIAL NEEDS POPULATIONS

- SH 2.4 Co-Location of Facilities

PARKS, RECREATION AND OPEN SPACES:

PRS 1 PRESERVATION AND CONSERVATION

- > PRS 1.2 River Corridors

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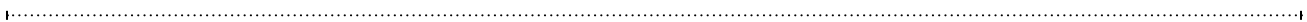
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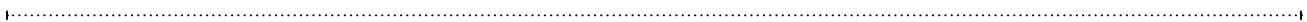
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