WASHINGTON STATE UNIVERSITY

HEALTH SCIENCES
SPOKANE

2014-2024
MASTER PLAN UPDATE

nbbj

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1.0 EXECUTIVE SUMMARY

Washington State University (WSU) and Eastern Washington University (EWU) share the 47.2 acre WSU Health Sciences Campus on the edge of downtown Spokane. In 2013-2014, WSU led a collaborative, 10-year update of the *Riverpoint Campus Master Plan 2009 Update* to define and describe the most appropriate, cost-effective development plan for the years 2014-2024. This document identifies a vision for the campus based on the intended academic program growth for both institutions, the prioritized construction and/or renovation projects to achieve the projections, distribution of academic programs on-campus, and direction for future development of the campus. The planning process engaged the campus community, the City, neighbors, local businesses and developers to provide input over the course of the 6-month planning effort. University leadership has partnered with the City of Spokane to identify potential opportunities to stimulate redevelopment of the adjacent areas near campus to provide campus amenities and a mixed-use district through private development or possibly, public-private partnership.

1.1 Study Purpose & Process

The purpose of the *2014-2024 Master Plan Update* was to define, describe and prioritize the campus development projects necessary to achieve the Strategic Plan vision for the WSU Health Sciences Campus. As illustrated in Figure 1.2, this document concludes a series of ten tasks over the course of six months during the 2013-2014 academic year. Leaders from both institutions guided the effort through five, half-day work sessions over the course of the study. The interdisciplinary master planning team, led by NBBJ's planners and architects, held four open houses on-campus to gather input from students, faculty and staff and two community meetings. The team also met with

Figure 1.1 Campus View, 2014

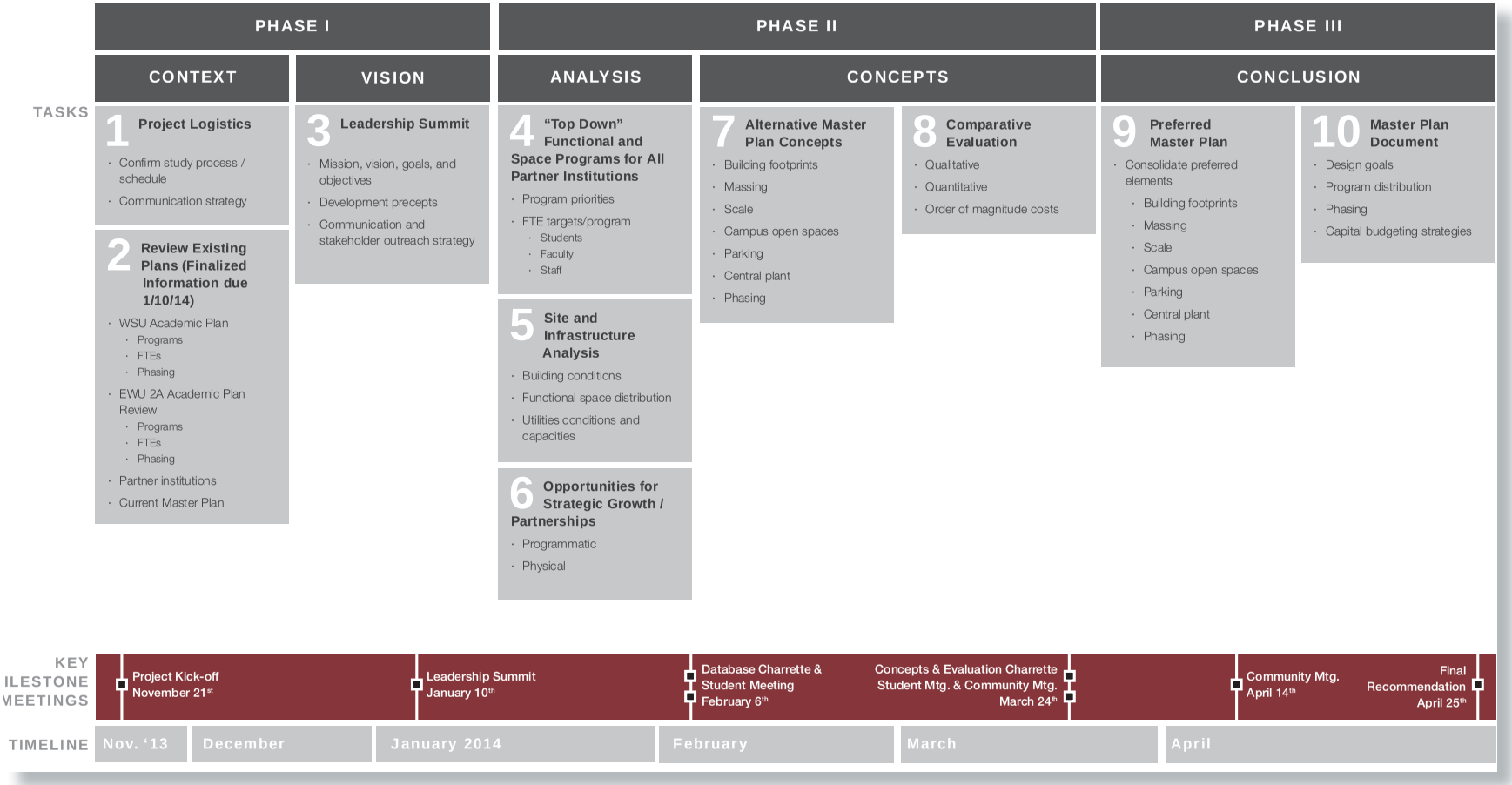


Figure 1.2 Campus Master Plan Update Process Chart

representatives from the University District Public Development Authority (UDPDA) and City of Spokane to coordinate the master plan with municipal plans for the University District. In addition, the University conducted two public open house sessions to solicit public input.

Concurrent with this master plan process, Washington State University also conducted a feasibility study to assess the potential for a new medical school. The final report of the *Medical School Feasibility Study* was issued in September, 2014; the Executive Summary is included herein as Appendix F.

1.2 WSU Health Sciences Campus in Spokane

Originally established in 1989, the Spokane campus of Washington State University started in leased space in a downtown office building. The institution later moved to the "Riverpoint campus" immediately east of downtown Spokane, at East Spokane Falls Boulevard and North Riverpoint Boulevard. Collocation with Eastern Washington University is a true partnership of two state universities providing complementary programs in an urban campus environment. Incremental development and real estate acquisition has grown the campus to 47.2 acres and 11 buildings totaling almost 1 million gross square feet (GSF). The campus population has grown as well, totaling approximately 1,400 WSU students and 2,340 EWU students in the 2013-2014 academic year.

Spokane is one of five designated campuses for WSU and one of several EWU locations beyond the Cheney campus. The city's regional role as a health care hub and the growing array of health sciences research-based programs led WSU to officially designate Spokane as the University's Health Sciences Campus in 2010. While many programs are located on multiple campuses, in 2014, the College of Pharmacy fully transferred to Spokane and the new College of Medical Sciences was there established. This progress and the strategic visioning undertaken through the master planning

Figure 1.3 WSU & EWU Campuses

study have provided clarity to the role of the Spokane campus for both institutions and the focus on health sciences higher education and research. Henceforth, this vision will be conveyed in the new name of the shared campus: WSU Health Sciences Campus in Spokane.

Future program choices and requisite physical development will promote the interdisciplinary research and education of health care professionals on the campus and provide the desired amenities to support the growing campus.

1.3 Long-Term Campus Vision, Goals & Objectives

The *2014-2024 Master Plan Update* defined the vision for the campus by establishing five goals with specific objectives for each campus development goal. These goals were used to comparatively evaluate alternative campus concepts and determine the most appropriate and cost-effective 10-year plan and long-term solution for the WSU Spokane Campus in the University District campus.

Goal 1: Continue to build a world-class health sciences campus.

Goal 2: Create an integrated campus community, with a clear identity.

Goal 3: Prioritize campus open space.

Goal 4: Connect with greater Spokane, and specifically the University District.

Goal 5: Create a meaningful connection with the Spokane River.

The vision for the campus and its long-term development is based on these goals and underlying objectives, organizing the programmatic functions across the campus, as illustrated in Figure 1.4.

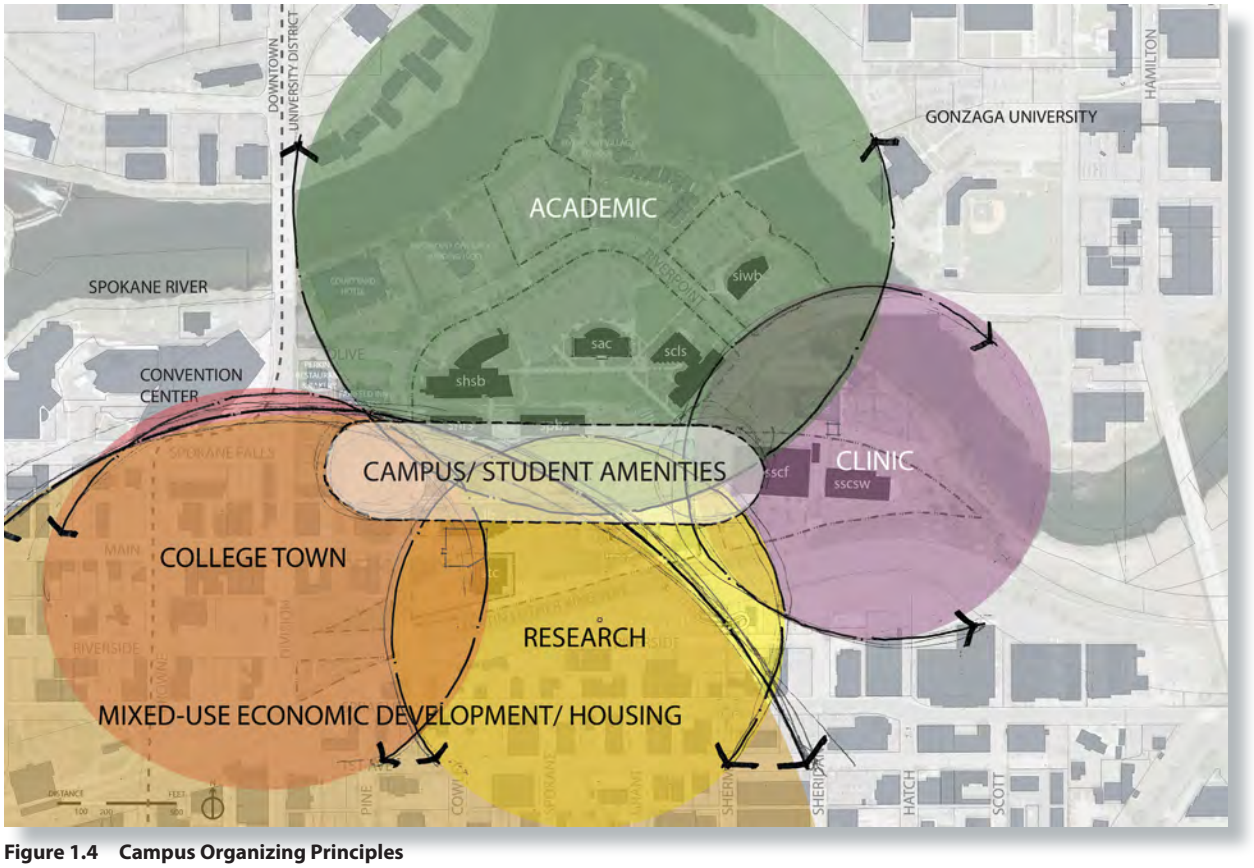


Figure 1.4 Campus Organizing Principles

Campus and student amenities are centralized along the East Spokane Falls Boulevard corridor, which also provides the primary, urban identity and access through the campus. The north side of campus concentrates core academic functions and should also allow opportunities for recreation and shared amenities along the Spokane River. Research functions share the central location of the campus, as combined in the existing Pharmaceutical and Biomedical Sciences and Nursing Buildings, and will continue south of the boulevard. Future clinic development should be focused on the southeastern side of campus and provide passive, visual connections to the river where possible. The western edge of the campus should serve as a transition area between the educational and research functions and the downtown edge. This "College Town" area provides an ideal location for partnering with the local development community for mixed-use economic development, including campus and community amenities, retail and housing to support the campus. Economic development could continue south of Martin Luther King Way and the railroad tracks, once the proposed pedestrian & bicycle bridge physically connects the campus to the Sprague/Sherman Street district. This Master Plan was presented to the City of Spokane's Planning Department so elements of the Master Plan may be considered in the City's integrated Planning Study for redevelopment opportunities in the south University District area.

1.4 Academic Programs

The existing mix of academic programs duplicate or expand course offerings available at the Pullman or Cheney campus settings, with two exceptions. WSU's College of Pharmacy and the College of Medical Sciences exist only at the Spokane campus. A wide range of health sciences professional education and research has been offered by both WSU and EWU, as well as their partners.

Washington State University has a long history of engaging in medical education. The WWAMI Medical Education Program was founded in 1971 as a partnership between the University of Washington School of Medicine and neighboring states (Washington, Wyoming, Alaska, Montana and Idaho) to increase the number of primary care physicians through public, graduate medical

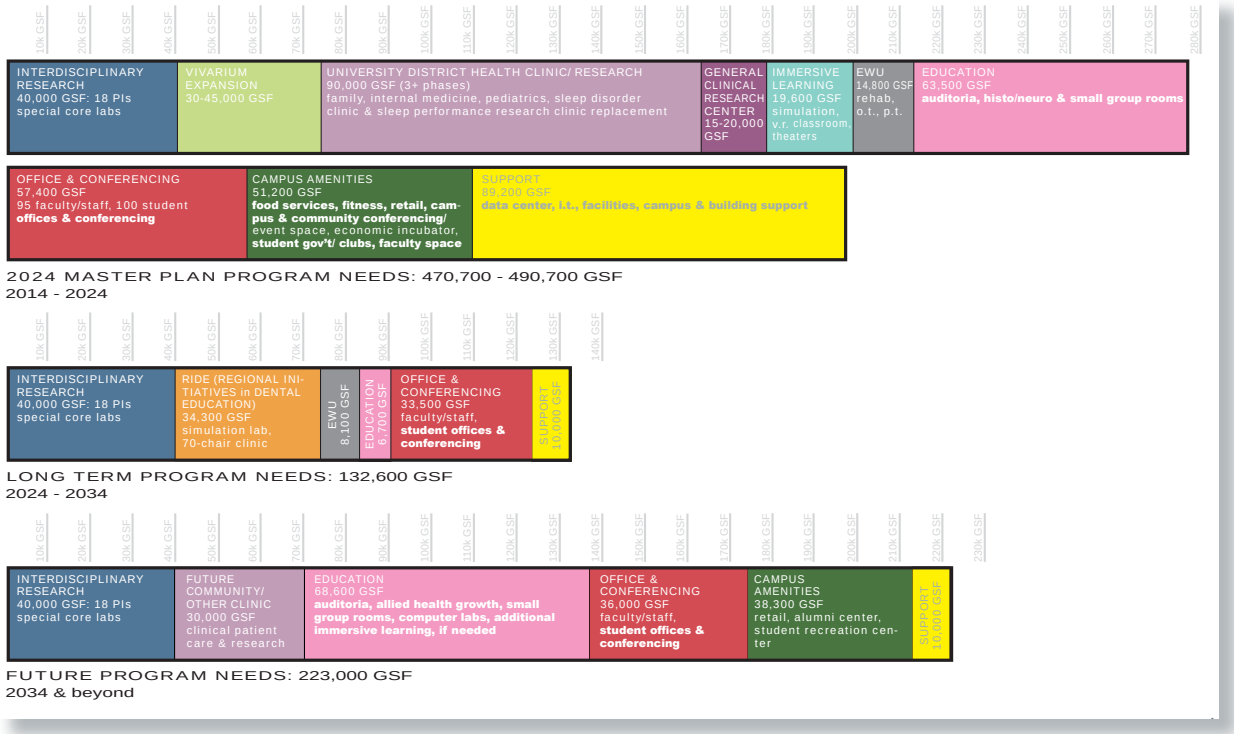


Figure 1.5 Phased Program Needs

Figure 1.6 Campus Master Plan: Project Phasing

WASHINGTON STATE UNIVERSITY HEALTH SCIENCES SPOKANE

jb	Jensen-Byrd Building	snrs	Nursing Building
scls	Phase 1 Classroom Building	spbs	Pharmaceutical & Biomedical Sciences
shsb	Health Sciences Building	stc	Spokane Technology Center
sac	Academic Center	vet	Veterinary Specialty Teaching Clinic
scf	South Campus Facility		
siwb	Innovate Washington Building		

education. Washington State University is a partner institution in the WWAMI program. Since Fall 2013, WWAMI students have been able to complete their first two years of the program in Spokane. WSU seeks to expand the education of medical students from a 20-student cohort to 120-students by 2024. Projected growth in the existing academic programs will require additional campus development beyond the 950,849 gross square feet currently provided. As of Fall 2014, Washington State University will seek approval from the State Legislature to establish their own medical school, independent of the WWAMI program.

This *2014-2024 Master Plan Update* identifies phased, incremental growth in three timeframes, as illustrated in Figures 1.5 and 1.6. Total program needs across the campus will be accommodated in multiple projects, achieved through various financing strategies including public-private partnership, certificates of participation and state funding.

- 10-Year Program Needs: 2014-2024 (4 projects)
- Long-Term Program Needs: 2024-2034 (1 project)
- Future Program Needs: beyond 2034 (5 projects)

Figure 1.7 on the following page indicates how the programmatic need might be distributed across the campus, based on the organizing principles and desired program adjacencies. Individual projects may be considered for different project siting, however the long-term goals for open space and campus development capacity should first be tested. Should the State Legislature approve a second public medical school at WSU, this *2014-2024 Master Plan Update* would have to be revisited in order to confirm and/or update the timing and program definition of the recommended projects.

1.5 Use of the *2014-2024 Campus Master Plan Update*

This document is intended to guide campus development decisions and capital funding requests for WSU, EWU and their partner institutions. As opportunities arise on-campus and/or on adjacent properties, the vision and intention documented within the *2014-2024 Master Plan Update* should provide a framework for decision-making and programmatic distribution.

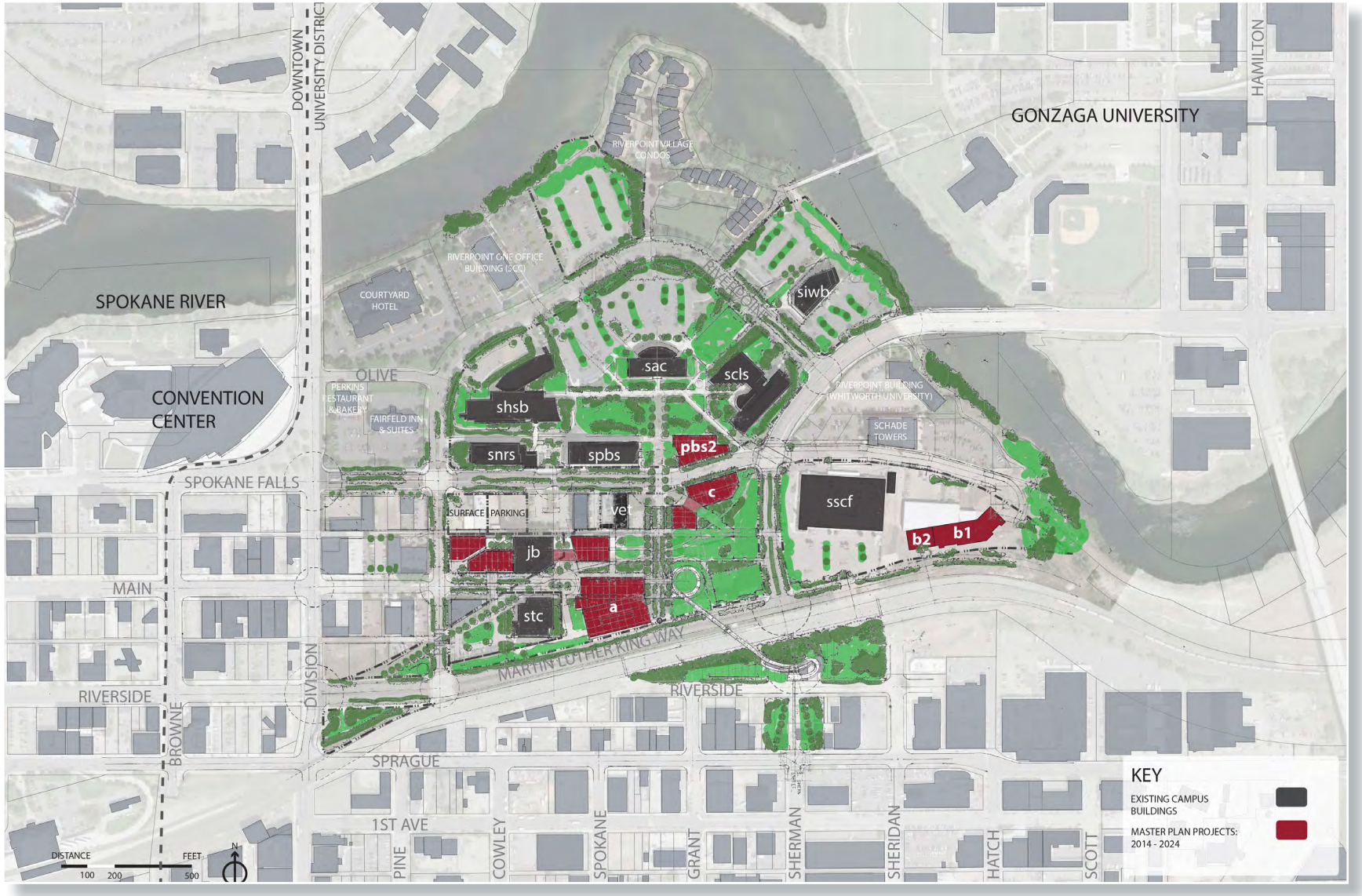
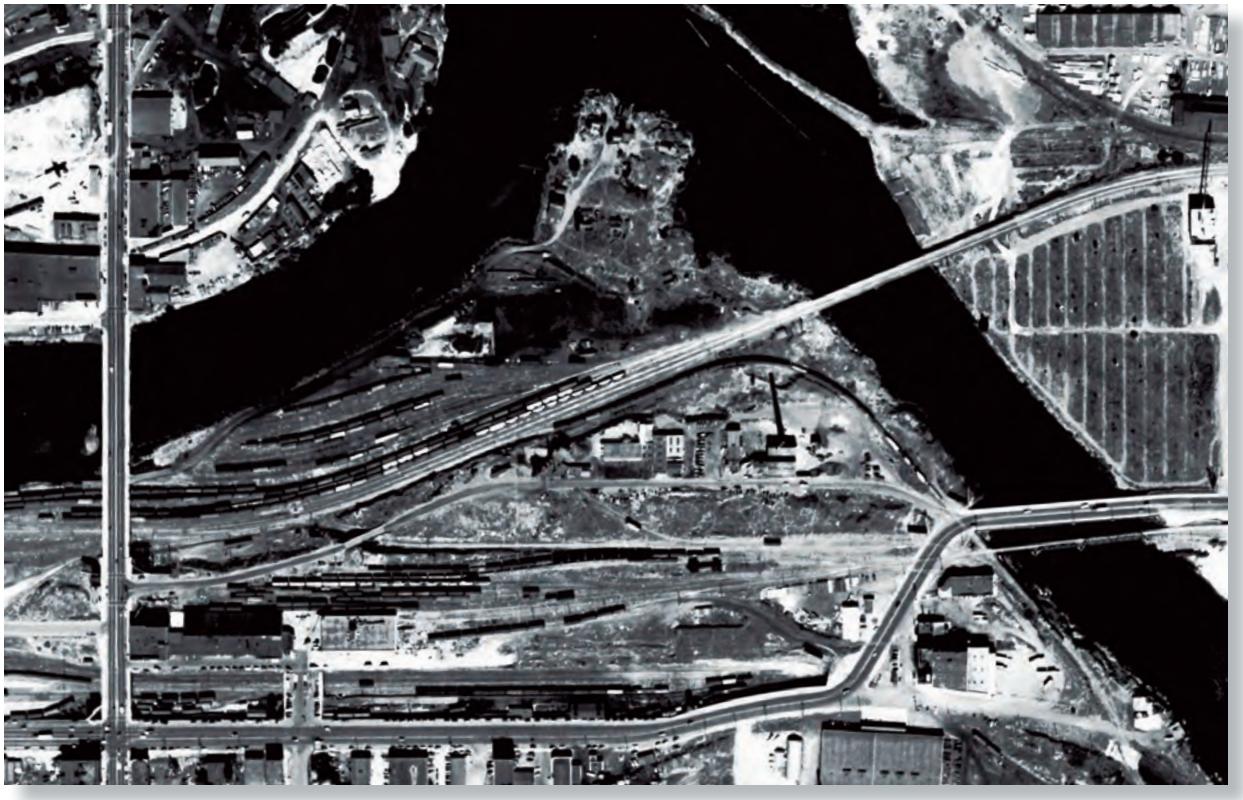


Figure 1.7 Campus Master Plan: 2014-2024 Projects



2.0 CAMPUS BACKGROUND

Washington State University and Eastern Washington University share the 47.2 acre urban campus on the edge of downtown Spokane. Potential partnership opportunities with Gonzaga University, Community Colleges of Spokane and the City of Spokane have led to the definition of the University District. Together they are building on past successes and looking to promote public-private partnerships and mixed-use development. The Health Sciences Campus, the emerging "College Town" district between Downtown and the campus' western edge, and the Sprague/Sherman Street area south of the proposed pedestrian & bicycle bridge will mature together to provide a vibrant, mixed-use, urban university district for students, faculty, staff and the City of Spokane.

2.1 Washington State University's Spokane Campus History

Since the mid-1980's, Washington State University (WSU) has partnered with Eastern Washington University (EWU), Gonzaga University, Whitworth College and Community Colleges of Spokane to develop and establish an array of programs designed to serve Spokane students and further regional economic development. The history of the campus is summarized in Figure 2.2 on the following pages. WSU located their first classes and administrative offices in leased space in a downtown Spokane bank building, where EWU was also holding classes. The "Riverpoint Campus" was first realized with the acquisition of 7.5 acres near downtown in the 1980s and construction began on the first building in 1994.

Figure 2.1 Future Site of Spokane Campus, circa 1960

Substitute Senate Bill 6655, which located WSU Spokane at the Riverpoint Higher Education Park, was enacted and signed by Governor Gary Locke on April 3, 1998. One of the first legislative charges of this bill for the Riverpoint Campus reads:

> *"Relocating of all Spokane-based upper-division and graduate course offerings and academic programs offered by public universities in the city of Spokane to Riverpoint Higher Education Park, using existing and planned structures at the Riverpoint Higher Education Park . . ."*

This legislation also assigned WSU as the fiscal agent for the campus.

In the fall of 1992, the Joint Center for Higher Education released a master plan to guide the development of the Riverpoint Campus. The plan recommended development of 5 to 7 buildings that would allow EWU and WSU to move from their leased space downtown to the Riverpoint site, a former rail yard.

The campus has grown from the original 7.5 to 47.2 acres over the last two decades. The original Master Plan and Design Guidelines were updated in 1996, 2000 and 2009. This document replaces previous master plans and has been prepared to reflect current institutional plans and input from interested stakeholders and the local community in the University District and across Spokane.

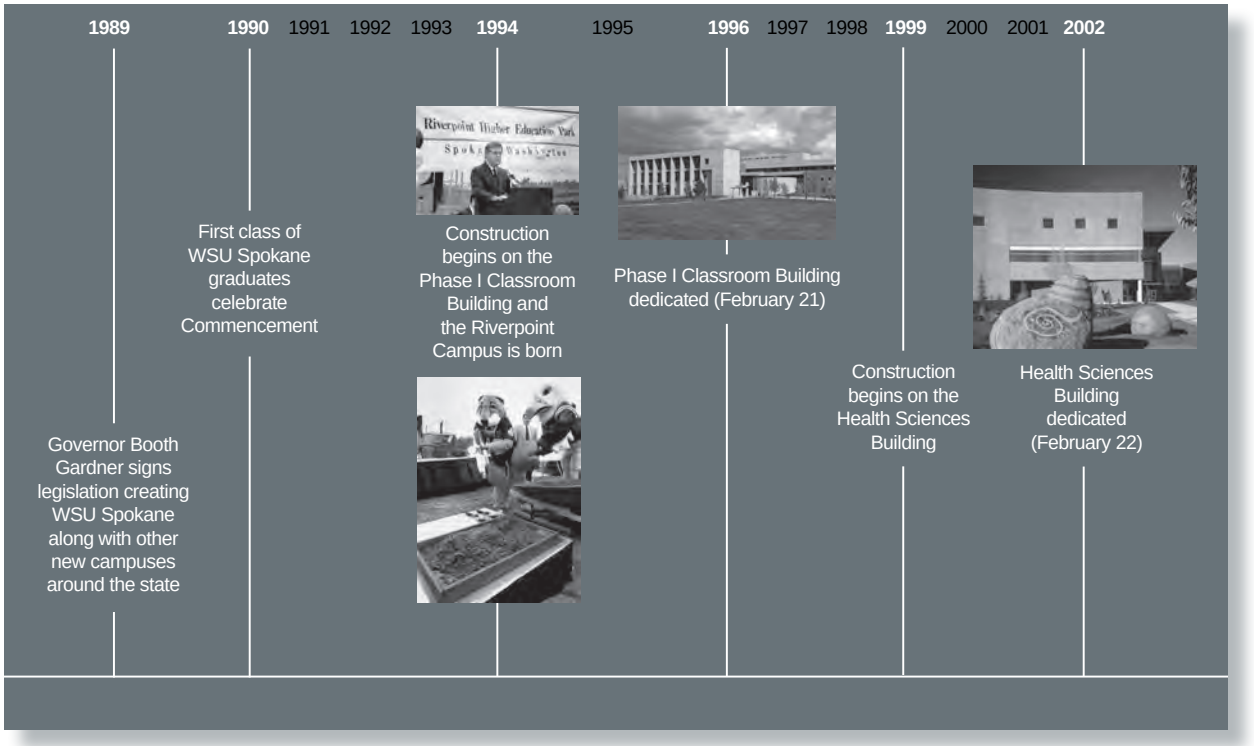


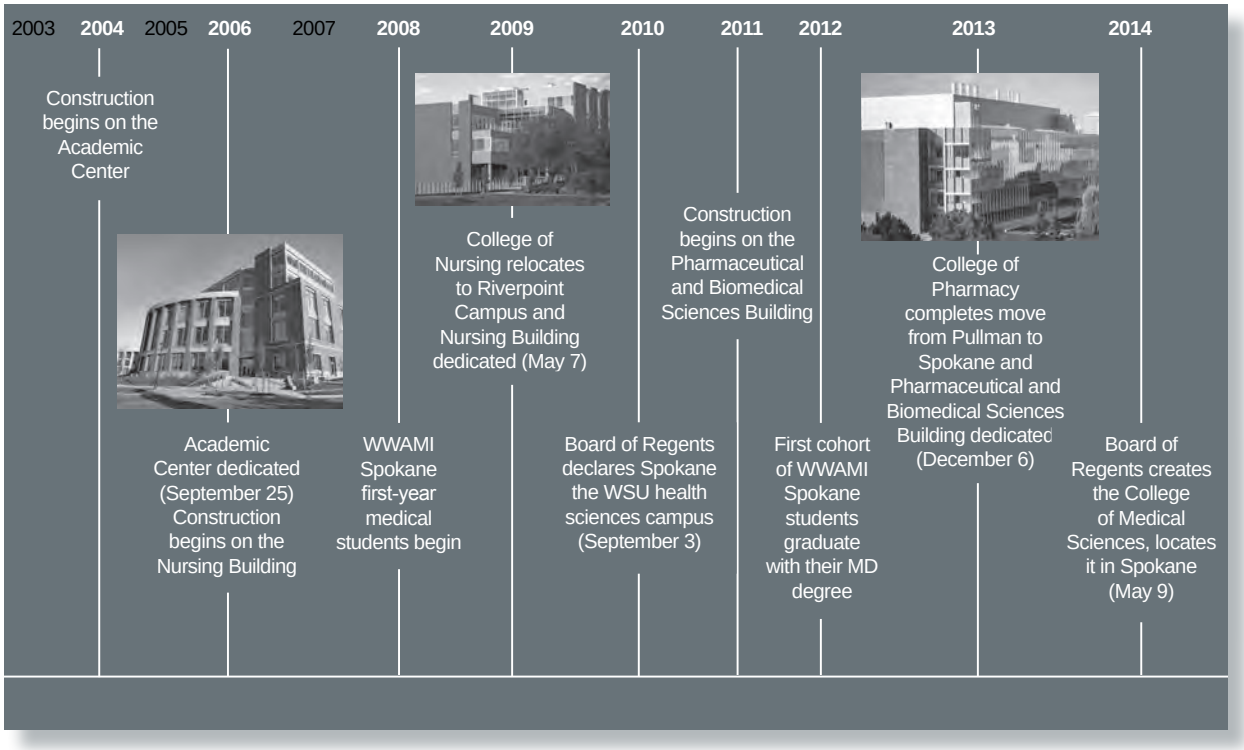
Figure 2.2 Spokane Campus History Timeline

Downtown Spokane & the University District

"Downtown" is bordered by the Spokane River to the north, Interstate 90 to the south, West Sunset Boulevard/ West Riverside Avenue to the west and Division Street to the east. East of Division, the "Riverpoint area" was formerly used for railroad repair and marshalling; more recently, the area supported a variety of commercial and light industrial activities.

Continued growth of Spokane and the success of the local universities led the Downtown Spokane Partnership to form the University District Development Association in 2004, with guidance from the City of Spokane and other key partners. This non-profit agency partners with the University District Public Development Authority to foster collaboration among the partners in order to promote a vibrant urban district that encourages development.

The University District, as illustrated in Figure 2.3 on the following page, includes both the WSU/ EWU campus and Gonzaga University as well as their surrounding neighborhoods. A proposed pedestrian & bicycle bridge from the WSU Spokane Campus in the University District campus would cross the railroad tracks and connect to Sprague Street in order to connect the Sprague/Sherman Street area with the campus. Redevelopment of this area may include campus amenities and multi-family housing to support the growing campus.



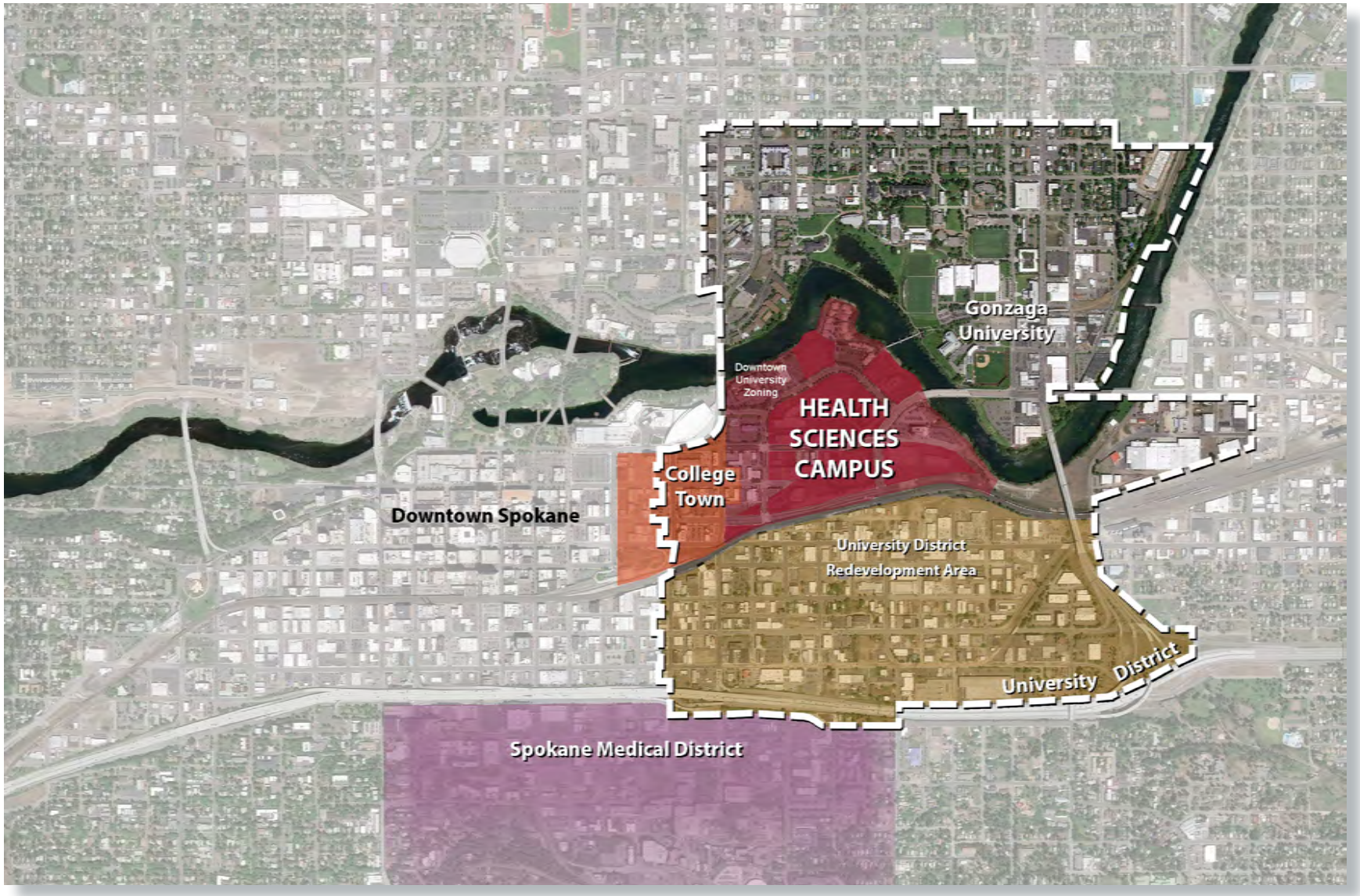


Figure 2.3 Spokane Campus Context

The western edge of the University District has the opportunity to transition downtown and campus, as a "College Town" subdistrict centered on Main Street. City zoning standards support this concept and designate the Main Street corridor (between North Bernard Street and mid-block, east of Division Street). College Town has the proximity and regulatory conditions to be ideal for mixed-use development that includes student-friendly retail and services. Both the Sprague/Sherman Street area and College Town transition zones could support campus-inspired industries in technology, health care, biotechnology and other mutually supportive endeavors. Physical proximity to the WSU Spokane Campus in the University District campus, the Convention Center and several hotels provide unique resources for public-private partnerships and events.

2.2 Institutional Missions for the Spokane Campus

Washington State University

This statement of mission, vision and objectives was developed by the WSU Spokane Campus Advisory Board in 2009.

WASHINGTON STATE UNIVERSITY
HEALTH SCIENCES SPOKANE

*Our **mission** is to transform understanding, improve human health, and advance economic and community well-being through applied and translational research, preparing health professionals to work as teams, community partnerships and campus development.*

*Our **vision** for the future is clear. WSU Spokane is an entrepreneurial, urban, land-grant campus, where world-class scholars, practitioners, students and community partners collaborate in teams to explore and comprehend human health, animal health, and the design of the world around us as an interconnected system.*

Our objectives for success build upon the cornerstones of our People, Place, Programs, and Partnerships.

People

- *We'll address growing demand for advanced graduate and professional studies by increasing student enrollment to 3,500+ students, 60% graduate & professional/40% undergraduate. Partner with other universities to increase overall campus enrollment to 6,000.*
- *We'll expand regional research capability by attracting world-class scholars: Triple faculty size from 200 to 600. Continue successful WSU model of targeted recruitment in signature programs.*

Place

- *We'll build a world-class health sciences center and campus: Increase the physical plant from 950,000 to over 1.3 million square feet space with research labs, clinical services, classrooms, instructional labs, offices, support facilities, and supercomputing capability.*
- *We'll drive growth in the private sector by creating demand for services: Support economic growth and investment that meet student/staff/faculty demand for housing, health and wellness facilities, and other services and amenities on or near campus.*

Programs

- *We're expanding WSU's Spokane headquarters for health sciences: Consolidating the College of Pharmacy; establishing a full four-year medical program; expanding the College of Nursing and the Department of Health Policy and Administration; consolidating selected undergraduate and professional programs in Spokane. We're also meeting community needs and priorities with targeted research, design, executive business, education and policy studies.*
- *We're enhancing WSU's competitive status as a research university. The goal? Grow external research funding from the current $12-15M to more than $40M/year in expenditures.*

Partnerships

- *We'll leverage community opportunities and strengths through partnerships: Lead effective collaboration with EWU, UW and CCS and community for academic and capital development of the urban campus.*
- *We'll anchor the regional economy of the future through innovation, application and commercialization of research, collaboration with public agencies and the private sector.*

Eastern Washington University

EWU is dedicated to the following key values:

- *Student-centered learning environment - Students are the reason we exist.*
- *Quality - We strive for excellence in everything we do.*
- *Access - We expand access to opportunity and success for students.*
- *Inclusiveness - Our diversity makes EWU a stronger community.*
- *Integrity - We foster a culture of respect, commitment and honesty.*

Our Mission

EWU expands opportunities for personal transformation through excellence in learning.

EWU achieves this mission by:

- *fostering excellence in learning through quality academic programs, undergraduate and graduate student research and individual student-faculty interaction. Students extend their learning beyond the classroom through co-curricular programs, life skills development, internship programs, volunteering and service learning.*
- *creating environments for personal transformation that enrich the lives of individuals, families, communities and society at large.*
- *expanding opportunity for all students by providing critical access to first generation students, underserved populations, place-bound students, and other students who may not have the opportunity for higher education.*
- *developing faculty and staff by growing and strengthening an intellectual community and supporting professional development.*

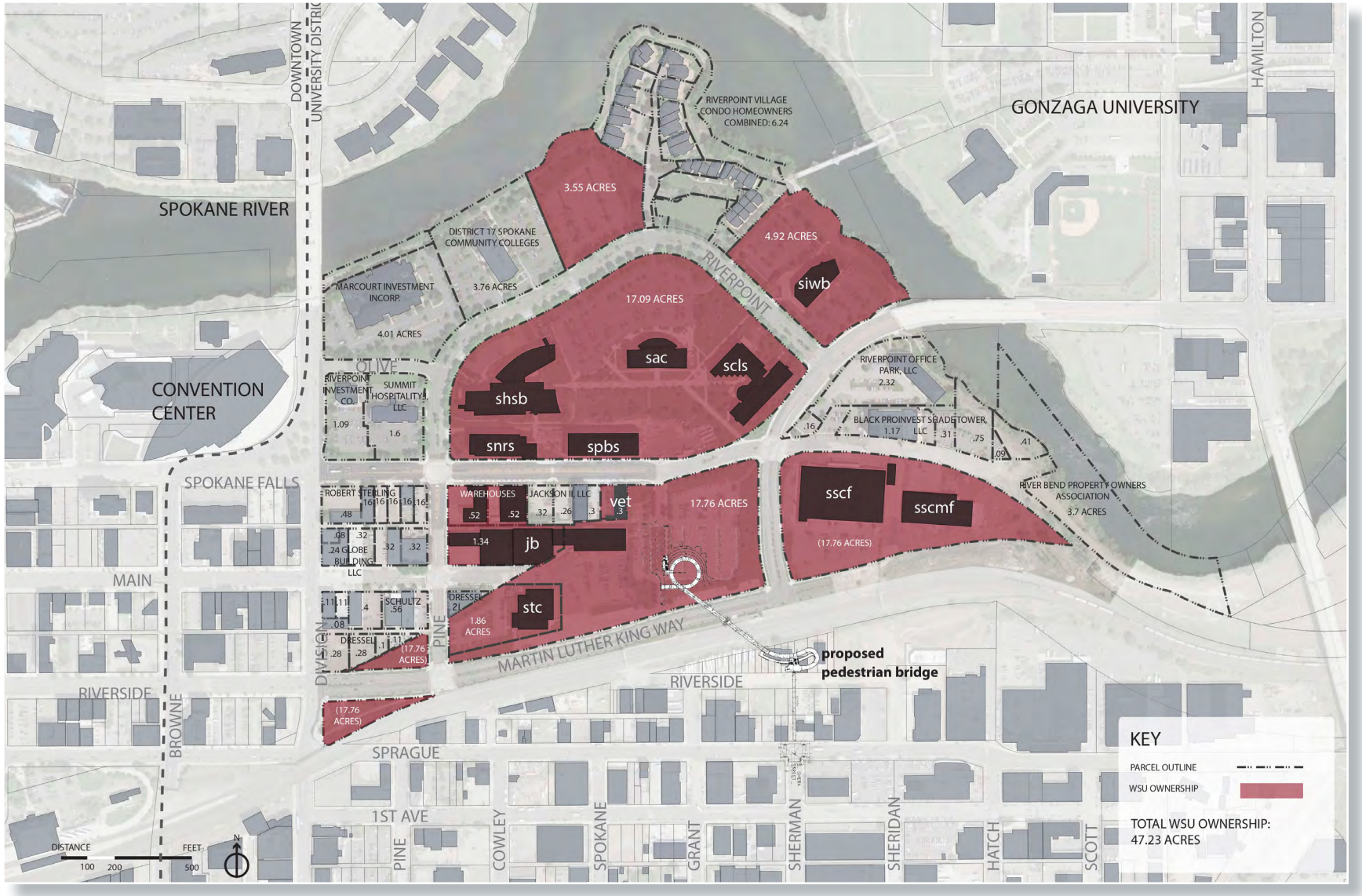


Figure 2.4 Existing Campus Ownership (2014)

Our Vision

EWU envisions a future of professionally, socially and culturally engaged leaders, citizens and communities.

EWU is a driving force for the culture, economy, workforce and vitality of Washington state. Our graduates think critically and make meaningful contributions to both their career fields and their communities.

2.3 Designation as WSU's Health Sciences Campus & Implications for Future Development

The city's regional role as a health care hub and the growing array of health sciences research-based programs led WSU to officially designate Spokane as their health sciences campus in 2010. While many programs are located on multiple campuses, in 2014, the College of Pharmacy fully transferred to Spokane and the new College of Medical Sciences was there established. This progress and the strategic visioning undertaken through the master planning study has provided clarity to the role of the Spokane campus for both institutions and the focus on health sciences higher education and research. Henceforth, this vision will be conveyed in the new name of the shared campus: WSU Spokane Campus in the University District.

Future program choices and requisite physical development should promote the interdisciplinary research and education of health care professionals on the campus and provide the desired amenities to support the growing campus. Programs unrelated to the health sciences focus will be considered on a case by case basis, presuming requisite space is available on the campus. Accommodation of health sciences education, research and administrative support spaces will be the first priority.

Figure 2.5 Pharmacy Teaching Lab, 2014

Prior to the start of the academic school year 2014, full ownership/ occupancy of the Phase I Classroom Building was transferred to EWU to provide Eastern a clear physical identity on the campus. EWU programs, faculty and students will continue to be present in other buildings on-campus, particularly the Health Sciences Building. WSU Spokane is still responsible for custodial and inter-university agreements for information technology support.

Health Sciences programs are the focus and first priority for both institutions at the WSU Spokane Campus in the University District campus. Space needs for non-health sciences programs should be accommodated as space is available.

2.4 Academic Programs

Existing degree programs offered at the WSU Spokane Campus in the University District campus are detailed in Tables 2.1 and 2.2.

Table 2.1 WSU Academic Degree Programs

COLLEGE	PROGRAM	DEGREE
Arts & Sciences	Criminal Justice & Criminology	MA, PhD
Education	Curriculum and Instruction	MA
Education	Educational Leadership	MA, Ed.D
Education	Master in Teaching	MA
Education	Teacher Leadership	Ed.D
Health Policy & Administration	Health Policy & Administration	MAPH
Health Policy & Administration	Research Institute Public Health	
Medical Sciences	Medical Sciences	MD
Medical Sciences	Sleep Performance Research Center	n/a
Medical Sciences	Speech & Hearing Sciences	BA, MA
Nursing	Nursing	BSN, MN, DNP, PhD
Pharmacy	Nutrition & Exercise Physiology	BS, MS CPD
Pharmacy	Pharmaceutical Sciences	Pharm.D
WSU	Data Center & Facilities	n/a
WSU	Campus Amenities / Student Services	n/a

Table 2.2 EWU Academic Degree Programs

COLLEGE	PROGRAM	DEGREE
Applied Psychology	Mental Health Counseling	MS
Applied Psychology	School Counseling	MS
Applied Psychology	Educational Specialist in School Psychology	CERT
Business & Public Administration	Accounting	BAB
Business & Public Administration	Business & Marketing Education	BAE
Business & Public Administration	Business Administration	MBA
Business & Public Administration	Economics	BA, BS
Business & Public Administration	Finance	BA
Business & Public Administration	Health Services Administration	BA, MPA
Business & Public Administration	Local Government Administration	MPA
Business & Public Administration	Management	BA
Business & Public Administration	Management Information Systems	BA
Business & Public Administration	Marketing	BA
Business & Public Administration	Public Administration	MPA
Business & Public Administration	Public Finance	MPA
Business & Public Administration	Urban and Regional Planning	BA, MURP
Business & Public Administration	Environmental Planning	MURP
Business & Public Administration	Planning Management	MURP
Business & Public Administration	Public Management Development	CERT
Business & Public Administration	Public Personnel	MPA
Business & Public Administration	Small Town Planning	MURP
Business & Public Administration	Tribal Planning	MURP, CERT
Health Science & Public Health	Communication Disorders	BS, MS
Health Science & Public Health	Cultural Communications	MS
Health Science & Public Health	Dental Hygiene	BA, MS

Table 2.2, continued

COLLEGE	PROGRAM	DEGREE
Health Science & Public Health RIDE / UW	Dentistry	DDS
Health Science & Public Health	Instructional Communications	MS
Health Science & Public Health	Occupational Therapy	BA, BS, MOT
Health Science & Public Health	Organizational Communications	MS
Health Science & Public Health	Physical Therapy	DPT
Health Science & Public Health	Public Health	BS, MPH
Health Science & Public Health	Speech Language Pathology	CERT
Health Science & Public Health	Technological Communications	MS
Letters & Education	Creative Writing	MFA
Science & Engineering	Computer Science	MS
Social & Behavorial Sciences & Social Work	Addiction Studies	BA
Social & Behavorial Sciences & Social Work	Social Work	MSW

The majority of the existing and proposed programs are projected to continue at current enrollments or minor growth. The Master Plan Update includes planned growth for WSU medical students participating in the WWAMI program, increasing from 20 to 80 students per class for the first two years. EWU's plans to expand the class size for the Regional Initiative Dental Education (RIDE) program within the 10-year horizon. The following description of programmatic space needs include natural growth of the maturing campus plus significant facility needs to support the dramatic expansion of medical and health science education and research in Spokane.

10-Year Programs Needs: 2014-2024

Programmatic space needs for this 10-year Update are projected at 470,000 - 490,000 GSF in renovation and new construction. Figure 2.6 provides a graphic program summary of the five projects anticipated for 2014-2024, ranked here in order of campus priority:

1. **University District Health Clinic**
   Through local partnership with Empire Health Foundation and Providence Health Care, WSU will host the University District Health Clinic (UDHC) on the WSU Spokane Campus in the University District campus, an outpatient clinic of approximately 42,600 GSF initially. The facility is anticipated as a 2-story structure to be sited east of the South Campus Facility, in the "clinic" block previously described. The clinic will be designed to accommodate future expansion to grow the building for pediatric, and potentially other, residency slots. (This project is not funded through the state capital budget process.)

2. **Jensen-Byrd Tower Expansion/Renovation & New Support/Parking Structure**
WSU previously acquired the 6-story Jensen-Byrd Tower and associated warehouse buildings. Predesign planning of the facility has tested the redevelopment potential to house campus support functions including information technology and a data center. WSU will pursue public-private partnership to develop infrastructure and renovations (and potentially expand/reconfigure) to Jensen-Byrd that provide these support functions as well as an array of desired campus amenities and auditoria.

   The renovation project will be paired with the construction of a new 600-stall parking structure with ground floor office space for campus facilities staff. The above-ground facility will be sited south of Jensen-Byrd, with access from Main Street and potentially East Martin Luther King Jr. Way (right in/out only). This central location is adjacent to the main, north-south pedestrian corridor, providing easy access for current students as well as visitors to the campus and Jensen-Byrd functions. (These projects are not funded through the state capital budget process.)

3. **New Research Building ("PBS2")**
The top priority for state funded capital projects is the planned expansion of the Pharmaceutical & Biomedical Sciences Building (SPBS), east of the new facility. This 150,000-160,000 GSF building will directly connect and expand basement functions underneath the central, north-south pedestrian corridor. At the campus level, PBS2 will appear as a separate structure with additional classrooms and research space in 4-5 stories above ground. This new facility will accommodate 18 more principal investigators (PIs) in the health sciences fields as well as an immersive learning suite for simulation.

4. **New Education, Clinical Research Building**
The second new building anticipated for state funding is a 140,000 GSF education and clinical research facility that would be located on East Spokane Falls Boulevard, immediately south of PBS2. (This site falls within the research designation and immediately adjacent to the clinic 'block'.) Clinic functions within the Education, Clinical Research Building include a general clinical research center (GCRC), replacement of the sleep performance research clinic

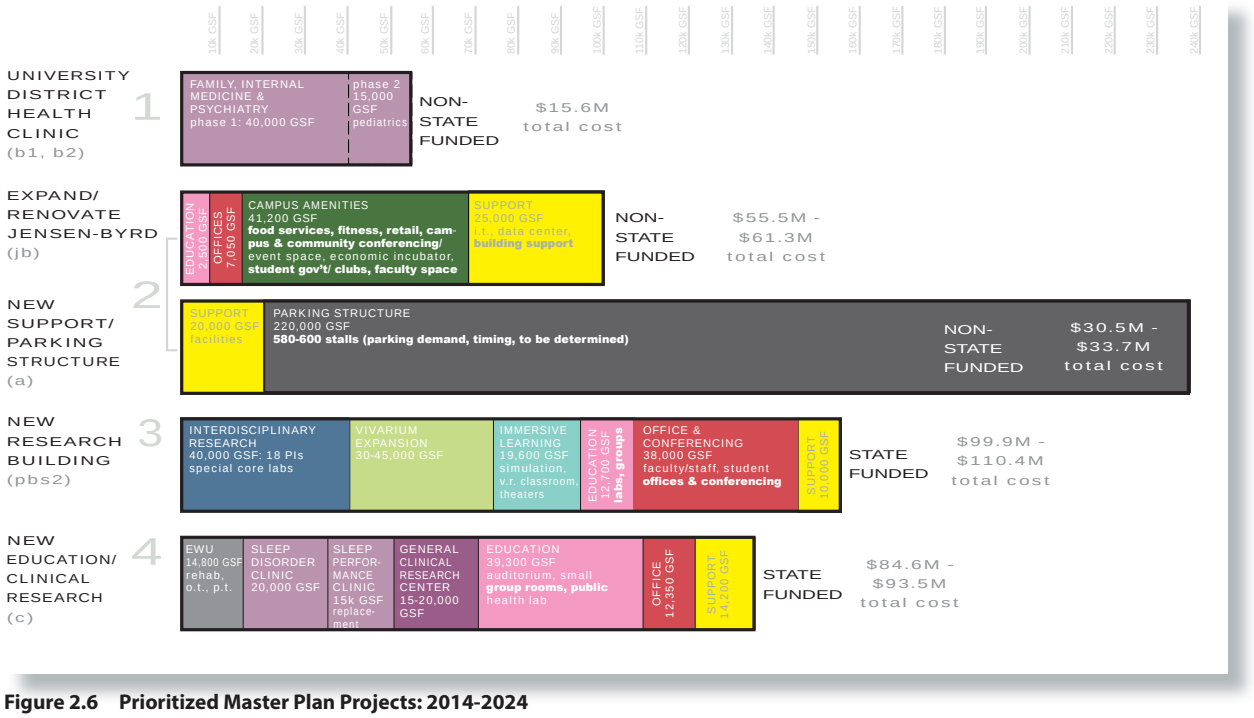


Figure 2.6 Prioritized Master Plan Projects: 2014-2024

(currently located in the South Campus Facility) and adds a sleep disorder clinic. Significant education space for auditoria and classrooms is included as well as additional space for EWU's occupational, rehabilitation and physical therapy programs. Funding for this facility is anticipated as a shared capital budget request of EWU and WSU.

Realization of all four projects by 2024 will largely depend on creative partnerships with the larger Spokane community and support from the Washington State Legislature. These four projects are critical for the WSU Spokane Campus in the University District campus to accommodate current projections and goals for both Washington State University and Eastern Washington University.

Long-Term Program Needs: 2024-2034

This Master Plan Update identified a ten year period to accomplish the immediate programmatic needs of the campus. The "long-term" was therefore determined to be the following ten year period, or 2024-2034. Long-term programmatic needs continue the development and growth of the College of Medical Sciences and the size of each incoming class of medical students. The single project defined for this era is anticipated for state funding as defined below and included in Figure 2.7.

1. **New Research/ RIDE Clinic ("PBS3")**
   This facility combines EWU's need to grow its RIDE programs and dental clinic with projected, continued growth in pharmaceutical and medical research. The recommended siting of this Research/RIDE Clinic is east of the Health Sciences Building to allow for the programmatic adjacencies and growth of the dental programs. Funding for this facility is anticipated as a shared capital budget request of EWU and WSU.

Planning and design of this long-term project would coincide with, or possibly follow, the completion of the 10-Year projects previously described.

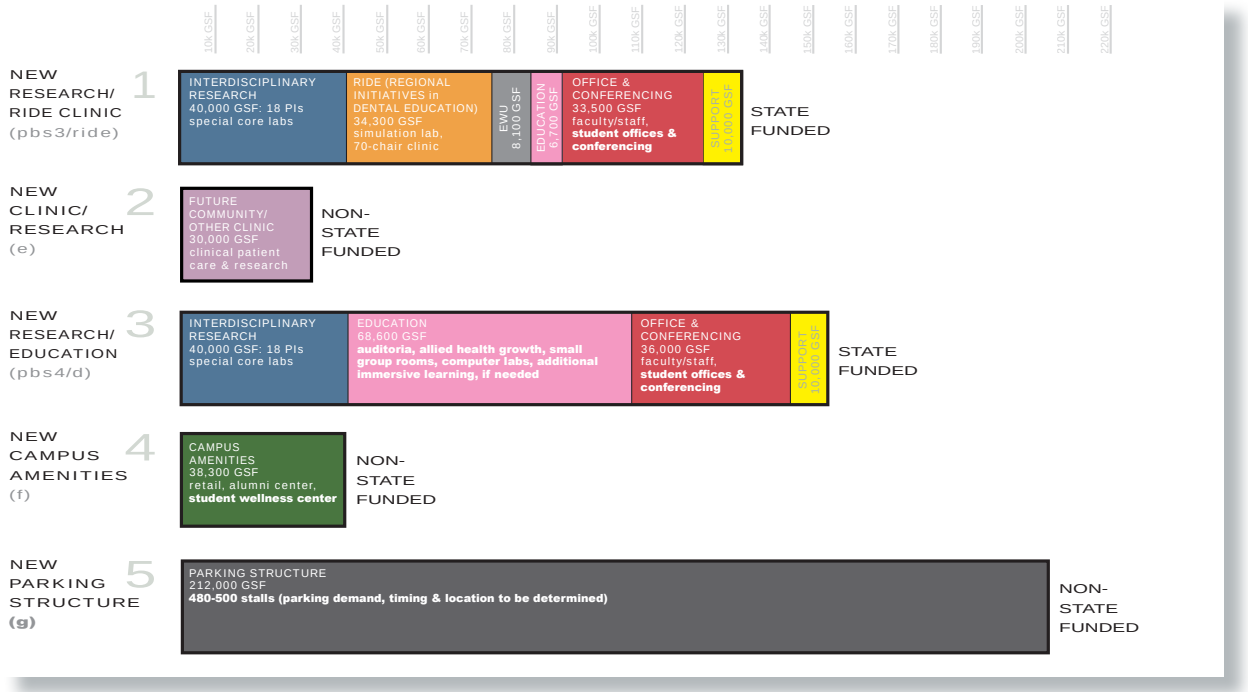


Figure 2.7 Prioritized Master Plan Projects: Long-Term & Future

Future Program Needs

1. **New Clinic/ Research**
   Depending on the success of the Spokane Teaching Health Center (University District Health Clinic), additional clinic growth is likely to be needed on the campus. This 20,000 GSF placeholder for more clinic or research space will provide nursing and medical students increased access to clinical patient care and hands-on research space. After the Sleep Performance Research Clinic is moved to its new facility (project #4, above), the South Campus Facility can be demolished, allowing the New Clinic/ Resarch facility to be sited easily on the clinic block. (This project is not anticipated to require funding through the state capital budget process.)

2. **New Research/ Education**
   Continued expansion of the research capacities of the campus will be addressed with this state-funded facility. The New Research/ Education building has a significant education component to add new auditoria, and a variety of classrooms to accommodate classes and small group work. If needed, additional immersive learning space may be considered as part of this 154,600 GSF building. The mix of research and education functions indicate this facility should be located in proximity to the Nursing and PBS Buildings; the recommended site is on East Spokane Falls Boulevard and Pine Street.

3. **New Campus Amenities**
   The renovation of the Jensen-Byrd Building will not be able to accomplish the entire list of campus amenities desired by students, faculty and staff. It is anticipated that this 38,300 GSF New Campus Amenities facility will add to the campus and community support functions, potentially including an alumni center and student wellness center to provide recreation and/or health care services. The Master Plan Update recommends siting this facility near the Spokane River, or adjacent to the Jensen-Byrd Building, depending on the site remaining. This project would seek alternative funding and would not be state funded.

4. **New Parking Structure**
   The campus must continue to promote alternative travel modes and reduce dependency on single occupant vehicles and surface parking lots. As education, research and clinic spaces continue to develop, an additional parking structure is anticipated. This new, 500-stall Parking Structure may be most in demand on the clinic block, depending on the average number of patient visits to the campus. The number of stalls and the opportunity to locate additional program needs on the ground floor of the facility is yet to be determined. (This project is not anticipated to require funding through the state capital budget process.)

Should the State Legislature approve a second public medical school at WSU, this *2014-2024 Master Plan Update* would have to be revisited in order to confirm and/or update the timing and program definition of the recommended projects.

2.5 Planning Process

As illustrated in Figure 2.9 on the following page, this *2014-2024 Master Plan Update* documents a planning effort comprised of ten tasks completed during the 2013-2014 academic year. Phase I researched the context and academic planning efforts of both WSU and EWU in order to begin the visioning process. The first half-day "leadership summit" was convened in January, 2014 to communicate the role of the campus for each institution, build understanding with the local health care partners in the Spokane community, identify opportunities for further partnership and begin to define development precepts for the master planning effort.

The second phase of the study analyzed available data, program forecasts and campus conditions (physical, regulatory and infrastructure) to develop campus development concepts. The alternatives were then comparatively evaluated using the development precepts as criteria. Phase II involved two leadership summits with institutional leadership and on-campus open houses to gather input from student, faculty and staff. The open houses were used to validate the analysis of existing conditions and gather opinions about what amenities were most needed on-campus or in close proximity. A community meeting was held to gain similar input. The planning team also met with the representatives of the University District Public Development Authority and City of Spokane to coordinate the master plan with municipal plans for the University District.

Phase III synthesized the most successful elements of the master plan concepts into a single, composite plan that best responded to the stated goals and objectives. A final community meeting was offered on-campus and institutional leadership were invited to a leadership summit to confirm the findings. The preferred campus master plan and the process behind it was documented in this *2014-2024 Master Plan Update* to conclude the study.

Figure 2.8 Open Houses

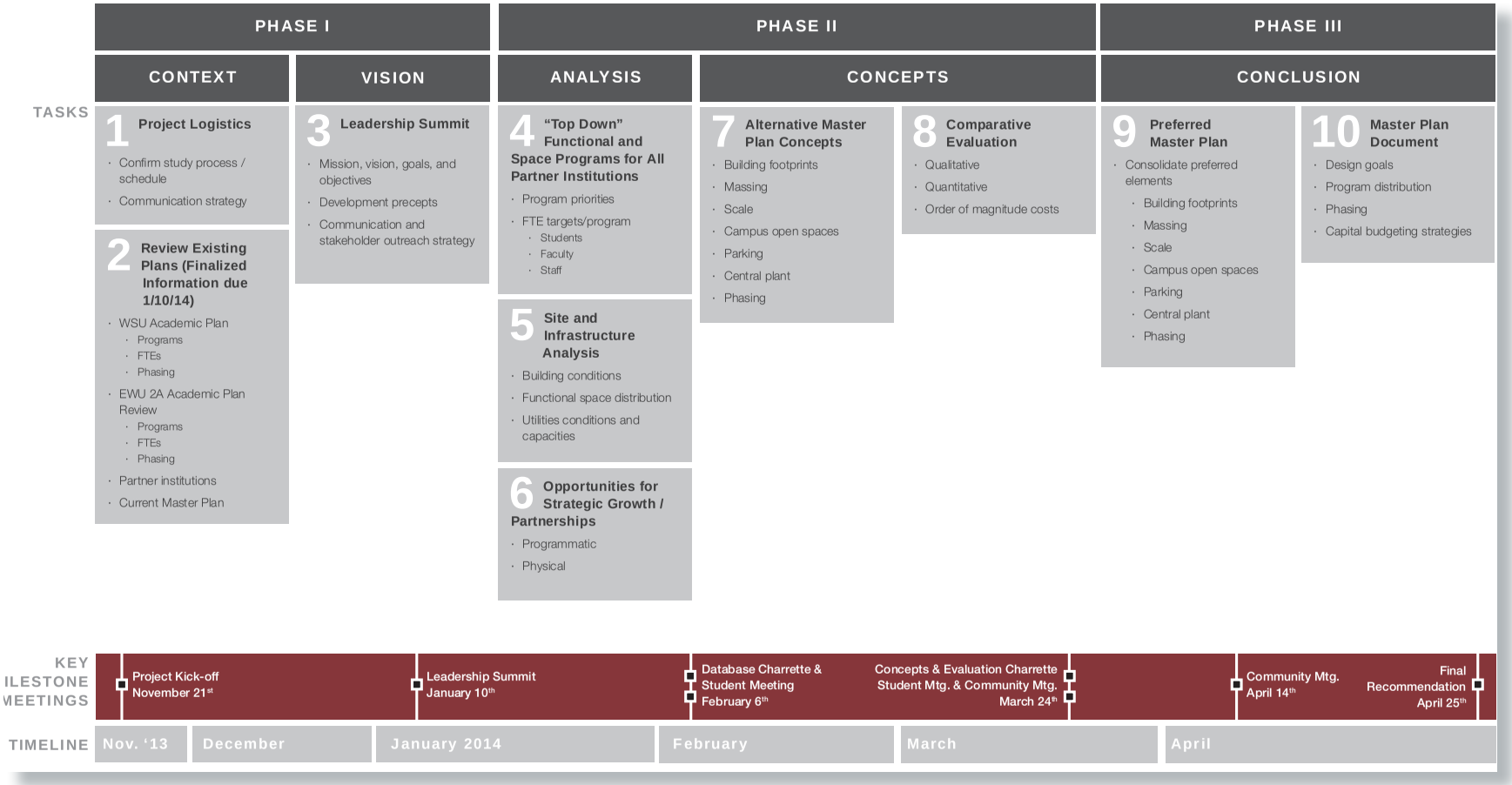


Figure 2.9 Campus Master Plan Update Process Chart

3.0 EXISTING CAMPUS CONDITIONS, POTENTIALS & CONSTRAINTS

The 2014-2024 Master Plan Update combined the analysis of academic programs, projected growth and institutional strategic planning inputs with the physical analysis of existing campus conditions. Understanding of all these elements together determined the potentials and constraints impacting current operations and future development. Analysis of existing conditions begins with the understanding of the context in which the WSU Spokane Campus in the University District campus exists - for each institution and within the City of Spokane.

3.1 Campus Location

Spokane is one of five designated campuses for Washington State University and one of two Eastern Washington University campus locations, as illustrated in Figure 3.2 on the following page. In 2010, the city's regional role as a health care hub and the growing array of health sciences research-based programs led WSU to officially designate Spokane as the University's health sciences campus. While many programs are located on multiple campuses, the College of Pharmacy fully transferred to Spokane and the new College of Medical Sciences was there established in 2014. This progress and the strategic visioning undertaken through the master planning study have provided clarity to the role of the Spokane campus for both institutions and the focus on health sciences higher education and research. Henceforth, this vision will be conveyed in the new name of the shared campus: WSU Spokane Campus in the University District.

Figure 3.1 Existing Campus Aerial View, July 2013 (Google Earth)

3.2 Site Analysis

Since first moving to the original 7.5 acre site, incremental development and real estate acquisition has grown the campus to 47.2 acres and 11 buildings totaling almost 1 million gross square feet (GSF). The campus population has grown as well, totaling approximately 1,400 WSU students and 2,340 EWU students in the 2013-2014 academic year. The site also accommodates campus and clinic patients at the dental clinic (located in SHSB) and the sleep performance research clinic (located in SCF).

Physical & Environmental Conditions

As documented in the 2000 Master Plan, the region's climate is strongly influenced by the Pacific Ocean, as moderated by the Cascade Range. Annual precipitation ranges from approximately 15 to 20 inches per year, with most precipitation occurring during the October through April period. Summers are typically very dry, with monthly precipitation of one inch or less. Temperatures can range from below 0° F in the winter to highs in the 90° F range in the summer. Humidity tends to range in the 70-100% range during winter months but drops into the 20-30% range during the dry summer months. Future campus development must therefore consider temperature extremes in siting and shading structures and accommodating snow storage and removal.

Campus topography has been altered for the early industrial uses and railyard conditions. Significant re-grading and filling of low areas has occurred, including buried disposal of soils contaminated from the industrial functions, along the retention wall on the north side of East Spokane Falls Boulevard. A significant portion of that soil was removed and remediated as part of the Pharmaceutical and Biomedical Sciences Building construction.

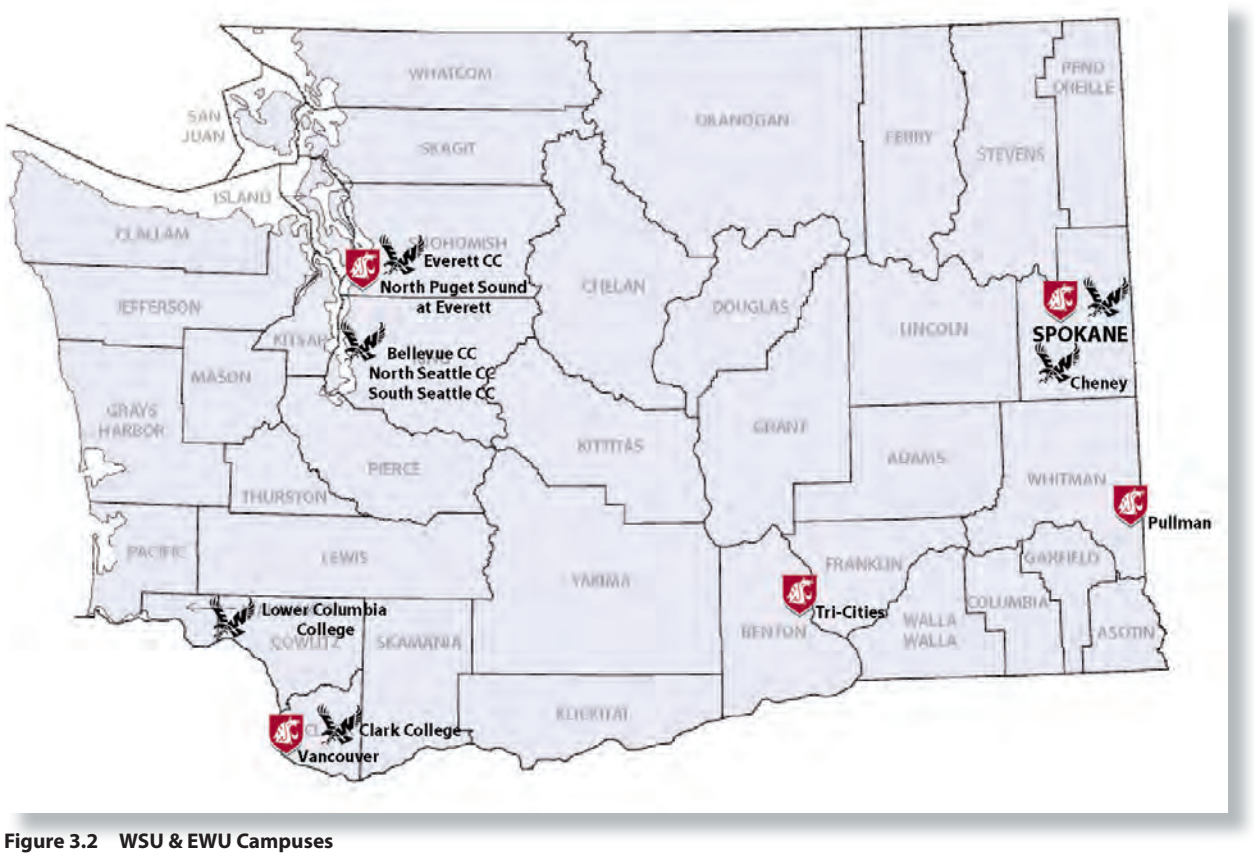


Figure 3.2 WSU & EWU Campuses

The site is generally comprised of a level terrace between East Spokane Falls Boulevard and the river to the north, and a second slightly sloping terrace to the south. The terrain south of East Spokane Falls Boulevard sits approximately six to eight feet higher than the land north of the boulevard and continues to rise toward Martin Luther King Way, to the south. These topographic conditions should be considered during future building design to understand building height relationships and accessible pedestrian paths between facilities.

Previous master plans recorded that the site's surface soils are generally variable imported materials and site-originated soils that have been relocated. Drilling records suggest that the top three feet of the site is probably underlain with a mixture of topsoil, granular material (sand, gravel), cinder, broken rock, and miscellaneous urban demolition material (mainly brick, concrete, and asphalt). Basalt rock underlays the site at varying depths - from exposed at the surface in some locations, to below river level in other locations. In general, the western portion of the site contains only a thin veneer of surface soils over bedrock. The eastern portion of the site formerly contained some low areas which were filled during the railroad era. In these locations, basalt bedrock may be overlain with 15 or more feet of fill.

The eastern portion of the site is located on unconsolidated deposits that may be a part of the Spokane-Rathdrum Prairie Aquifer, which EPA has designated as a "sole source aquifer". Groundwater in this area has been encountered during drilling operations, generally at a depth of 10 to 17 feet below the ground surface. Land southerly of the site is at a higher elevation and groundwater probably flows from these higher areas towards the river. Groundwater (possibly perched water) has been encountered in several of the building excavations on campus. Collection and discharge of groundwater has to be considered as a possibility for any proposed buildings that include a basement.

Figure 3.3 Campus Reflection, PBS Facade

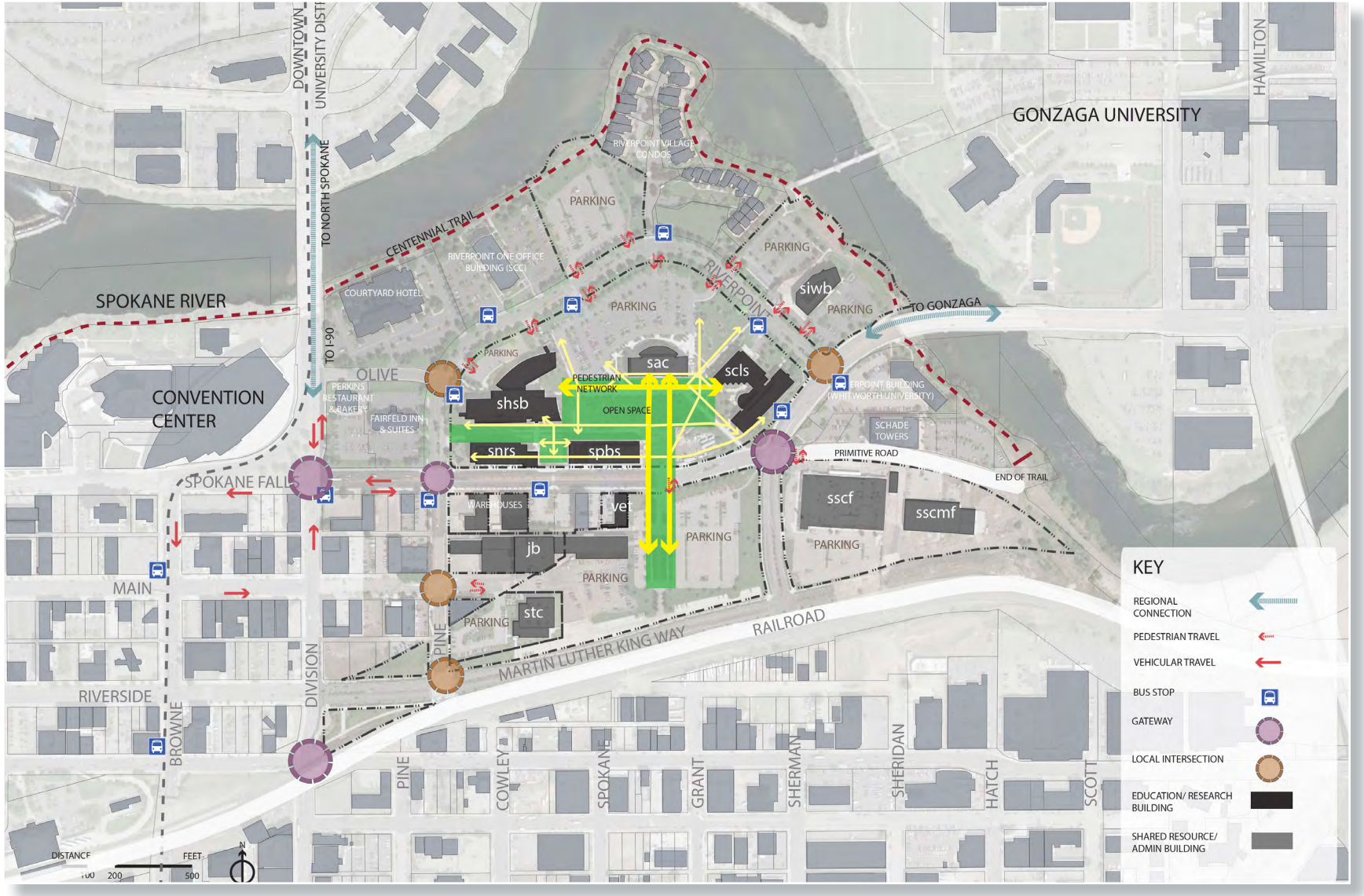


Figure 3.4 Existing Campus Conditions (2014)

Existing Campus Development

The campus has grown over time to accommodate new programs and support enrollment growth. Table 3.1 lists the facilities by the date of campus construction or renovation of buildings acquired through real estate transactions.

Table 3.1 Campus Buildings

BUILDING NAME	CONSTRUCTION COMPLETION	SIZE (GSF)	DESCRIPTION
Phase 1 Classroom Building (SCLS)	1998	119,585	The Phase 1 Classroom Building includes classrooms, design studios, a 205-seat auditorium, computer labs, and a gallery. In June 2014, ownership of this facility was transferred to EWU.
Health Sciences Building (SHSB)	2002	145,616	The Health Sciences Building houses WSU Spokane and Eastern Washington University health sciences education, research, and public service programs.
South Campus Facility (SSCF)	1938, 2005 (renovated)	63,725	The South Campus Facility is a brick and heavy timber structure first occupied by Montgomery Ward in 1938. Following a partial renovation in 2005, about half of the space is currently occupied and features multiple-use classrooms, the Sleep and Performance Research Lab, Parking Services, Mailing Services, and other support services.
Peirone Warehouse Building	(real estate acquisition)	not included	Warehouse currently provides 35,171 GSF storage space however it is scheduled for demolition (2014/2015) to accommodate the proposed Spokane Teaching Health Clinic.
Academic Center (SAC)	2006	108,144	The Academic Center houses a number of academic programs and administrative units, as well as the Library.
Spokane Technology Center	2008	38,520	The Spokane Technology Center houses researchers for WSU's Institute for Shock Physics and the Applied Sciences Laboratory. In spring 2014, the State Legislature transferred the master lease to WSU.
Nursing Building (SNRS)	2009	87,516	The facility includes classrooms, teaching and research laboratories, and faculty and administrative offices. Special features of the building are distance learning classrooms, a nursing practice laboratory, and technology for patient simulation.

Table 3.1, continued

BUILDING NAME	CONSTRUCTION COMPLETION	SIZE (GSF)	DESCRIPTION
Innovate Washington (SIWB)	1993	60,188	Formerly known as the SIRTI Building, this facility was recently transferred from Innovate Washington, a separate state agency, to WSU. The building provides wet and dry lab space, light manufacturing space, offices and classrooms (both general university and distance education).
Veterinary Specialty Teaching Clinic	2009 (renovated)	10,151	The building formerly housed BPS Plumbing Supply and was officially opened in 2010 to support and supplement veterinary clinical teaching and training for the Doctor of Veterinary Medicine program in Pullman.
Jensen-Byrd Building & Warehouse (JB)	(real estate acquisition)	171,181	The Jensen-Byrd Building is currently vacant, awaiting extensive renovation/ redevelopment for campus amenities and community uses. The area listed includes the 6-story tower and the west warehouse (excludes the east warehouse).
Pharmaceutical & Biomedical Sciences Building (SPBS)	2013	146,223	The Pharmaceutical & Biomedical Sciences Building houses research and teaching labs, classrooms, and administrative and faculty offices. The facility is home to the College of Pharmacy and the College of Medical Sciences.
	TOTAL FACILITIES	**950,849**	**GSF**

Regulatory Conditions

Development on-campus is reviewed on a case by case basis through the City of Spokane. The property and adjacent parcels are zoned as Downtown University (DTU) for institutional development. As of June, 2014, the following dimensional standards apply:

- 6.0 maximum floor area ratio, non-residential (FAR) No FAR limitation for residential uses.
- 0' minimum setbacks
- 12 stories maximum height
  - development sited more than 200' from Spokane River
  - within 200' of River: 55' or 55' with skinny tower
- 75' shoreline buffer + 25' structure setback adjacent to Spokane River

Additional standards apply for landscaping, service and parking requirements. Design review is required.

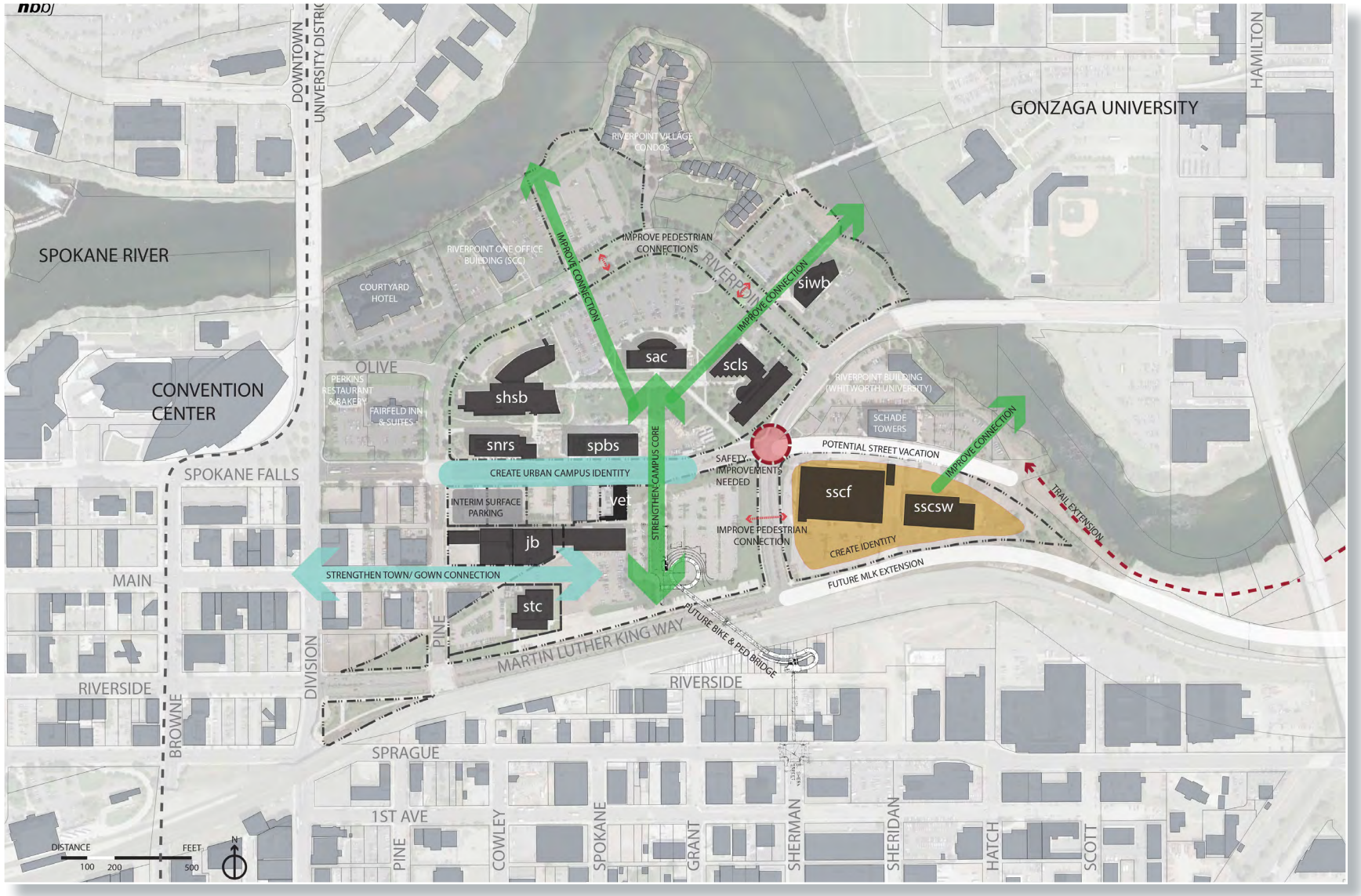


Figure 3.5 Campus Development Potentials & Constraints

Campus Access and Circulation

The campus is bordered on the south by the Burlington Northern Santa Fe Railroad right-of-way and to the north by the Spokane River. As a result of these barriers, vehicular access to the campus is primarily provided via several east/west arterials. Regional access to the campus from Interstate-90 (I-90) is provided by North Division Street to the west and North Hamilton Street to the east. East/west arterials serving the WSU Spokane Campus in the University District campus include East Spokane Falls Boulevard and Martin Luther King Way, which currently extends terminates at North Sherman Street. Martin Luther King (MLK) Way access is restricted along this section to the fronting parcels. No access to the existing campus parking areas is provided directly via MLK Way. Figure 3.6 illustrates the existing roadway network as well as the campus parking areas and building service access points.

Phase II of the MLK Way improvements will extend the arterial east, under the North Hamilton Street/ Route-290 bridge to East Trent Avenue. This next phase will continue the boulevard section with restricted access to fronting parcels. The city's restriction of access opportunities will limit connections to the future clinic space provided on the east edge of the campus. Access to the clinic functions will be constrained to North Sherman Street and/or East Front Avenue.

Local circulation within the campus is provided via East Spokane Falls Boulevard and North Riverpoint Boulevard. Both roadways are necessary to provide access to surface parking lots within the campus. These roadways are designed to include traffic calming treatments such as on-street parking, boulevard treatments, and pedestrian crossing treatments such as marked crosswalks and bulb-outs intended to reduce pedestrian crossing times. These features help control travel speeds and minimize conflicts with the pedestrian nature of the campus.

Parking

Campus parking is currently provided via several surface lots of various sizes. The larger surface lots are located on the northern and southern boundaries of the campus. These larger surface lots are access from the internal roadway system that includes East Spokane Falls Boulevard and North Riverpoint Boulevard. Approximately 1,300 stalls are managed by the campus. This total includes on-street parking located throughout the campus. Additional on-street parking exists west of the campus on local city streets. The Master Plan Update involved a utilization study which was conducted in the spring of 2014. This analysis indicated an overall demand of approximately 1,050 stalls, resulting in a campus wide utilization of approximately 80%.

Transit Service

Transit service to the campus is provided through the Spokane Transit Authority (STA). As illustrated in Figure 3.7, STA operates several routes in the area that provide weekday and weekend service. These include Routes 26, 28, 25 and 90. Routes 26 and 28 circulate through the campus while Routes 25 and 90 operate on arterials adjacent to the campus. During the peak AM and PM periods, these routes generally operate with 30-minute headways.

The routes noted above provide local connections to the campus within the local Spokane area as well as to "regional" routes connecting the campus with communities such as Spokane Valley and Airway Heights via The Plaza transit center.

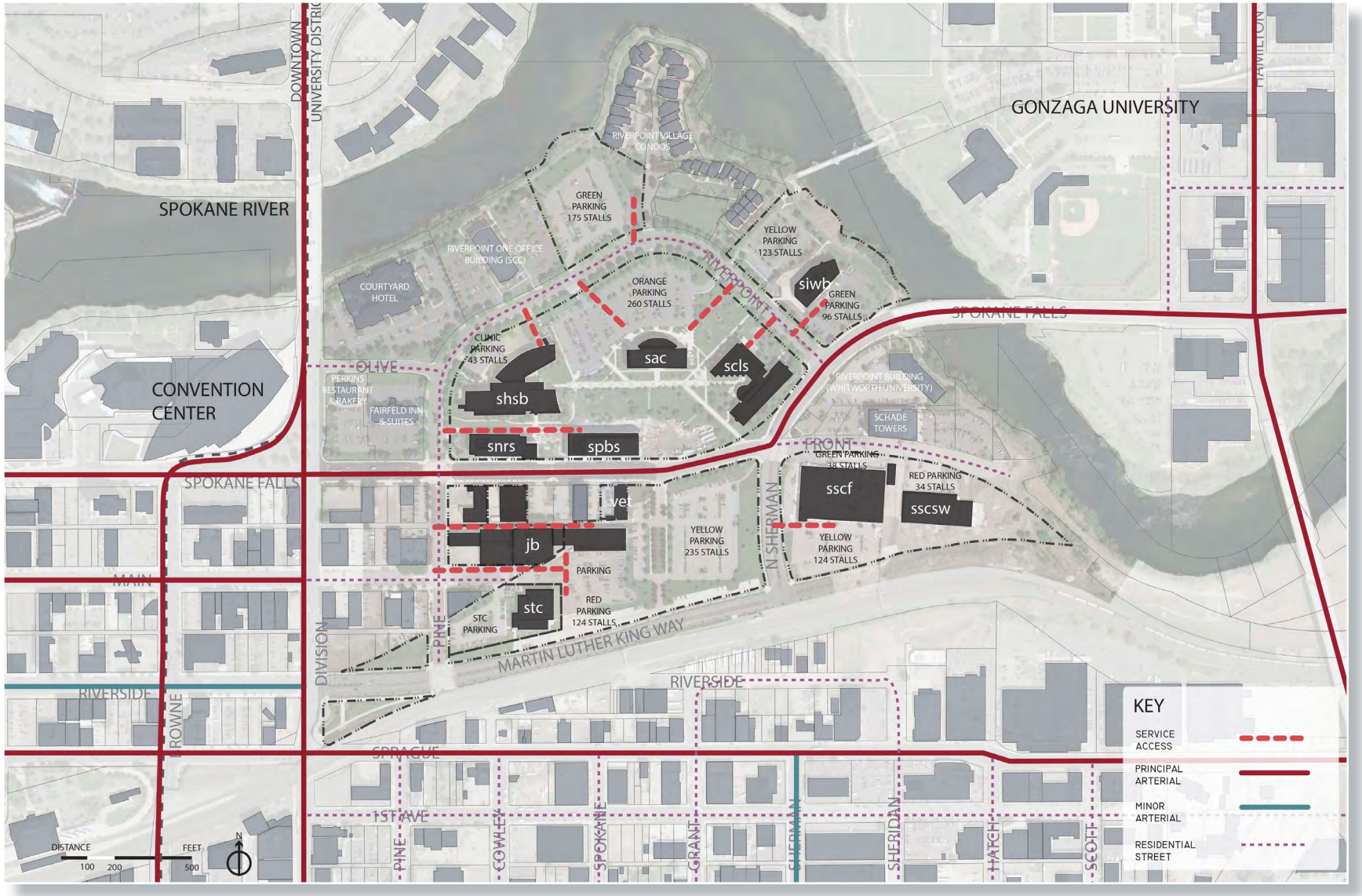


Figure 3.6 Existing Access & Circulation

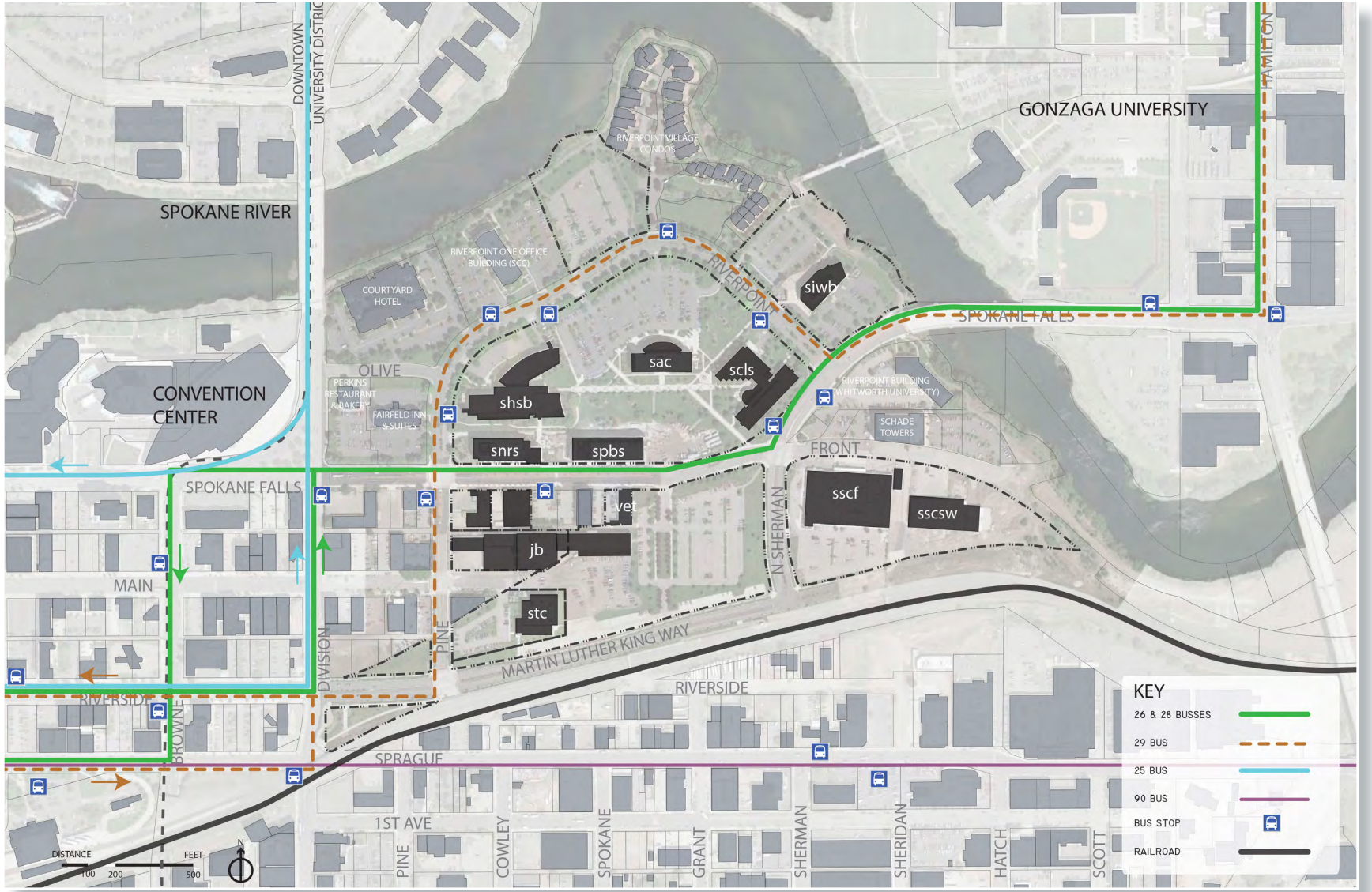


Figure 3.7 Existing Transit Network

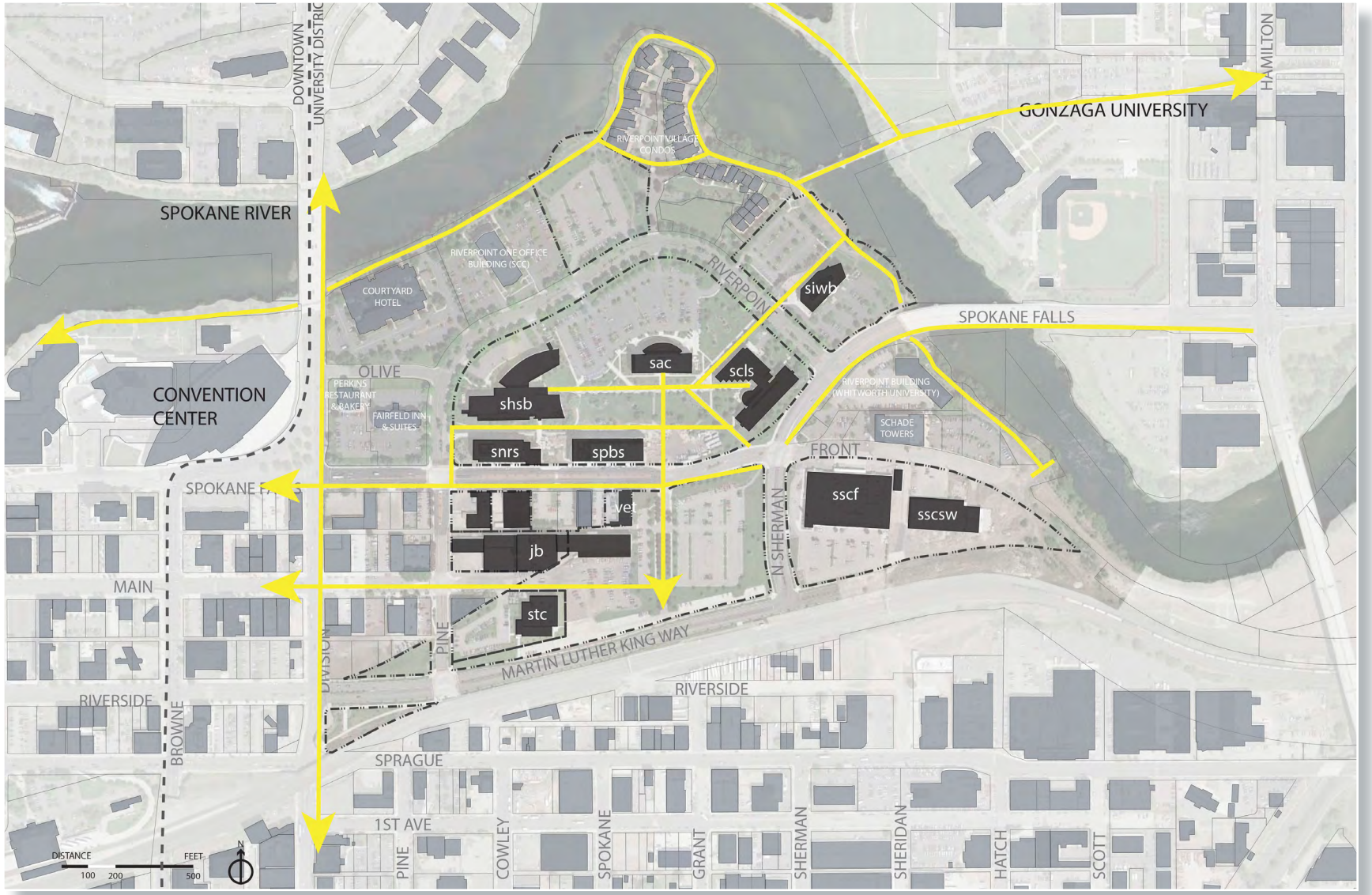


Figure 3.8 Existing Pedestrian Circulation

Figure 3.9 Existing Bicycle Network

Pedestrian & Bicycle Circulation

Circulation to and through the campus by foot and by bicycle are illustrated in Figures 3.8 and 3.9. The WSU Spokane Campus in the University District campus is well connected by the Centennial Trail to provide easy access to Gonzaga University and Downtown.

Utility Conditions

For the purpose of utility planning, it is useful to divide the campus into two areas: the north campus and the south campus. Existing utility lines are illustrated in Figure 3.10.

North Campus

The north campus consists of all of the parcels north of East Spokane Falls Boulevard. Infrastructure on the north campus is mostly already in place and sized to handle the ultimate needs of any future development in the area. The infrastructure on the north campus follows the typical municipal pattern in that the backbone utility systems are installed in City of Spokane rights-of-way with individual building service lines radiating out onto the WSU property to serve the campus buildings. The north campus infrastructure backbone is a ring formed by East Spokane Falls Boulevard on the south and Riverpoint Boulevard on the north.

North Campus Water

The existing north campus water system consists of a ring of 12" City of Spokane water lines located in East Spokane Falls Boulevard and Riverpoint Boulevard. The water lines constitute a looped water system bringing the inherent reliability and increased flow capacity that loops offer. The system pressure is robust at around 90 psi, which means fire flow capacity is not an issue for any conceivable usage in this area. The water line is mostly new and made of ductile iron. This system puts no limitations on further development in this area.

North Campus Sewer

The existing north campus sewer system also consists of a ring of sewer lines located in East Spokane Falls Boulevard and Riverpoint Boulevard. Campus buildings fronting on East Riverpoint Boulevard are served by 8" and 10" City of Spokane collector sewer lines located along the northern portion of the corridor. This sewer line is new and is 9 to 12 feet deep. This sewer should provide service for any planned development in this area.

North Campus Stormwater

Stormwater management presents a challenge at the WSU Spokane Campus in the University District campus because most of the site sits on fairly shallow basalt bedrock. Stormwater management in the City of Spokane is governed by the Spokane Regional Stormwater Manual (SRSM), which sets regulations for stormwater treatment and disposal. Stormwater within the Aquifer Sensitive Area (ASA), which includes the WSU/EWU campus, must be treated prior to discharge into the ground. Treatment in the Spokane area generally consists of detaining the "first flush" of runoff in grassed percolation areas for filtration of pollutants. These grass percolation areas exist around the campus at the bottom of any drainage areas that contain surfaces with vehicular access. Also, in accordance with the SRSM, the peak rate and volume of stormwater runoff from any proposed development may not exceed the pre-development rate or volume of stormwater runoff. Projects in the City of Spokane typically infiltrate stormwater on-site to meet the stormwater

Figure 3.10 Existing Utilities

disposal requirement. Stormwater disposal in the north campus area can be problematic due to the prevalence of shallow basalt. There are dry wells installed at various locations on the north campus that appear to adequately dispose of stormwater, however it is believed that these dry wells are installed in localized gravel outwash channels that drain to the Spokane River. These channels are hard to locate. Such a channel exists on the east end of the Academic Center. Dry wells there are able to dispose of local stormwater and pumped groundwater from both the Nursing Building and Pharmaceutical and Biomedical Building without overflowing.

Because of the lack of good subsurface drainage, the City of Spokane designed the storm drainage from East Riverpoint Boulevard to drain to the Spokane River after passing through an oil/water separator to provide some treatment of the stormwater. Another storm drain line constructed by the City, the so-called "clean water" line carries groundwater from the bottom of South Hill to the Spokane River. Neither of these two systems is currently available for use by the University.

North Campus Gas

According to Avista, the facilities on East Riverpoint Boulevard are served by a 2" looped gas line in the boulevard. Additional development in the north campus would warrant a capacity study by Avista's gas engineers.

North Campus Power and Communications

A new duct bank system of power and communications was installed on the south side of East Riverpoint Boulevard when it was constructed. Ducts were stubbed north across the boulevard at several locations for use by future projects. This underground power and communication system is more reliable than the typical above-ground distribution systems in Spokane.

South Campus

The south campus consists of all the WSU parcels south of East Spokane Boulevard and north of the existing and future Martin Luther King Way. The existing water and sewer systems on the south campus were not developed on the typical municipal model used on the north campus. No sewer or water was constructed by the City of Spokane in the new Martin Luther King Way or Sherman Street.

South Campus Water

The south campus west of Sherman Street will be served by an 8" water line stubbed just east of the Main Street right-of-way. No water mains exist within the rights-of way of MLK Way or Sherman Street. There is a 10" water main in East Spokane Falls Boulevard that extends across the Sherman Street intersection and into the Front Avenue right-of-way, currently serving the South Campus Facility. Redevelopment of the campus clinic area where the University District Health Clinic is going to be located, requires at least a 10" service into the area as well as a potential public/private water main easement for fire protection.

South Campus Sewer

West of Sherman Street, the south campus is served by a 15" sewer main in an existing manhole located in Main Street, approximately 200' east of Pine Street. This sewer is more than 12' deep. An 8" private line appears to enter this manhole from the northeast, however the existing manhole on this line just south of the Jensen-Byrd Building is not a standard manhole and no incoming lines appear to intersect with this manhole. How the existing Jensen-Byrd Building is served by sewer

needs to be investigated as it is not apparent from existing records or field investigation.

The south campus east of Sherman will be served by the existing 54" south valley interceptor, which is essentially a concrete-lined tunnel as much as 50' below the surface in basalt bedrock. The existing Peirone Building is built over a portion of this line and a manhole on this line is just inside of the northeast corner of the original building. The Schade Tower and the South Maintenance Office are served by a shallower 12" sewer system located along the north side of the maintenance office building. This shallow system ties into the interceptor at a manhole on the northwest corner of the South Campus Facility. Future development of the clinic support area will require new sanitary sewer connections and easements for the City of Spokane.

South Campus Stormwater

The challenges for stormwater management on the south campus are probably greater than the challenges encountered on the north campus. Opportunities for subsurface disposal of stormwater are limited. Examination of geotechnical exploration information reveals that basalt is generally very close to the surface over most of the south campus area, however some exceptions do exist. In the construction of Sherman Avenue, the City of Spokane made use of an infiltration "sweet spot" at the southwest corner of the intersection of Sherman and East Spokane Falls Boulevard. The City installed three double-depth dry wells at this location to receive overflow from the treatment swales along Sherman Street and East Spokane Falls Boulevard. Observations by City staff of these dry wells indicates that even during a storm, runoff typically does not make it past the first dry well in the series, having been completely infiltrated there. There is a 12" stormwater line from this dry well to the east side of Sherman Street that conveys roof water from the South Campus Facility. This line was installed by the City during the construction of Sherman Street when the City abandoned the stormwater/sewer line that ran from the building across Sherman and to the existing sewer manhole at the east end of Main Street. Future development of the clinic support area will require careful planning with the City of Spokane with regards to infiltration of stormwater management.

South Campus Gas

Avista installed a 6" gas line along the north side of MLK Way when it was constructed. There is a 4" gas main on the south side of East Spokane Falls Boulevard.

South Campus Power and Communications

New power and communications duct banks were installed on the south side of East Spokane Falls Boulevard when it was reconstructed by the City of Spokane in 2013. New power and communications duct banks were installed on the north side of MLK Way when it was constructed by the City of Spokane in 2013.

3.3 Current Initiatives

Campus leadership and staff are currently engaged in several initiatives that impact the Master Plan Update and future development decisions.

Transfer of Building Ownerships

In 2014, the State Legislature transferred the Innovate Washington Building to WSU (SB 6518), effective June 22, 2014. This facility was previously known as the Spokane Intercollegiate Research and Technology Institute (SIRTI). The building provides wet and dry lab space, light manufacturing space, offices and classrooms (both general university and distance education).

The State Legislature also transferred the master lease for the Spokane Technology Center to WSU, effective June 22, 2014. The Spokane Technology Center houses researchers for WSU's Institute for Shock Physics and the Applied Sciences Laboratory .

WSU and Eastern Washington University mutually agreed upon the transfer of the Phase One Classroom Building to EWU ownership, also effective June 1st. This action provides Eastern a physical 'home' and identity on the shared campus, although EWU programs will continue to function in other buildings on the WSU Spokane Campus in the University District campus.

University District Health Clinic

As described in Section 2.4, Washington State University, Empire Health Foundation and Providence Health Care are partnering to provide an outpatient clinic of approximately 42,600 GSF on-campus. The facility is anticipated as a 2-story structure to be sited east of the South Campus Facility, in the "clinic" block previously described. The clinic will be designed to accommodate future expansion to grow the building for pediatric, and potentially other, residency slots. (This project is not funded through the state capital budget process.)

3.4 Potential Economic/ Campus Support Opportunities

The Master Plan Update process has helped the institutions engage potential partners to determine opportunities that might be mutually beneficial. Provision of much needed campus amenities on, or adjacent to the campus will be critical as the WSU Spokane Campus in the University District campus grows and matures. Several properties within the University District (not owned by the Universities) are zoned to support institutional and mixed-use development, including retail, services and multi-family housing. Specific opportunities include, but are not limited to the following identified projects:

- Jensen-Byrd Tower Expansion/Renovation & New Support/Parking Structure (2014-2024)
- New Campus Amenities (future project, described in Section 2.4)
- New Parking Structure (future project, described in Section 2.4)

Leadership for both institutions recently brainstormed potential uses for the Jensen-Byrd redevelopment. The list of identified uses and amenities desired by the student population far

exceed the capacity of the existing structure. This list may further expand as the campus continues to grow. The following uses could be considered for Jensen- Byrd, future facilities on-campus and private development in College Town and/or adjacent properties:

- retail - including Cougar Connection and EWU Bookstore
- food services
- reception/ shared visitor center for WSU and EWU
- shared student government space
- fitness/ wellness center
- conference center (community, campus and/or alumni events)
- incubator space for new commercial/ research endeavors (private, leased space where campus presence and/or partnership would be mutually beneficial)
- parking

Washington State University and Eastern Washington University are rapidly growing the WSU Spokane Campus in the University District campus to provide health care education and research in Spokane. The institutions seek creative collaborations to provide much needed conferencing, recreation center, wellness center, retail, housing and services for the growing campus population within Spokane's University District.

Figure 3.11 Campus View: Jensen-Byrd

4.0 MASTER PLAN

The *2014-2024 Master Plan Update* synthesizes all the known information about the campus and projected growth in order to provide a framework for decisions on future capital budgeting requests and guidelines for potential public-private partnerships.

4.1 Campus Vision

This statement of mission, vision and objectives was developed by the WSU Spokane Campus Advisory Board in 2009.

> *Our **mission** is to transform understanding, improve human health, and advance economic and community well-being through applied and translational research, preparing health professionals to work as teams, community partnerships and campus development.*
>
> *Our **vision** for the future is clear. WSU Spokane is an entrepreneurial, urban, land-grant campus, where world-class scholars, practitioners, students and community partners collaborate in teams to explore and comprehend human health, animal health, and the design of the world around us as an interconnected system.*

Figure 4.1 Anatomy Lab

4.2 Project Goals & Guiding Principles

The *2014-2024 Master Plan Update* defined the vision for the campus by establishing five goals with specific objectives for each campus development goal. These goals were used to comparatively evaluate alternative campus concepts and determine the most appropriate and cost-effective 10-year plan and long-term solution for the WSU Spokane Campus in the University District campus.

Goal 1: Establish a world-class health sciences campus.

Objective 1.1 Build a memorable and enduring legacy.

Objective 1.2 Find ways to showcase research & immersive learning on-campus.

Objective 1.3 Establish interdisciplinary connections to health for programs that are not explicitly health-based, such as Urban Planning and Business.

Objective 1.4 Create a Campus Master Plan that supports a healthy lifestyle for students and staff.

Objective 1.5 Create a Campus Master Plan that supports growing life-long connections to enhance alumni engagement and support.

Goal 2: Create an integrated campus community, with a clear identity.

Objective 2.1 Implement a branding strategy that establishes a clear identity for the campus.

Objective 2.2 Respect and celebrate the identity of each institution without creating silos.

Objective 2.3 Work to maximize flexibility, efficiency and effectiveness through institutional collaboration.

Figure 4.2 Campus Research

Goal 3: Prioritize campus open space.

Objective 3.1 Create a network of intentionally programmed open space across the campus that support reflection, learning, passive and active recreation.

Objective 3.2 Foster open space environments that support the particular needs of both WSU and EWU.

Objective 3.3 Prioritize the long-term development of open space over surface parking lots.

Goal 4: Connect with greater Spokane, and specifically the University District.

Objective 4.1 Create a plan that integrates its periphery with plans for downtown, the University District and areas south of the railroad in order to spur complementary economic and academic development and growth in the community.

Objective 4.2 Work with the City of Spokane to develop roadway improvements that enhance the pedestrian experience traveling between the Campus and downtown, specifically along Main Street.

Objective 4.3 Explore tactics to better serve and connect with the greater Spokane community.

Goal 5: Create a meaningful connection with the Spokane River.

Objective 5.1 Better utilize the river and the Centennial Trail as restorative resources for students and staff that reinforce the campus' health sciences focus.

Objective 5.2 Enhance campus visibility from the river and the trail.

Objective 5.3 Explore relationship opportunities with Gonzaga University and other areas of the University District north of the river.

The vision for the campus and its long-term development is based on these goals and objectives and organizes the programmatic functions across the campus, as illustrated throughout this section.

4.3 Organizing Principles

The *2014-2024 Master Plan Update* was based on this stated vision for the campus and its long-term development. The process started with an analysis of the existing WSU Spokane Campus in the University District campus, the current distribution of academic programs within and the opportunities for off-campus developments within the University District. Figure 4.3 again illustrates the organizing principles within the campus and identifies how programs and partnerships might best be located.

Central Campus Identity

The 'heart' and primary urban identity of the WSU Spokane Campus in the University District campus concentrates on East Spokane Falls Boulevard. Campus and student amenities are centralized along this corridor, which also provides access through the campus. Future development of the south side of the boulevard will complete this urban streetscape and reinforce the presence of Washington State and Eastern Washington Universities in Spokane.

Academic Center

The campus started north of Trent Boulevard (now East Spokane Falls Boulevard) with the Phase 1 Classoom Building and grew to additional facilities for the academic and student services functions. The predominant use for the north side of campus therefore concentrates core academic functions and should also allow opportunities for recreation and shared amenities along the Spokane River. While it could be considered an outlier in the diagram, the Dental Clinic located in the Health Sciences Building is a long-term, teaching and clinical environment within the Academic zone and should remain in place, due to the significant investment. This Master Plan Update recommends the projected future expansion of the dental programs, including potential clinic expansion, should be located in proximity to the HSB for desired programmatic adjacencies and continuity for dental clinic patients.

Research Center

Research functions share the central location of the campus, as currenty present in the existing Pharmaceutical and Biomedical Sciences and Nursing Buildings. WSU and EWU should continue to locate research facilities in highly visible, prominent sites along East Spokane Falls Boulevard and continue south in multiple buildings. The significance of research on-campus is physically expressed when sited in the center of the WSU Spokane Campus in the University District campus, a visible manifestation of the campus' vision and mission. This location also offers opportunities for partnerships or supporting private development as the area to the south evolves and the pedestrian & bicycle bridge is completed.

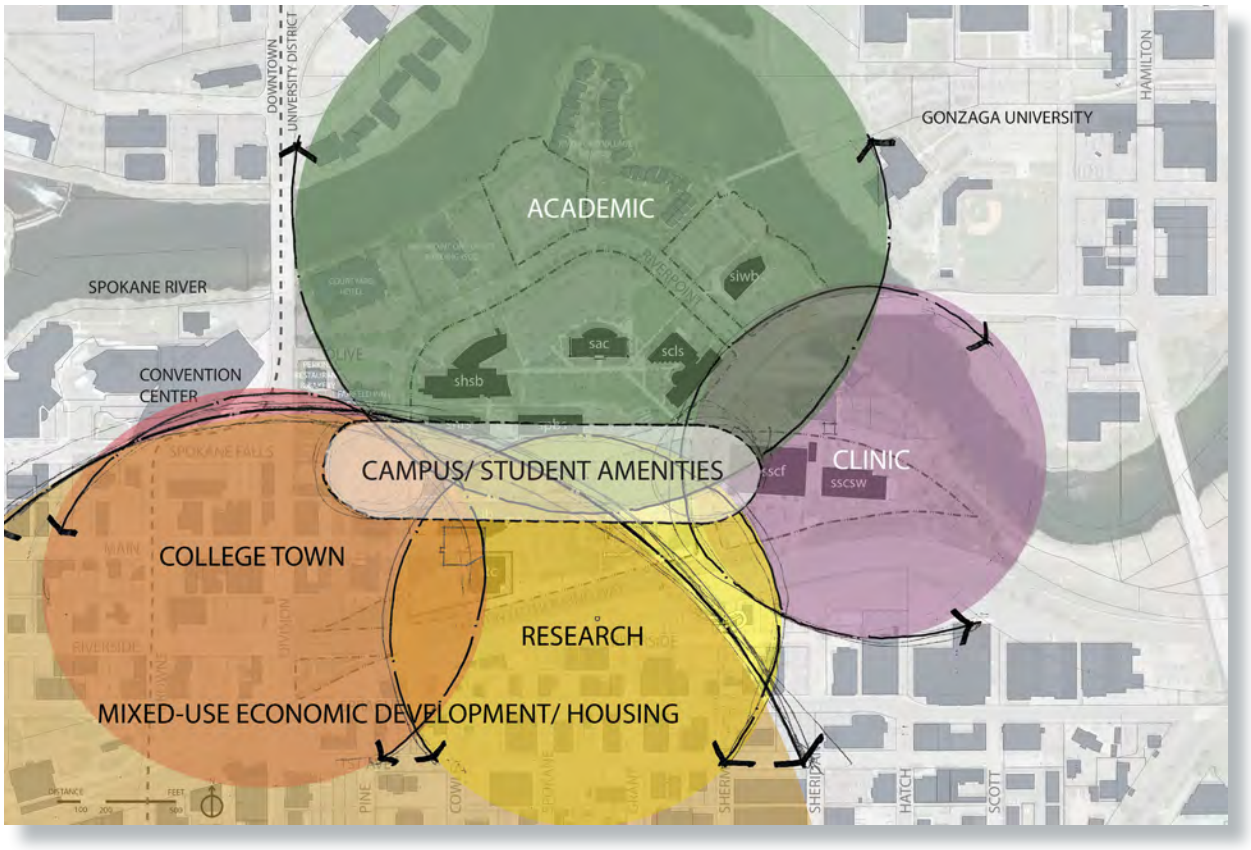


Figure 4.3 Organizing Principles

Clinic Center

Future clinic development should be focused on the southeastern side of campus and provide passive, visual connections to the river where possible. The Clinic Center location is based on projected long-term space need for on-campus clinic space and the significant visibility of this block, which will help patients locate their clinic. This community edge location will have increased exposure when the adjacent right-of-way for Martin Luther King Way is finished in Phase II of the City's transportation project. This block currently houses the Sleep Performance Research Clinic in the South Campus Facility and is the proposed location for the University District Health Clinic. Availability of adjacent land area for convenient patient parking is a key factor in this designation.

College Town & Mixed-Use Economic Development / Housing

The western edge of the campus should serve as a transition area between the educational and research functions and the downtown edge. This "College Town" area provides an ideal location for partnering with the local development community for mixed-use economic development, including campus and community amenities, retail and housing to support the campus. Economic development could continue south of Martin Luther King Way and the railroad tracks, once the proposed pedestrian & bicycle bridge physically connects the campus to the Sprague/Sherman Street district.

This Campus Master Plan Update applies the organizing principles to the time-phased program needs, as summarized in Figure 4.4, below.

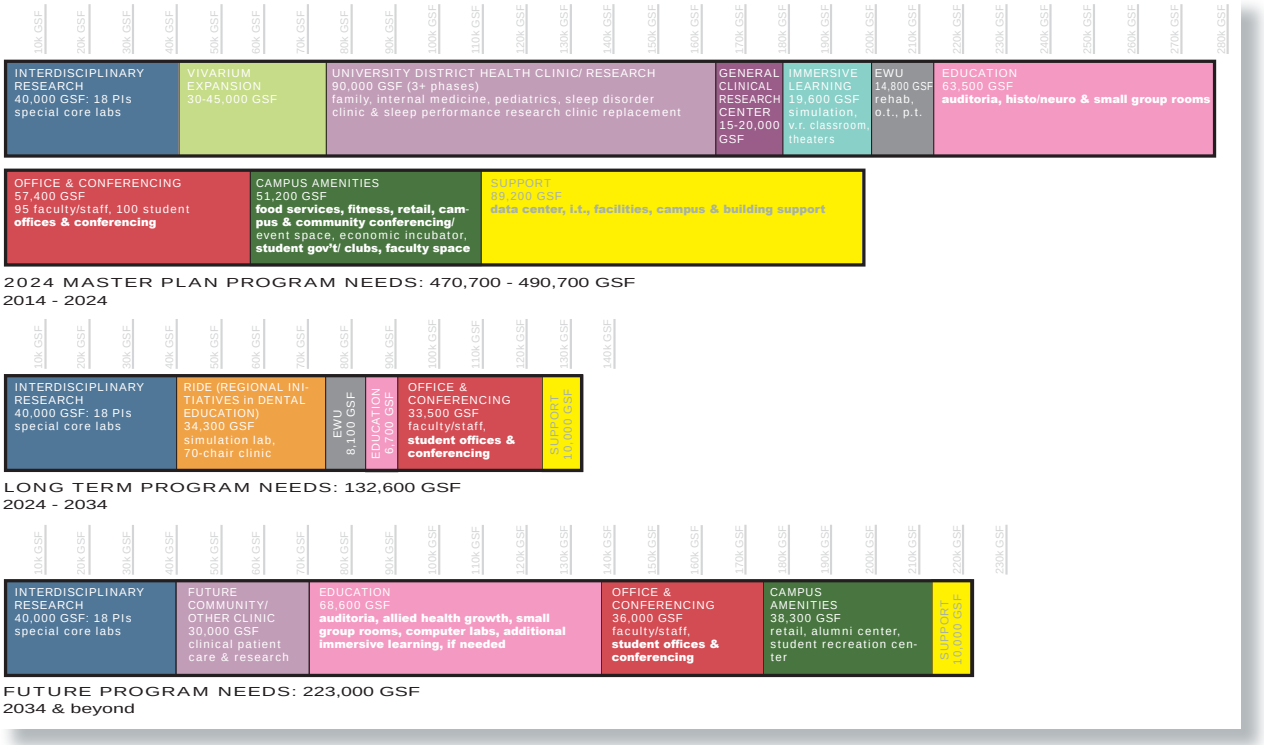


Figure 4.4 Phased Program Needs

4.4 Master Plan Alternatives

Multiple alternatives were developed testing the distribution of academic program for the 10-year horizon and the long-term development of the WSU Spokane Campus in the University District. Elements of each alternative concept ultimately influenced the definition and description of the preferred master plan.

Centers of Excellence

Figure 4.5 illustrates how the "centers of excellence" alternative built directly on the "Organizing Principles" diagram, creating distinct identities around program-focused campus malls. Each subdistrict would internally center on a large scale open space. The campus center and urban identity would be focused on East Spokane Falls Boulevard, with 4-6 story campus buildings framing the city street. The existing mid-block crossing and allée of campus trees crosses the center to connect the academic mall with the research mall on the south side. The 'academic mall' largely exists today, centered on the existing campus open space and the main, east-west pedestrian & bicycle path connecting the Health Sciences Building and the Phase I Classroom Building. The 'research mall' awaits development south of the boulevard, mirroring the two existing, urban research and teaching facilities: Nursing and Pharmaceutical and Biomedical Sciences Buildings. The Sleep Performance Research Clinic, currently in the South Campus Facility, and the proposed University District Health Clinic would begin the definition of the 'clinical mall' on the southeast side of campus. The center of College Town would be developed with the Main Street terminus and proposed Jensen-Byrd Building renovation and new parking structure. WSU, EWU and the University District Public Development Authority aspire to promote mixed-use redevelopment of the Sprague/ Sherman Street district by connecting the campus to the south via the proposed pedestrian & bicycle bridge.

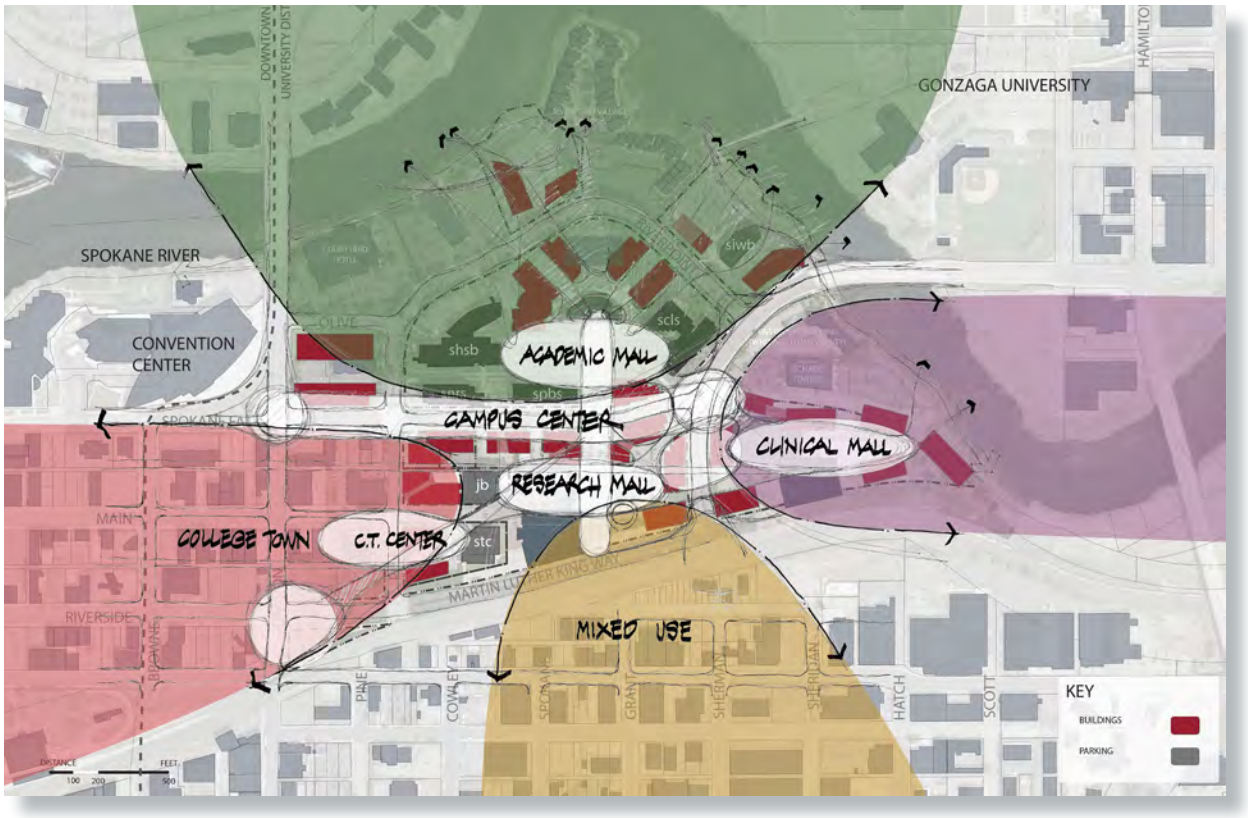


Figure 4.5 Master Plan Alternative: Centers of Excellence

Gradient

The "Gradient Scheme" is based on the concept of more dense urban development concentrated in the southern portion of campus allowing increased preservation of larger campus open spaces as development approaches the Spokane River. Building densities and greater building heights would be pursued south of the boulevard, with smaller, urban courtyards near building entries but a minimal amount of landscaped open space. Development of comfortable, pedestrian alleys between buildings would focus connections between campus facilities and academic programs. Greater density on the southern side of campus suggests placement of potential parking structures on the south side of campus, along Martin Luther King Way, as indicated in Figure 4.6. North campus would continue urban building siting and densities, but at lower building heights of 3-4 stories, with development leading to campus amenities and open spaces adjacent to the river.

Figure 4.6 Master Plan Alternative: Gradient

Gateways

Figure 4.7 illustrates the dozen key vantage points that were considered as critical 'gateways' for viewing and understanding the WSU Spokane Campus in the University District campus. The "Gateway Scheme" is based on the concept of preserving view corridors and meaningful gateways into the campus and between buildings. Multiple views from Downtown Spokane, particularly as seen from Division Street, were defined as identifiable moments of seeing and understanding the campus from afar, helping residents and visitors recognize the campus as a vibrant presence in the University District. In addition to downtown views, gateways across the river and from adjacent bridges were determined important in making the campus more than just a throughway to the interstate or Downtown Spokane. This scheme would concentrate open space around gateway intersections rather than in the interior spaces of the campus, sharing the urban spaces with the rights-of-way and the greater public.

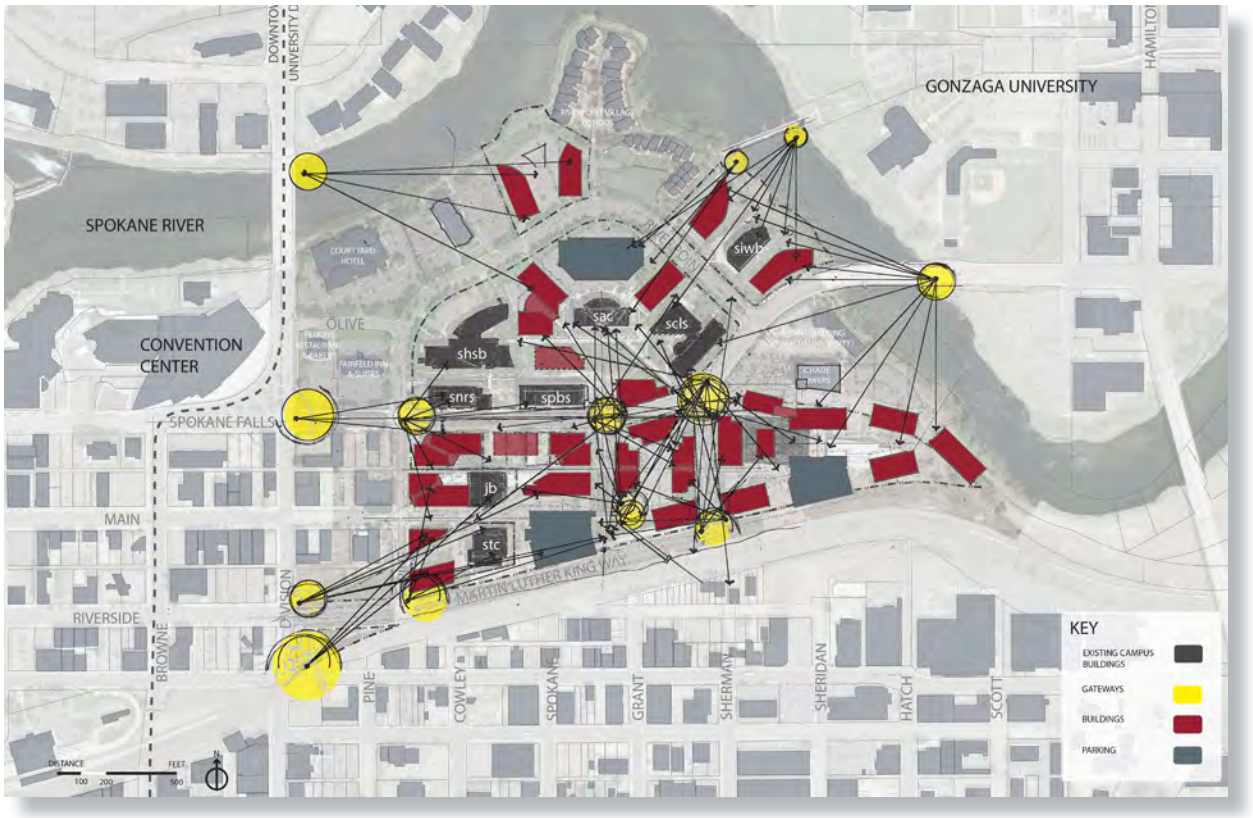


Figure 4.7 Master Plan Alternative: Gateways

4.5 Preferred Master Plan Concept

The preferred master plan concept combines the favored features of the Gradient Scheme (urban density and celebration of the Spokane River) and the Gateway Scheme (recognition and intentional celebration of key view corridors to and through the campus) with the Centers of Excellence Concept. The long-term Master Plan achieves the following objectives:

- Defines key gateways with urban, research and clinic/ education buildings on both sides of East Spokane Falls Boulevard;
- Preserves significant open space on-campus, including existing main campus landscape/ east-west promenade and north-south allée and definition of new, active recreation and open spaces tied to development near Spokane River;
- Anticipates the pedestrian & bicycle bridge across Martin Luther King Way and railroad with the reservation of open space landings and potential tie-in to a future campus structure;
- Distributes academic programs based on desired programmatic adjacencies, phasing strategies and site availability and the organizing principles;
- Creates two distinct areas for campus amenities: renovated Jensen-Byrd to promote redevelopment in the adjacent College Town area and adjacent to the Spokane River to connect campus functions to the river for recreation and/or conference center uses; and
- Transitions to structured parking facilities in order to redevelop existing surface lots, over time and with increased promotion of multi-modal transportation.

This *2014-2024 Master Plan Update* recognizes only limited development will occur within the 10 year horizon, based on both programmatic space need as well as funding availability. Figure 4.8 illustrates the distribution of academic programs and potential near-term, long-term and future development projects. Figure 4.9 identifies the assumed phasing for these projects. Together, these illustrations provide the framework for decision-making. The long-term, or "build-out" vision for the WSU Spokane Campus in the University District campus should be considered for each and every capital project in order to not preclude the site's ultimate development capacity nor the goals and objectives stated for the campus. The sketches included throughout Section 4.5 reflect only existing development and the 2014-2024 projects previously defined.

Figure 4.8 Campus Master Plan: Academic Program Distribution

Figure 4.9 Campus Master Plan: Phasing

Figure 4.10 Campus Master Plan: 2014-2024 Birdseye View

Academic Programming: 2014-2024

By 2024, significant growth is projected for the WSU Colleges of Medical Sciences and Pharmacy as well as EWU's dental programs within the College of Health Science & Public Health. Four projects have been identified to accommodate the associated growth in research, clinical and education space, campus amenities and structured parking. Funding for these projects is anticipated through a mix of public-private partnerships and state funding, as listed in Table 4.1.

Table 4.1 10-Year Campus Projects, 2014-2024

PROJECT	FUNDING	ESTIMATED PROJECT COSTS (in millions, 2014 $S)
University District Health Clinic	Non-State	$15.6
Jensen-Byrd Tower Expansion/Renovation & New Support/Parking Structure	Non-State	$86.0 - 95.0
New Research Building (PBS2)	State Funded	$99.9 - 110.4
New Education, Clinical Research Building	State Funded	$84.6 - 93.5
SUBTOTAL NON-STATE FUNDED PROJECTS		**$101.6 - 110.6**
SUBTOTAL STATE FUNDED PROJECTS		**$184.5 - 203.4**
TOTAL		**$286.1 - 314.5**

Beyond 2024, five long-term/future projects are identified for completion after these four projects are developed. See Section 2.4 for details.

Figure 4.11 Master Plan Sketch, Looking East within the Campus Open Space toward PBS2

Campus Open Space & Urban Plazas: 2014-2024

Previous master plans tested the development capacity of the urban campus without intentionally preserving open space on-campus for students, faculty and staff to enjoy. The landscape of any public university campus, particularly in an urban setting, is an invitation to local residents and neighbors to explore. Furthermore, the 'open space' of the campus most often creates the memorable place and environment of a university campus setting, for aspiring students and future alumni. The Master Plan Update identified three objectives to support Goal 3, "Prioritize campus open space." This direction seeks programmed and connected open spaces that create a unique campus place. Placemaking is not just about the architecture and the vital academic and research buildings that house the majority of learning; it's significantly about the interstitial landscape providing a literal breath of fresh air amidst the built environment.

The WSU Spokane Campus in the University District campus centers on two key pedestrian and landscape axes: the east-west promenade between the Phase I Classroom Building and the Health Sciences Building and the north-south formal allée connecting the Academic Center to the south side of campus, across East Spokane Falls Boulevard. Figure 4.14 illustrates the open space strategies and placemaking opportunities intended for the campus as it develops. Tree plantings, campus lighting, paving patterns and public art reinforce these internal corridors as prominent walkways and organizing elements to the landscape. Development of the Nursing Building and the Pharmaceutical & Biomedical Sciences Building, plus the proposed construction of the New Research Facility (PBS2) will complete the East Spokane Falls Boulevard frontage that encloses the primary campus open space. This Master Plan Update recommends that this significant landscape be maintained and reinforced as the campus matures. This open space provides the campus community opportunities for passive outdoor enjoyment (sunning, studying and outdoor lectures) as well as informal, active recreation for frisbee or similar campus enjoyment. In the winter, the open space also helps facilities staff manage snow storage.

Figure 4.12 Primary Campus Open Space, 2014

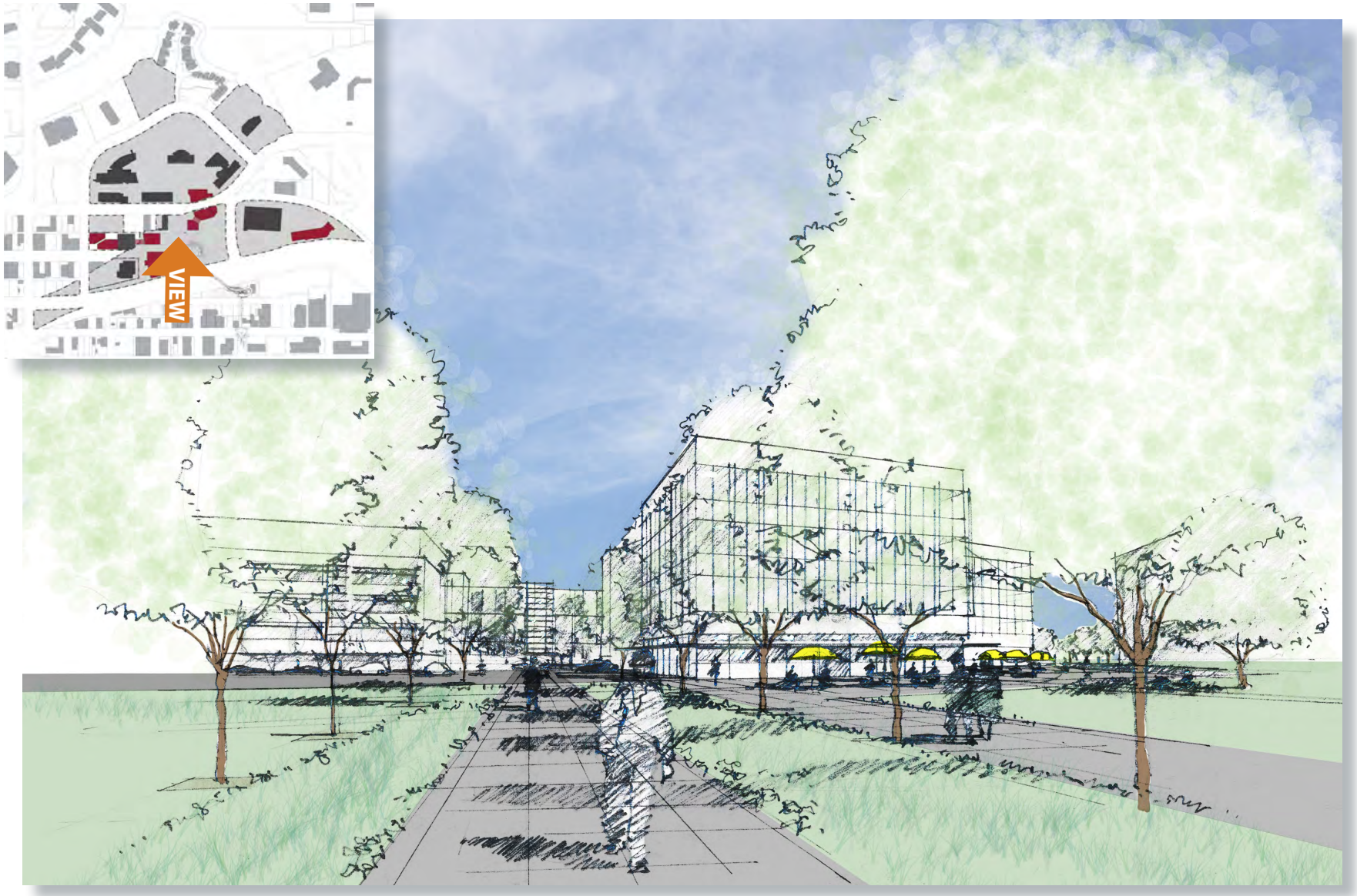


Figure 4.13 Master Plan Sketch, Looking North toward the SAC

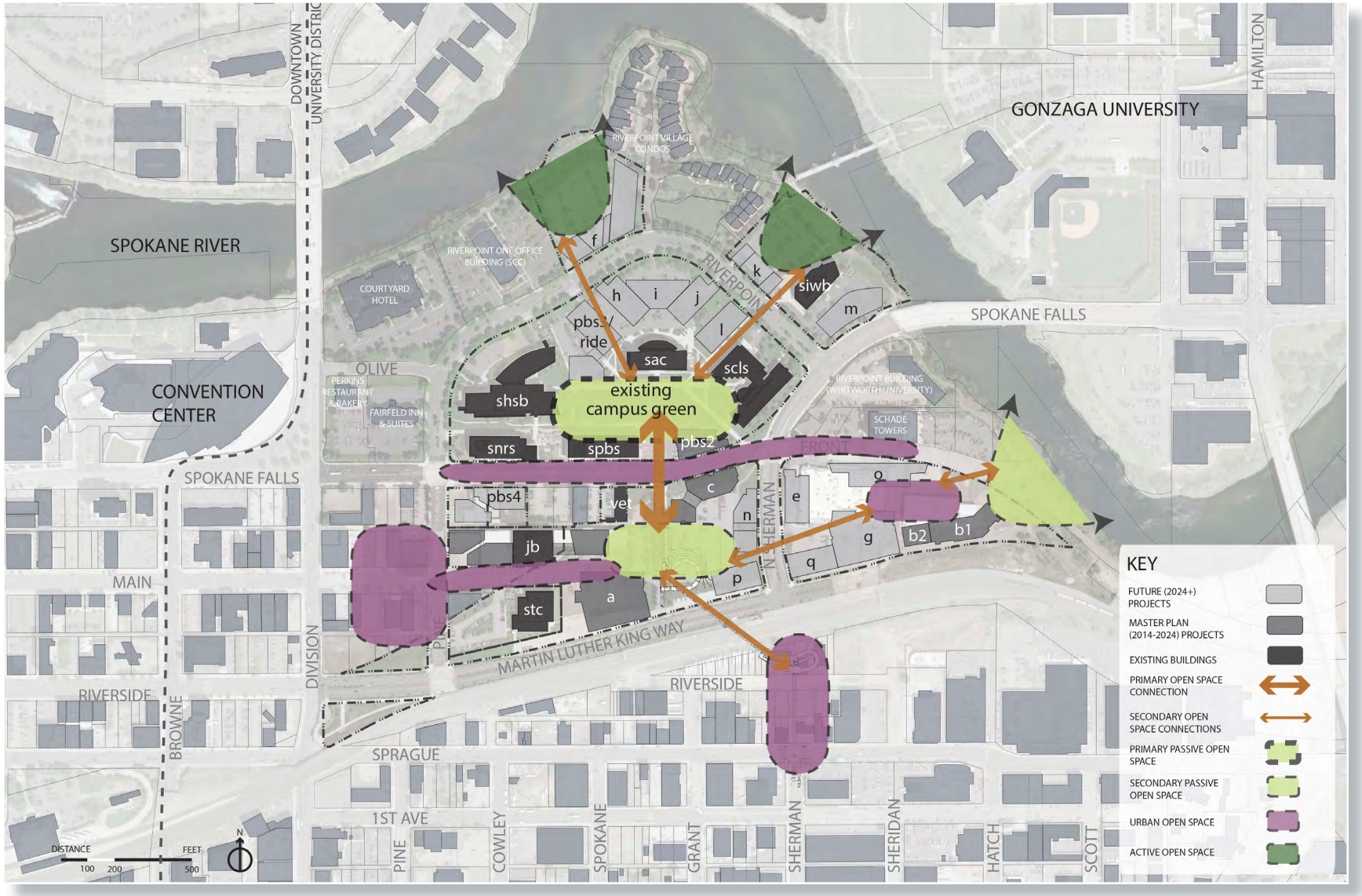


Figure 4.14 Campus Master Plan: Open Space

Figure 4.15 Master Plan Sketch, Looking West toward Main Street and Jensen-Byrd Building

The north-south axis is reinforced with a planted allée of trees, terminating at the Academic Center. The axis currently continues past the Veterinary Specialty Clinic to the existing surface parking lots south of East Spokane Falls Boulevard. The Master Plan Update locates future projects along this axis and the planned pedestrian & bicycle bridge will draw students and visitors to the end of this important walkway. (The south landing of the pedestrian & bicycle bridge might also be integrated into a public landscape in the Sprague/Sherman Street district.)

This north-south axis will link the primary campus open space to a secondary campus landscape as the focus of the 'research mall' south of East Spokane Falls Boulevard that will begin with the construction of the proposed Education, Clinical Research Building. East-west campus landscape and pedestrian connections should be developed with adjacent projects to connect the University District Health Clinic to the Jensen-Byrd redevelopment and beyond to Main Street and College Town, as illustrated in Figures 4.13 and 4.15.

The campus landscape plan also contributes to Goal 4 of the Master Plan Update, "Create a meaningful connection with the Spokane River." Radial open space connections from the Academic Center will provide pedestrian pathways and view corridors toward the river and new campus development. Programmatic uses of new facilities on those parcels adjacent to the Spokane River are recommended as conferencing, alumni center functions and campus amenities, potentially including wellness and recreation facilities. Open space adjacent to these programmatic functions could provide for active outdoor recreation opportunities and physical connections to both the Centennial Trail and the Spokane River. Adjacent development should both create an urban building edge to Riverpoint Boulevard and allow for landscaped views to and across the river.

Campus Signage: 2014-2024

Improving signage across the campus will help define the boundaries, promote the institutional brands and communicate the presence of WSU and EWU in Spokane. Enhanced signage is desired to improve the visibility of the campus and contribute to making it a "place" on the edge of downtown. Signage should be scaled to articulate the boundaries of the campus as well as increase clarity for people navigating to and through the campus by vehicle and on foot. Figures 4.16 through 4.19 illustrate potential signage or branding strategies and their proposed locations to increase the campus' visibility and improve wayfinding.

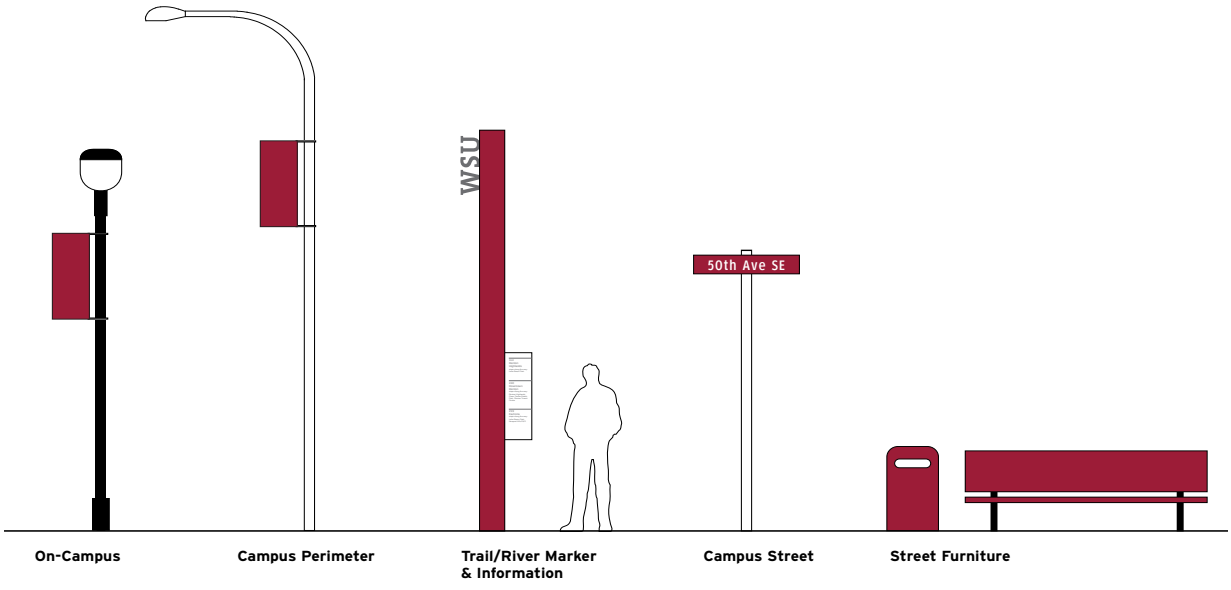


Figure 4.16 Potential Signage Examples: Branding & Boundary Cues

Figure 4.17 Campus Signage (Campus Scale Branding & Boundary Definition)

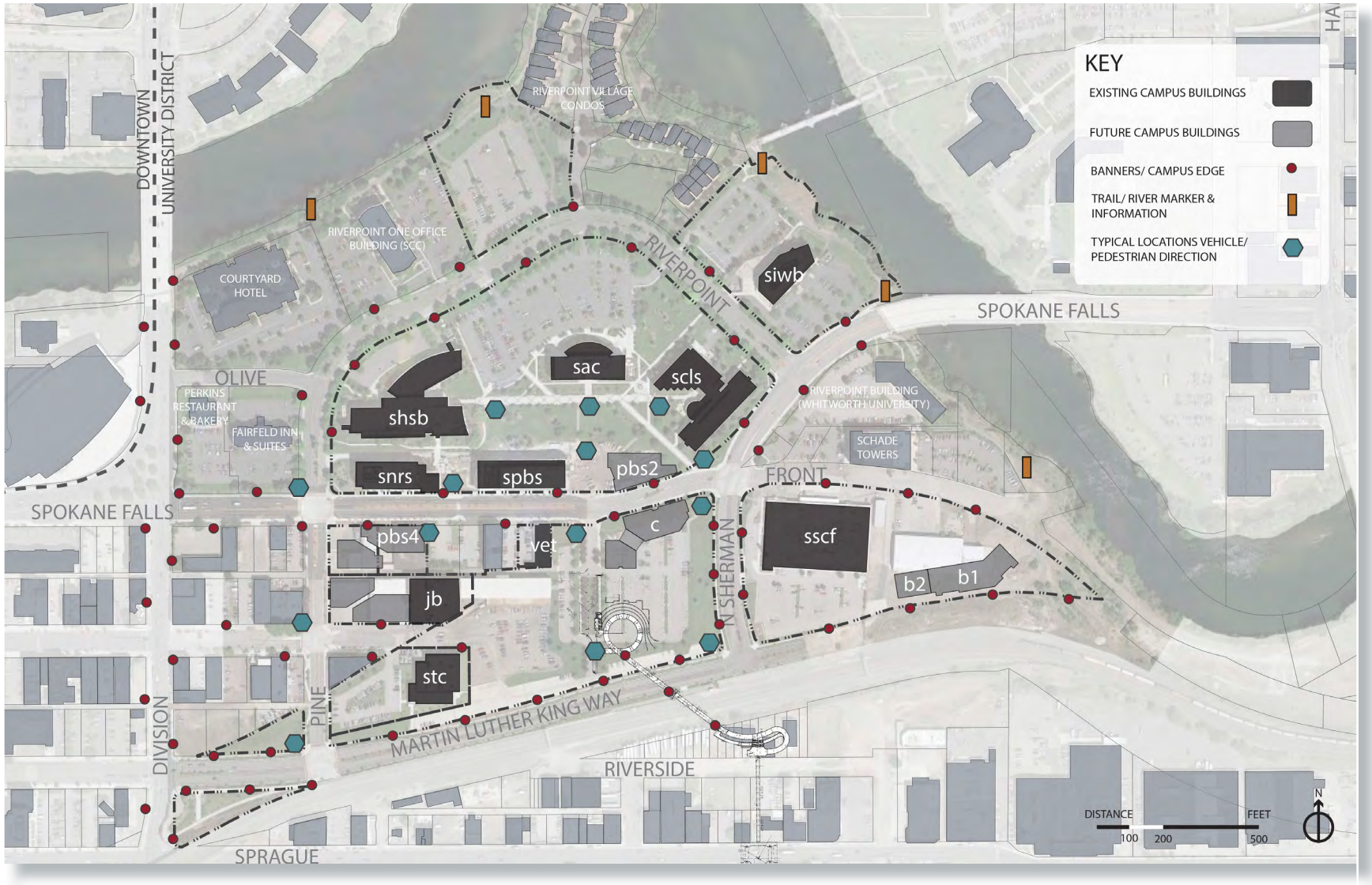


Figure 4.18 Campus Signage (Pedestrian Scale)

Potential tactics may include the following:

- Use color, icons or light on key buildings to provide visibility from I-90
- Add building-top lettering on the Jensen-Byrd Building
- Include lighting elements and/or signage to enhance visibility from downtown, particularly on Spokane Falls Boulevard
- Incorporate crimson street signs and benches to promote campus environment
- Establish gateway or campus thresholds by employing new and/or potentially augmenting existing ground monument signage
- Reinforce the campus boundaries and gateways with branded elements, such as banners and flags
- Use campus sight lines and planning principles to determine locations for wayfinding signage and directories
- Establish a consistent system of building identification signage
- Identify the campus from the Centennial Trail along the Spokane River; consider inclusion of historical Spokane information and partner with the City's ongoing efforts.

Implementation of the master plan and future building projects should incorporate signage and further branding of the Health Sciences Campus, using these principles as guidance.

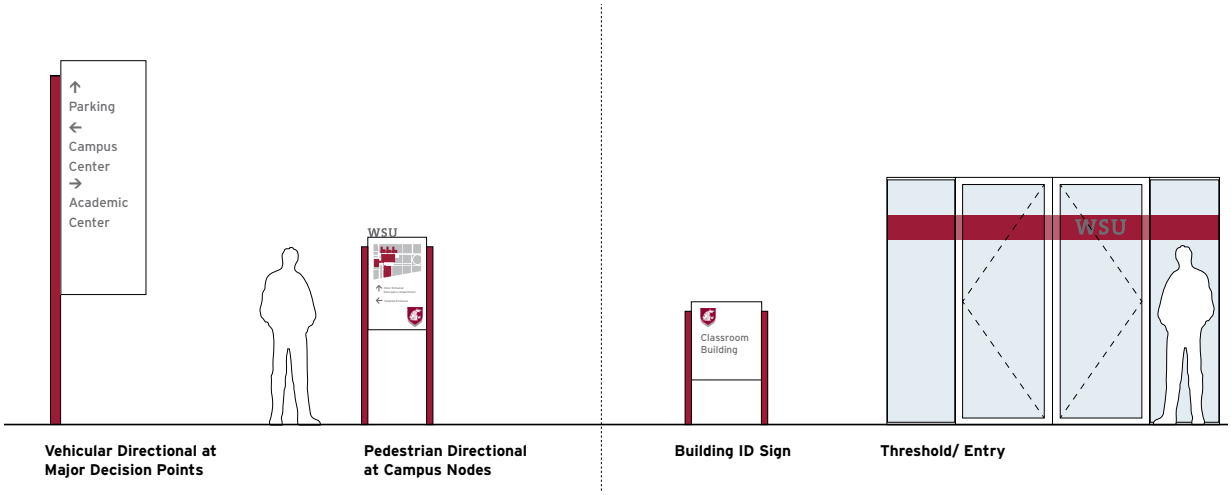


Figure 4.19 Potential Signage Examples: Wayfinding & Building Threshold Options

Transportation, Access & Parking: 2014-2024

Traffic volumes associated with the WSU Spokane Campus in the University District campus are expected to increase proportionally to the development planned. Overall increases in academic, research, and clinic space is anticipated to increase on the order of 136,000 gsf, representing an increase of approximately 17 %. Primary development areas included in the short-term horizon period include the Jensen-Byrd building, the academic and clinic space in the southeast corner of the campus, and a new research building (PBS2).

Transit Service

STA has been studying future changes to the transit system in this area. The City Central Line has been identified as the first part of the High Performance Transit Project. This route will extend from Browne's Addition through Downtown to Gonzaga University. A preliminary alignment through the University campus is shown in Figure 4.21.

Bicycle Network

WSU recognizes the importance of bicycle commuting, especially to this campus which is focused on health. The University will continue to work with the City of Spokane to promote the development of bicycle infrastructure and facilities. Spokane Falls Boulevard, Main and Pine Streets and Martin Luther King Way are intended to direct the majority of cyclists onto campus. The future University District Pedestrian-Bicycle bridge project will promote bicycle commuting to campus.

Campus Access and Circulation

There are no major changes anticipated with the proposed master plan in terms of major roadway connections through and internal to the site. As will be discussed in the parking subsection, a parking structure of approximately 600 vehicles is anticipated on the southern edge of campus, southeast of the Jensen Byrd building. This garage would be accessed via E Main Street resulting in increased vehicular demands at the intersection of E Main Street/N Pine Street. Secondary access to the garage may be provided through the adjacent parking lot, reducing the concentration of vehicles on the E Main Street corridor.

A second area of development includes the potential classroom and clinic space on the northeast corner of the MLK Way/North Sherman Street intersection. This development includes community clinic space of approximately 40,000 gsf. This is anticipated to generate a substantial amount of traffic. With the restricted access along MLK Way, traffic associated with this project will access the site via the extension of E Spokane Falls Road, east of North Sherman Street. Modifications to this section of roadway are anticipated in order to accommodate the additional vehicular traffic associated with this project. Because of its close association with WSU and the new academic space that will be provided in the building, pedestrian traffic in this area is anticipated to increase. It will be critical as improvements to this section of roadway are designed that special emphasis be given to the east/west orientation of pedestrians access this area of the campus.

Service access to the new buildings will be reviewed in detail for each project. The primary objective of locating the service access is to serve the needs of the building, while at the same time locating the access in a way that does not conflict with primary pedestrian patterns. This is of particular concern for any docks that require backing maneuvers across sidewalks.

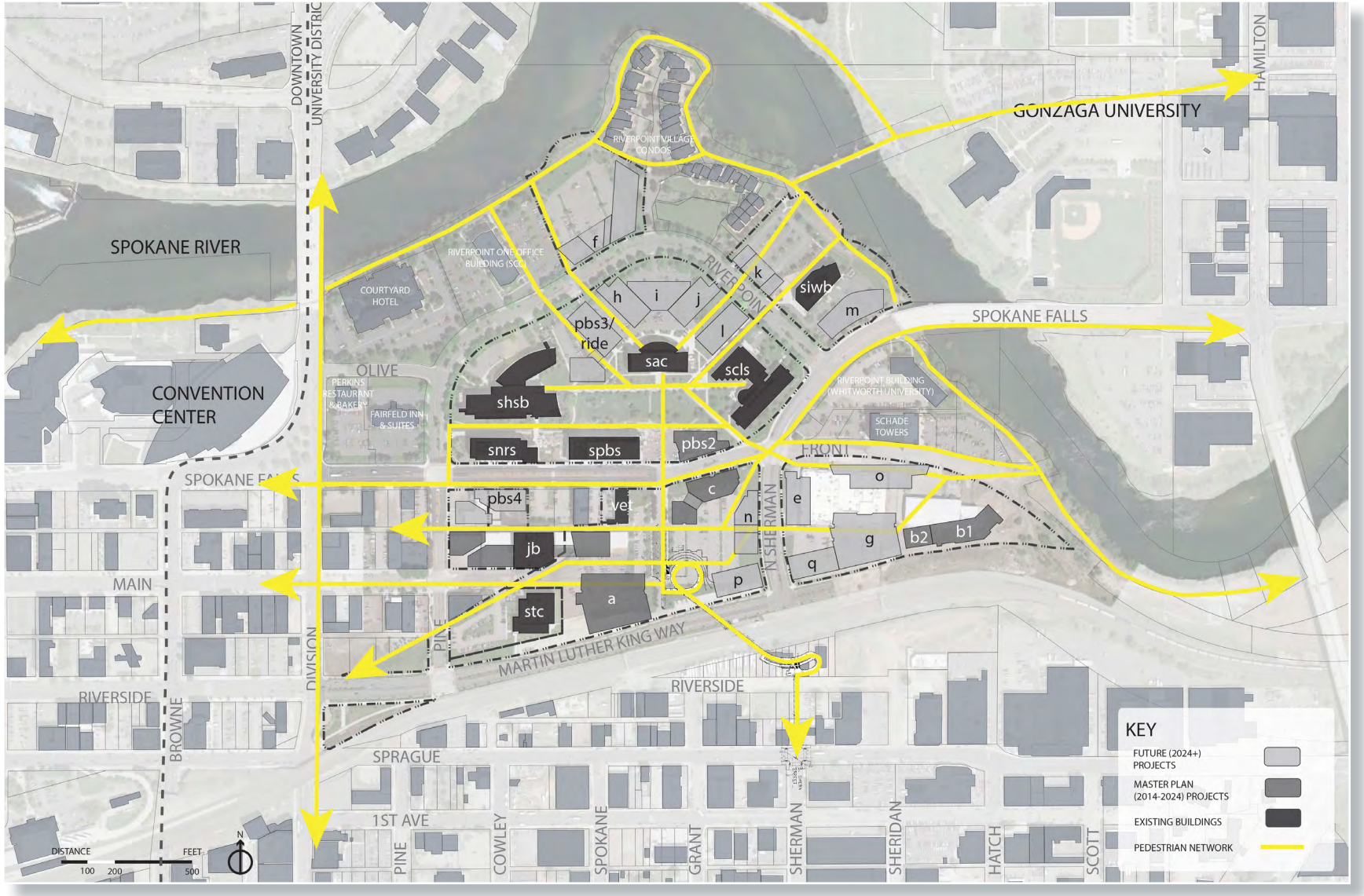


Figure 4.20 Campus Master Plan: Pedestrian Network

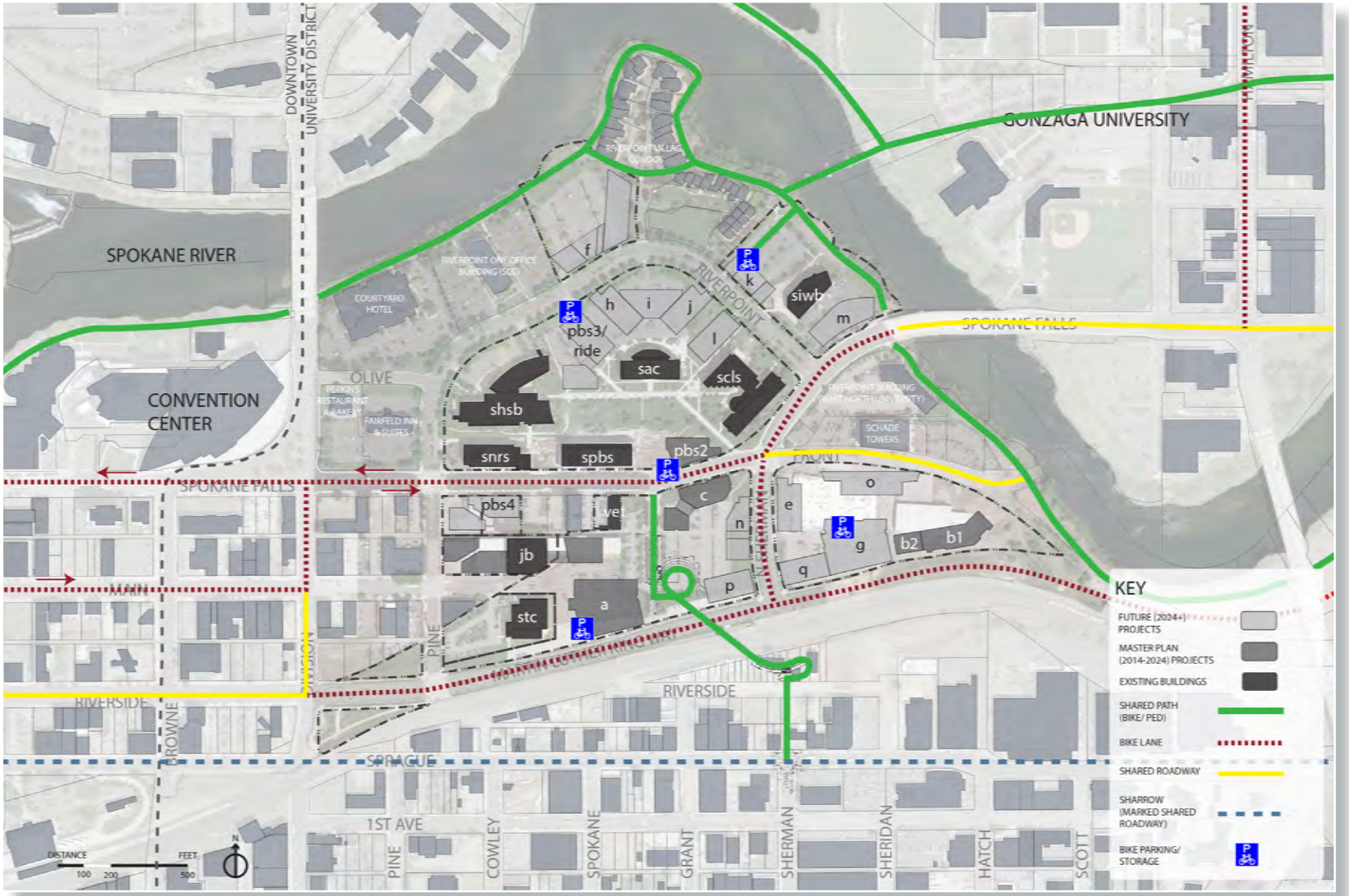


Figure 4.21 Campus Master Plan: Bicycle Network

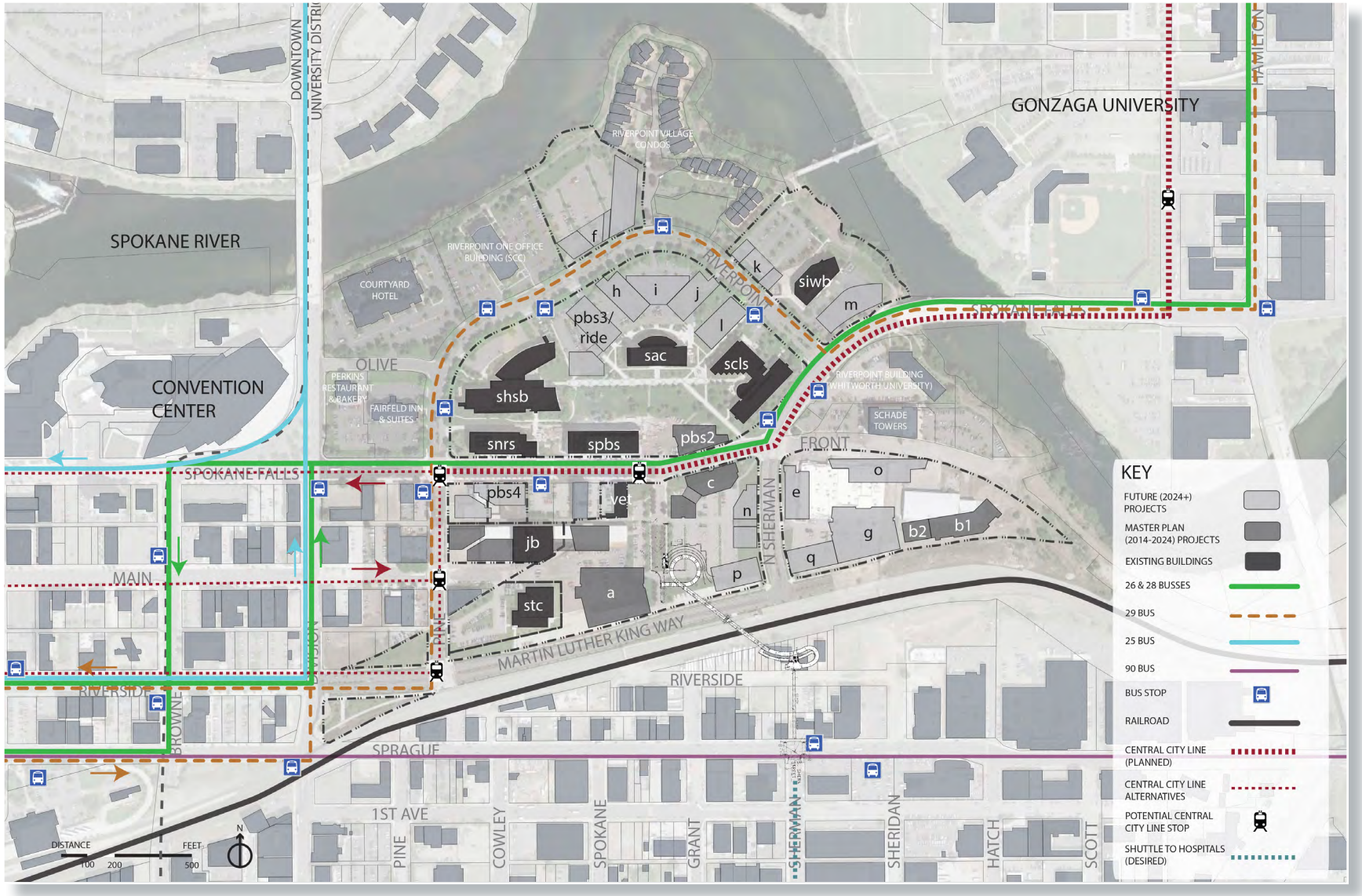


Figure 4.22 Campus Master Plan: Transit Network

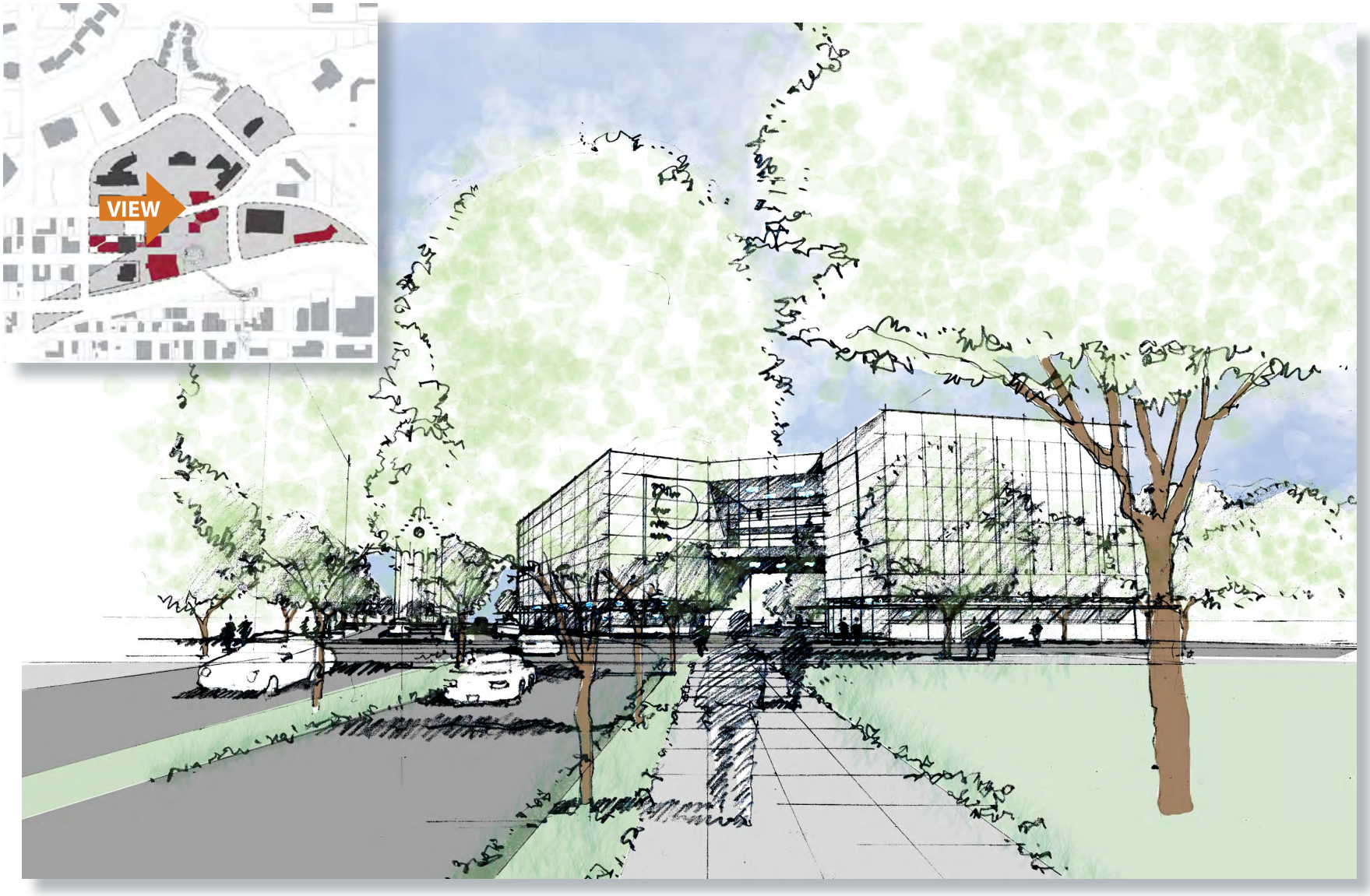


Figure 4.23 Master Plan Sketch, Looking East on East Spokane Falls Boulevard

Parking

As development occurs on campus, there is an impact to both the parking supply and demand. While the development of these projects may reduce the parking inventory based on the location of the project, there is also an increase in the parking demand associated with the additional student capacity afforded by the project. As the specific timing of the development projects are unknown, two scenarios were examined to evaluate the timing of when the additional parking would be required.

Future parking demand rates for the campus were based on a review of the current development area and the information from the Spring 2014 parking utilization counts. These parking rates were then applied to the future development areas. Note that for the community clinic portion, the parking was assumed to be self-contained as it requires public parking access. Additional development associated with the clinic for the academic and teaching areas is included and its associated demand included in the campus-wide totals. A detailed study has not been completed at this point regarding the overall demands for the clinic. Further analysis of this is recommended as the plans are developed. Inadequate parking supply for this type of use will impact and strain the University's parking supply and create parking management challenges for University staff.

Scenario 1 reflects the assumption that Jensen- Byrd is renovated first [excluding the parking garage], followed by the remaining elements in this Master Plan Update. Scenario 2 reflects the development of the New Research Building first. The baseline condition in both scenarios includes the occupied areas of all existing campus buildings; see Table 3.1 for details.

Table 4.2 Parking Demand (Scenario 1)

PROPOSED PROJECTS	GSF	PARKING DEMAND	NET CAMPUS DEMAND	PARKING LOSS	NET PARKING SUPPLY	SURPLUS / DEFICIT	ADEQUATE SUPPLY?
Baseline Condition	**775,000** (occupied, approx.)	**1,066**	**1,066**	**--**	**1,312**	**246**	
Jensen-Byrd Expansion/ Renovation (JB)	75,750	104	1,170	-20	1,292	122	Yes
New Research Building (PBS2)	165,300	227	1,398	-20	1,272	-126	No
University District Health Clinic (Phase 1)	40,000	55	1,453	0	1,272	-181	No
University District Health Clinic (Phase 2)	15,000	21	1,473	-34	1,238	-235	No
New Education/ Clinical Research (C)	135,650	187	1,660	-80	1,158	-502	No

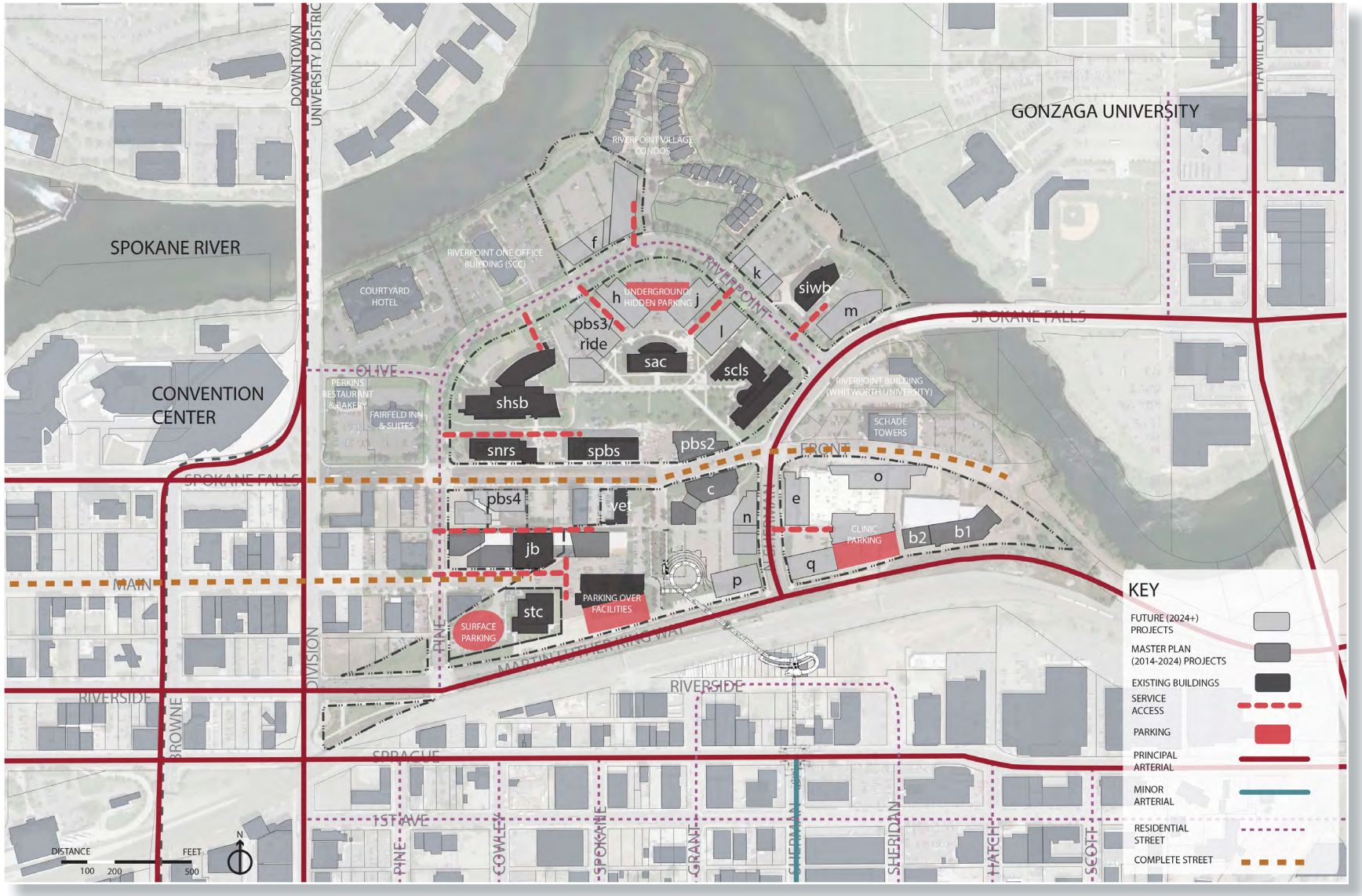


Figure 4.24 Campus Master Plan: Access, Circulation & Parking

Table 4.3 Parking Demand (Scenario 2)

PROPOSED PROJECTS	GSF	PARKING DEMAND	NET CAMPUS DEMAND	PARKING LOSS	NET PARKING SUPPLY	SURPLUS / DEFICIT	ADEQUATE SUPPLY?
Baseline Condition	**783,800** (occupied)	**1,066**	**1,066**	**--**	**1,312**	**246**	
New Research Building (PBS2)	165,300	227	1,398	-20	1,272	-1	No
Jensen-Byrd Expansion/ Renovation (JB)	75,750	104	1,170	-20	1,292	-126	No
University District Health Clinic (Phase 1)	40,000	55	1,453	0	1,272	-181	No
University District Health Clinic (Phase 2)	15,000	21	1,473	-34	1,238	-235	No
New Education/ Clinical Research (C)	135,650	187	1,660	-80	1,158	-502	No

As shown in Tables 4.2 and 4.3, the analysis forecasts a deficit of approximately 500 stalls given the development of the 2014-2024 identified projects,. This deficit is proposed to be accommodated by the development of a parking structure southeast in conjunction with the Jensen-Byrd Building Expansion/ Renovation, as illustrated in Figure 4.23.

With the potential construction of the pedestrian & bicycle bridge on the south side of campus, extending over the railroad and Martin Luther King Way, additional campus parking opportunities may exist on the south side of the bridge. The parking in this area could be tied to future plans of the Sprague / Sherman Street redevelopment area being considered by the University District Public Development Authority.

Figure 4.25 Campus Master Plan: Utility Improvements

Utilities & Infrastructure Improvements: 2014-2024

For the purpose of utility planning, it is useful to divide the campus into two areas: the north campus and the south campus. Existing utility lines and proposed improvements are illustrated in Figure 4.24. The following identification of potential utilities and infrastructure improvements builds on the previous discussion of existing utilities; see Section 3.2 for details.

North Campus

The north campus consists of all of the WSU facilities north of East Spokane Falls Boulevard. Infrastructure on the north campus is predominantly already existent and sized to handle the ultimate needs of any future development in the area. The infrastructure on the north campus follows the typical municipal pattern in that the backbone utility systems are installed in city rights-of-way with individual building service lines radiating out onto the WSU Spokane Campus in the University District campus property to serve the campus buildings. The north campus infrastructure backbone can be described as a ring formed by East Spokane Falls Boulevard on the south and Riverpoint Boulevard on the north.

North Campus Water

The north campus water system is mostly new, with robust flow and pressure capacity. Domestic and fire flow demands can be met by tapping into the mains in Riverpoint Boulevard and East Spokane Falls Boulevard. This system puts no limitations on further development in this area.

North Campus Sewer

The existing north campus sewer system also consists of a ring of sewer lines located in East Spokane Falls Boulevard and Riverpoint Boulevard. As previously discussed, the sewer is new with the construction of Riverpoint Boulevard and is 9' to 12' deep. This sewer should provide service for any planned development in this area. There are two sewer service lines stubbed across Riverpoint Boulevard to the south and one service stubbed to the north that are available for use by future buildings. There is a 10" sewer line in East Spokane Falls Boulevard adjacent to the proposed site for the new Research Building (PBS2). The basement floor of this building will need to have a pumped sewer system, while the ground floor and above will be able to rely on gravity flow to the existing sewer.

All sewer construction in the north campus should assume that rock removal will be required.

North Campus Stormwater

Stormwater management presents a challenge at the WSU Spokane Campus in the University District campus because of the difficulty of on-site stormwater disposal in the shallow basalt. Any development in the north campus area must contend with limited capacity for stormwater disposal. Potential future development in the area immediately northeast of the Academic Center (building site "I" on FIgures 4.7 and 4.8) should allow for continued use of that area for stormwater disposal as it is the ultimate outlet of stormwater disposal for all existing and proposed development north of East Spokane Falls Boulevard. In the 2014-2024 timeframe and foreseeable future, this area will continue in its current configuration and role supporting the management of campus stormwater.

Serious consideration of stormwater disposal should be an element in the earliest planning stages of any new construction in the north campus area. A dedicated engineering study of stormwater options should be considered for future development. This study would include a systematic

assessment of infiltration capacities over the remaining undeveloped areas on the north campus, including a full review of existing geotechnical explorations, prospecting for likely disposal areas and testing for infiltration capacities. Other options include possible sharing of the capacities of the existing City of Spokane outfalls and pursuing a new discharge permit dedicated to use by WSU. Obtaining discharge permits is currently a complex and lengthy process involving many state and federal agencies and should be considered only if infiltration-based options are not available. City of Spokane sewer maintenance personnel have indicated a willingness to discuss sharing any unusable remaining capacity in their outfalls.

North Campus Gas

According to Avista, the buildings on Riverpoint Boulevard are served by a 2" looped gas line in Riverpoint Boulevard located just north of the south curb line. Additional development on Riverpoint warrants a capacity study by Avista's gas engineers, as a 2" supply may be nearing capacity.

North Campus Power and Communications

A new duct bank system of power and communications was installed on the south side of Riverpoint Boulevard when it was constructed. Ducts were stubbed north across the boulevard at several locations for use by future projects. This underground power and communication system should be adequate for any planned future projects in that area.

South Campus

The south campus consists of all the WSU parcels south of East Spokane Boulevard and north of the existing and future Martin Luther King Way.

South Campus Water

The south campus west of Sherman Street will be served by a 10" water line located in Main Street, ending approximately 200' east of Pine Street, which currently provides water for the Innovate Washington Building. No water mains exist within the MLK Way or Sherman Street rights-of way. Future development on the south campus west of Sherman Street will need to extend water lines around the perimeter of the proposed new buildings as indicated in FIgure 4.19, creating a looped system tying in to the existing water lines in Main Street and East Spokane Falls Boulevard.

There is a 10" water main in East Spokane Falls Boulevard that extends across the Sherman intersection and into the Front Street right-of-way. This water line will need to be tapped to provide water service for future developments east of Sherman. In order to create a looped system, this line could be tapped at two locations as indicated in Figure 4.19 or a new line could be extended across Sherman Street tying into the future looped system there. Fire truck access will need to be provided for all future facilities, typically within 150' of any point on each building. Redevelopment of the campus clinic area where the University District Health Clinic is going to be located, requires at least a 10" service into the area as well as a potential public/private water main easement for fire protection.

South Campus Sewer

The south campus west of Sherman Street will be served by a 15" sewer main in an existing manhole located in Main Street approximately 200' east of Pine Street. This sewer is more than 12' deep. A new eight-inch sewer line will need to be extended east from this manhole to serve future buildings

in this area, as illustrated in Figure 4.24.

The south campus east of Sherman Street will be served by the existing 54" interceptor. As the existing 12" sewer system is too shallow to serve future development in this area by gravity flow, a new sewer system in this area will need to be installed at a lower inlet elevation in these existing manholes to avoid construction sanitary lift stations. It will need to be investigated if the existing drop structures in these manholes can be cut off and re-used at lower inlet elevations. The manholes cannot be moved. The siting of future buildings in this area will need to accommodate direct access to these manholes for servicing by City Sewer Maintenance. However, there does not appear to be a prohibition to building over the tunnel itself.

South Campus Stormwater

Future development will need to deal with the challenges presented by shallow basalt bedrock in the south campus area. As discussed above there is one known infiltration "sweet spot" located along the west side of Sherman Street just south of East Spokane Falls Boulevard. Care should be taken not to compromise use of this area for stormwater infiltration. On the west side of Sherman Street, a stormwater system could be constructed that collects stormwater directly from non-asphaltic building roofs and from underdrain systems located in grassed percolation areas to route clean and treated stormwater from the new projects to a dry well farm located in this area, as indicated in Figure 4.24.

No similarly effective drainage area is currently known for the clinic block, east of Sherman Street. There is an opportunity to explore continued use of the City's dry wells as provided by the existing 12" storm line extended from the dry wells on the west side of Sherman. Campus leadership should discuss this opportunity when the South Campus Facility is replaced and the clinic block is further developed.

As with the north campus, serious consideration of stormwater disposal should be an element in the earliest planning stages of any new construction in the south campus area, especially east of Sherman Street. A dedicated engineering study of stormwater options should be considered for future development. This study would include a systematic assessment of infiltration capacities over the remaining undeveloped areas on the north campus, including a full review of existing geotechnical explorations, prospecting for likely disposal areas and testing for infiltration capacities. Other options include possible sharing of the capacities of the existing City of Spokane storm drain system constructed for MLK Way and Sherman Street and pursuing a new discharge permit dedicated to use by the WSU Spokane Campus in the University District campus. Obtaining discharge permits is currently a complex and lengthy process involving many state and federal agencies and should be considered only if infiltration-based options are not available.

South Campus Gas

Avista installed a 6" gas line along the north side of MLK Way when it was constructed in 2013. This line will be extended to a new connection point east of the Hamilton Street Bridge to complete a loop. A 4" gas main exists on the south side of Spokane Falls Boulevard. These mains will provide for any expected future developments.

South Campus Power and Communications

New power and communications duct banks were installed on the south side of East Spokane Falls Boulevard when it was reconstructed by the City of Spokane in 2013. New power and communications duct banks were installed on the north side of MLK Way when it was constructed

Figure 4.26 Master Plan Sketch, Looking West on East Spokane Falls Boulevard, toward New Research Building/PBS2

by the City of Spokane in 2013. These duct banks should provide for any expected power or communication demands of future developments.

4.6 Implementation

This Campus Master Plan Update focuses on the near-term projects identified for 2014-2024, while planning for the long-term capacity and vision for the WSU Spokane Campus in the University District campus. The four prioritized projects for the 10-year horizon are illustrated in Figure 4.26, assuming some state funding in addition to public-private partnership with the local development community:

1. University District Health Clinic
2. Jensen-Byrd Tower Expansion/Renovation & New Support/Parking Structure
3. New Research Building ("PBS2")
4. New Education, Clinical Research Building

These projects are anticipated to complete planning and/or predesign studies prior to the design and construction of the new facilities. Associated open space and infrastructure improvements will be considered as part of each project during the planning and design processes. Campus leadership will continue to partner with the City of Spokane and the University District Public Development Authority to promote the WSU Spokane Campus in the University District campus, its projects and the district as a whole.

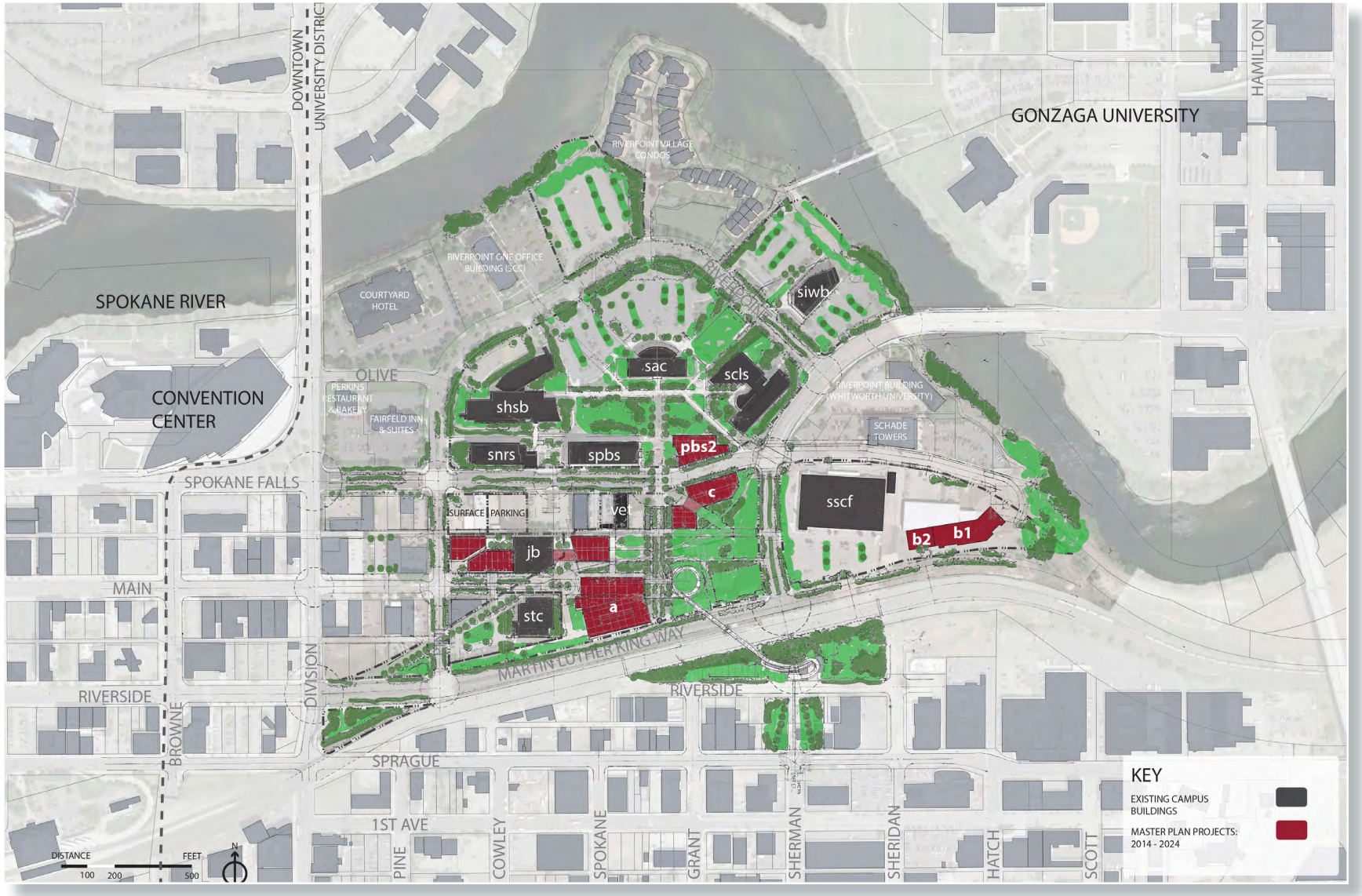


Figure 4.27 Campus Master Plan: 2014-2024 Projects

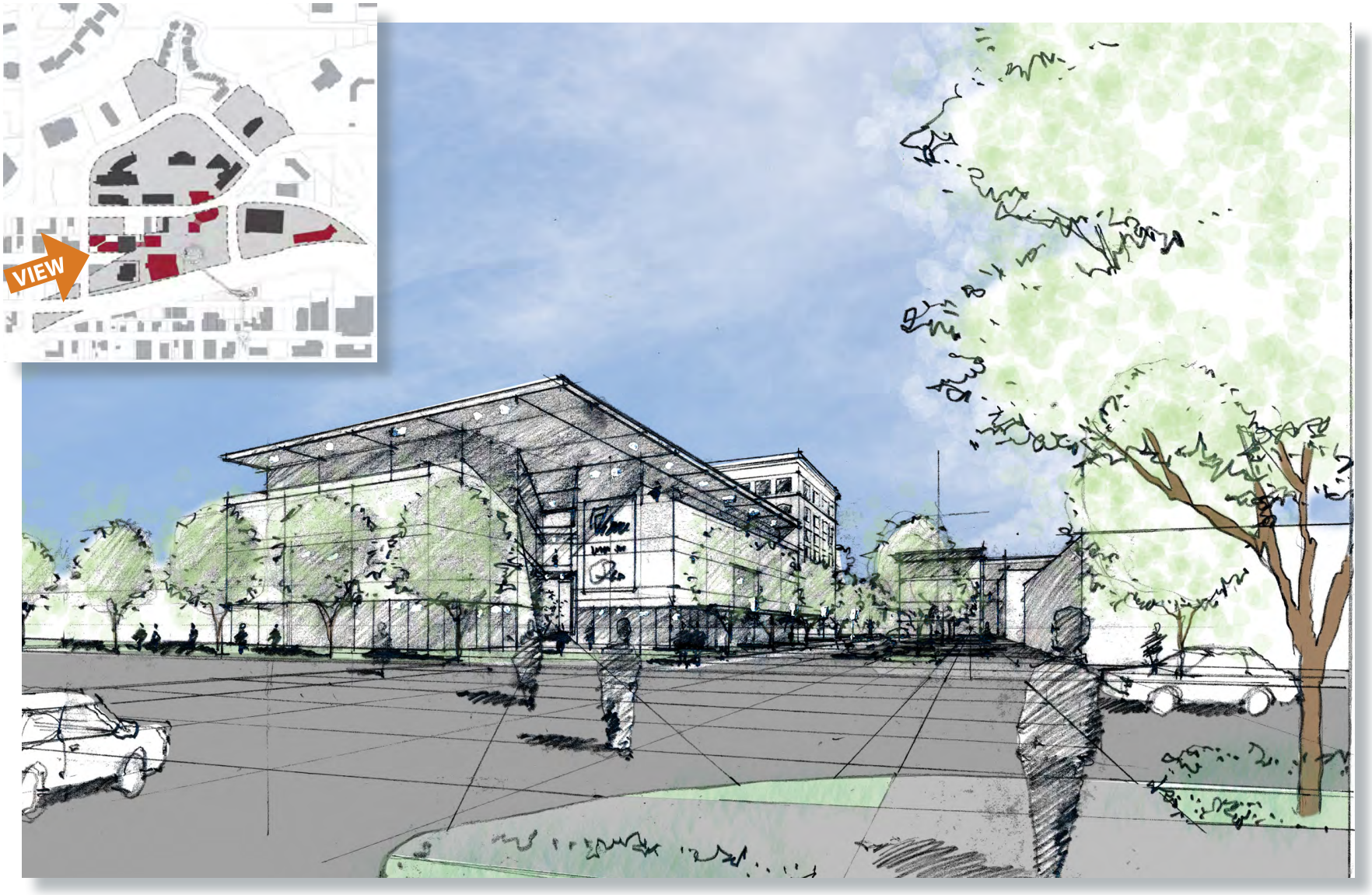


Figure 4.28 Master Plan Sketch, Looking Northeast toward Jensen-Byrd from Main Street/Pine Street Intersection