



University District Development Association (UDDA)

Board of Directors' Meeting Agenda

Wednesday, March 5, 2025, 3:45-4:50 UDPDA/UDDA Joint Discussion; 4:50-5:20 PM UDDA Business Meeting

In-Person, Catalyst Building, Rm 309, and via Zoom

<https://us02web.zoom.us/j/86750387107?pwd=WnRDckJrS2FGZUllbzNIWWliYTJ1dz09>

Meeting ID: 867 5038 7107 Passcode: 941652 Dial +1 253 215 8782 US

(Joint discussion: UDPDA and UDDA Board Members – Public Meeting)

3:45 Welcome and Introduce Jeffrey

3:50 EAC Updates – Sinisterra

- FYI only (in board packet): Draft February 18 EAC meeting minutes
- Don Kardong Bridge panel design

3:55 U Vision 2044 Activation Updates and Scorecard Highlights – Sinisterra

- University of Idaho Urban Design Studio - Division Gateway Extension: board volunteers, design review March 31, 1:30 – 4:30 PM at Catalyst
- 400-Block and Riverside Park next steps

4:20 Presentations

- City Parking Data Collection – *Jesten Ray and Luis Garcia*
- City Code Enforcement and Cleanup Updates – *Luis Garcia*

4:50 Adjourn UDPDA Meeting

4:50 UDDA Meeting Starts: Welcome, Call to Order, Admin Actions – Sheehan

- **Proposed MOTION** – Consent Agenda
 - Draft February 5, 2025, UDDA board meeting minutes
 - UDDA financials as of January 31, 2025
- **Proposed MOTION** – Approve proposed move to Community Building and authorization to execute lease
- **Proposed MOTION** – Adopt Next Generation Conceptual Plan 2065

5:05 30-Second Updates: Potential impacts from DOGE on your organization and community – Sheehan

5:15 Adjourn – Sheehan

2025 UD Board Meetings (Catalyst Bldg, Room 309)

- April 9, May 7, June 4 retreat (Ruby River Hotel), Sept 3 annual meeting, Oct 1, Dec 10 holiday party and 2025 Impact Award presentation



UDDA/UDPDA EAC Meeting Minutes - DRAFT

Tuesday, February 18, 2025, 11:32 AM – 12:51 PM via Zoom

Zoom meeting recording [link](#); CEO's PowerPoint presentation [link](#)

EAC Members Present: Neil Christopher Apeles, Lois Bollenback, Colleen Fuchs, Katy Sheehan (chair), Juliet Sinisterra (CEO), Thomas Tellefson, and Dennis Wagner

EAC Members Absent: Steve MacDonald, Chuck Murphy (treasurer), Greg Repetti (vice chair/secretary)

Presenters and Others: Guy Michaelson and Evan Blondell (Berger Partnership), Alden Jones, Amanda Beck

Call to Order, Welcome, and Administration

- Sheehan called the meeting to order at 11:32 AM, shared an OPMA reminder, and asked for a **MOTION to approve the January 21 EAC minutes** (Bollenback) and a second (Wagner), which passed unanimously.
- The committee reviewed and made no changes to the draft February 5 UDPDA and UDDA board meeting minutes and March 5 UDPDA and UDDA board meeting agendas.
- Sinisterra shared **Scorecard updates** and explained the color coding. She also mentioned her well-attended lecture for the Gonzaga Institute for Climate, Water, and the Environment on February 5.

Finance Report

In Murphy's absence, Sinisterra provided the **financial report as of January 31**, noting no unexpected deltas. Staff continues to work with the city on the 2020-2024 construction sales tax catch-up number and awaits the county's update on the estimated 2025 property tax. The group expressed universal concern regarding the federal funding freeze and suggested members discuss impacts to their organizations at the March 5 board meeting during 30-second updates. Although neither the UDDA nor UDPDA receives federal dollars directly, Sinisterra is sourcing new funding opportunities through private foundations and state agencies to fill indirect gaps.

U Vision 2044 Activation Updates

Sinisterra shared the following U Vision 2044 Updates:

- The UD, DSP, and SBA are partnering with University of Idaho Urban Design Studio faculty and staff on a **Division Gateway Extension** project.
- **201 W Main Ave** – lease expires July 2025; renewed interest in re-evaluating property development for workforce housing. Legal counsel Taudd Hume advising regarding possible next steps such as re-releasing the 201 W Main RFQ, surplusing to gift to the UDDA or to sell, etc.
- Three **U Incubation Village Feasibility Study**-related contracts signed (d&b Creative, Crossroads Resource Center, and The Grain Shed) and the IRFP vendor selected (Cascadia Partners).
- Sinisterra asked for feedback regarding asking the board to adopt Mithun's [Next Generation Conceptual Plan 2065](#). After discussing the pros and cons, all endorsed the idea, and Sinisterra will add approval to the March 5 agenda.



400-Block Update

The UDPDA has until June 2025 to act on the Avista ROFO for the 400-Block. Sinisterra summarized UD assets (approx \$3.4M), obligations (approx \$12.2M), and potential city 15-year bond (approx \$8.7M) in consideration of the potential development of the 400-Block as proposed by Mithun’s plan. Sinisterra is in ongoing conversations with partners (Whitworth University, Spokane Sports, Evergreen Bioscience Innovation Cluster, and Spokane Climbing Gym) who remain enthusiastic, as well as other respected advisors and interested parties (Scott Morris, Spokane Public Schools, YMCA, etc.).

Presentation: [Don Kardong Bridge Panels](#)

The Berger Partnership team presented a bridge panel design update. They showed panel locations on the bridge and several designs, including specific options for UD-related panels. The group provided feedback: asking what people would take away when viewing and suggesting some wording changes for readability and inclusion on the UD panels.

Sheehan asked for public comment; hearing none, she thanked the Berger team and adjourned the meeting at 12:51 PM.

Juliet Sinisterra, CEO for (absent) Greg Repetti, Secretary

Date _____



University District Development Association (UDDA) Meeting Minutes - DRAFT

Wednesday, February 5, 2025, from 5:06 – 5:29 PM, Catalyst Bldg, Rm 309, and Via Zoom

Board Members Present: Neil Christopher Apeles, LaVerne Biel (Zoom), Lois Bollenback, Catherine Brazil, Mayor Lisa Brown, Emilie Cameron, Colleen Fuchs, Megan Hulsey, Chuck Murphy (treasurer), Lindsey Myhre (Zoom), Stacia Rasmussen (Zoom), Marvo Reguindin, Rob Sauders, Katy Sheehan (chair), Jonathan Teeters, Dennis Wagner, County Commissioner Amber Waldref (Zoom), Erin Williams-Hueter (Zoom)

Board Members Absent: Kevin Brockbank, Brooke Kiener, Greg Repetti (vice chair and secretary), John Sklut, Thomas Tellefson, Council President Betsy Wilkerson

Staff: Juliet Sinisterra (CEO), Alden Jones

Presenters: Mithun and EcoNW 400-Block Architectural Services Phase 1B team (Zoom)

JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members

U Vision 2044 Activation Updates and Scorecard Highlights

Sinisterra provided the following updates:

1. **U Incubation Village Feasibility Study**—Thanks to a CERB \$75K matching grant, contracts are underway with Crossroads Resource Center, d&b Creative, and The Grain Shed to assess the viability of a local food processing center and worker-owned folk market and maker spaces. Additionally, an IRFP was released for a larger-scope planning study around job creation, conceptual site analysis, and nationwide case studies.
2. **201 W Main Avenue**—Although some developers have indicated that prevailing wage requirements are an impediment, renewed developer interest may result in re-releasing the previous RFQ for workforce housing. We are working with legal counsel for guidance on the next steps (surplus property, addressing deed restrictions).
3. Commerce and Community-Minded Enterprises (CME) **Childcare Study**—The survey was distributed to partner organizations; focus groups begin mid-March.
4. The University of Idaho Urban Design Studio project for a **Division Gateway Extension** is underway. UDPDA is partnering with DSP, SBA, and the city (\$1K contribution from each) to support. A stakeholder event is planned for March, and a final presentation will be held in May.
5. Sinisterra then walked the board through **Scorecard** highlights.
6. **400-Block**—Avista extended the ROFO to June 22, 2025. Discussions about relocating the Verizon cell tower before the proposed property purchase are ongoing. Sinisterra is talking with the city about using Boxcar site/city property proceeds (approximately \$500K) and Sprague Ave underage (roughly \$600K) for Riverside Park development. Mithun and EcoNW teams will present today.

Presentation: Next Generation Conceptual Plan 2065

Before the in-depth 400-Block presentation, Sinisterra shared slides summarizing the recently completed [Mithun Next Generation Conceptual Plan 2065](#), informed by the [Just Communities Protocol](#) (centering on racial and climate justice and metrics to shape equity and resiliency outcomes). She described the extensive community engagement process and six key nature-based/node-centric takeaways from those interactions (cycle of life food hub, heal the river and reforest, multi-cultural maker district, Main Ave culture corridor and Sherman heart, innovation commons, and



energy district thermal analysis). She described Spokane Public Schools' interest in the plan and a direct mail piece planned for late spring/early summer.

Comments from board members ensued:

- Murphy asked about using the triangle parcel near Superior (owned by the city) as a nature-based park. Sinisterra said she is working with the city on a Complete Streets grant for Superior for street trees and that the Parks & Recreation Department is pursuing a grant for open space.
- Mayor Brown stressed the importance of involving key partners early in specific concepts. The nodes in the plan provide an opportunity to tap the expertise and leadership of higher ed partners (WSU agriculture, UW forestry, GU civil engineering, nature-based design, and arts and culture, EWU business, etc.). Partners provide responsibility and skin in the game (research, student labor, faculty know-how, grant opportunities), vs. UD tackling alone.

Presentation: 400-Block Sprague Avenue Phase 1 Concept Design Final

The Mithun and EconW teams (via Zoom) presented [400-Block Sprague Avenue: Phase 1 Concept Final Presentation](#), including a recap of the conceptual site design, program areas (office and recreation buildings and parking), massing diagram, site strategy, exterior renderings, draft cost analysis/budgets with phased incremental funding, draft financial feasibility analysis, and key takeaways and findings on individual buildings and the overall development. In short, given budget assumptions and current economic realities, the recreation building (particularly the climbing gym) will be tough to pencil and unlikely to support its share of land costs or maybe development costs even with low-cost debt (bond financing), patient capital/grant funding (philanthropy), new market tax credits, and additional TIF revenue. The proposed development would need substantial subsidy to drive amenity value elsewhere in the district.

Comments from board members ensued:

- All impressed and excited about conceptual designs.
- Suggestion to attract anchor institution(s), rerack with partners with aligned interests (YMCA, WSU nutrition and exercise physiology, WSU and EWU student gym, Spokane Public Schools (SPS), Community School, etc.).
- Concern around life sciences startups' ability to pay more than \$50/sf rent when other options exist.
- Question about considering a mixed-use/residential option, but feasibility testing showed that it is more expensive.

Sinisterra said the next steps include the EAC's deeper dive and presenting to McKinstry/Dean Allen, Scott Morris, YMCA, SPS, and Spokane Public Facilities District. Murphy noted that it may not be the right time to proceed, but controlling the land is a priority.

Call to Order, Welcome, and Administrative Actions

- After the joint UDPDA/UDDA session, Chair Sheehan called the UDDA business meeting to order at 5:06 PM, noted the quorum present, and welcomed new 2025 board members (Apeles, Hulse, Reguindin, and Tellefson). As an FYI, she pointed out the Executive Action Committee (EAC) draft January meeting minutes. She



described the new 2025 board meeting format with an overlapping, joint UDPDA/UDDA presentation/discussion session between respective business sessions to save time and avoid duplication.

- Sinisterra mentioned her Gonzaga Institute for Climate, Water, and the Environment talk this evening and the Innovative Urbanism Symposium (IUS) lunch presentation by Mithun at the Steam Plant on February 26.
- Murphy provided a **2024 year-end financial summary**. Combined net income and expense resulted in a net loss of \$3,366 primarily due to non-renewal and delay of corporate contribution revenue, early termination of the Urbanova lease, and payroll-related benefits associated with paid internships and board-approved annual bonuses.
- Sheehan requested a **MOTION to approve the UDDA draft October 2, 2024, meeting minutes, and the UDDA financials as of December 31, 2024** (Brown), seconded (Murphy), and passed unanimously.
- Sheehan shared that Jeffrey Samson has accepted the UD Director of Finance and Grants Administration role, which starts on March 3.
- 30-second updates from members followed.

Sheehan adjourned the meeting at 5:29 PM.

Juliet Sinisterra, CEO (for Greg Repetti, Secretary) Date:

University District Development Association
Balance Sheet
As of January 31, 2025

11:34 AM
02/04/25
Accrual Basis

	<u>Jan 31, 25</u>
ASSETS	
Current Assets	
Checking/Savings	
10126 · UDDA NUM Checking	109,962.14
10127 · UDDA NUM MM	165,821.23
Total Checking/Savings	<u>275,783.37</u>
Accounts Receivable	
12100 · Accounts Receivable	75,106.25
Total Accounts Receivable	<u>75,106.25</u>
Other Current Assets	
12001 · *Undeposited Funds	-5,000.00
Total Other Current Assets	<u>-5,000.00</u>
Total Current Assets	<u>345,889.62</u>
TOTAL ASSETS	<u>345,889.62</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
20502 · Numerica Visa	4,159.26
Total Credit Cards	<u>4,159.26</u>
Other Current Liabilities	
24000 · Payroll Liabilities	
24160 · State Unemployment Payable	-270.16
24161 · State Fam Med Lv EE pd by Co	-11.39
24162 · FSA Contrib EE	325.00
24163 · FSA Contrib ER	325.00
24170 · Federal Unemployment	82.11
24225 · Simple IRA EE	202.06
24226 · Simple IRA ER	202.06
24227 · Accrued Vacation Leave	5,810.02
24000 · Payroll Liabilities - Other	199.63
Total 24000 · Payroll Liabilities	<u>6,864.33</u>
Total Other Current Liabilities	<u>6,864.33</u>
Total Current Liabilities	<u>11,023.59</u>
Total Liabilities	11,023.59
Equity	
30000 · Opening Balance Equity	2,143.63
30001 · Reserve	78,842.62
32000 · Unrestricted Net Assets	143,158.17
Net Income	110,721.61
Total Equity	<u>334,866.03</u>
TOTAL LIABILITIES & EQUITY	<u>345,889.62</u>

University District Development Association
Profit & Loss Budget Performance
January 2025

02/04/25

Accrual Basis

	Jan 25	Budget	Jan 25	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
43210 · Interest Income	209.58	233.37	209.58	233.37	2,800.00
43400 · Direct Public Support	108,000.00	20,000.00	108,000.00	20,000.00	130,000.00
46500 · Grant Income					
46510 · Grant - Restricted	5,000.00	30,016.70	5,000.00	30,016.70	200,000.00
Total 46500 · Grant Income	5,000.00	30,016.70	5,000.00	30,016.70	200,000.00
46700 · Other Income					
47005 · UDRA Management Proceeds	32,065.50	32,065.50	32,065.50	32,065.50	384,786.00
Total 46700 · Other Income	32,065.50	32,065.50	32,065.50	32,065.50	384,786.00
Total Income	141,775.08	82,315.57	141,775.08	82,315.57	717,586.00
Expense					
60100 · Payroll Expenses					
60101 · Salaries, Wages	18,335.26	28,502.00	18,335.26	28,502.00	345,024.00
60105 · Vacation Leave Accrual	1,057.80	923.00	1,057.80	923.00	11,072.00
60110 · Payroll Taxes	1,724.81	1,800.00	1,724.81	1,800.00	21,600.00
Total 60100 · Payroll Expenses	21,117.87	31,225.00	21,117.87	31,225.00	377,696.00
60200 · Personal Services Contracts					
60202 · Financial, Prof Services	140.00	100.00	140.00	100.00	3,500.00
60203 · Management & Organization Svcs	315.00	14,583.37	315.00	14,583.37	175,000.00
60205 · Legal Fees	0.00	500.00	0.00	500.00	6,000.00
60231 · Marketing/Advertising	537.44	591.74	537.44	591.74	7,100.00
60232 · Graphic Design, Web	31.62	125.00	31.62	125.00	1,500.00
60234 · Recruiting Services	0.00	0.00	0.00	0.00	5,000.00
Total 60200 · Personal Services Contracts	1,024.06	15,900.11	1,024.06	15,900.11	198,100.00
60300 · Other Contractual Services					
60303 · Cell Phone Charges	75.00	150.00	75.00	150.00	1,800.00
60314 · Internet IT Svcs Domain Reg	830.34	275.00	830.34	275.00	3,300.00
60324 · Insurance D&O, etc.	0.00	750.00	0.00	750.00	9,000.00
60329 · Licenses and Permits	60.00	12.50	60.00	12.50	150.00
60330 · Memberships, Dues	0.00	41.74	0.00	41.74	500.00
60334 · Reg, Conferences, Sponsorships	650.00	166.74	650.00	166.74	2,000.00
60336 · Subscriptions, Periodicals	288.84	40.00	288.84	40.00	480.00
60353 · Postage, Mailing Services	0.00	33.37	0.00	33.37	400.00
60358 · Printing & Reproduction	0.00	208.37	0.00	208.37	2,500.00
60377 · Catering, Meals	0.00	541.74	0.00	541.74	6,500.00
60380 · Leased Buildings, Space	1,330.96	1,330.44	1,330.96	1,330.44	15,971.00
60381 · Rentals, Copier Lease	15.40	100.00	15.40	100.00	1,200.00
60389 · Rentals, Other Events, Park	500.00	83.37	500.00	83.37	1,000.00
Total 60300 · Other Contractual Services	3,750.54	3,733.27	3,750.54	3,733.27	44,801.00
60400 · Travel	2.05	608.59	2.05	608.59	8,900.00
60500 · Supplies & Materials					
60501 · Food	0.00	0.00	0.00	0.00	200.00
60525 · Recognition and Awards	0.00	0.00	0.00	0.00	1,000.00
60540 · Non-cap Equip Furn <\$5K	0.00	0.00	0.00	0.00	4,400.00
60545 · Prewritten SW (QB 365 Acrobat)	1,258.97	450.00	1,258.97	450.00	5,400.00
60564 · Office Supplies	0.00	0.00	0.00	0.00	1,000.00
Total 60500 · Supplies & Materials	1,258.97	450.00	1,258.97	450.00	12,000.00
60700 · Retirement & Benefits					
60702 · PFML	332.28	855.00	332.28	855.00	3,420.00
60705 · Retirement Employer Contrib	202.06	550.00	202.06	550.00	9,650.00
60707 · Life Insurance Employer Paid	0.00	0.00	0.00	0.00	1,065.00
60709 · Disability Insurance	255.70	325.00	255.70	325.00	5,650.00
60710 · Health Insurance Plans	2,784.94	1,370.00	2,784.94	1,370.00	27,496.00
60711 · FSA Employer Contrib	325.00	350.00	325.00	350.00	6,675.00
Total 60700 · Retirement & Benefits	3,899.98	3,450.00	3,899.98	3,450.00	53,956.00
Total Expense	31,053.47	55,366.97	31,053.47	55,366.97	695,453.00
Net Ordinary Income	110,721.61	26,948.60	110,721.61	26,948.60	22,133.00
Net Income	110,721.61	26,948.60	110,721.61	26,948.60	22,133.00

updated 7/19/2025
 2025 priority areas include: Supporting catalytic investments (400-Block and U Incubation Village) and establishing a framework for development incentives; investing in infrastructure, open space, parking, and public safety; and district beautification and marketing.

University District - 2025 Work Plan Tracking

STRATEGIC PLAN		COMMUNITY DEVELOPMENT	BUDGETED	START	END	STATUS	UPDATE	KEY DATES
1	3.1.2	400-Block: Review feasibility and pre-design study and pursue financing for purchase if approved. Money budgeted for negotiation support. Budget includes Legal costs as well.	\$162,500	Q1 2025	Q2 2025		Completing due diligence. Presented to development partners. Also presented to Emerald Initiative, and will be presenting to Spokane Public Schools. Reached out to Parks and Scott Morris as well. Mithun looking to some value engineering and impact to future TIF revenue.	6/22/2025
2	3.1.1	Conduct feasibility study for U Incubation Village project. \$75,000 UD match funded via CERB.	\$150,000	Q1 2025	Q3 2025		Launched community market and needs assessment with D&B Creative; launched Food Processing Feasibility Study with Crossroads Resource Center; selected Cascadia Partners for U Incubation Village Business Plan and Development Feasibility Study.	12/31/2025
3	1.1.2; 1.2.2	Per U Vision 2044, conduct code audit of City Code within the UDRA; conduct developer feedback processes such as focus groups and best practices around development incentives nationwide.	\$40,000	Q2 2025	Q4 2025		Researching best way to structure scope of work. Will include a code audit, developer interviews, and best practices in regard to development incentives that support U Vision 2044.	
4	Overarching	Host community partner lunches around UD Housing Development; District Energy Strategies, and Life Sciences Marketing	\$0	Q2 2025	Q4 2025		Looking to host this spring.	
5	3.1.5	Support continued development of a future Spokane Environmental Learning and Cultural Center (SELCC) on WSU campus.	\$0	Q1 2025	Q4 2025		SELCC submitting 501c3 status, reviewing grants and establishing committees. Looking to partner in larger Spokane Bioregion Consortium study.	
6		Partnering with Downtown Spokane Partnership and Spokane Business Association to oversee University of Idaho architecture students in design project looking to extend the Division Street gateway along UD western boundary	\$1,000	Q1 2025	Q2 2025		Developed scope with U of I staff; led online intro to students and toured them through UD on Feb 7. City, DSP, and SBA supporting. Design Review March 31.	5/1/2025
7	3.1.3	Support Community-Minded Enterprises around implementation of Commerce UD Childcare study.	\$0	Q1 2025	Q3 2025		Arrowroot Consulting has released the survey to community partners. Focus groups to be scheduled.	9/30/2025
8	3.4	Match to South Sub-area businesses toward feasibility of BID formation .	\$10,000	Q1 2025	Q4 2025		Met with Gavin Cooley from SBA in regard to study. He is going back to his Board to see about a match.	
ECONOMIC & ASSET DEVELOPMENT			BUDGETED	START	END	STATUS	UPDATE	KEY DATES
1	Overarching	Grant writer for State, Federal, and local grants in alignment with U Vision 2044 Strategies and develop database around district metrics and data for grant writing access. Pursue State TIB in August 2025.	\$65,000	Q1 2025	Q4 2025		Met with grant writing team. Prioritized key areas of focus: infrastructure, parks/open space, and 400-Block. Looking to pursue EPA Thriving Communities Grant for \$350K (money under contract) and GU Climate Sustainability Grant for \$400K (money under contract) along with JMK Innovation Grant for \$350K. Meeting with Andrew Beagle from TIB.	
2	Overarching	Database and business platform completion for demographic, environmental, and energy/water use data for District.	\$10,000	Q1 2025	Q3 2025		Met with Urbanova and meeting with Biohabitats. Looking to establish small scope.	
3	Overarching	Support the City Economic Development Team around developing support strategies in partnership with the County around the City-County PDA Interlocal Agreement .	\$0	Q1 2025	Q4 2025		Waiting to hear from City staff on next steps. GFC waiver was eliminated.	

University District - 2025 Work Plan Tracking

PROPERTY & INFRASTRUCTURE DEVELOPMENT		BUDGETED	START	END	STATUS	UPDATE	KEY DATES	
1	3.1.2	400-Block: Legal support for land acquisition if approved by Board. (Wood and Hume)	\$20,000	Q1 2025	Q2 2025		Including Steven and Taudt in conversations and strategy.	6/22/2025
2	1.1.4	Sherman Street Complete Street Design for TIB grant application prep.	\$75,000	Q1 2025	Q3 2025		Grant team to meet with Andrew Beagle from TIB prior to release of grant.	8/1/2025
3	1.4	Riverside and Sprague Parking Pilot in partnership with City	\$10,000	Q3 2025	Q4 2025		Studying with Mithun and City staff potential to develop pocket park and Riverside as park in 2025.	
4	3.4	Banner implementation along MLK Way.	\$10,000	Q2 2025	Q4 2025		Not started	
5		Evaluate selling 201 West Main property.	\$0	Q2 2025	Q4 2025		There is additional interest in studying the site. Looking into possible site transfer to UDDA or sale of property with development requirements.	
6	3.2.2	Iron Bridge Kayak Put In (Phase II) match for design and implementation of kayak put-in north of NoLi in partnership with Spokane River Forum, Trout Unlimited, State Parks, and the Centennial Trail.	\$22,500	Q3 2025	2026		Moving forward with Spokane River Forum as lead.	
7	1.1.1	Support City Staff in Pacific Ave design as a complete street. Provide UDPDA committed construction dollars to this effort.	\$85,000	Q3 2025	Q3 2025		Presentation to EAC in March.	
MARKETING & COMMUNICATIONS			BUDGETED	START	END	STATUS	UPDATE	KEY DATES
1	3.1.1	Develop District marketing materials around U Vision District Conceptual Plan and related initiatives.	\$10,000	Q1 2025	Q4 2025		Met with graphic designer. Getting copy for the materials by mid-summer for the Vision Booklet.	

Notes: Orange: Focus Area; Blue: Dependent on Others