



University District Public Development Authority (UDPDA)

Board of Directors' Annual Meeting Agenda

Wednesday, September 2, 2026

3:30 Business Meeting; 3:50 Joint UDDA/UDPDA session

Catalyst Building, Room 172, and via Zoom

<https://us02web.zoom.us/j/86507467414?pwd=cEbdVcQlG0cnsDuxKkBZGNga7YFIbn.1>

Meeting ID: 865 0746 7414 ; Passcode: 721364 ; Phone: +1 253 205 0468 # US

3:30 Welcome, and Call to Order – Wagner

3:35 Consent Agenda MOTION: Approve draft May 6, 2026, UDPDA board meeting minutes and the UDPDA financials as of July 31, 2026 – *Wagner*

3:40 Nominating Committee (NC) Recommendations for Calendar Year 2027– Wagner

- NC Members: *Brown, Wilkerson, Fuchs, Biel, Cameron, Sinisterra*
- **Proposed MOTION to approve 2027 UDPDA/UDDA EAC**
 - Jonathan Teeters (returning)
 - LaVerne Biel (returning)
 - Erin Williams Heuter (returning)
 - Thomas Tellefson (returning)
 - Steve MacDonald (returning)
 - Emilie Cameron
 - Alex Jackson
 - Marvo Reguindin
 - Angela Swenseid
- **Proposed MOTION to approve 2027 UDPDA officers**
 - Erin Williams Heuter, Chair
 - Thomas Tellefson, Vice-Chair/Secretary
 - Angela Swenseid, Treasurer
- **Proposed MOTION to approve three positions as outlined in the UDPDA bylaws:**
 - **Jointly-selected member** (currently Bollenback) – *Per the UDPDA bylaws, the jointly-selected position requires a unanimous vote from the CP, County rep, and City staffer.*
 - Erin William Heuter
 - **UDDA board-selected rep position 1** (currently Hulsey) – *contingent upon UDDA board approval*
 - Angela Swenseid
 - **UDDA board-selected rep position 2** (currently Wagner) – *contingent upon UDDA board approval*
 - Thomas Tellefson

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

3:50 Welcome and August EAC Highlights – Wagner

- 2026 Impact Award nominations open through the end of August
- UDDA June Retreat Follow Up
- TEND Intelligence Platform Presentation
- Board Effect – *Sinisterra and Dodson*

4:10 Scorecard Review, Comments - Sinisterra

4:15 Higher Ed and SPS Annual Updates – Wagner

- Washington State University – Jeff Haney
- Whitworth University – Dale Hammond
- Gonzaga University - John Sklut

- Spokane Colleges – Kevin Brockbank
- Spokane Public Schools – Adam Swinyard

5:05 Public Comment and Adjourn UDPDA Meeting – *Wagner*

2026 UD Board Meetings (3:30 PM at Catalyst Building, Room 172)

- Oct 14
- Dec 2 – holiday event and Impact Award presentation, location TBD



University District Public Development Authority (UDPDA) Meeting Minutes - FINAL

Wednesday, May 6, 2026, 3:30-5:21 PM, Catalyst Building Room 309 and Via Zoom

Board [slide deck](#), Zoom [recording link](#)

Board Members Present: Lois Bollenback (chair), Megan Hulsey (Zoom), Steve MacDonald (Zoom), Juliet Sinisterra (CEO), Dennis Wagner (Zoom), County Commissioner Amber Waldref (Zoom), and Council President Betsy Wilkerson

Board Members Absent: none

Presenters: Juliet Sinisterra (CEO), and presenters: Laurel Fish, Claudia Browne and Susan Sherrod (Zoom), Yeena Kee, Kelly Nguyen, Maia Kent, Kyra Shelton

Call to Order, Welcome

Chair Bollenback called the meeting to order at 3:30 PM and asked for a **MOTION to approve the corrected March 4, 2026, draft UDPDA meeting minutes** (Sinisterra), seconded (Waldref), and passed unanimously.

Finance and Grants Administration

Treasurer's Report

Hulsey provided a Treasurer's Report as of March 31, highlighting proceeds from the sale of 201 W Main Ave, payment of the Sprague Avenue General Obligation Bond in May, pending response from the City to the UDPDA's March 13 letter regarding the TIF overpayment issue, and a recommended correction to the UDPDA Fiscal Policy & Procedures Manual. Bollenback asked for any questions or comments, and hearing none, asked for a **MOTION to approve the March 31, 2026, financials** (Sinisterra), seconded (Wagner), and passed unanimously.

UDPDA Fiscal Policies and Procedures Manual Update

Sinisterra explained an oversight in the policy manual (page 21, Exhibit 1: Procurement Levels, Process, and Approval Pathway) that adds an unnecessary EAC approval layer. The recommended revised language reads, "If the proposed procurement is not included in the Board-approved Annual Budget and the contract amount exceeds \$25K, the Board will approve." Bollenback asked for questions and comments, and hearing none, asked for a **MOTION to approve the correction to the UDPDA Fiscal Policies and Procedures Manual** (Hulsey), seconded (Wilkerson), and passed unanimously.

UDPDA Unbudgeted 2026 Expenses Over \$25K for Board Approval

Sinisterra reported that the Department of Commerce awarded the UDPDA a \$343K CESP grant for a district-wide thermal energy analysis. She described three sole-source contracts needed to complete the scope of work, and per the previous motion, the need for board approval. Bollenback asked for questions and comments, and hearing none, asked for a **MOTION to approve CESP grant sole-source contracts to McKinstry-\$244K, Novara Energy Alliance-\$30K, and the UDDA-\$69K** (Wilkerson), seconded (Hulsey), and passed unanimously.

JOINT PRESENTATION/DISCUSSION: UDPDA and UDDA Board Members

Bollenback started the joint session at 3:45 PM and welcomed new higher-ed appointed directors: Dale Hammond (Whitworth University) and Jeff Haney (WSU Health Sciences Spokane; Hailey James sitting in via Zoom for Jeff). She then deferred to Dennis Wagner to provide the **EAC Highlights**:

- **2026 Nominating Committee (NC) update** – No new board members are anticipated in 2027, so the NC will only propose a 2027 officer slate. Per the bylaws, standing NC members are the Mayor, Council President, and UD CEO. The EAC selects 3-4 other members, and Colleen Fuchs, Emilie Cameron, and LaVerne Biel have volunteered to serve.



- **Marketing & Communications Manager and Office Administrator position update** - A strong response to the posting, six candidates interviewed and an offer letter sent. Final results to be announced soon.
- **Books Management RFP update** – Staff released an RFP in early March and received four proposals. Jasmin Group was selected, and a three-year contract (to take us through the next SAO audit in 2028) is being drafted.
- **2026 Impact Award nominations** – See [this link](#) for more information about the application process (open through August 3). The EAC will review candidates at its August meeting and present a final recommendation to the Board for approval at the September annual meeting.

Next Generation Plan 2065 Updates

- **CERB Grant U Incubation Village** – Sinisterra outlined the initial and recently revised project scope approved by CERB. The revisions extend stakeholder engagement and facility planning and provide for a national market economic assessment of three maker hubs and a local economic assessment to quantify market demand.
- **Scorecard** – Sinisterra highlighted recent updates on key initiatives.

Presentations

- **Spokane Regional Housing Fund** – Laurel Fish with Spokane Alliance presented on efforts to increase workforce housing countywide and possible funding mechanisms. The UDPDA plans to contribute \$25K toward a matching fund to support a staff member. See [this link](#) for more information.
- **BID Expansion and Garbage Receptacles** – LaVerne Biel with ESBA presented on the benefits of streetside waste bins (the UDPDA plans to invest in branded receptacles) and BID expansion plans into the south UD. See [this link](#) for more information.
- **Health Equity Circle (HEC) Update** – WSU and UW-GU medical students Yeena Kee, Kelly Nguyen, Maia Kent, and Kyra Shelton presented an update on their harm reduction program outcomes. See [this link](#) for more information.
- **UD Living Infrastructure Framework and Design Guidelines** – Claudia Browne and Susan Sherrod with Biohabitats presented an update on this topic, outlining current conditions, landscape typologies, and planting opportunities. They and Sinisterra welcomed feedback and questions on their work. See [this link](#) for more information.

Bollenback asked for, but did not hear any public comments, and adjourned the meeting at 5:21 PM.

Dennis Wagner, Vice Chair and Secretary

University District Public Development Authority

Balance Sheet
As of May 31, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
10128 NUM Checking UDPDA	131,815.10
10130 Spokane County Investment Pool	1,685,200.22
Total for Bank Accounts	\$1,817,015.32
Total for Current Assets	\$1,817,015.32
Other Assets	
12006 Other Asset	864,375.17
Total for Other Assets	\$864,375.17
Total for Assets	\$2,681,390.49
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	\$1,292,584.70
Total for Current Liabilities	\$1,292,584.70
Long-term Liabilities	
10151 ADC 400-Block	606,895.00
Total for Long-term Liabilities	\$606,895.00
Total for Liabilities	\$1,899,479.70
Equity	
30000 Opening Balance Equity	-606,895.00
32002 Boxcar Proceeds	592,183.17
32003 Sprague Underage	272,192.00
32000 Retained Earnings	881,036.29
Net Income	-356,605.67
Total for Equity	\$781,910.79
Total for Liabilities and Equity	\$2,681,390.49

University District Public Development Authority

Budget vs. Actuals: Budget_FY26_P&L_V2 - FY26 P&L

May 2026

	TOTAL		
	ACTUAL	BUDGET	OVER BUDGET
Income			
3000000 REVENUES		0.00	0.00
3300000 INTERGOV REVENUES		0.00	0.00
3340000 STATE GRANTS		0.00	0.00
3340420 State Grant DoCommerce		28,583.33	-28,583.33
Total 3340000 STATE GRANTS		28,583.33	-28,583.33
3370000 LOCAL GRANTS ENTITLMNT OTHER		0.00	0.00
3371000 Property Tax		24,349.25	-24,349.25
Total 3370000 LOCAL GRANTS ENTITLMNT OTHER		24,349.25	-24,349.25
Total 3300000 INTERGOV REVENUES		52,932.58	-52,932.58
3600000 MISC REVENUES		0.00	0.00
3610000 INTEREST, OTHER EARNINGS	5,559.08	333.33	5,225.75
Total 3600000 MISC REVENUES	5,559.08	333.33	5,225.75
Total 3000000 REVENUES	5,559.08	53,265.91	-47,706.83
Total Income	\$5,559.08	\$53,265.91	\$ -47,706.83
GROSS PROFIT	\$5,559.08	\$53,265.91	\$ -47,706.83
Expenses			
5000000 EXPENDITURES		0.00	0.00
5580000 CMTY PLANNING ECON DEV		0.00	0.00
5586000 Planning		47,542.08	-47,542.08
5587000 Economic Development	29,527.70	38,597.08	-9,069.38
Total 5580000 CMTY PLANNING ECON DEV	29,527.70	86,139.16	-56,611.46
5590000 PROPERTY DEVELOPMENT		0.00	0.00
5593000 Prop Dev Depr Amor Xfer Out	-68.59	0.00	-68.59
Total 5590000 PROPERTY DEVELOPMENT	-68.59	0.00	-68.59
Total 5000000 EXPENDITURES	29,459.11	86,139.16	-56,680.05
Total Expenses	\$29,459.11	\$86,139.16	\$ -56,680.05
NET OPERATING INCOME	\$ -23,900.03	\$ -32,873.25	\$8,973.22
NET INCOME	\$ -23,900.03	\$ -32,873.25	\$8,973.22

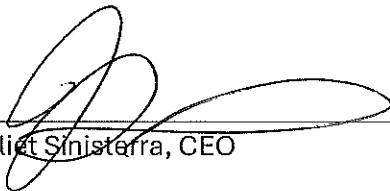


UNIVERSITY
DISTRICT

University District Public Development Authority (UDPDA) Voucher Certification – May 2026 Close – Cash Basis SAO

Per the Office of the Washington State Auditor and the BARS Voucher Certification and Approval Process set forth here https://www.sao.wa.gov/bars_cash/accounting/expenditures/voucher-certification-and-approval/, I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim. **The following voucher/warrants/electronic payments were approved for payment and cleared the UDPDA bank account:**

Date	Voucher Warrant #	Description	Amount
5/18	Xfer	University District Development Assoc per contract	28,775.41
5/30	Xfer	Spokane County Investment Pool (SCIP) service fee	42.80
5/31	ACH	Avista – south sub area lights	619.13
5/13	ACH	Intuit – service fee	108.01
5/12	ACH	Avista – 201 W Main final bill	240.48
5/31	ACH	Numerica - monthly ACH processing fee	30.00
5/5	1463	Power City Electric – 201 W Main balance due	1,392.12
5/5	1464	Haley Aldrich grant writing support	358.80
5/5	1465	Biohabitats per contract amendment	4,065.00
5/12	1466	GoJoe Patrol – 201 W Main	160.77
5/19	1467	Tiny's Service and Maintenance – 201 W Main	708.50
5/26	1468	Witherspoon Brajcich McPhee legal counsel	225.00
5/27	1469	Biohabitats per contract amendment	8,485.00


Juliet Sinisterra, CEO

Date

University District Public Development Authority

Balance Sheet
As of Jun 30, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
10128 NUM Checking UDPDA	79,184.66
10130 Spokane County Investment Pool	469,639.24
Total for Bank Accounts	\$548,823.90
Accounts Receivable	\$528,436.02
Total for Current Assets	\$1,077,259.92
Other Assets	
12006 Other Asset	864,375.17
Total for Other Assets	\$864,375.17
Total for Assets	\$1,941,635.09
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	\$400,805.84
Total for Current Liabilities	\$400,805.84
Long-term Liabilities	
10151 ADC 400-Block	606,895.00
Total for Long-term Liabilities	\$606,895.00
Total for Liabilities	\$1,007,700.84
Equity	
30000 Opening Balance Equity	-606,895.00
32002 Boxcar Proceeds	592,183.17
32003 Sprague Underage	272,192.00
32000 Retained Earnings	881,036.29
Net Income	-204,582.21
Total for Equity	\$933,934.25
Total for Liabilities and Equity	\$1,941,635.09

University District Public Development Authority

Budget vs. Actuals: Budget_FY26_P&L_V2 - FY26 P&L

June 2026

		TOTAL	
	ACTUAL	BUDGET	OVER BUDGET
Income			
3000000 REVENUES		0.00	0.00
3300000 INTERGOV REVENUES		0.00	0.00
3340000 STATE GRANTS		0.00	0.00
3340420 State Grant DoCommerce	322,062.02	28,583.33	293,478.69
3340690 State Grant Other State Agency	5,775.00	6,966.50	-1,191.50
Total 3340000 STATE GRANTS	327,837.02	35,549.83	292,287.19
3370000 LOCAL GRANTS ENTITLMNT OTHER		0.00	0.00
3371000 Property Tax		24,349.25	-24,349.25
3372000 Sales Tax	200,599.00	0.00	200,599.00
Total 3370000 LOCAL GRANTS ENTITLMNT OTHER	200,599.00	24,349.25	176,249.75
Total 3300000 INTERGOV REVENUES	528,436.02	59,899.08	468,536.94
3600000 MISC REVENUES		0.00	0.00
3610000 INTEREST, OTHER EARNINGS		333.33	-333.33
Total 3600000 MISC REVENUES		333.33	-333.33
Total 3000000 REVENUES	528,436.02	60,232.41	468,203.61
Total Income	\$528,436.02	\$60,232.41	\$468,203.61
GROSS PROFIT	\$528,436.02	\$60,232.41	\$468,203.61
Expenses			
5000000 EXPENDITURES		0.00	0.00
5580000 CMTY PLANNING ECON DEV		0.00	0.00
5586000 Planning	346,253.75	47,542.08	298,711.67
5587000 Economic Development	30,158.81	38,597.08	-8,438.27
Total 5580000 CMTY PLANNING ECON DEV	376,412.56	86,139.16	290,273.40
Total 5000000 EXPENDITURES	376,412.56	86,139.16	290,273.40
Total Expenses	\$376,412.56	\$86,139.16	\$290,273.40
NET OPERATING INCOME	\$152,023.46	\$ -25,906.75	\$177,930.21
NET INCOME	\$152,023.46	\$ -25,906.75	\$177,930.21

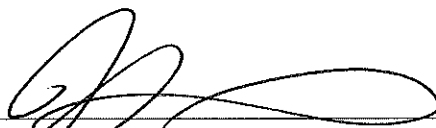


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University District Public Development Authority (UDPDA) Voucher Certification – June 2026 Close – Cash Basis SAO

Per the Office of the Washington State Auditor and the BARS Voucher Certification and Approval Process set forth here https://www.sao.wa.gov/bars_cash/accounting/expenditures/voucher-certification-and-approval/, I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim. **The following voucher/warrants/electronic payments were approved for payment and cleared the UDPDA bank account:**

Date	Voucher Warrant #	Description	Amount
6/26	Xfer	University District Development Assoc per contract	28,775.41
6/3	ACH	Avista – south sub area lights	619.13
6/15	ACH	Intuit – service fee	108.01
6/30	ACH	Numerica - monthly ACH processing fee	30.00
6/2	1470	Haley Aldrich grant writing support	571.48
6/4	1471	d&b Creative Dom and Bomb LLC per contract	1,800.00
6/2	1472	Measure Meant Consulting Inc. per contract	5,000.00
6/8	1473	d&b Creative Dom and Bomb LLC per contract	4,050.00
6/16	1474	Witherspoon Brajcich McPhee legal counsel	502.50
6/15	1475	Haley Aldrich grant writing support	123.76
	1476	Void	0.00
6/17	1477	Biohabitats per contract amendment	9,596.40
6/29	1478	Spokane River Forum	3,253.75
6/1	ACH	City of Spokane – Bond Repayment	1,215,560.98


Juliet Sinisterra, CEO

7.23.26
Date

University District Public Development Authority

Balance Sheet
As of Jul 31, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
10128 NUM Checking UDPDA	31,788.56
10130 Spokane County Investment Pool	471,135.64
Total for Bank Accounts	\$502,924.20
Accounts Receivable	\$543,599.00
Total for Current Assets	\$1,046,523.20
Other Assets	
12006 Other Asset	864,375.17
Total for Other Assets	\$864,375.17
Total for Assets	\$1,910,898.37
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	\$393,440.24
Total for Current Liabilities	\$393,440.24
Long-term Liabilities	
10151 ADC 400-Block	606,895.00
Total for Long-term Liabilities	\$606,895.00
Total for Liabilities	\$1,000,335.24
Equity	
30000 Opening Balance Equity	-606,895.00
32002 Boxcar Proceeds	592,183.17
32003 Sprague Underage	272,192.00
32000 Retained Earnings	881,036.29
Net Income	-227,953.33
Total for Equity	\$910,563.13
Total for Liabilities and Equity	\$1,910,898.37

University District Public Development Authority

Budget vs. Actuals: Budget_FY26_P&L_V2 - FY26 P&L

July 2026

	TOTAL		
	ACTUAL	BUDGET	OVER BUDGET
Income			
3000000 REVENUES		0.00	0.00
3300000 INTERGOV REVENUES		0.00	0.00
3340000 STATE GRANTS		0.00	0.00
3340420 State Grant DoCommerce	20,937.98	28,583.33	-7,645.35
Total 3340000 STATE GRANTS	20,937.98	28,583.33	-7,645.35
3370000 LOCAL GRANTS ENTITLMNT OTHER		0.00	0.00
3371000 Property Tax		24,349.25	-24,349.25
Total 3370000 LOCAL GRANTS ENTITLMNT OTHER		24,349.25	-24,349.25
Total 3300000 INTERGOV REVENUES	20,937.98	52,932.58	-31,994.60
3600000 MISC REVENUES		0.00	0.00
3610000 INTEREST, OTHER EARNINGS	1,507.98	333.33	1,174.65
3620000 RENTS AND LEASES	338.81	0.00	338.81
Total 3600000 MISC REVENUES	1,846.79	333.33	1,513.46
Total 3000000 REVENUES	22,784.77	53,265.91	-30,481.14
Total Income	\$22,784.77	\$53,265.91	\$ -30,481.14
GROSS PROFIT	\$22,784.77	\$53,265.91	\$ -30,481.14
Expenses			
5000000 EXPENDITURES		0.00	0.00
5580000 CMTY PLANNING ECON DEV		0.00	0.00
5586000 Planning	15,700.00	47,542.08	-31,842.08
5587000 Economic Development	30,411.89	38,597.08	-8,185.19
Total 5580000 CMTY PLANNING ECON DEV	46,111.89	86,139.16	-40,027.27
5590000 PROPERTY DEVELOPMENT		0.00	0.00
5593000 Prop Dev Depr Amor Xfer Out	44.00	0.00	44.00
Total 5590000 PROPERTY DEVELOPMENT	44.00	0.00	44.00
Total 5000000 EXPENDITURES	46,155.89	86,139.16	-39,983.27
Total Expenses	\$46,155.89	\$86,139.16	\$ -39,983.27
NET OPERATING INCOME	\$ -23,371.12	\$ -32,873.25	\$9,502.13
NET INCOME	\$ -23,371.12	\$ -32,873.25	\$9,502.13

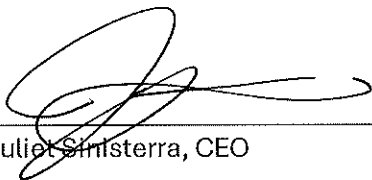


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University District Public Development Authority (UDPDA) Voucher Certification – July 2026 Close – Cash Basis SAO

Per the Office of the Washington State Auditor and the BARS Voucher Certification and Approval Process set forth here https://www.sao.wa.gov/bars_cash/accounting/expenditures/voucher-certification-and-approval/, I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim. **The following voucher/warrants/electronic payments were approved for payment and cleared the UDPDA bank account:**

Date	Voucher Warrant #	Description	Amount
7/26	Xfer	University District Development Assoc per contract	28,775.41
7/1	Xfer	Spokane County Investment Pool (SCIP) service fee	11.58
7/2	ACH	Avista – south sub area lights	619.13
7/13	ACH	Intuit – service fee	108.01
7/31	ACH	Numerica - monthly ACH processing fee	30.00
7/21	1484	d&b Creative	5,700.00
7/21	1481	Haley Aldrich grant writing support	123.76
7/21	1483	Biohabitats per contract amendment	17,853.60
7/21	1482	Witherspoon Brajcich McPhee legal counsel	300.00


Juliet Sinisterra, CEO

8.13.26

Date



UDPDA – Financial/Treasurer’s Report

As of July 31, 2026

Accrual Basis for Internal Reporting (depicted below)

Cash Basis for SAO Reporting

	(Current Month - July)	(Previous Month - April)
CURRENT ASSETS		
Total Checking	31,788.56	172,662.74
Total SCIP	471,135.64	1,679,683.94
Accounts Receivable <i>(ST invoice was zeroed out in May, resent in June)</i>	502,924.20	381,255.00
Fixed Assets		
201 W Main <i>(sold in April, funds deposited in SCIP account)</i>	0	0
Other Assets (Restricted Use)		
Boxcar Proceeds	592,183.17	592,183.17
Sprague Ave underage <i>(includes Riverside sidewalk work)</i>	272,192.00	272,192.00
Total Assets	1,413,199.07	3,097,976.85
LIABILITIES		
Accounts Payable – (primarily Sprague Bond \$1,215,590 due June 1)	393,440.24	1,309,746.03
Long Term Liability – est ADC RPAA 400-Block Responsibility updated	606,895.00	1,484,431.00
Total Liabilities	1,000,335.24	2,794,177.03

NOTES:

- May 2026 Actual Net Operating Income was (\$23,900.03) due to receivables and payables timing.
- June 2026 Actual Net Operating Loss was (\$1,268,191.42) due to paying off the Bond on 6/1/26.
- July 2026 Actual Net Operating Loss was (\$45,899.70). This is anticipated
- Assets Notes:
 - o Due to recent conversations with city staff, the original Q1 and Q2 sales tax invoice of \$381,255 sent in April was zeroed out in May and reissued in June for \$200,599. Note: The city sent a response to Juliet on June 12, 2026, which reflected no significant changes.
 - o SCIP account June interest was received on 7/1 so it is not reflected in June’s financials.

Approved:

Juliet Sinisterra, CEO

Megan Hulsey, Board Treasurer

Board Retreat Summary: Feedback on Joyful Cities and Maker Hubs

Board Retreat – June 3, 2025

Joyful Cities Feedback

Board members generally viewed the Joyful Cities framework as a useful tool for fostering collaboration, inclusion, and community pride. Participants highlighted Spokane's strong collaborative culture, Indigenous partnerships, educational institutions, natural assets, community events, and rooted multi-generational connections as key strengths that support a more joyful and resilient community.

However, several challenges were identified. Participants expressed concern about the lack of clear definitions and measurable outcomes related to "joy," competing frameworks and priorities, communication gaps, limited available capital, affordability issues, poverty, housing shortages, and political and regulatory barriers. There was also discussion about the need for greater focus, clearer goals, and stronger alignment among community stakeholders.

Key opportunities included:

- Creating a stronger shared community identity and narrative.
- Expanding diversity and inclusion efforts.
- Learning from successful models in other communities.
- Increasing outreach and communications.
- Leveraging current innovation and economic development priorities.
- Establishing short-term goals (3–5 years) to demonstrate progress.
- Strengthening research and development, leadership, and investment strategies.

Major threats identified included poverty, homelessness, funding uncertainty, sustainability challenges, aging infrastructure, crime, migration of residents and businesses, gentrification, and ensuring Spokane is prepared for future growth.

Maker Hubs Feedback

Board members identified Food Systems & Urban Agriculture as the highest-priority Maker Hub opportunity, followed by Circular Construction & Green Infrastructure. These hubs were viewed as having strong potential to address workforce needs, community development goals, and regional economic opportunities.

Participants suggested several pilot projects and partnerships that could demonstrate early success, including:

- Expansion of the 2nd Harvest Culinary Program.
- Partnerships with community colleges, extension programs and culinary training programs.
- Collaboration with other community gardening programs.
- Partnerships with existing anchor businesses, such as food cooperatives.
- Mentorship opportunities that leverage retiring Baby Boomers' expertise.

The Maker Hubs were seen as a vehicle for:

- Workforce development and skills training.
- Entrepreneurship and business incubation.
- Talent retention and attraction.
- Building generational wealth.
- Supporting creativity, innovation, and community connection.
- Creating specialized spaces for activities such as technology, woodworking, fabrication, culinary arts, and crafts.

Board members also emphasized the importance of understanding market demand, ensuring long-term financial sustainability, and maintaining flexibility as technology and workforce needs evolve.

Recommended Next Steps

Joyful Cities

- Define measurable outcomes for "joy" and establish a limited set of priority indicators.
- Develop a 3–5 year action plan with clear milestones and accountability measures.
- Strengthen stakeholder engagement and communication, ensuring broad participation across sectors.
- Align Joyful Cities goals with existing University District priorities and regional initiatives.
- Identify funding and investment strategies that support long-term sustainability.
- Create a framework for tracking progress and reporting outcomes to the community.

Maker Hubs

- Prioritize feasibility analysis for Food Systems & Urban Agriculture and Circular Construction & Green Infrastructure hubs.
- Pursue pilot projects such as the 2nd Harvest Culinary Program expansion and educational partnerships.
- Engage anchor institutions, businesses, and workforce partners to validate demand and identify operational partners.
- Develop a mentorship strategy connecting experienced professionals with emerging entrepreneurs and workers.
- Assess facility, equipment, and operating requirements for potential hub locations.
- Explore cooperative ownership and support models, including opportunities for shared services, training, and business development.
- Establish success metrics related to workforce outcomes, entrepreneurship, job creation, and community impact

update2026 priorities: Support catalytic investments (Nature-based infrastructure and U Incubation Village), invest in parking, and district beautification and marketing.

University District - 2026 Work Plan Tracking										
Strategic Plan			Community Development	Budgeted	Start	End	Status	Update	Key Dates	
1	3.1.2	400-Block in partnership with Avista Development		\$20,000	Q1 2026	Q4 2026		Met with Avista Development and reviewed revised feasibility studies conducted by Bernardo Wills and Mithun. Studies looked at a Phase I: Tesla charging station and a Phase II: Climbing Gym/Rec Center/Childcare. Also exploring co-developing Gateway Park with ADC and Emerald via City pilot P3 infrastructure program.	5/31/2026	
2	2.4.1, 3.1.1	U Incubation Village Pre-Design Study Completion and Community Partner Roundtables		\$55,705 (carryover)	Q1 2026	Q4 2026		D&B conducting national economic assessments and hosting a series of 5 stakeholder/Community partner planning sessions. WSU School of Architecture will be using the project as a Fall 2026 design studio.	CERB grant complete at EO 2026	
3	1.1.1, 1.1.2	District Living Infrastructure Framework and Development Guidelines Phase II		\$40,000	Q1 2026	Q2 2026	Complete	Report completed. To be presented to EAC in Fall to discuss next steps.	Board presentation in May 2026	
4	1.1.2, 1.1.4, 1.1.5, 1.1.7	Nature-Based Infrastructure and Complete Street Pre-Design (Superior/Springfield)		\$75,000 (carryover)	Q2 2026	Q4 2026		Living infrastructure framework complete. Looking to redirect funds to a larger UD infrastructure concept and pricing study that could be used for a larger district-wide P3 infrastructure project. Superior and Springfield still included.	Spring 2027	
5	1.1.2	UD Ecological Development Tool: Feasibility Testing for Software Development		\$15,000	Q1 2026	Q3 2026		Intellitect mock-up created for software program, TEND. Will be presented to EAC in August. Looking to brand the product for market testing in early 2027.	EO 2026	
6	2.4.1, 3.1.9	Host community partners discussion around possible people's choice grocer (retail food bank model) along Division Street		\$13,000 (\$500 budgeted)	Q3 2026	Q3 2026		Spokane UD and Catholic Charities entering in a \$15K scope with SidexSide for a feasibility study of a people's choice grocer along Browne in the UD. CC to contribute \$2K.	Fall 2026	
7	1.4	Conduct parking layout study for South Sub-Area in legislated blocks		\$26,000 (\$15K budgeted)	Q2 2026	Q3 2026		Ardurra developing conceptual parking plan for South Sub-Area. To be presented to EAC in September and then shared with City staff.	Fall 2026	
8	3.1.4	Supporting work of SLIHC and Spokane Alliance where needed around development of regional Housing Production Fund		\$25,000	Q1 2026	Q4 2026		Spokane UDPDA committing \$25K match to Spokane Alliance and SLIHC to study development of a public housing fund and possibly regenerative infrastructure fund. UD hosted Bill Fullerton around feasibility study he conducting for a privately funded Regional Housing Impact Fund.	Summer 2027	
Economic 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.		\$30,000	Q1 2026	Q4 2026		UDDA, McKinstry and Novarra under contract to implement District Thermal Energy Analysis. Steering Committee meeting kick off held August 25	1/1/2027	
3	3.4	Banner implementation along Hamilton		\$15,000	Q2 2026	Q4 2026		On hold while we assess costs of wind-damaged banners. Would like to re-allocate funds to garbage cans and re-install damaged banners along MLK Way	Fall 2026	
4	1.4	First Avenue Parking Angled Parking Pilot		\$10,000	Q3 2026	Q4 2026		Putting this on hold once City Staff reviews Ardurra parking layout study	Fall 2026	
5	1.1.1, 1.1.2	Pacific Avenue Ongoing Maintenance of Nature-Based Infrastructure (6 months)		\$8,000	Q3 2026	Q4 2026		City is no longer requesting a match for this work.	Fall 2026	
Marketing & Communications				Budgeted	Start	End	Status	Update		
1	1.1.8, 2.2.2, 2.5.2, 3.1	Outreach Materials; 4 cutsheets and vision branding		\$15,750	Q2 2026	Q4 2026		Branding underway for initiatives underway.		
2	1.1.8, 2.2.2, 2.5.2, 3.1	Juliet to develop a TED Talk; Speaking Support and Graphics		\$12,000	Q1 2026	Q3 2026		Juliet auditioned for TED Talk in January 2027. Selected but declined presentation this year due to demanding time commitment		
3	3.1.1	Website Development: Photography and Illustrations		\$25,000	Q3 2026	Q4 2026		Dean Davis under contract for \$15K for website photography.	Spring and Fall 2026	

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