



## **University District Public Development Authority (UDPDA)**

### **Board of Directors' Meeting Agenda**

**Tuesday, December 6, 2:00pm-3:00pm**

**McKinstry, Roundhouse Rooms 1 and 2**

**2:00pm Welcome – Karl Offerstrom, Chair**

#### **Administration – Offerstrom**

- MOTION regarding November 1, 2016 draft UDPDA board meeting minutes
- MOTION regarding UDPDA financials as of October 31, 2016

**2:05 Nominating Committee Report – Pearman-Gillman**

At this time, the board will consider the recommendations of the Nominating Committee regarding the two at large, one large business/property owner and one real estate director positions; as well as the secretary and (revised) vice chair officer positions

- MOTION regarding four director positions
- MOTION regarding the secretary and (revised) vice chair officer positions

**2:30 UDRA Business Plan Final Proposal – Pearman-Gillman/Mansfield/Otterstrom**

Presentation and discussion

- MOTION regarding adoption of proposed UDRA Business Plan
- MOTION regarding action on proposed Interlocal Agreement with the City of Spokane

**3:00 Adjourn**

Americans with Disabilities Act (ADA) Information: Accommodation requests for people with disabilities can be made by contacting Alden Jones at [ajones@spokaneudistrict.org](mailto:ajones@spokaneudistrict.org) or by calling (509) 255 8038 at least three business days in advance of the meeting.



## University District Public Development Authority (UDPDA)

### Board of Directors Meeting Minutes

Tuesday, November 1, 2016 – 2:03pm-3:55pm

McKinstry Station, 850 E. Spokane Falls Blvd., Roundhouse Rooms 1&2

**Board Members Present:** Barry Baker, Chancellor Lisa Brown (via phone then in person), Mayor David Condon, Kent Hull, Taudd Hume (non-voting), Tom Johnson, Karl Otterstrom, Dr. Thayne McCulloh, Mariah McKay, Todd Mielke, Kim Pearman-Gillman, Mark Richard (via phone then in person), Council President Ben Stuckart and Steve Trabun

**Board Members Absent:** Catherine Brazil, Bruce Butterworth, Dr. Mary Cullinan, Dr. Christine Johnson, Mike Livingston, Dr. Beck Taylor and Kim Zentz

**Other Participants:** Bob Eggart (WSU), Andrew Worlock (City)

**Staff:** Alden Jones, Mark Mansfield (via phone)

#### Call to Order:

Otterstrom called the meeting to order at 2:03pm, confirmed the presence of a quorum and proceeded to the following motion items:

- a) Otterstrom asked the Board to review the September 6 and October 4 UDPDA board meeting minutes.  
**MOTION to approve the minutes as presented** (Trabun); seconded (Baker) and passed unanimously.
- b) Otterstrom asked the Board to review the UDPDA financials as of August 31, 2016 and September 30, 2016.  
**MOTION to approve the financials as presented** (T. Johnson); seconded (Stuckart) and passed unanimously.
- c) Due to a lack of a quorum at the October 4 meeting, Worlock re-presented information pertaining to a grant application the City of Spokane has submitted to the Department of Commerce for a Growth Management Services' 2016 Environmental Permitting Grant. The City is asking the UDPDA to commit to a \$15K match toward the grant from its current UDRA fund balance (approximately \$90K). If awarded to the City, the grant will help strategic areas in The University District get closer to "shovel-ready". Otterstrom asked the Board to take action on this request. **MOTION to commit \$15K in UDRA funds as a match toward the City's of Spokane's Department of Commerce grant application** if successful (T. Johnson); seconded (Stuckart) and passed unanimously.

#### UDRA Business Plan Preliminary Proposal

Otterstrom presented a slide deck (see Exhibit A) regarding the draft preliminary UDRA Business Plan ("the Plan"). The board reviewed and discussed various aspects of the Plan including: relevant milestones, past UDRA investments, plan scope, 19 proposed planning principles, investment strategies, criteria and considerations for funding eligibility, a procedural flow chart, a fiscal analysis of UDRA revenue stream, the intent to periodically review the plan, and a timeline of next steps and required actions. It was noted that the City will vet proposed development projects in The University District (via a City-developed scoring matrix) prior to their review by the UDPDA Development Committee. The Development Committee, in turn, will draft a complimentary (vs redundant) evaluation tool. All development projects will be presented to the UDPDA board of directors for consideration, regardless of their score by either the City or the Development Committee. Richard

Although there was broad agreement by the board that the Plan presentation was well-executed and comprehensive in draft form, all agreed it will benefit from further discussion. Therefore, no action was taken on the Plan at this meeting. The Development and Executive Committees, working closely with the City, will continue to refine the Plan with the hope of presenting a final version (as an exhibit to a new Interlocal Agreement between the City and the UDPDA) for board approval at the December 6 meeting. Richard along

with others present, praised Mansfield, Otterstrom, Pearman-Gillman, Worlock and others at the City for their excellent work on this important project.

### **Nominating Committee Report**

Pearman-Gillman reviewed the outcome of the October 28 Nominating Committee Meeting. The 2016 committee members include: Pearman-Gillman (chair), Mayor David Condon, Dr. Christine Johnson, Dr. Thayne McCulloh, and Council President Ben Stuckart. The committee proposes to add two new at large director positions and to fill one real estate director vacancy due to Mike Livingston's resignation as of December 31, 2016. Livingston plans to continue to participate in Development Committee meetings after his resignation.

The board reviewed the draft cover letter, application form and press release for the proposed open positions. Mielke suggested, and the board agreed, that the language in the draft documents regarding expertise or experience in technology, life sciences research and commercialization or health care should be removed to avoid any undue bias in the selection process. Staff will make these corrections before posting the information on the new University District website after the meeting. Mielke also encouraged the board to consider greater representation by property owners, especially those south of the railroad tracks, who initially may be the most affected by development and revitalization plans.

Because the expansion of the UDPDA board requires an amendment to the bylaws, which in turn requires a 2/3 majority vote of the board, Otterstrom (confirming the 2/3 majority was present) called for a motion to first approve the proposed amended bylaws which was moved (Mielke) and seconded (Stuckart). However, subsequent discussion regarding the Mayor's potential conflict of interest vis a vis his fiduciary role at the City— (and including director Richard asking if the Mayor could just recuse himself vs assigning a designee in his place given his critical role in the UDPDA)—resulted in a repeal of the initial motion and a **new MOTION (Brown) and seconded (Mielke) to amend the proposed bylaws amendment to the following:**

- In section 3.2 the new language would read, "There shall be no fewer than thirteen (13) and no more than twenty-one (21) voting directors of the Corporation" and;
- In section 3.2.1 Appointed Directors, letter a. would read, "City of Spokane Mayor (non-voting director position)"

Otterstrom then asked for a **MOTION (Richard), seconded (Pearman-Gillman) to approve the fully amended bylaws** (making the Mayor a non-voting director of the UDPDA board only; his voting status remains unchanged on the UDDA board) which passed unanimously.

Otterstrom then asked the Board to review the proposed 2017 UDPDA slate of officers as presented by the 2016 Nominating Committee:

- Chair – Karl Otterstrom
- Vice Chair – Steve Trabun
- Secretary – TBD after open position applications received
- Treasurer – Tom Johnson
- Past Chair – Kim Pearman Gillman

**MOTION to approve the 2017 slate of officers as presented** (McCulloh); seconded (Baker) and passed with one member (Hull) voting against.

**Adjourn:** Meeting adjourned at 3:55pm.

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Mike Livingston, Secretary

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Date

## UNIVERSITY DISTRICT PUBLIC DEVELOPMENT AUTHORITY

11/09/16

**Balance Sheet**

Accrual Basis

As of October 31, 2016

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	Oct 31, 16
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Wheatland Bank Checking Account	-1,967.19
<b>Total Checking/Savings</b>	-1,967.19
<b>Total Current Assets</b>	-1,967.19
<b>TOTAL ASSETS</b>	<b>-1,967.19</b>
	<hr/>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
2010 UDDA Payable	2,124.00
<b>Total Accounts Payable</b>	2,124.00
<b>Other Current Liabilities</b>	
Direct Deposit Liabilities	-1,967.19
<b>Total Other Current Liabilities</b>	-1,967.19
<b>Total Current Liabilities</b>	156.81
<b>Total Liabilities</b>	156.81
<b>Equity</b>	
Net Income	-2,124.00
<b>Total Equity</b>	-2,124.00
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>-1,967.19</b>
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**UNIVERSITY DISTRICT PUBLIC DEVELOPMENT AUTHORITY**  
**Profit & Loss Budget Performance**

Accrual Basis

January through October 2016

	Jan - Oct 16	Budget	Jan - Oct 16	YTD Budget	Annual Budget
<b>Income</b>					
4000 UDDA Income	0.00	2,084.00	0.00	2,084.00	2,500.00
4010 Misc Income	0.00	0.00	0.00	0.00	0.00
<b>Total Income</b>	0.00	2,084.00	0.00	2,084.00	2,500.00
<b>Expense</b>					
6000 PAYROLL EXPENSES	0.00		0.00		
6060 OFFICE EXPENSES					
6065 Licenses and Permits	132.00	166.68	132.00	166.68	200.00
6070 Insurance Expense					
D&O Insurance	1,000.00	750.00	1,000.00	750.00	900.00
Liability Insurance	992.00	416.68	992.00	416.68	500.00
<b>Total 6070 Insurance Expense</b>	1,992.00	1,166.68	1,992.00	1,166.68	1,400.00
6077 Bank and CC Charges	0.00	150.00	0.00	150.00	150.00
6100 Legal, Accounting	0.00	416.68	0.00	416.68	500.00
<b>Total 6060 OFFICE EXPENSES</b>	2,124.00	1,900.04	2,124.00	1,900.04	2,250.00
<b>Total Expense</b>	2,124.00	1,900.04	2,124.00	1,900.04	2,250.00
<b>Net Income</b>	<b>-2,124.00</b>	<b>183.96</b>	<b>-2,124.00</b>	<b>183.96</b>	<b>250.00</b>



# University District Revitalization Area Business Plan

The University District Public Development Authority

**DRAFT**

**WORK IN PROGRESS**

**FOR REVIEW ONLY**

**11/17/2016**

DRAFT

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## Executive Summary

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The University District Organization<sup>1</sup>, a 501(c)(3) non-profit Development Association and Public Development Authority, is dedicated to economic prosperity, smart urban growth, historic preservation, environmental restoration, transportation improvements, housing, and improved public health, safety and quality of life. This plan details the strategy to apply UDRA funds to the mission, goals and objectives of The University District. The strategic application of these funds, administered by The University District furthers a series of sequential, coordinated activities, with the City of Spokane, to develop and execute a vision for the long-term revitalization and redevelopment of The University District.

## Background

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For over a decade, the City and The University District partners have worked to formulate a strategy and implement plans to address economic development opportunities in and around The University District. In 2004, the University District Strategic Master Plan (UDSMP) was completed, identifying key institutions and entities that would work cooperatively to make improvements in the area and to secure external funding through grants and state appropriations. The outcome of these efforts resulted in the creation of the University District Development Association (UDDA) in 2009, a 501 c (3) non-profit organization, with a mission to advocate and facilitate urban development and revitalization within The University District. The UDDA serves as the combined voice of the key institutions and entities invested in the master plan, including Washington State University, University of Washington, Eastern Washington University, Gonzaga University, Whitworth University, the Community Colleges of Spokane, the Spokane Transit Authority, and Avista Corporation, among others.<sup>2</sup> The University District Revitalization Area (UDRA) was created by the City of Spokane by Ordinance C-34470 in August 2009, to finance public improvements in Spokane's University District.

In November 2012, leveraging the leadership of the UDDA group and pursuant to chapter 35.21 of the Revised Code of Washington (RCW), the City created the University District Public Development Authority (UDPDA) by Municipal Ordinance C-34933. The Public Development Authority was created to undertake public projects with the possibility to direct public funds, receive property, issue bonds, invest funds, and enter into private partnerships. This

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<sup>1</sup> The University District Development Association (UDDA) and the University District Public Development Authority (UDPDA) have a shared board and organizational goals. At times, The University District will be used ambiguously when applied to both organizational entities. However, as each organization has discrete powers and responsibilities, they will most often be identified in relation to their specific agency.

<sup>2</sup> Complete list of 2016 Organizations will be detailed later in regard to the compliance with the conditions of the local revenue source.

provided an entity to which the City could transfer assets, and a vehicle to convey the revitalization financing via the UDRA. Furthermore, the UDPDA was authorized to expend and administer UDRA funds through an Interlocal Agreement (IA) approved by the City Council on December 14, 2015. The IA allows the City of Spokane to transfer assets to the UDPDA for public investment, operating within the parameters of RCWs 35.21, 39.89 and 39.104 and Ordinance C-34470. 5. On April 18, 2016, The City Council approved the “Public Development Authority Asset Transfer Policy”. This Plan addresses the role of The University District and this policy.

## Introduction and Overview

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### Plan Purpose

This plan is intended to outline the development objectives, goals and impact of public investment by the University District Public Development Authority, the terms for the transfer of funds from the University District Revitalization Area by the University District Public Development Association for public benefit, and the processes by which this plan will be implemented.

The overarching goals of the plan are to empower The University District Public Development Association to administrate additional processes and resources, in cooperation with and in addition to the City’s investment in public works, goods, and services.<sup>3</sup> The ultimate aim of the asset transfer is empowerment of the Development Authority to help build a strong University District community.

### Objective and Strategies

The imperative is to create an additional benefit and impact to compliment and supplement improvements led by the city where the City of Spokane provides traditional infrastructure and The University District administrates funding and programs for additional benefit to realize the community vision for the area. To date, these enhanced improvements have supported, for example, The University District Gateway Bridge and the Division Street Corridor Streetscape improvements.

The plan is to collaborate with the leading community bodies in the application and investment of public assets to realize the vision of The University District. It means building the 24/7 type of environment where students, faculty, businesses, entrepreneurs and neighborhoods can thrive; where people thrive, companies and neighborhoods thrive right along with them. The University District Strategic Master Plan underscores the ambition to intentionally create a

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<sup>3</sup> The City Charter outlines fundamental intent and instrument of the city to support public good. See for example section 37: Procurement of public works, goods and services; and, section 128: Specific powers conferred on the plan commission.

place where creativity and commercialization can flourish and, by extension, promotes a vision of an entrepreneurial arena that attracts talent.

Revitalization funds are to be applied in accord with the nineteen core planning principles of the Master Plan, making public investment to revitalize or develop the district where private enterprise, acting alone, would not realize the vision of this vision of the University District.<sup>4</sup> Though the dynamic nature of development requires a flexible and responsive instrument to apply the UDRA funds for maximum impact, three investment strategies will be pursued.

### **The 3 investment strategies**

1. Visioning, Planning, and Promotion (Programs)
2. Public Works and Infrastructure (Major Projects)
3. Development-Led Request (Co-investment)

The definitions of these investment strategies and the process and criteria for allocating UDRA funds will be discussed.

### **Process and Practices**

This plan has been prepared to guide the University District's economic development and implementation strategies. It is intended to detail the standards by which the Public Development Authority will facilitate (re)development with UDRA funds via these three investment strategies. Details about the process will address the strategic context and the standards to ensure that any asset transfer proposal supports the University District authority's aims and priorities.

The delineation and coordination of the roles of the City and the University District are essential to the functioning of this plan in order to qualify the enhanced improvements realized with UDRA funding is in addition to the fundamental infrastructure provided by the city. Processes and coordination of the UDDA and UDPDA in the service of this plan will also be clarified.

## **UDPDA City Asset Plan**

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### **1. Plan Purpose**

Extending the general purpose noted in the introduction, to empower the University District Development Authority to help build a strong community, the

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<sup>4</sup> See the University District Master Plan for details. "University District Strategic Master Plan." Spokane, Washington: City of Spokane Office of Economic Development, 2004.

details of the plan provides the structure of the partnership between the City of Spokane and the University District to collaborate with the leading community bodies in the application and investment of public assets in order to realize this community vision. The plan empowers the UDPDA to administrate the UDRA funds to support the realization of the district and our region as the Life Sciences hub of the Inland Northwest. This opportunity has been qualified by a projected 20-year economic impact of \$1.6 billion annually support over 9,000 jobs and generate more than \$111 million in government revenue.<sup>5</sup>

### 1.1 Reason and Justification to Support the Activities

The introduction provides an outline of policy and governance supporting investment activities. Expanding on this overview, asset transfer to the UDPDA by the City of Spokane is warranted by Ordinance C-34470 which creates the UDRA, authorizes the use of local revitalization financing, and recognizes that The University District is in need of economic redevelopment – thus, promoting investment in public improvements. The transfer of City assets empowers the UDPDA to provide and catalyze the needed public improvements, and to encourage private investment designed to promote and facilitate the orderly redevelopment of the area.

The support of the specific transfer of the UDRA revitalization funding to the UDPDA is further substantiated by Washington state legislation and Spokane Municipal Ordinances to facilitate urban development and revitalization within The University District, based on the vision created in the UDSMP; the creation of the UDRA (2009), to finance infrastructure investments in Spokane's University District; the formation of the UDPDA (2012), to provide an entity to assist in providing economic development to The University District and provide assistance to the City in implementing the UDRA consistent with state law; and the IA (2015) to transfer assets to the UDPDA for public improvements). Though both the UDRA and the UDPDA serve the development interests of The District, The UDPDA is empowered to administrate the UDRA funds. The authority of the UDPDA to serve this role and administer these funds is substantiated in a series of ordinances (detailed below).

### 1.2 UDPDA Scope and Authority

1. The UDRA Ordinance C34470 establishes funds to be dedicated to revitalization in Spokane's University District. The state legislation creating the program (Second Substitute Senate Bill 5045 Chapter 270, Laws of 2009) outlines the dollars dedicated to the funds available. It was presented to City Council on August 17, 2009.
  - a. "Local Revitalization Financing" – Uses Incremental Taxes Within The District – 3 Sources
    - i. Local Property Tax – 75% of New Construction
    - ii. Local Sales Tax – 100% of Sales Tax Growth – above base year

<sup>5</sup> Tripp Umbach Report, "America's Next Great Academic Health Science Center: Regional Economic and Community Benefits of the Academic Health Science Center" 2010.

- iii. State Sales Tax Contribution –  $(\$250,000/\text{yr})(\times 25) = \$6,250,000$
- 2. The UDPDA was created to facilitate development in the University District and access UDRA funds.
- 3. The UDPDA Charter outlines that UDRA Funding may be used to finance administration of the PDA.
  - a. “Expenses associated with administering the Authority may be funded by revenue generated by Ordinance C34470 consistent with state law and the Interlocal agreement between the City and the Authority.”
- 4. The UDPDA Charter outlines PDA powers in Article 5. stating UDPDA has the authority to administer the UDRA program.
  - a. “The Authority shall administer and implement the University District Revitalization Area (UDRA) program authorized by RCW39.104 (Local Revitalization Financing), created by RCW 82.14.505 (Local Revitalization Financing Demonstration Projects) and implemented by City Ordinance C34730 (Creating Spokane University District Revitalization Area) as well as revenues collected for the UDRA by the City under SMC Chapter 8.17 and City Ordinance C34470.” (ORD C34933, signed January 10, 2013).
- 5. The City Council approved the “Public Development Authority Asset Transfer Policy”, April 18, 2016.

## **1. Objective and Strategies**

The imperative of this plan is to create an additional benefit and impact to compliment and supplement improvements led by the city. The City of Spokane provides traditional infrastructure and The University District administrates revenue allocation for funding programs for additional benefit relative to the UD mission.

The UDPDA is thus tasked to lead and implement investment improvements for enhanced benefit. To date, these improvements have included, for example, The University District Gateway Bridge, and The Division Street Corridor Streetscape improvements. Projects utilizing UDRA funds will be detailed further in this section highlighting the historical application of UDRA funds and the return on Investment Proposition when using UDRA funds for an enhanced benefit.

### **1.1 Three investment strategies**

The dynamic nature of the development in the district over time requires a flexible approach however, three general strategies will be pursued for revitalization and development: Visioning, Planning, and Promotion (Programs); Public Works and Infrastructure (Major Projects); and, Development-Led Request (Co-investment)

## 2.2 Nature of the Activities Proposed

The UDPDA revenue allocation for funding the three strategies conform to definition of RCW 39.104 for Revitalization Financing. Each of the three strategies, may include infrastructure improvements and related expenditures.

### **Public improvement costs mean the costs of:**

- (a) Design, planning, acquisition, including land acquisition, site preparation including land clearing, construction, reconstruction, rehabilitation, improvement, and installation of public improvements;
- (b) Demolishing, relocating, maintaining, and operating property pending construction of public improvements;
- (c) Relocating utilities as a result of public improvements;
- (d) Financing public improvements, including interest during construction, legal and other professional services, taxes, insurance, principal and interest costs on general indebtedness issued to finance public improvements, and any necessary reserves for general indebtedness; and
- (e) Administrative expenses and feasibility studies reasonably necessary and related to these costs, including related costs that may have been incurred before adoption of the ordinance authorizing the public improvements and the use of local revitalization financing to fund the costs of the public improvements.

### **Public improvements means:**

- (a) Infrastructure improvements within the revitalization area that include:
  - (i) Street, road, bridge, and rail construction and maintenance;
  - (ii) Water and sewer system construction and improvements;
  - (iii) Sidewalks, streetlights, landscaping, and streetscaping;
  - (iv) Parking, terminal, and dock facilities;
  - (v) Park and ride facilities of a transit authority;
  - (vi) Park facilities, recreational areas, and environmental remediation;
  - (vii) Storm water and drainage management systems;
  - (viii) Electric, gas, fiber, and other utility infrastructures; and
- (b) Expenditures for any of the following purposes:
  - (i) Providing environmental analysis, professional management, planning, and promotion within the revitalization area, including the management and promotion of retail trade activities in the revitalization area;
  - (ii) Providing maintenance and security for common or public areas in the revitalization area; or
  - (iii) Historic preservation activities authorized under RCW 35.21.395.<sup>6</sup>

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<sup>6</sup> RCW 35.21.395 on Historic preservation is an authorization to acquire property and borrow money to "acquire title to or any interest in real and personal property for the purpose of historic preservation and may restore, improve, maintain, manage, and lease the property for public or private use and may enter into contracts, borrow money, and issue bonds and other obligations for such purposes."

The definitions for public improvements, their costs and expenditures, are given further support and detail in Section 5 (a-h) of City Ordinance C-34470. Thus, the nature of the improvements can include but are not limited to:

(a) The construction and maintenance of publicly-owned streets, roads, bridges and rail facilities (such as curbs, striping, signage, traffic signals, traffic-calming devices, and utility sleeves, seeping, design, property acquisition, environmental analysis, environmental remediation, sidewalk repair, pedestrian crossings, pavement treatment or replacement, bulb outs, streetlights, trees, irrigation, street furnishings, bicycle and pedestrian facilities and safety enhancements); (b) The construction and improvement of the City's water and sewer systems construction and improvements; (c) Park and ride facilities of a transit authority and publicly-owned rail terminal facilities; (d) Park facilities (including "pocket parks"), recreational areas (including improvements and extensions to existing trails, public boat launches on the Spokane River, and acquisition and environmental remediation of publicly-owned property); (e) Storm water and drainage management systems; (f) Environmental analysis, professional management, planning, and promotion; (g) Maintenance and security for common or public areas in the Revitalization Area; and (h) Historic preservation activities.<sup>7</sup>

## 2.4 Return on Investment Proposition

The University District area is assessed as having a high likelihood of "receiving direct positive business and economic impact" from public improvements.<sup>8</sup> Potential benefits may be direct or indirect: Direct benefits include increased private investment resulting in increased property tax values, job creation, housing and services; Indirect benefits include secondary improvement increased values in the surrounding area which, in time, will result in higher property taxes. Since this will be a mixed-use area, additional sales tax is expected as well.

It's anticipated that private development will increase, once important public improvements are made. Redevelopment of this area will also increase safety, increase the number of residents and visitors, improve mobility through the city, and create a new sense of vibrancy and livability. In addition, supporting the expansion of the life science and medical sectors and providing opportunities for the commercialization of the intellectual property emanating from the academic institutions, The University District will be a major driver in improving the local economy and increasing the number of higher-paying jobs.

<sup>7</sup> For an unabridged account with estimated costs, see: City Ordinance C-34470.

<sup>8</sup> C-34470

In order to clarify intent (and subsequent impact), projects can be linked to a criterion for performance, based on common indicators that are already established and monitored.

The historical performance of The University District is a good indicator of intended future returns. Examples include:

*Supporting private investment – 2009*

Burgans Block, LLC utilized the UDRA as a key support of the redevelopment of the Burgen's property, using the Local Revitalization Financing (LRF) partially to finance a pedestrian crossing signal.

*Securing outside grant funding - 2013*

The University District brought forward a grant opportunity to the City of Spokane wherein the City partnered with The University District and sought out and received in September 2013 an Integrated Planning Grant (IPG) from the Washington State Department of Ecology (DOE) to explore and develop approaches to the adaptive reuse of brownfield sites in the Sprague neighborhood which includes the South Landing.<sup>9</sup>

*Securing funding from the largest transportation package in Washington state history – 2015*

The asset transfer from the UDRA created leverage for this unprecedented funding opportunity. Local funding of \$3.977 million in the University District Gateway Bridge garnered an additional \$8 million of state funds via the Department of Transportation. These committed funds provided the necessary funds to construct The Bridge. The structure will span the physical barrier that the BNSF Railroad's main line creates in linking The University District to the medical district along Spokane's lower south hill. The City completed the engineering plans for the University District Gateway Bridge in 2015 and intends to open the new bridge in 2018.

*Bringing diverse property owners together around a shared vision for development of this area - 2015*

Furthermore, as illustration of the action to encourage private development and increase the fair market value of real property (explicit in C-34470 and RCW 39.104.030), is the process building on the Memorandum of Understanding for the University District Gateway Bridge South Landing Catalyst Development led by The University District.

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<sup>9</sup> Memorandum of Understanding University District Gateway Bridge South Landing Catalyst Development

This agreement supports a shared vision for a development around the south landing and greater University District. In addition to the City, many strategic partners to the MOU continue to invest considerable resources to the redevelopment of the south landing area in order to enhance the overall success of the project and to catalyze interest from development as well as the business and nonprofit sectors.

Currently, with joint venture opportunities underway consistent with the overarching mission of The University District, the essence of the principal terms and conditions of the MOU are worth mentioning here as they provide a model of coordinated private and public engagement.

MOU highlights include:

- the City of Spokane's intent to design and build the public infrastructure, waive general facility charges, create a gateway entrance at Sprague and Division for east bound traffic, design and install a "way finding" signage approach from I-90 and downtown to the south landing;
- Spokane Transit Authority's intent to commit \$50,000 towards transit improvements such as a pedestrian plaza;
- the UDDA activities to explore opportunities for housing as well as university related lab and research;
- commitment of private property owners to sell, lease or trade properties to a larger, coordinated project; and
- Avista Corporation's commitment to consider options for the development and use of its property and participate in joint venture opportunities.

## **2. Process and Practices**

The plan has been prepared to guide the University District's economic development and implementation strategies. It provides the UDDA and PDA with powers and evaluation criteria to detail the standards by which the Authority will facilitate redevelopment. Details about the process will address the strategic context and the standards to ensure that any asset transfer proposal supports the University District authority's aims and priorities.

Essential to this understanding is the delineation of roles of the City and the University District and secondarily, the process and framework for identifying and planning for the improvements in coordination with the UDDA and UDPDA. This cooperation is mapped out in the diagram for the different funding paths, illustrating a coordinated process with the City.

The diagram and notes that follow, detail the process for the three investment strategies: Development-Led Request (Co-investment); Public Works and

Infrastructure (Major Projects); and, Visioning, Planning, and Promotion (Programs). Each request will be vetted in regard to the five categories and nineteen planning principles of the University District Detailed in the Strategic Master Plan.<sup>10</sup>

### 3.1 Overarching Criteria: nineteen planning principles

Common to all project categories, revitalization funds are to be applied in accord with the nineteen core planning principles of the Master Plan, making public investment to revitalize or develop the district where private enterprise, acting alone, would not realize the vision of this vision of the University District. This vets all projects in consideration of the tenets for development

- General
- Economic
- Land Use and Urban Design
- Environment
- Transportation and Infrastructure

#### **General**

1. Build “Centers of Excellence”
2. Incorporate ongoing community involvement
3. Create performance measures metrics and indicators
4. Foster institutional and community partnerships

#### **Economic Development**

5. Pursue economic growth and development of quality jobs
6. Support and encourage an eclectic mix of uses

#### **Land Use and Urban Design**

7. Include connections to downtown
8. Activate the District with the Downtown and the periphery
9. Include a range of housing types and prices
10. Encourage mixed use
11. Focus/concentrate new development at major activity nodes
12. Include retention of historic character and patterns of use
13. Incorporate social design for safety, security and social interaction

#### **Environment**

14. Embrace the river as central to the District
15. Incorporate principles of sustainable development
16. Use green infrastructure for improved air and water quality

#### **Transportation and Infrastructure**

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<sup>10</sup> These principles were the product of a public charrette and are intended to ensure the realization of the University District Vision. See Chapter two of The University District Strategic Master Plan, 2004.

17. Create a transportation hub: regional connections and multi-modal services
18. Create a strong pedestrian-oriented District
19. Encourage restoration and extension of the urban grid

### 3.2 Guiding Criteria of 3 investment strategies

#### **Visioning, Planning, and Promotion (Programs)**

- Is the quality, quantity, and use consistent with the vision of the UDPDA board regarding development in the UD?
- What is the scope, proposed budget and funding sources for the project?
- Does this accelerate future development activities in a broader sector of the UD up to and including the entire district?
- If not for these funds, who would enable this?
- Are there additional funds that this will leverage? (Ratio?)

#### **Public Works and Infrastructure (Major Projects)**

- Is the investment consistent with the vision of the UDPDA
- What is the scope, proposed budget and funding sources for the project?
- Will completion of this infrastructure be instrumental in causing other projects to be constructed?
  - If so, what are the tax revenue benefits of those other projects?
- Is the investment an enhancement over basic infrastructure requirements?
- Does funding from the UDRA funds leverage outside matching funds, especially grants or non-local sources?
- Can an investment by UDPDA correct a flaw that another entity cannot? (If not for these funds, this could not move forward)
- The public is supported by the community

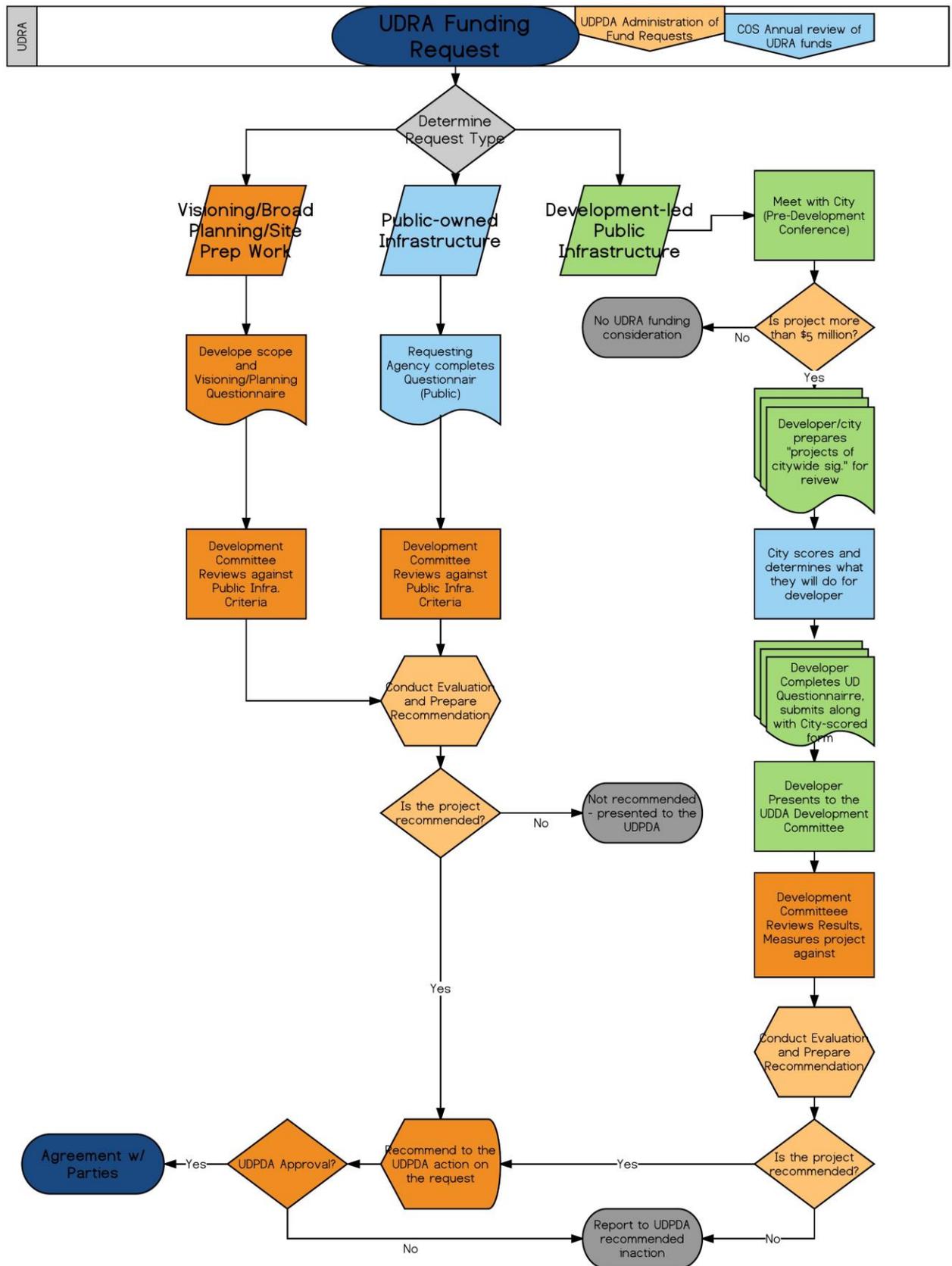
#### **Development-Led Request (Co-investment)**

- Is the development consistent with the vision of the UDPDA
- What is the scope, proposed budget and funding sources for the project?
- What is the TIF value of the project to the UDPDA? What value does this project create in relation to UDRA funding?
  - Sales tax –
  - Construction Sales Tax
  - Retail Sales Tax
- How many jobs are created and what is the economic impact?
- What type of jobs are these and how do they complement and support the University District vision?
- Will completion of this project be instrumental in causing other projects to be constructed?
- How essential is the UDPDA funding support?

- Does the proposed project fill a gap in the economic ecosystem that is unique and/or necessary for a healthy economy?
- Does the proposed project enhance the Health Science ecosystem?
- Does the requested UDPDA investment benefit more than one property (ie, area wide value is better than value for one block, value for one block is better than value for one lot)?

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### 3.1 Funding Review Diagram



### **3.2 Funding Review Process**

For each of the investment types / paths for funding request, the UDPDA will entertain, and advance as appropriate, a recommendation presented by the UDDA Development Committee. Furthermore, The UDPDA works with an annual review by the city of the available UDRA funds based on a City conducted audit. The Overall Plan would be reviewed and adjusted bi-annually by the UDPDA which operates in accord with Washington Standards for open Public Meetings.<sup>11</sup>

#### **Visioning, Planning, and Promotion (Programs)**

Consistent with expenditures for improvement defined in RCW 39.104 (e.g., costs for design, planning, acquisition, legal and other professional services, feasibility studies, etc.)

Proposals are advanced from within the University District Development Committee or other designated University District committee or body stipulated by the UDPDA.<sup>12</sup>

#### **Public Works and Infrastructure (Major Projects)**

Public works and major project follow different path that can originate from an outside requesting government agency or from within the UD organizations. These are principally intended to be catalytic projects and major drivers that serve to realize the vision of the university district above and beyond the fundamental improvements provided by the city, such as The University District Gateway bridge. Qualifying projects have been described in a revitalization project list (see Appendix x). RCW 39.104.020 highlights improvements such as, parking facilities, park facilities, and recreation areas. Projects will be priorities that support one or more of the 19 University District Planning principles.

#### **Development-Led Request (Co-investment)**

Development-led requests provide the opportunity to leverage UDRA fund with development partners supporting the planning principles and vision of the University District. In general, these projects will be considered on a basis of a necessity of the funds to realize an enhanced benefit.

Development specific requests can be applied for in conjunction with, but after the city led process. As noted on the funding diagram, this means that a development will first, meet with the city in a pre-development conference,

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<sup>11</sup> Washington State Legislature Chapter 42.30 RCW Open Public Meetings Act

qualify as a project valued at \$5 million dollars or more, complete the city's "projects of city significance" scorecard, the Financial Partnership Portfolio Evaluation along with the University District application for Development-Led Requests. Forms are to be submitted to the University District offices and must be received at least two weeks prior to the scheduled monthly Development Committee meeting in order to be placed on the agenda. The form (Appendix x) requires an accounting of the scorecard and all City Partnership incentives pledged to the development.

From there the project will be considered for recommendation by the UDPDA at the next scheduled meeting. Projects receiving support will be advanced with the City; project not receiving support will be reported by UDPDA.

Development-led (re)development projects will be evaluated to determine if they meet the proposed University District vision as well as the UDRA's TIF scheme. Furthermore, the ability to perform, acceptable timeframe of performance, and other fiduciary considerations emphasizing the long term sustainability of the district will impact the development request.

### **3.3 Compliance of Revenue Allocation**

The UDPDA's proposed asset transfer request is consistent with and integrates the conditions set forth in Ordinance C-34470. These principles are generally applicable to all transferal of assets from the City to the UDPDA to encourage private development and to increase the value of real property within the Revitalization Area.<sup>13</sup>

The UDPDA will consider all investments and guide new development vis-à-vis the relevant revised code of Washington and applicable municipal ordinances. As a matter of process, all projects and budgets will reflect the shared responsibility and oversight of the UDPDA, conducted by public process standards including open public meeting and records, and governed by the following representatives to maintain consistency:

City of Spokane Mayor

City of Spokane Council Member

The Highest ranking individual from the following institutions:

- i. Community Colleges of Spokane
- ii. Eastern Washington University
- iii. Gonzaga University
- iv. Managing entity of the Downtown Parking & Business Improvement Area

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<sup>13</sup> This document highlights the UDRA funds but, these principles could apply to all asset transfer, to include the prospective transfer of real property and right of ways - when title is held for the underlying property.

- v. State designated Associate Development Organization (ADO) for Spokane County
- vi. Washington State University Spokane
- vii. Whitworth University
- viii. University of Washington

Additionally, the following elected UDPDA directors will include elected representatives from each of the following community sectors:

- a. Large Business / Property Owner
- b. Small Business / Property Owner
- c. Non-Profit Organization
- d. Real Estate
- e. Development
- f. Transportation
- g. At large (4 positions)
- h. Legal counsel (non-voting position)

A quorum of voting members will be required to qualify a formal review of proposed improvements and the affirmative vote of a majority of voting directors present will be required to support the approval of budgets and projects.<sup>14</sup>

## Analysis and Administration of UDRA Revenue Stream

Three components of the Local Revitalization Financing will be assessed annually by the City.

- Local Property Tax – 75% of New Construction
- Local Sales Tax – 100% of Sales Tax Growth
- State Sales Tax Contribution –  $(\$250,000/\text{yr})(x25)=\$6,250,000$

The flow of the annualized net present value of the real estate tax portion of the UDRA will be based on the calculation provided by the Chief Financial Officer of the City of Spokane.

- Currently, sales tax revenue will be calculated on a case-by-case basis.
- Real property will be considered on a case-by-case basis.<sup>15</sup>

**Insert Spreadsheet with numbers from Gavin to constitute the projected income (budgeted yr 1, estimated yr. 2 +)**

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<sup>14</sup> As detailed in the Sixth Amended and Restated Bylaws of The University District Public Development Authority, July 2016.

<sup>15</sup> Real-property will be transferred in accord of the principles of community empowerment, to support private investment, and promote economic development, not *primarily* a means of asset disposal.

## Performance Measures Used to Evaluate and Ensure Long Term Viability

The annual renewal of the UDRA fund balance, based on the City appraisal, provides a basis to maintain the ongoing investments adjusted for the measured impact and improvements through December 31, 2035.<sup>16</sup>

Secondarily, as budget details and projects are ascribed a criterion for performance, based on common indicators for Spokane County, an established performance measure will be available to the City to analyze long term viability.<sup>17</sup> This focus on established standards that are readily available, measurable over time and meaningful to the intended principle elements promotes progress consistent to the Spokane County Comprehensive Plan.<sup>18</sup>

### UDPDA Administration of UDRA investment partnerships and programs

An allocation \$80k or 10% of the annual present value as established by the city of Spokane will be transferred for administrative expenses to the UDPDA (consistent with RCW 39.104 defining administrative expenses including related costs for analysis, professional management, planning, and promotion within the revitalization area)

#### 4.1 Assessed value

RCW 39.104.020 Definitions defines property tax allocation revenue value at seventy-five percent of any increase in the assessed value of real property in a revitalization area resulting from<sup>19</sup>:

- The placement of new construction, improvements to property, or both, on the assessment roll, where the new construction and improvements are initiated after the revitalization area is approved;
- The cost of new housing construction, conversion, and rehabilitation improvements
- The cost of rehabilitation of historic property

### 3.3 Monitoring and Periodic Review of Plan and impact

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<sup>16</sup> C-34470

<sup>17</sup> This relies on existing monitoring presented annually in a public report to the Planning Commission compliant with RCW 36.70A.180, which states that each county must produce a yearly report and submit it to the Washington Department of Community Trade and Economic Development." See Spokane County Comprehensive Plan Appendix B.

<sup>18</sup> This standard was devised for economic analysis specifically to assess interim urban growth in Spokane and assessment to determine the effectiveness of policies and programs. See, Appendix B - Performance Measurement in the Spokane County Comprehensive Plan, 2012.

<sup>19</sup> See RCW 39.104.020 for complete definitions

The plan is intended to be a flexible and responsive and would be reviewed annually by the UDPDA to determine if the plan is functioning as intended and making adjustments, if needed.

This review would be more meaningful over time, assessing benchmarks and actual results compared to core planning principles. Reviews would consider extant performance measurements used by the city for consistency and a standard index (and could include items such as jobs created, actual versus projected tax base).

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# Appendix 1: Written Request

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Date x, 2016

Gavin Cooley  
Chief Financial Officer  
City of Spokane  
808 W Spokane Falls Blvd  
Spokane, WA 99201

Dear Gavin:

This letter serves as a Written Request to the City of Spokane (the "City"), as specified in Section 6.1 of the City's Public Development Authority Asset Transfer Policy, asking for the City to transfer portions of current and future streams of funds from the University District Revitalization Area (UDRA) program to the University District Public Development Authority (UDPDA). ~~It is our understanding that as of June 2016, the amount of the current annualized net present value (including only the assessed property values) of the UDRA is approximately \$800,000.~~

These funds will be expended by the City and the UDPDA on public improvements, which are intended to stimulate development and investment. These improvements will conform to definitions of RCW 39.104 and RCW 39.89.020 on Revitalization Financing and will align with Section 5 of City Ordinance C-34470.

The justification to support the proposed activities is directly linked to the culmination of many years' of work by the City and its University District partners to develop and execute a vision for the long-term revitalization and redevelopment of the University District. For well over a decade, the City and its University District partners have worked diligently to formulate a strategy, assemble stakeholders and put plans in motion to address economic development opportunities, urban growth challenges, environmental restoration, transportation gaps and housing needs in and around the Spokane University District.

The authority for this asset transfer was established in City Ordinance C-34933, which created the UDPDA and authorized the City and the UDPDA to enter into a future Interlocal Cooperation Agreement for purposes of expenditure of UDRA funds.

Sincerely,

Karl Otterstrom  
Chairman, Board of Directors  
University District Public Development Authority

Cc: UDPDA Board of Directors, Spokane City Council, Spokane City Attorney, Spokane City Administrator, City of Spokane Planning and Development Services Department

## Appendix 2: Guiding Selection Principles

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Below are a number of guiding principles to evaluate development led proposals.

1. Will completion of this project be instrumental in causing other projects to be constructed?
2. Is the quality, quantity, and use consistent with the vision of the UDPDA board regarding development in the UD?
3. Is this project so unique that if it does not get developed that the UDPDA board feels it may be a considerable timeframe before we have another opportunity?
4. Can an investment by the UDPDA correct a flaw that another entity cannot?
5. Does the proposed project fill a gap in the economic ecosystem that is unique and/or necessary for a healthy economy?
6. Does the proposed project enhance the Health Science ecosystem?
7. What is the TIF value of the project to the UDPDA?
8. Does the requested UDPDA investment benefit more than one property (ie, area wide value is better than value for one block, value for one block is better than value for one lot)?
9. How many jobs are created and what is the economic impact?

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## Appendix 3: University District Core Planning Principles

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

### **General**

1. Build “Centers of Excellence”
2. Incorporate ongoing community involvement
3. Create performance measures metrics and indicators
4. Foster institutional and community partnerships

### **Economic Development**

5. Pursue economic growth and development of quality jobs
6. Support and encourage an eclectic mix of uses

### **Land Use and Urban Design**

7. Include connections to downtown
8. Activate the District with the Downtown and the periphery
9. Include a range of housing types and prices
10. Encourage mixed use
11. Focus/concentrate new development at major activity nodes
12. Include retention of historic character and patterns of use
13. Incorporate social design for safety, security and social interaction

### **Environment**

14. Embrace the river as central to the District
15. Incorporate principles of sustainable development
16. Use green infrastructure for improved air and water quality

### **Transportation and Infrastructure**

17. Create a transportation hub: regional connections and multi-modal services
18. Create a strong pedestrian-oriented District
19. Encourage restoration and extension of the urban grid

### **General**

#### **1. Build “Centers of Excellence”**

The University District, partnering with Washington State University, Eastern Washington University and Gonzaga University, should create a regional academic and research center of excellence, with a range of programs for study at the undergraduate and graduate level and separate educational opportunities for adults and seniors. The intellectual capital already present in The University District and the adjacent medical district will serve as the foundation for an active and growing research agenda. Particularly strong are prospects for translational and applied research, which will take breakthroughs in basic science conducted at Washington State University's Pullman and Spokane Campuses, and move those into the medical practices and new businesses of the Spokane region. The universities should excel in those subjects most likely to drive the knowledge-based economy that is the future of The University District. Playing off existing linkages to Spokane's current business, technology and healthcare sectors, these might include engineering, health sciences, bio-remediation, cutting-edge graphic and visual arts, business administration, and architecture. In general, the higher education resources in the District will be a key catalyst in the District's future contribution to economic development. Not only is this resource of great benefit to the citizens, but it also represents the fertile ground on which creative new business ideas will take root.

## **2. Incorporate ongoing community involvement**

The University District should become a diverse neighborhood, serving residents of all ages, ethnicities, abilities, income levels and life styles. Residents should be encouraged to be actively involved in their community and participate in ongoing planning and decision making to improve their District. The future of the District should belong to those who have some vested interest in it, both from the public and the private sectors. A stakeholder group should be established to guide planning and implementation, including representatives from key interest groups such as neighborhood councils, business and property owners, campus administrators, and tribal members.

## **3. Create performance measures, metrics and indicators**

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

## **4. Foster institutional and community partnerships**

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

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

Business, community and university partnerships should be tapped as a rich source of cross-fertilization and an effective way to bring all assets to bear in creating a distinctive image for The University District. A dynamic level of collaboration would give birth to a diverse range of ideas and activities, banishing the perception that Spokane is a dull place to be.

## **Economic Development**

### **5. Pursue economic growth and development of quality jobs**

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

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

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

### **6. Support and encourage an eclectic mix of uses**

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

It is desirable to create a University District brand that could be used to market the area. Local boutiques and unique shops should be greatly encouraged. It is advisable to create regulations that would discourage national chain stores from compromising local business opportunities.

## **Land Use and Urban Design**

### **7. Include Connections to Downtown**

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

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

### **8. Activate the District with the Downtown and the periphery**

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

### **9. Include range of housing types and prices**

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

### **10. Encourage mixed use**

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

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

### **11. Focus/concentrate new development at major activity nodes**

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

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

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

## **12. Include retention of historic character and patterns of use**

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

## **13. Incorporate social design for safety, security and social interaction**

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

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

## **14. Embrace the River as center of the District**

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

This could involve a variety of approaches ranging from boating, nature walks and wildlife sanctuaries to appropriately scaled shoreline development including housing and places for people to meet and mingle. In addition, efforts should be made to retain an awareness of the area's historical and cultural

connections to tribal peoples as well as its context within the greater Columbia River Basin.

### **15. Incorporate principles of sustainable development**

Intertwined throughout The University District vision is the theme that green design and ecological, sustainable practices should be fully incorporated into all design and development within the District. This could include a range of applications, such as green infrastructure and alternative modes of transportation. For example, building designs might be required to incorporate sustainable, ecologically-sound construction materials and design techniques. Teaching programs could emphasize this theme as well, whether at the Science Center, Gonzaga University's Environmental Studies program, or a teaching laboratory link between the universities and nearby high schools. Indicators of sustainability could also provide a useful tool for developing community awareness of and appreciation for this concept.

### **17. Use green infrastructure for improved air and water quality**

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

### **transportation and infrastructure**

### **18. Create a transportation hub: regional connections and multi-modal services**

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

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

### **PP.18 Create a strong pedestrian-oriented District**

Automobile access should be somewhat limited in The University District so as to not overwhelm the area. Structured parking facilities should be the rule (rather

than surface parking lots), in order to preserve the streetscape for pedestrian activity.

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

### **PP.19 Encourage restoration and extension of the urban grid**

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

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



## **Interlocal Agreement to Accompany the UDRA Business Plan**

This document was not available as we assembled the advance board packet. We will send the document your way as soon as possible, or we will present in real-time at the meeting.