



Chapter 7

*fast forward spokane* PLAN IMPLEMENTATION



# Plan Implementation

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## 1.0 INTRODUCTION

The final step in the strategic planning process is the most critical: a well-defined program for implementation puts the *Plan Update* into action. This chapter presents the heart of the strategic planning effort – a set of Priority Actions selected as those most critical for Downtown’s future success. Program operation components and benchmarks for measuring progress are presented after the Immediate Action Plan (as defined below).

## 2.0 PLAN BUDGET AND FINANCING STRATEGY

The Downtown Spokane Partnership and the City of Spokane will develop a five-year budget to begin the implementation of the *Plan Update*. The budget will:

1. Further prioritize the action items included in this chapter as the “Immediate Action Plan”;
2. Identify project costs related to the action items in the “Immediate Action Plan” in consultation with other agencies and parties responsible for project implementation; and
3. Set a timeline for plan implementation in accordance with project priority, impact, and funding availability.

### 3.0 IMMEDIATE ACTION PLAN

The following pages outline priority projects and an economic development program for implementing the *Plan Update*.

#### PRIORITY PROJECTS

The priority projects were selected for their high potential to catalyze further development and activity in Downtown Spokane. All of the priority projects are mutually supportive. The synergy created among these projects will propel revitalization of Downtown Spokane. The priority projects include:

#### PRIMARY PRIORITY PROJECTS

Expand the Convention Center; and

- Develop Major Downtown Sites along Stevens Street between Main Avenue and Spokane Falls Boulevard.

#### SUPPORTING PRIORITY PROJECTS

- Strengthen/Reinforce Retail Core Development;
- Strengthen/Reinforce Office Core Development;
- Enhance the Howard Street Corridor;
- Enhance the West Main Avenue Corridor;
- Strengthen/reinforce First Avenue (west end);
- Improve the Division Street Gateway to Downtown and Streetscape;
- Develop Market-Rate Housing;
- Update and reposition the STA Plaza;
- Recruit a grocery store Downtown;
- Develop a Davenport District Parking Structure;
- Strengthen Commercial “Zones” including First Avenue connecting the West End and Davenport District, Stevens Street Blocks in the Downtown Core, and North Bank sports and entertainment venues;
- Construct the University District pedestrian/bike bridge;
- Build a Science and Technology Museum;
- Renovate and improve Riverfront Park Facilities;
- Find a new home for and revitalize the Downtown Public Market; and
- Develop the biomedical focus on the Riverpoint Campus.

As a major driver of all other economic markets in Downtown Spokane, the Convention Center expansion is recognized as the highest priority project. The Convention Center expansion will bring additional visitors to Downtown Spokane, thereby fueling growth in the retail, hospitality, and hotel industries. Development of a large Class A Convention Center hotel facility that can accommodate all conference participants in a single hotel will open the door for additional hosting opportunities. New restaurants, entertainment, and shopping venues will attract more Spokane residents and visitors to spend more time Downtown. The Major Downtown Sites along Stevens are top priority projects that create a critical link between the Downtown Core, through the East End, and to the University District. Strategically selected public improvement projects such as the Complete Streets improvements, gateways and wayfinding, Streetcar, Science Museum, Riverfront Park improvements, Public Market, University District pedestrian/bike bridge, and Davenport District Parking Structure will further enhance Downtown activity and support Downtown merchants, employers, and residents. The combination of public improvement projects and private retail development will also entice additional office development and new market-rate residential development.

4.0 PROGRAM OPERATION

Program operation is a critical component of the *Plan Update*. It will guide the execution of the policies and actions set forth in this document. Three key components to successful implementation are discussed below.

**ESTABLISH A DOWNTOWN ADVISORY COMMITTEE - THE DOWNTOWN SPOKANE VENTURES ASSOCIATION**

The *Plan Update* will be implemented through the guidance of a Downtown Advisory Committee and the Downtown Spokane Ventures Association (DSVA). The Advisory Committee and the DSVA will also act as the *Plan Update's* "vision champions," ensuring ongoing communication with stakeholders and promoting the policies and actions of this plan over time.

The Downtown Advisory Committee will be composed of community leaders and local officials, and headed by the Downtown Spokane Partnership (DSP). The Advisory Committee would be responsible for prioritizing projects based on the plan guidelines and periodically assessing progress toward the goals of the *Plan Update*.

The DSVA will include staff from the Downtown Spokane Partnership and a Board of Directors made of a diversity of Downtown stakeholders. The DSVA, in partnership with the City of Spokane, will be responsible for championing the implementation of the *Plan Update* and related projects.

**ENCOURAGE PRIVATE-PUBLIC-COMMUNITY PARTNERSHIPS.**

The challenges confronting Downtown Spokane are complex, and will require continued commitment, cooperation and collaboration from all sectors of the community. Public/private/community partnerships, such as those born out of this planning effort, should continue to be encouraged in the implementation phase.

**MONITOR AND EVALUATE PROGRESS.**

Periodic assessments should be conducted to monitor progress and to determine whether any "mid-course corrections" are necessary. Demonstrated success also helps to sustain or increase commitment to the plan implementation process. Progress can be measured against the Spokane Plan Benchmarks, described in Section 5.0 below.



*A major benchmark for the Downtown includes continuing to increase the number and variety of housing units.*

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## 5.0 SPOKANE PLAN BENCHMARKS

A set of programmatic, economic, and social performance indicators have been developed for Downtown Spokane. These benchmarks will be used to monitor and measure progress over the coming years.

### DESIRED BUILT FORM

- Development and adoption of new design guidelines.
- Revision of Downtown zoning code.
- Number of new buildings that are constructed with and without variances.
- Number of historic buildings renovated and reoccupied.
- The number of projects that achieve LEED® certification.
- The relative strength of occupancy rates of property types Downtown.
- Number of surface parking lots converted to structures.

### STREETScape & PUBLIC SPACE IMPROVEMENTS

- Number of street trees planted.
- Linear feet of Complete Street improvements implemented.
- Number of skywalks improved.

### MULTI-MODAL TRANSPORTATION AND PARKING

- Number of passengers on trolley shuttle service as measured against system capacity.
- Number of Downtown employees parking in peripheral lots.
- Number of short-term parking spaces available.
- Public perception of parking availability and accessibility.

- Number of bicycle parking spaces added.
- Number of city blocks with pedestrian friendly sidewalks and crosswalks.
- Approval and implementation of streetcar routes (rubber tire or fixed rail).
- Completion of University District pedestrian/bike bridge.

### GATEWAYS, SIGNAGE AND WAYFINDING

- Development and adoption of a gateway, signage, and wayfinding program.
- Presence of attractive, well-landscaped, lighted, and signed gateways into Downtown from major arterials.
- Number of pedestrian- and bicycle-oriented wayfinding signs within Downtown Spokane.
- Number of auto-oriented wayfinding signs approaching and within Downtown Spokane.

### INFRASTRUCTURE

- Square feet of pervious surfaces added to existing streets.
- Installation of low-voltage utilities such as telecommunications, DSL, ISDN, and cable.
- Linear feet of sidewalk repaired.

### HOUSING

- Number of new market-rate, affordable, student and mixed-income housing units constructed.
- Number of rental housing units in Downtown.
- Percent of new construction and projects that is affordable housing.
- Vacancy rate of Downtown housing units (for-sale and for-rent).

**ENVIRONMENTAL STEWARDSHIP**

- Number of businesses composting.
- Number of retailers using compostable bags.
- Number of developments that use some proportion of renewable energy.
- Level of interest in community gardens.
- Particulate levels in the Spokane River.
- Energy/water consumption by Downtown property owners, business owners, and residents.

**ARTS, CULTURE AND ENTERTAINMENT**

- Attendance at arts and cultural events.
- Number of new public art displays.
- Attendance at First Friday Art Walk.
- Number of new galleries, specialty shops, and entertainment venues added.
- Dollar volume of sales from art galleries, shops, and restaurants.

**DOWNTOWN DISTRICTS**

- Number of square feet of new office, commercial, and units of residential space constructed, or renovated.
- Vacancy rate for office, commercial, and residential spaces.
- Square feet of “opportunity site” space developed.
- Number of new residential units constructed.
- Number of people traversing Riverfront Park via Howard Street and Post Street.
- Number of people crossing Division Street on foot.
- Perception of safety in Riverfront Park.

**SPECIAL DISTRICTS**

**Davenport District**

- Number of entertainment and arts-related establishments located in the Davenport District.

**West Main District**

Number of renovated buildings, infill projects, and new restaurant/entertainment destinations.

**Commercial “Zones”**

- Number of restaurant and entertainment establishments located in “zones.”

**Hotel, INB Performing Arts Center & Convention**

**Center District**

- Downtown hotel occupancy rates.
- Expansion of Convention Center.
- Net increases in conventions booked over baseline.

**Downtown Mutual Influence Areas**

- Number of people walking and using public transit to Downtown from adjacent areas.
- Strong demand from Mutual Influence Areas for streetcar.

**Neighborhood Economic Development**

- To be determined in Neighborhood Specific Plans.
- Number of new economic development projects and programs.
- Dollar value of new private investment.



*Environmental stewardship in Downtown Spokane begins with preservation and enhancement of the Spokane River.*

