



STRATEGIC PLAN 2010 - 2015





DOWNTOWN SPOKANE PARTNERSHIP

The Downtown Spokane Partnership (DSP) is a coalition of business, government, and community leaders working for a vibrant and healthy Downtown. A private non-profit membership organization, the DSP serves as Spokane's central city advocate and service provider. Members of the DSP believe that a vital, successful Downtown is necessary to maintaining a high quality of life for the Spokane region.

The DSP actively pursues six **strategic initiatives** in partnership with other organizations and the community:

- An **Enhanced Public Services** strategy to maintain and promote a clean, safe and accessible Downtown as the manager of the Business Improvement District (BID).
- A **Public Policy** strategy to encourage the adoption of governmental tools, guidelines, and incentives to support the realization of Downtown's full potential.
- A **Planning and Design** strategy to create a beautiful, pedestrian-oriented urban environment maximizing the unique appeal of a Downtown offering employment, culture, entertainment, and natural assets.
- A **Business Development** strategy to help generate jobs and economic vitality by anticipating the ongoing and rapid changes in the location, type, and requirements of new commercial activity.
- A **Project Development** strategy to aggressively push necessary projects that activate Downtown by securing public and private funding, through ownership and in partnership with other entities.
- A **Project Administrator** for the University District, utilizing the 501(c)(3) tax-exempt status of Downtown Spokane Ventures Association (Ventures).

STRATEGIC PLANNING PROCESS:

The DSP Board held its board retreat March 10, 2010 to update the DSP's long-term goals, strategies and actions to achieve them. This participation was an effort to ensure the plan **reflects the ideas and interests** of the people and organizations who care about the future of Downtown.

The board retreat devoted focused time to the 2010 planning process in order to inform and educate the DSP board on administrative, governance, financial, and structural matters; evaluate and engage the DSP Board's commitment to the plan; and build relationships between board members, staff, and City of Spokane leadership. DSP Board members gave input on 1-5 year strategies to support and accomplish the vision and mission of the approved *Downtown Plan Update* and prioritized specific action steps and a timeline to maximize the return on the plan.

The board strove to develop a coordinated action and economic development plan with City of Spokane and other key partners and formed a comprehensive approach to forward movement identified within the Action Plan.

STRATEGIC PLANNING PROCESS PARTICIPANTS

2010 DSP BOARD OF DIRECTORS:

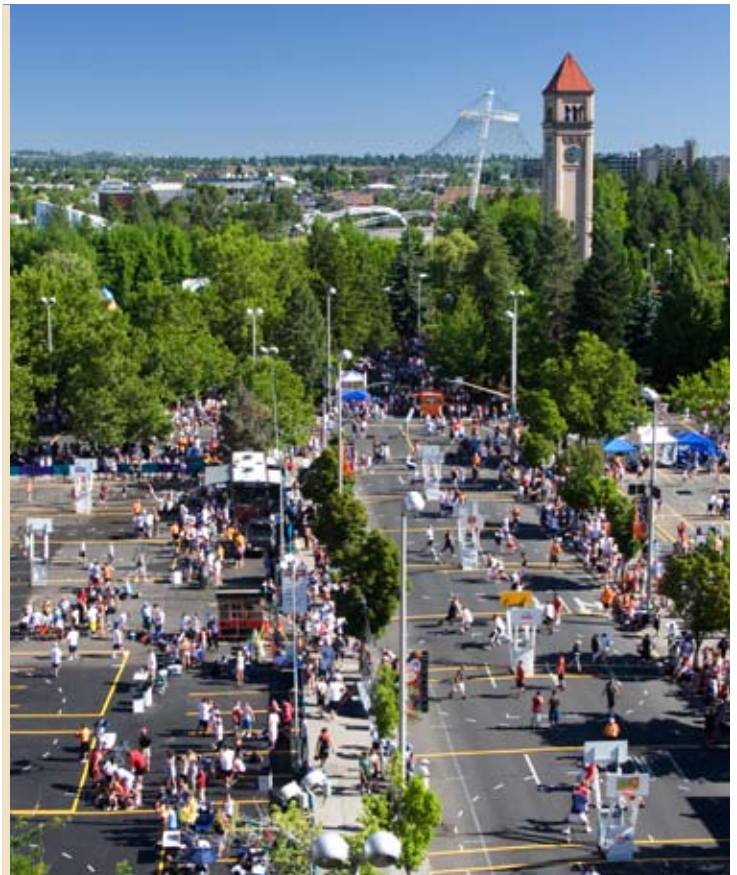
CHAIR - Jeff Warner, *ALSC Architects*
VICE CHAIR - Mark Aden, *DCI Engineers*
SECRETARY - Stan Schwartz, *Witherspoon Kelley Davenport & Toole*
TREASURER - Greg Conley, *U.S. Bank*
PAST CHAIR - Susan Horton, *Wheatland Bank*
AT LARGE EXECUTIVE MEMBER - Katy Bruya, *Washington Trust Bank*
Steve Cervantes, *Spokane Housing Authority*
Steve Corker, *City of Spokane*
Stacey Cowles, *Cowles Publishing*
Kevin Guthrie, *NAI Black*
Jim Kolva, *Kolva & Associates*
Ann Martin, *Heylman Martin Architects, BID Chair*
Chris Martin, *First Night Spokane*
Mark May, *Providence Health & Services*
Mick McDowell, *TFB, Inc.*
Susan Meyer, *Spokane Transit Authority*
Jeff Nave, *Foster Pepper, PLLC*
Dave Peden, *Coffman Engineers*
Dr. Brian Pitcher, *WSU Spokane*
Larry Soehren, *Kiemle & Hagood Company*
Spencer Stromberg, *Wells & Company*
Steve Trabun, *Avista Corporation*
Todd Woodard, *Spokane International Airport*

DSP STAFF:

Marty Dickinson, *President*
Marla Nunberg, *Vice President of Marketing & PR*
Sharon Curtis, *Finance & Database Manager*
Andrew Rolwes, *Public Policy & Parking Manager*
Leanne Sangster, *Marketing & Communications Coordinator*
Tammy Pruitt, *Office Coordinator & Graphic Designer*
Brandon Betty, *University District Project Coordinator*

CITY STAFF:

Sheila Collins, *Director of Government Relations*
Teresa Brum, *Economic & Community Development Division
Acting Deputy Director*
Dave Mandyke, *Public Works & Utilities Director*
Gerry Gemmill, *Public Works & Utilities Deputy Director*
Mike Taylor, *Engineering Services Director*
Louis Meuler, *City Planner*



DSP FUNDING

The DSP has three main funding sources to support these initiatives. First, as a membership organization, it receives investment from members from throughout the community who want to invest in the future of Downtown. Second, as the management entity for Downtown's BID, the DSP receives funding from assessment payments by Downtown business and property owners. Under its agreement with the City of Spokane to manage BID activities, the DSP provides marketing efforts for Downtown and oversees the implementation of Downtown enhanced public services, which include a safety and hospitality Security Ambassador program, Clean Team street maintenance program, and parking programs. Third, grants, contracts, and private contributions to advance specific development projects Downtown.

The DSP works with a range of organizations in its advocacy of Downtown. Its partners include government agencies and neighborhood associations, as well as business, community, civic, and cultural organizations.

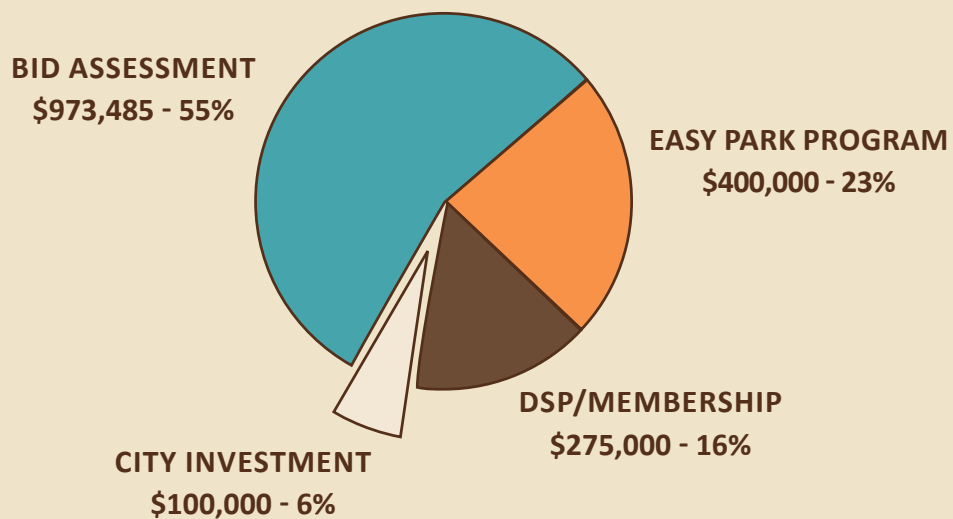
The DSP and the City of Spokane will develop a five-year budget to begin the implementation of the *Downtown Plan Update*.

The budget will:

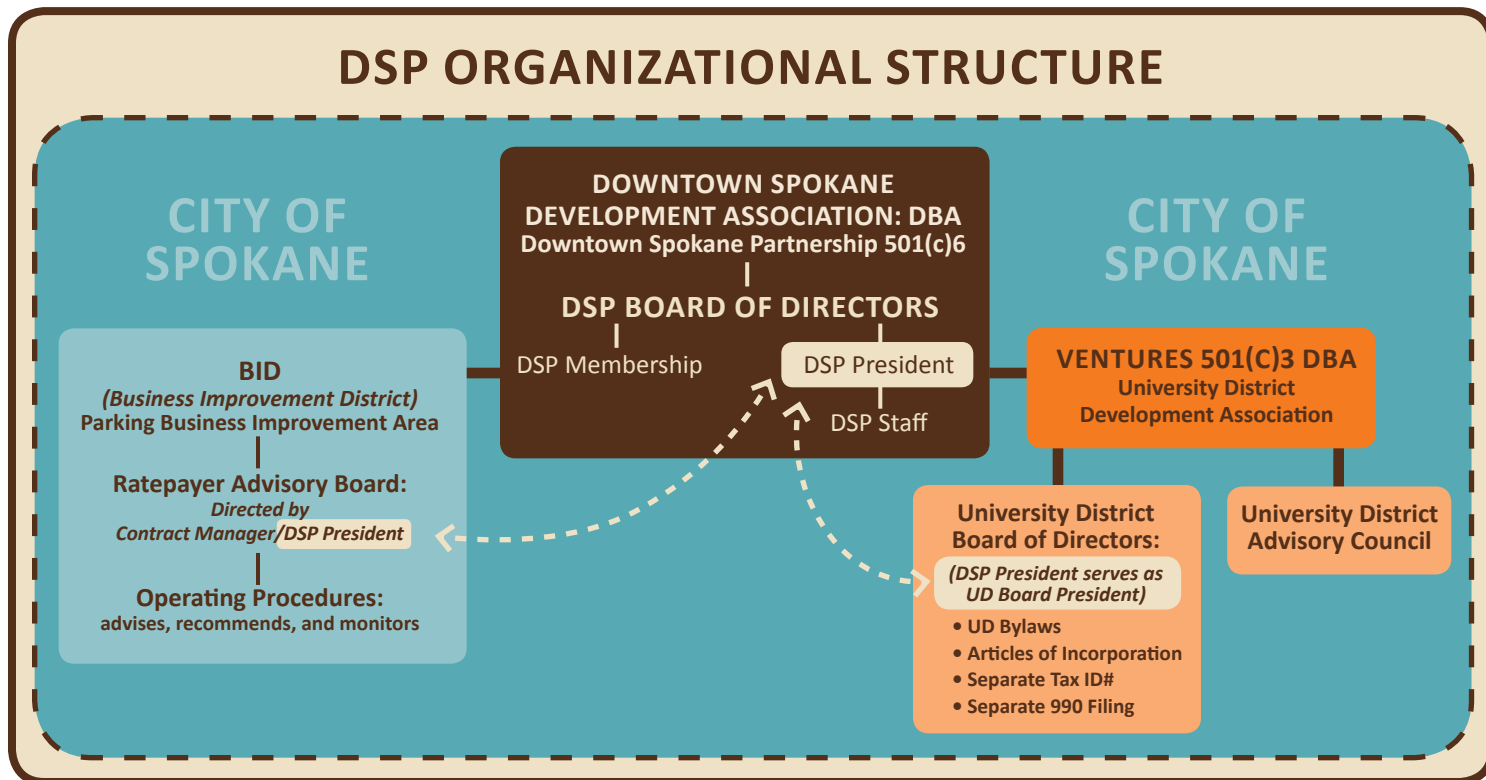
- Further prioritize the action items included in the implementation chapter as the "Immediate Action Plan";
- Identify project costs related to the action items in the "Immediate Action Plan" in consultation with other agencies and parties responsible for project implementation; and
- Set a timeline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



DOWNTOWN PUBLIC-PRIVATE INVESTMENT



DSP ORGANIZATIONAL STRUCTURE



DSP ORGANIZATIONAL DEVELOPMENT

Throughout implementation of the strategic plan, the DSP will assess organizational structure effectiveness. Specifically, DSP will investigate new arrangements for funding and implementation of its priorities. It will also continually evaluate the effectiveness of DSP, BID and UD organizational and service delivery models.

DSP MEMBERSHIP: A key development priority is the maintenance and expansion of DSP’s membership. The DSP will conduct a membership drive from time to time to expand the number of businesses, organizations and individuals dedicated to continuous improvement of Downtown.

DSP BOARD OF DIRECTORS: The DSP’s Directors conduct a range of activities to support organizational initiatives. As Downtown “champions” they advocate DSP initiatives for strengthening Downtown’s potential for growth and vitality. As business and community leaders, they actively contribute their expertise and leadership to DSP’s projects and programs. Meeting as a policy Board, they set strategic priorities, provide oversight, and monitor success toward long-range goals.

DOWNTOWN SPOKANE VENTURES ASSOCIATION (VENTURES) DBA THE UNIVERSITY DISTRICT: Ventures is a 501(c)3 not-for-profit development corporation doing business as the University District. As the revitalization and development opportunities continue to grow in the University District, the stakeholders in the University District Development Association (UDDA) transitioned from their informal community development network into a formal non-profit organization by attaining the legal 501(c)3 tax-exempt status through Ventures. This move creates a

defining body better able to maneuver the intricacies of government partnerships, charitable donations, grant management, as well as other revitalization and development strategies. The newly-formed University District Board of Directors serves as the policy and decision-making body for the University District, while receiving its guidance from the larger representation of the University District Advisory Council.

The University District is a live/work/play confluence of innovation, discovery, entrepreneurship, scholarship and neighborhood development that provides an ongoing stream of economic growth and business opportunity for the region. The District offers opportunities to address economic development issues, urban growth, environmental restoration, transportation and affordable housing needs. Connecting the core strengths of the educational institutions with regional economic drivers forms an urban laboratory for the creation of new knowledge and opportunities for applied, community-engaged research, resulting in economic value and quality of life.

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT (BID): The DSP is the contract manager for the BID under a three year contract with the City of Spokane, which expires December 2011. The BID provides security, maintenance, common area services, marketing, promotions, and transportation facilitation. The BID Ratepayer Advisory Board (RAB) represents the interests of BID Ratepayers by establishing operating procedures, advising the City regarding assessments, developing budgets, monitoring service delivery, and planning for the future of the BID in an advisory capacity. Furthermore, it is the responsibility of the RAB to review all assessment issues and recommend appropriate resolutions.

DOWNTOWN VISION

DSP VISION STATEMENT

The members of the Downtown Spokane Partnership envision an exciting, attractive and productive Downtown providing employment opportunities, unique shopping, entertainment, cultural events and recreational activities. Ultimately, the Downtown is a destination for people, drawing visitors from within the greater Spokane region and beyond.

DSP MISSION STATEMENT

The Downtown Spokane Partnership is dedicated to the creation of a dynamic, vital and sustainable Downtown as the basis of an economically healthy region.

Through business, government and community partnerships, the DSP encourages business and project development, ensures quality planning, implements physical improvement projects, conducts public safety, beautification and marketing programs and advocates public policies that ensure Downtown's continued success.

COMMUNITY VISION STATEMENT

Carrying the community's vision forward: The following vision for the future of Downtown Spokane was developed from community input through the *Downtown Plan Update* process. The Updated Vision Statement expresses how the citizens of Spokane envision Downtown Spokane's future over the next 20 years:

Downtown Spokane is nationally recognized as the hub of the Inland Northwest and as a forward-thinking sustainable destination. The River and surrounding development are interwoven, vibrant, and healthy. Residents and visitors participate in a seamless mix of shopping, working, living, recreation, education, and entertainment experiences. Internationally, Spokane is recognized as the gateway to many of the Inland Northwest's most sought after attractions.

COMMUNITY DOWNTOWN EXPERIENCE

The envisioned Downtown experience: While the updated vision statement summarizes what the community envisions for Downtown, the full Downtown experience desired by community members is described in detail below.

The Spokane River Gorge and beautiful Riverfront Park are key assets that are integrated into the City and Downtown – they are the “treasures” of the City. **Downtown Spokane has a network of public spaces** anchored by Riverfront Park that allow for community events and signify the physical and cultural heart of the area.

Downtown's **pedestrian-oriented streetscapes** are lined with a **vibrant mix of local independent and national retail stores, restaurants, and other businesses** that reflect Spokane's unique identity and global community. Physical design, active programming, and exceptional management ensure that the Downtown is a **safe, secure, comfortable, and welcoming environment.**

A **wide variety of housing choices** attracts and supports residents of all ages and economic resources to Downtown Spokane. All residents, including youth, families, and the aging population, are ensured access to **high-quality education, activities, and services** that nurture development and encourage pride and involvement in the Downtown neighborhood and our larger community.

Downtown is served by an **efficient multi-modal transportation system**, including a network of bike and pedestrian-friendly connections to neighborhoods and recreational opportunities. The City's **tree-lined streets and trails** are complemented by a **clean, reliable, and integrated transit system.**

Downtown Spokane is a **leader in environmentally and socially sustainable industry**, supporting numerous “green collar” jobs. New construction and redevelopment is low-impact and energy efficient.

Connections link Downtown's retail, recreational, entertainment, educational, medical, and cultural facilities with nearby districts and neighborhoods. Downtown has a unified **system of gateways** that create a **sense of arrival** for residents and visitors entering the urban core.

Downtown is the **historic center of the community**, adds to the City's character, and helps create a **sense of place.** Downtown celebrates Spokane's heritage, by maintaining, renovating, and innovatively re-using the City's stock of older buildings.



ASSETS, CHALLENGES & OPPORTUNITIES

While Downtown possesses numerous strengths that contribute to Spokane's position as a major regional center, it also faces major challenges in realizing its true potential. Downtown has been constrained by physical barriers created by transportation infrastructure including major arterials, a freeway, a railroad viaduct, and bridges. Unlike neighboring jurisdictions, Downtown cannot offer large, undeveloped parcels with lower unit costs. Challenges to achieving Downtown revitalization, identified by the community, include image and character, slow growth, poor connections to surrounding neighborhoods, lack of financing, and difficulty gaining community support for large-scale projects. These highlight the importance of considering tangible and intangible influences on Downtown Spokane both locally and regionally.

While there are hurdles to cross, Downtown Spokane has numerous assets to leverage in the redevelopment process. Among Downtown's assets are Riverfront Park, the Convention Center, the Spokane Arena, a growing University District, Downtown's regional context and proximity to the Spokane International Airport, regional retail center expansion, historic buildings, regional medical center, an abundance of prime development sites, and community commitment as evidenced through high attendance at community workshops.



ASSETS: SUCCESSFUL & ROBUST BID

The DSP and City of Spokane have implemented a very successful Business Improvement District (BID) program. Today, Downtown Spokane is clean, safe, accessible, and entertaining. The BID has created a strong foundation upon which to build.

DOWNTOWN PLAN AND ZONING CODE UPDATE

The City of Spokane has adopted, after significant citizen input, a comprehensive *Downtown Plan Update* that identifies market opportunities and translates them into a clear set of catalytic projects and recognizes the link between a vital Downtown and healthy neighborhoods.

THE DOWNTOWN PLAN UPDATE LEVERAGES THE FOLLOWING ASSETS TO TAKE ADVANTAGE OF KEY OPPORTUNITIES IN SPOKANE:

SPOKANE RIVER AND RIVERFRONT PARK

Traditionally the heart of the community, the Spokane River and Riverfront Park offer valuable amenities to Downtown. The Spokane River provides a stunning backdrop and generates hydroelectric power for the community. The Park's events and attractions draw people to Downtown, and its recreational opportunities benefit residents and visitors.

SPOKANE RIVER CENTENNIAL TRAIL

The 37-mile Centennial Trail affords residents and visitors easy access to bicycling, running, kayaking, canoeing, and fishing opportunities. It also provides a safe and convenient non-motorized connection into Downtown Spokane.

CONVENTION CENTER AND DAVENPORT HOTEL

The expanded Convention Center is a key economic engine for the City, helping to draw visitors to Spokane and to support additional restaurant, entertainment, and retail opportunities. The grand Davenport Hotel is an icon of the City and an architectural jewel which anchors the surrounding arts and entertainment district. The opening of both these icons spurred the development of other Downtown hotels.

INB PERFORMING ARTS CENTER

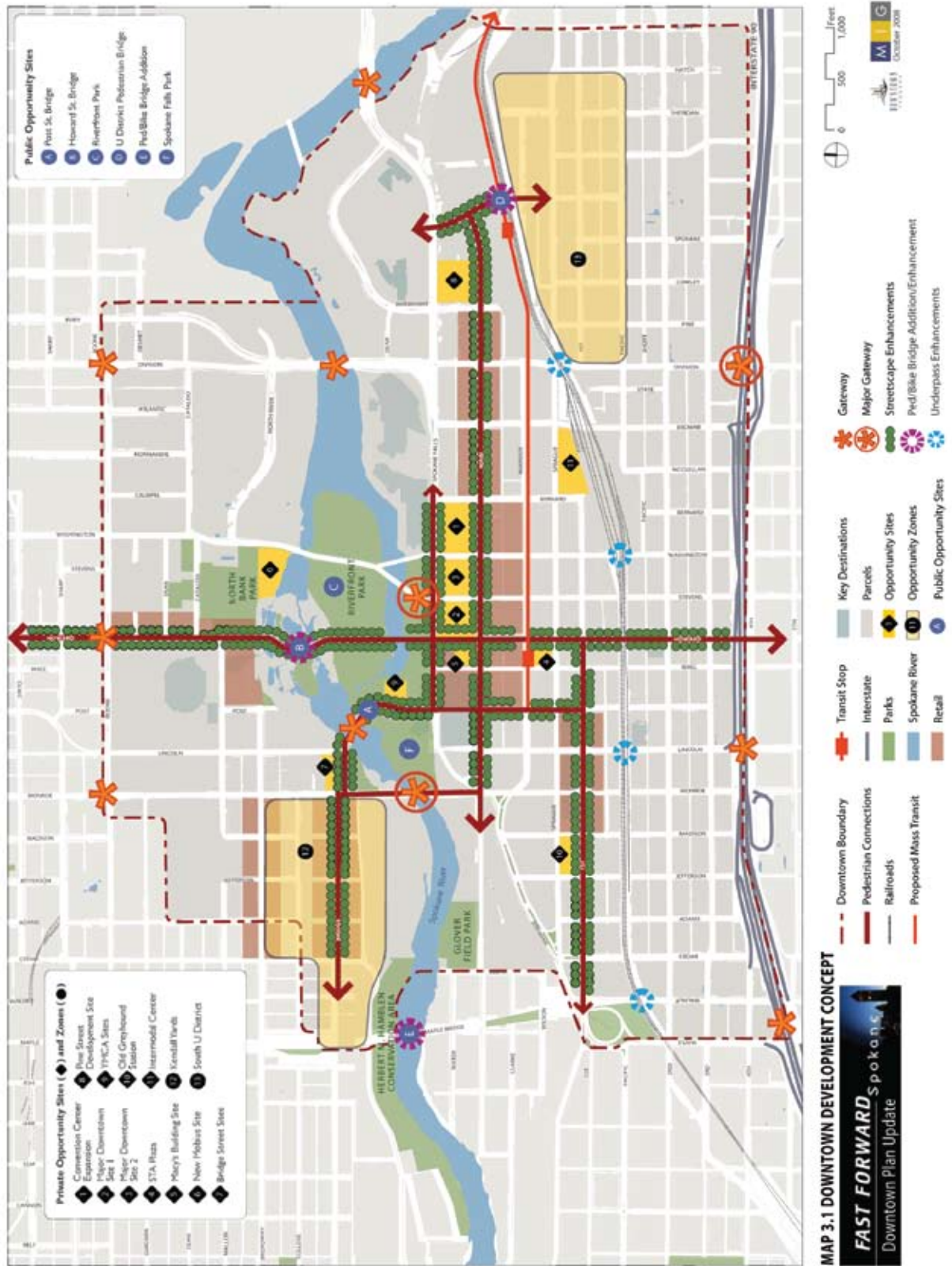
The INB Performing Arts Center, owned and operated by the Spokane Public Facilities District, serves as the premier entertainment venue and cultural icon for the Spokane Region. It is a major strength and asset of Downtown, which thousands of people visit each year to see Broadway shows, concerts, and other performing arts. The INB Performing Arts Center contributes significantly in the recruitment of people and businesses to the region.

SPOKANE ARENA

Opened in 1995, the Arena has enabled Spokane to draw national-level entertainment and sporting events to the Inland Northwest. The facility, which can accommodate as many as 12,638 attendees, is the permanent home of the Spokane Shock arena football team and the Spokane Chiefs hockey team. In recent years, the Arena has also been the site of the US Figure Skating Championships, NCAA Championships, and major concerts.

DOWNTOWN PLAN UPDATE DEVELOPMENT CONCEPT

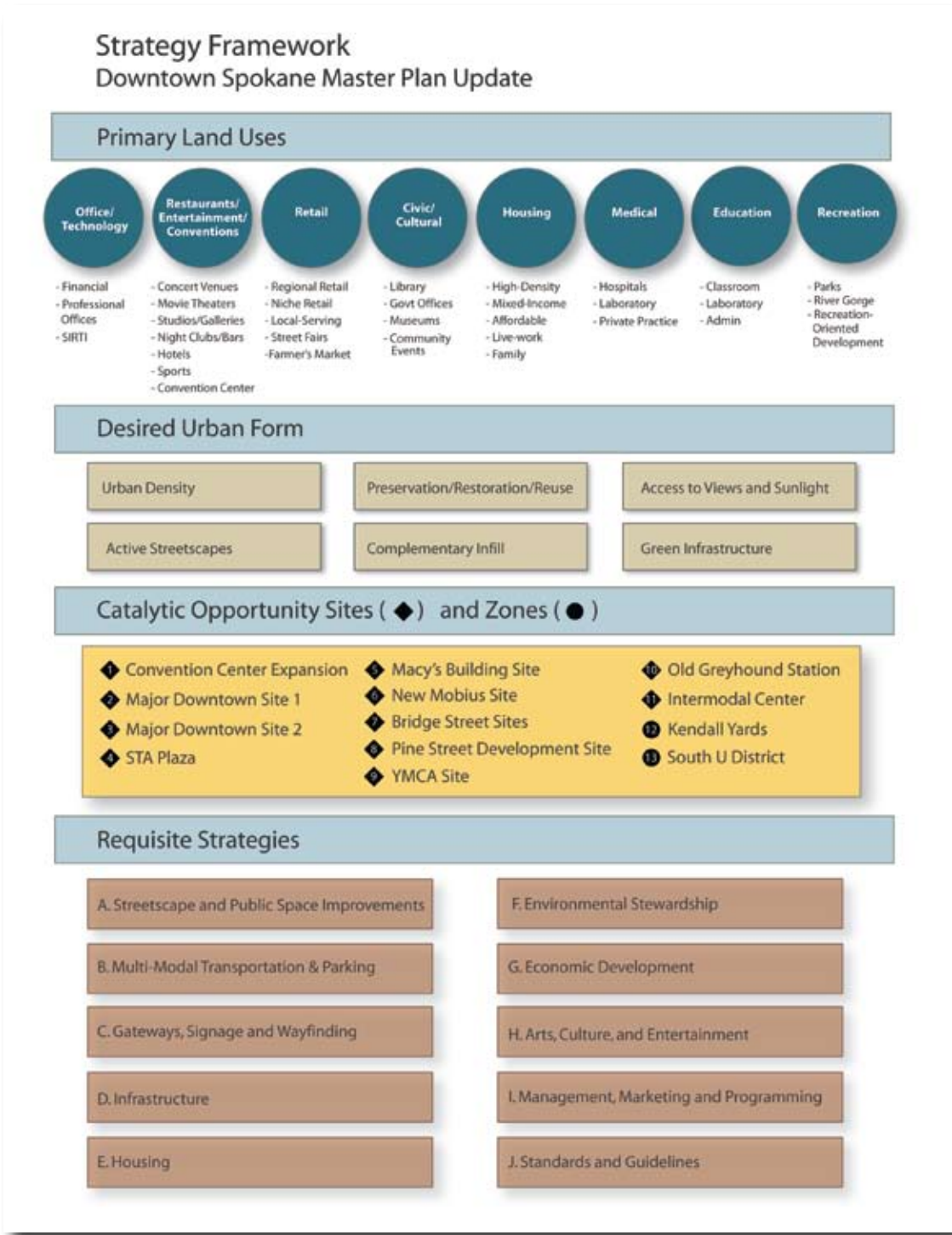
The Concept for Downtown development is based upon the updated Community Vision Statement as well as other ideas from the *Downtown Plan Update* process. The Concept forms a foundation that focuses on key activity nodes, supporting uses, and connectivity throughout Downtown.



DOWNTOWN PLAN UPDATE STRATEGY FRAMEWORK

The Strategy Framework maps the multi-faceted, multi-layered approach necessary for success. The framework prioritizes action categories into a four-tiered hierarchy. This hierarchy identifies:

- **Primary Land Uses:** the existing and future land uses most important for achieving the vision and goals for Downtown Spokane;
- **Desired Built Form:** a combination of public and private buildings and open spaces that provide the envelope for future development;
- **Catalytic Opportunity Sites and Zones** that contribute to the desired built form and set the groundwork for additional development in those land use categories; and
- **Downtown Requisite Strategies** that reinforce the primary land uses, desired built form, and development opportunities.



DOWNTOWN PLAN UPDATE GOALS AND PERFORMANCE MEASURES

1-ECONOMIC DEVELOPMENT

GOAL: FOSTER ECONOMIC DEVELOPMENT WITHIN THE DOWNTOWN CORE

OBJECTIVES:

- Support existing Downtown businesses
- Develop additional retail in existing and developing retail districts that complements existing Downtown retail
- Identify, evaluate, and develop “Opportunity Sites”
- Improve basic and ancillary services for residents and other stakeholders (i.e., site a full-line grocery store, enhance the farmer’s market, etc.)
- Attract future employers (including but not limited to “green collar” businesses and biomedical facilities; provide incubator space for emerging businesses)

PERFORMANCE MEASURES:

- 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.
- 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.

2-BUILT FORM AND CHARACTER

GOAL: FOSTER AND IMPROVE UPON THE UNIQUE, DOWNTOWN “SENSE OF PLACE”

OBJECTIVES:

- Preserve and enhance historic building stock
- Promote local identity and unified character (i.e. define gateways, refine wayfinding systems, streetscape improvements) with a focus on unique districts throughout Downtown
- Design complementary infill and restrict surface parking lots with limited exceptions
- Encourage increased density and smaller building footprints (especially within Downtown Core and along railroad viaduct)
- Strive to reasonably protect solar-access in key areas as well as views of key amenities

PERFORMANCE MEASURES:

- 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.
- 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.
- 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.

3- MULTI-MODAL CIRCULATION AND PARKING

GOAL: IMPROVE CIRCULATION AND PARKING IN AND AROUND DOWNTOWN FOR ALL USERS

OBJECTIVES:

- Increase parking supply in high demand areas and develop parking incentives (i.e., reduced weekend and evening parking costs, incentives for building parking structures, increased on-street parking)
- Reduce the supply of off-street surface parking through higher and better uses of available land
- Increase modal share of alternative transportation (i.e., bike facilities, public transit, pedestrian-friendly streets, revitalized historic trolley routes, high-capacity transit systems)
- Improve pedestrian and bicycle connections (i.e., over Division, between Convention Center and University District, between Downtown and adjacent neighborhoods such as Browne's Addition and Peaceful Valley)
- Convert key streets from one-way to two-way
- Encourage use of public transportation (i.e. improvements to STA Plaza, "fareless square" district, Downtown circulator routes, "car share" options)

PERFORMANCE MEASURES:

- 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.



4-OPEN SPACE, PUBLIC REALM AND STREETSAPES

GOAL: IMPROVE THE DOWNTOWN ENVIRONMENT FOR PEDESTRIANS AND BICYCLISTS

OBJECTIVES:

- Develop pedestrian- and bicycle-friendly streetscape improvements
- Improve access to Riverfront Park and Spokane River for all modes of travel
- Designate bicycle boulevards leading into Downtown
- Link Downtown with a series of green space amenities (i.e., park blocks)
- Upgrade existing underpasses (i.e. improved lighting, inviting design) and consider pedestrian/bike bridges where appropriate
- Establish gateways at key intersections signifying the entrance to Downtown and special districts

PERFORMANCE MEASURES:

- Number of street trees planted.
- Linear feet of Complete Street improvements implemented.
- Number of skywalks improved.
- Number of people crossing Division Street on foot.
- Perception of safety in Riverfront Park.
- Number of people traversing Riverfront Park via Howard Street and Post Street.

5-HOUSING AND NEIGHBORHOOD

GOAL: INCREASE HOUSING OPTIONS DOWNTOWN AND PROTECT EXISTING NEIGHBORHOOD CHARACTER

OBJECTIVES:

- Develop mixed-use neighborhoods and buildings within Downtown
- Maintain an adequate inventory of affordable housing within Downtown
- Increase housing within and in proximity to University District (including student housing)
- Increase mid-range housing for rent and for sale within and adjacent to Downtown
- Strengthen connections between Downtown and surrounding neighborhoods
- Develop Kendall Yards and establish strong links to Downtown Core

PERFORMANCE MEASURES:

- 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).

6-ENVIRONMENTAL STEWARDSHIP

GOAL: INCORPORATE SUSTAINABLE PRACTICES IN REDEVELOPMENT EFFORTS

OBJECTIVES:

- Improve live/work balance by promoting Downtown living
- Increase availability of locally-produced foods (i.e. farmer's markets, rooftop gardens)
- Encourage LEED® certification for new construction
- Preserve and/or adaptively re-use historic buildings
- Mitigate stormwater (i.e. increase permeable surfaces)
- Support a thriving and functionally sustainable street tree system

PERFORMANCE MEASURES:

- 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.

2010 - 2015 DOWNTOWN SPOKANE PARTNERSHIP (DSP) STRATEGIES AND ACTIONS

The following tables present action plans for Downtown based on retreat prioritization.

CREATE & COMMUNICATE – Downtown Enhanced Public Services:		
Creating a clean, safe and accessible Downtown, including streetscape, sidewalks and street trees, while promoting the overall Downtown experience through the Business Improvement District (BID).		
<i>The DSP is physically, civically and environmentally immersed in the LIFE of our city center. The DSP will continue building a core that preserves the highest quality of life, a city center that is recognized nationally and drives density, all the while being an entity that is effective in achieving sustainable, tangible results.</i>		
Actions:	Ownership:	Timeframe:
1. Create a Downtown housing campaign that promotes affordability as well as access to a wide range of housing options, in addition to on-going marketing.	DSP/BID	2010 – 2011
2. Work to increase police presence in Downtown Spokane.	DSP – Lead Role	2010 – 2012
3. Continue to invest and maintain planters, trees, banners and the overall Downtown experience through sidewalk and streetscape enhancements.	BID – DSP Lead Role	On-going
4. Work and partner with STA regarding on-going issues that surround loitering, smoking and other challenging quality of life matters in that area.	BID – DSP Lead Role	On-going
5. Administer and lead the 2010 Downtown Parking Study.	DSP/BID/City	2010
Areas to monitor and support:		
Implement electric vehicle charging stations.	City – Lead Role DSP – Monitor	2010
Refresh community events and activities.	DSP/BID	2011 – 2012
Promote and encourage arts and culture and artwork.	DSP/BID/City SAC/FN	2010 – 2014
Continue to enhance and maintain clean, safe and beautification efforts.	BID/DSP	On-going

CHART & CONNECT – Downtown Planning and Design:		
Based on the <i>Downtown Plan Update</i> principals, create a vibrant, active, pedestrian-oriented urban environment, maximizing the unique appeal of a Downtown offering employment, cultural, entertainment and natural assets.		
<i>The DSP will enhance the Downtown experience by being a partner and engaged community asset. Joint planning is the key to successful economic development. The DSP will develop a mechanism that supports partnerships and strategies that carry into the future.</i>		
Actions:	Ownership:	Timeframe:
1. Create and enhance the Division Street gateway and corridor as a more pedestrian and bicycle friendly area.	City Lead Role /DSP	2010 – 2013
2. Find long-term funding for deferred Downtown sidewalk, tree, tree grates, Wall Street and other maintenance.	DSP/BID/City	2010 – 2015
3. Encourage, foster and support the arts and an artistic culture within Downtown.	DSP/BID/ City SAC/FN	2010 – 2014
4. Support and advocate for complete streets within the core.	DSP	2010 – 2015
5. Create a Downtown housing campaign and advocate and facilitate density and infill for city center.	DSP/BID	2010 – 2013
6. Support and assist, but not lead, in creating a City way-finding signage plan.	DSP – Support Role	2010 – 2013
7. Support and advocate when appropriate for South University District private development. Monitor the City's update to the South University District zoning.	DSP – Support Role UD – Lead Role City – Zoning Update	2010 – 2012
Areas to monitor and support:		
Convert Main Street to two-way.	City/DSP	2015
Establish a partnership with Parks Department and Riverfront Park.	DSP/Park Board	2010 – 2014

CONVENE & CONTRIBUTE – Downtown Public Policy:

Encourage, facilitate, mitigate and advocate for the adoption of government tools, guidelines and incentives to support the realization and sustainability of Downtown. In guiding policy, the DSP Executive Committee will initiate the public policy process and committee.

The DSP will continue to provide leadership, pursue partnerships and promote engagement with government, businesses and community organizations.

Actions:	Ownership:	Timeframe:
1. Ensure the City-adopted <i>Downtown Plan Update</i> and its subsequent Design Guidelines and Codes are the ultimate guideline on policy matters and issues that arise Downtown.	DSP	2010 – 2015
2. Advocate for TIF or LRF funding within the Downtown core.	DSP	2012 – 2013
3. Facilitate and encourage public/private opportunities for development.	DSP	2010 – 2015
4. Promote and endorse regionalism and government collaboration.	DSP – Support Role	2010 – 2015
Areas to monitor and support:		
Develop a legislative priority list for DSP Board on an annual basis.	DSP/BID Assistance	2010 – 2015
Educate Spokane City Council and elected officials on Downtown tax benefits/incentives and address fair share issues.	DSP/BID Assistance	2010 – 2015

CONNECT & COLLABORATE – Downtown Business and Project Development:

Business Development: Help generate jobs and economic vitality by working with partners on catalytic projects – public or private – that will encourage and spur smart growth and development. *The DSP will ensure Downtown business experiences result in retention and growth for the core.*

Project Development: Use Ventures and other DSP related tools to aggressively push necessary projects by advocating, securing funding and/or supporting. *The DSP will look to expand resources within its funding streams and manage existing resources effectively, so that we can maximize investments and strategic opportunities.*

Actions:	Ownership:	Timeframe:
1. Serve as a conduit for connectivity for private and public projects. Transit Alternative Study – lead and advocate how the East/West, North/South connections are made to and within Downtown.	DSP/STA/City	2010 – 2012
2. Support/monitor and engage on the WSU/UW Medical School project – identify the economic outcomes and impacts and how Downtown fits within those opportunities.	GSI/WSU – Lead Role DSP – Support Role	2010 – 2013
3. Advocate for Downtown opportunity sites by being a RESOURCE and an entity that enhances the Downtown experience, resulting in the encouragement and fostering of development. Opportunity Sites: <i>Spokane Falls Blvd surface parking lots, YMCA, North Bank, Convention Center Parking lot.</i>	DSP	2010 – 2015
4. Engage with Riverfront Park, North Bank planning efforts and the Park Board – understand and perhaps contribute to the discussion for current and future planning.	Parks/DSP Support Role	2010 – 2013
5. Stay engaged and active with Ventures DBA the University District and promote the shared learning experiences and efficiencies of the DSP organization.	DSP/UD Board	2010 – 2014
6. Support/monitor/engage on Kendall Yards. Example: Monroe Street intersection.	Greenstone/DSP	2010 – 2013
Areas to monitor and support:		
Mobius Science Center	DSP – Support/Monitor	2010 – 2011
Farmers and/or Public Market	DSP –Support/Monitor	2010 – 2011
Bosch lot (within the North Bank Planning process)	DSP – Monitor	
Enhance/cover vacant windows for a more vibrant environment to attract business.	DSP/BID	2010 – 2011

