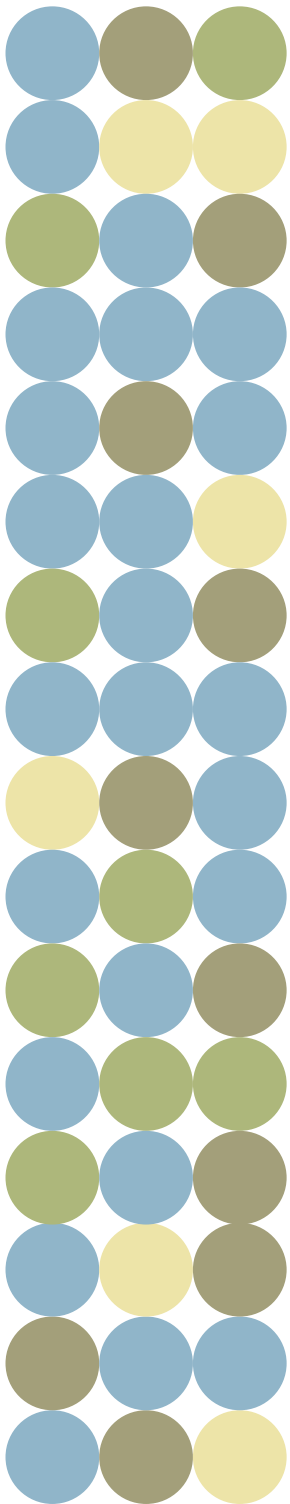


Spokane International District



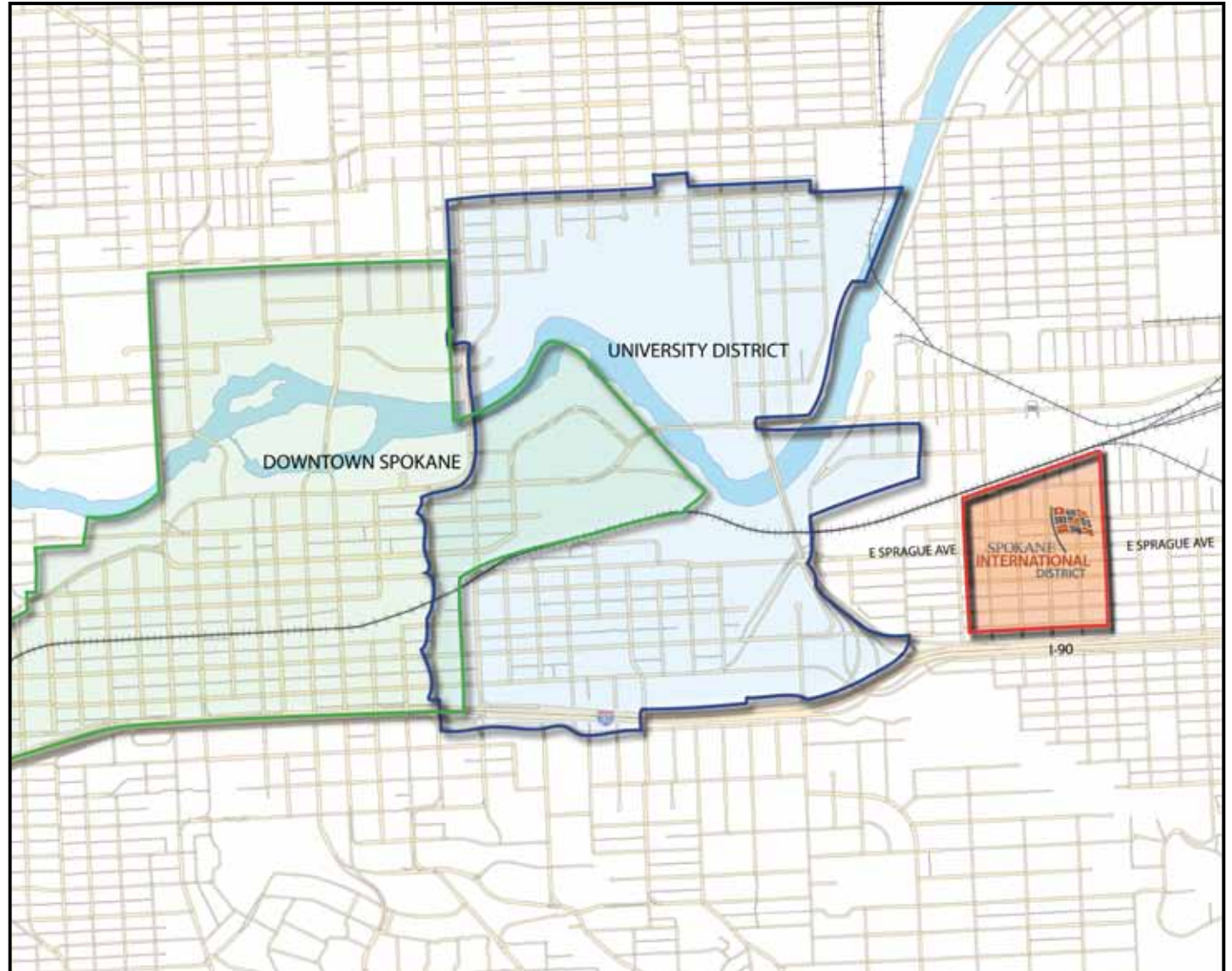
Neighborhood Action Plan
September 2010

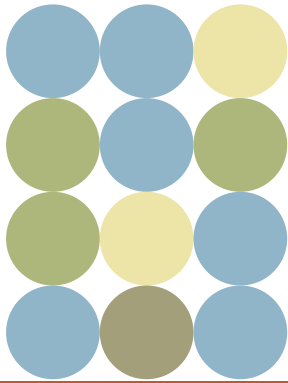


Front Cover: Graffiti removal photo courtesy of Michelle Alldritt

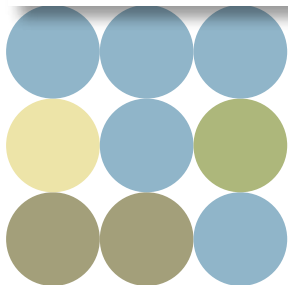
Figure 1: Spokane International District Map

The District is approximately 1 mile east of downtown Spokane, with strong transportation connections along Sprague Avenue and easy access to Interstate 90.

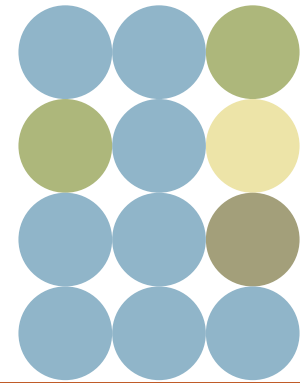




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Community | Partners

The creation of the Spokane International District could not have happened were it not for supportive community partnerships

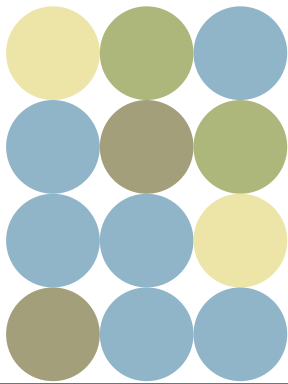


*investing in organizations
that build community*

The creation of the Neighborhood Action Plan is the culmination of previous planning efforts, focus groups, and advisory meetings to visualize the future for the Spokane International District and how this vision will be achieved.

Focus Groups were held on the topics of Urban Design, Real Estate Development, Business Development and issues of District Clean-up and Safety. Representatives from education, housing, community health, arts, business associations, social services, and various nonprofits met throughout Fall and Winter of 2009 to review the action plan and create a guideline for implementation.

The Spokane International District Advisory Board is comprised of people from local government, various non profit agencies, and real estate and business development groups. This board met early on in the project to create goals and objectives for the District and continues to act as an advisory group on issues of District redevelopment.



The Spokane International District would like to thank all of our community partners who devoted time and energy to the planning process, including:

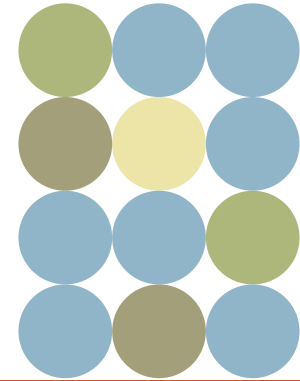
Community | Partners

Allen Schmelzer, City of Spokane, Community Development
Ami Keiffer, SNAP
Ann Martin, Heylman Martin Architects
Bill Kelley, Professor of Urban and Regional Planning, EWU
Bob Gillis, Realtor and ESBA member
Bob Mauk, Past ESBA President and Owner of Northwest Seed and Pet
Boris Borisov, City of Spokane, Neighborhood Business Centers
Cara Weipert, SNAP
Chris Venne, Community Frameworks, East Central Neighborhood Resident
Dale Strom, City of Spokane Community Development
Dan Strassenberg, City of Spokane, Police Department & Neighborhood Resource Officer
Dave Heymoto, SNAP
Dave Roberts, Spokane Housing Ventures
Dick Winchell, Professor of Urban and Regional Planning, EWU
Dmitri Chaban, World Relief
Doug Schroeder, EC Neighborhood Council
Greg Franson, SNAP
Holly Martin, SNAP
Jack Strong, ESBA member & owner of Strong Solutions

Janice Raschko, ESBA member & with One World Spokane
Jayne Auld, Spokane Housing Ventures
Jennifer LaBrecque, Impact Capital
Jim Hanley, ESBA member & owner of Acme TV/Tin Roof
Jim Kolva, Jim Kolva Associates
Jonathon Mallahan, City of Spokane, Office of Neighborhood Services
Joy Hart, EC Neighborhood Council
Karen Mobley, City of Spokane, Arts Commission
Kristen Griffin, City of Spokane, Historic Preservation
Larry Killstrom, Downtown Spokane Partnership
LaVerne Biel, current ESBA president & owner of Access Telcom, Inc.
Lisa St. John, Spokane County Health Department
Lois DeWart, East Central COP Shop
Lynn Everson, Spokane County Health Department
Margaret Harrington, City of Spokane, Prosecutors Office
Max Hewitt, City of Spokane, Police Department
Michael Allen, former City of Spokane City Council member
Mike Adolfae, City of Spokane Community Development
Neil O'Keeffe, SCAFCO
Paul Trautman, City of Spokane, Community Development
Rick Hosmer, KlundtHosmer
Robin Toth, Greater Spokane Incorporated

Shannon Meagher, Kiemle and Hagood
Steve Cervantes, Northeast Washington Housing Solutions
Steve Trabun, Avista
Svetlana Dumbrava, World Relief
Teresa Brum, City of Spokane Economic Development
Teri Stripes, City of Spokane, Business and Development Services
Terri Symbol, Impact Capital
Tracy Reich, Impact Capital





Community | Neighborhood



The District is located in the East Central Neighborhood of Spokane, covering approximately ¼ square mile, with the following boundaries: Helena Street to the west, Crestline to the east, the railroad tracks to the north, and Interstate 90 to the south. The main arterial is Sprague Avenue, a four lane street traveling east and west.

The area has a mix of small businesses on Sprague, light industrial to the north, and predominately single family detached dwellings to the south.

SID Population Demographics

451 Total Residents

- White: 80%
- African American: 8%
- Asian: 1%
- Hispanic/Latino: 9.3%
- Native American: 4.4%
- Pacific Islander: .3%
- 6.7% identified as some other race

Median age: 36

Median Household Annual Income: \$26,468
(nearly 26% of households have an annual incomes less then \$15,000)



Vision Statement

The Spokane International District is a vibrant and culturally diverse business and retail district that preserves the unique local and historic character of the neighborhood. The easily accessible district is safe, inviting, and offers a variety of housing opportunities for people of all incomes.

Initial branding and marketing steps were taken in 2009 to spark the revitalization efforts in the commercial area, that is part of the larger East Sprague Business Association within the East Central Neighborhood. Through a series of stakeholder meetings and a broad-based survey, the Spokane International District was selected as the new name. The East Spokane Business Association worked with a local marketing firm, KlundtHosmer, to create a new logo reflecting the newly adopted district name that integrated the arts and international theme. A Spokane International District brand will be incorporated into all marketing materials, promotions, celebrations, and district identification.



"This diverse and eclectic community has many challenges, but enormous potential."

Simon Thompson, Craven's Coffee Roasters

A nod to the past with hope for the future

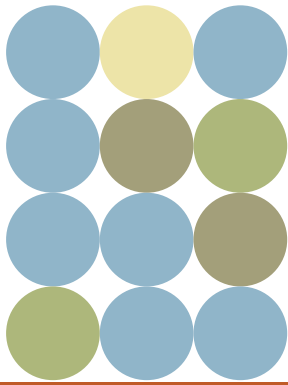
In 1903, when the doors to the new McKinley Elementary School opened, the East Spokane Neighborhood was a bustling community with a growing commercial district on Sprague Avenue and new home construction on Pacific and First Avenues. It wasn't until Interstate 90 bisected the neighborhood in the early 1960s that the neighborhood began to experience decline. Traffic revisions, urban sprawl, and suburban malls took away the families and customers that lived and worked in the neighborhood. The new freeway created a division in the neighborhood, separating churches from their congregations, schools from their students.

The District, part of the Sprague/Napa employment center, was included in an extensive neighborhood planning process with input from a broad base of stakeholders including the East Spokane Business Association, the East Central Neighborhood Partnership Center, the City of Spokane and Eastern Washington University. The result of those efforts is the East Central Neighborhood Plan adopted by City Council resolution in 2006.

The action items from that adopted plan combined with the priorities of the East Spokane Business Association are the starting point for the Spokane International District Action Plan. Over the summer and fall of 2009, stakeholders met to review and refine existing action items and identify new action items to support the vision to make the District a vibrant community where residents and business owners want to live, work, and play. This finalized Action Plan will guide implementation in the District over the next five years.



Historic photos of buildings along Sprague Avenue



Building Blocks to Success

Strategies

The Action Plan will guide and direct strategic partnerships to provide a full complement of community development initiatives and actions targeted to the District. This is a “living document” that is expected to grow and change over time as a broad range of stakeholders and focused committees implement short, medium, and long-range action items. Neighborhood organizations will lead the effort and be held accountable for the delivery of projects within the action item timelines. Projects identified, selected, prioritized, and scheduled for implementation represent the interests of the stakeholders, neighborhood residents, and business owners.

Four strategies were selected as priorities:

- 1. Create a vibrant and culturally diverse destination commercial District;**
- 2. Create an inviting and safe District for residents and businesses;**
- 3. Preserve the unique and historic character of the District; and**
- 4. Create an accessible neighborhood with diverse housing options and opportunities for people of all incomes.**



“Great changes are happening, and we’re excited to be a part of it. We are proud to be located in the Spokane International District.”

Nick Hoo, Viet Dong Vietnamese Restaurant



Strategies | 1

STRATEGY 1: Create a vibrant and culturally diverse destination commercial district



The Sprague corridor was once a thriving business center. Today, the corridor has declined with many buildings now empty or underutilized. Many of the storefronts are in need of façade repair or improvements. A large percentage of street level store fronts are empty or used for storage.

As the main pedestrian shopping area, Sprague currently has forty-six street level businesses. Of those, four are used car lots, seven buildings are being used for storage, and eleven are underutilized – presenting both challenges and opportunities for redevelopment. There are seven arts, entertainment or dining establishments, three adult entertainment venues, and three Ministry or self-help organizations. Ten large commercial buildings provide business-related services while eleven smaller shops are pedestrian oriented.

The area north of Sprague is primarily light industrial with some older housing, some of which is vacant or used for storage. Automobile repair or used car sales represent the greatest number of businesses in this area.

To fulfill the Spokane International District vision, seven strategies were created to attract international, cultural, and artistic businesses to the neighborhood. The strategies focus on increasing marketing and advertising as well as access to financial resources.

1

Priorities for creating a vibrant and culturally diverse destination commercial district include:



Strategies | 1

1.1 Recruit new businesses with an emphasis on attracting international businesses to locate within the District

Mentioned over and over as one of the keys to success for this neighborhood is the recruitment of new businesses. Ongoing marketing and branding efforts serve as the initial steps leading to the development of a business recruitment and retention plan to be created and implemented in 2010. To assist in this process, a database was created in 2009 that identifies all the properties in the district. In order to market available properties and pair properties with new and/or expanding businesses, the database will include the condition of the properties, amenities, and unique characteristics.

Additionally, underutilized buildings are problematic for business development. Often buildings sit empty or are used for storage and offer no opportunity for business rental or redevelopment. The expanding building and business inventory identifies these properties and owner contact information to start the dialog of alternative building uses to meet the needs and goals of the District.

The District is located close to downtown but still offers low rents and ample parking. Infrastructure is in place, and there is great access to I-90. The completion of the North/South Corridor will ultimately benefit in business recruitment targeted to the light industrial area of the District. These attributes need to be highlighted in the story of “why” businesses should locate to the district and addressed through professional marketing efforts.

1.2 Host “Open for Business” events to highlight available properties for businesses interested in relocating to the district

These types of events, which highlight buildings or properties for rent, show a vested interest in business development by the Business Association as well as a sense of community; if one succeeds, everyone succeeds.

1.3 Create a Marketing Committee

Whether or not funding for outside marketing assistance is available, a marketing committee will direct business marketing and recruitment activities in the District. This committee will assist in the creation of cross-promotional materials as well as plan and promote international and cultural events. Additionally, this committee would be actively involved in recruitment efforts and responsible for ongoing promotions of business opportunities in the District. (see 1.2)



Strategies | 1

1.4 Create a “one-stop” information and referral service for small businesses

Many new businesses struggle to find available resources. A “one-stop” approach for new business development would distill the many resources available in the community into one form, or booklet, and identify specific resources available for business startup based on the type of business looking to start or develop. This approach would also provide business planning services and other resources to increase viability of new or existing small businesses.

1.5 Create sustainable funding sources

A Business Improvement District (BID) is one very viable source of sustainable funding available to the area. A BID is a self-help funding mechanism which allows business and property owners to assess themselves to pay for services to improve a district. A BID subcommittee for business recruitment will be

formed and work with City staff on exploring the process and timeline. The previously mentioned database will identify all businesses associated with a specific building or location and will include the capability to calculate Business Improvement District (BID) rates should the District choose that self-taxing option. Alternative financing options will also be considered.

1.6 Increase water and infrastructure capacity in the district

Currently, the infrastructure capacity of the District adequately meets the needs of businesses. In 2009, Federal stimulus funds were used by the City to install five fire hydrants along Sprague. A determination needs to be made if upgrades to water/sewer lines, for example, need to be made in order to accommodate future development in the area. Working closely with the City will determine the need and resources available to meet infrastructure demands.

1.7 Create a user-friendly, multi-modal District

As mentioned in Strategy 4.2, current bus frequencies in the District are high (15-minute increments on Sprague). It is important to stay in contact with the local transit authority regarding changes to the transit systems. Continued work with the adjoining neighborhood activity will ensure pedestrian, bike, future light rail/streetcar, and vehicular connectivity to the District.

1

Strategies | 1



One World Cafe

2

Strategies | 2

STRATEGY 2: ***Create an inviting and safe District for residents and businesses***



Spring clean volunteers

A clean and safe environment is critical to the success of the neighborhood. Sidewalks in the District currently have tripping hazards as well as lack curb cuts. However, in 2009, side streets between Sprague Avenue and First Street received a CDBG allocation for curb cuts. Sprague Avenue is a 4-lane street with a 35 MPH speed limit, making it difficult for pedestrians to safely cross; reducing the number of lanes and the speed limit along Sprague, as well as improving crosswalks, will increase safety along the commercial corridor.

The District has long been perceived as unsafe because of prostitution, drug activity, and alcohol-related crimes. The Police Department is actively involved with the neighborhood groups. Businesses and residents are currently engaged in the Block Watch program, but wider participation is needed.

An Alcohol Impact Area ordinance has been approved by City Council and implemented. This limits the sale of single container high-alcohol-content liquor and currently states that compliance by stores selling these beverages is on a voluntary basis. Alcohol-related crime will be tracked for one year, after which a decision will be made whether mandatory compliance will be sought. Business owners have been encouraged by the Police Department and ESBA to report people with open containers of alcohol walking in the District, and as a result of quick police response time, notably fewer individuals are seen drinking along Sprague Avenue.

For several years, the District has participated in the City's annual neighborhood clean-up program with the East Central Neighborhood Council. In 2009, business owners focused more effort into the District by cleaning sidewalks, maintaining planter boxes, washing windows, and picking up litter. This targeted effort in the District is planned to be an annual event that not only improves the cleanliness of the District, but builds community with residents and business owners working side by side.

2

Three primary goals were identified to create an inviting and safe district:

Strategies | 2



2.1 Create a SID Safety Plan

Because of the neighborhood's history with illicit activity, creating a safety plan is a priority. This plan will serve as a tool to guide the community in combating issues of crime and unsafe practices. A committee will be created to implement the plan.

The Spokane Regional Health District operates a needle-exchange van in the neighborhood. History of this operation has been contentious, with many business association members upset with the placement of the van along the major business arterial. As a result of continued dialogue, the van was moved off the main road. It is important to continue dialogue with the health department, which is often the first responders to addiction problems in this area.

The Safety Plan and Safety Committee should encourage the use of Crime Prevention Through Environmental Design (CPTED) principles including the possible use of security cameras, increased exterior lighting, patrols, and signage as ways to discourage crime in the District and increase safe practices.

2.2 Increase neighborhood involvement in District "clean and safe activities"

There are many opportunities to increase involvement of the District's citizens in issues of Clean and Safe. One of the most successful is the annual clean-up event. This event is implemented in conjunction with the East Central Neighborhood and works with businesses and residents to eliminate exterior litter and debris. Resources are made available to residents who might have difficulty removing excess debris. Dumpsters and dump passes are made available, and volunteers are on hand to help wherever necessary.

Increased participation with the Block Watch, Business Watch, and National Night Out programs also assist in District Safety efforts. Citizens can help keep police apprised of neighborhood concerns by having ongoing communication with the Neighborhood Resource Officer and City Code Enforcement regarding loitering issues, violations of the Alcohol Impact Area ordinance, and traffic violations. Businesses and residents can work with the police department to stay current on any crime issues in the District, be aware of what to look for in the neighborhood, and learn how they can help to eliminate these problems.

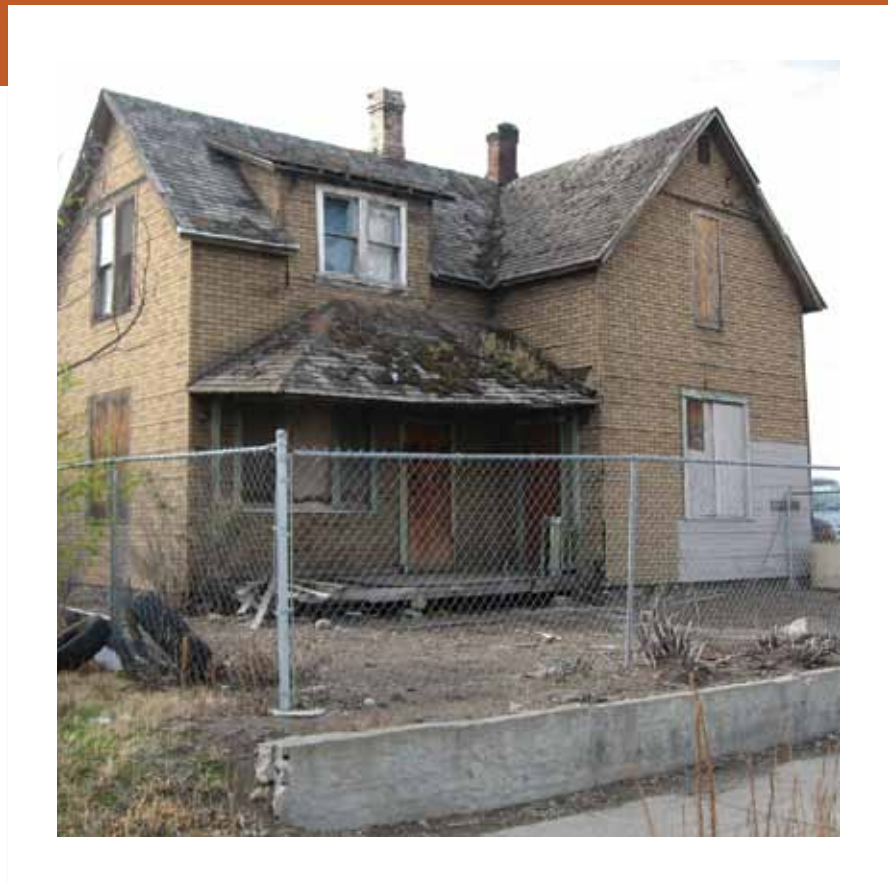
One issue not typical of a safety plan is the issue of snow removal. While seasonal, this is a major hurdle for businesses when large amounts of snowfall accumulates and is then plowed onto sidewalks. Not only is pedestrian safety impaired, but businesses face economic hardship with reduced pedestrian traffic. The City Public Works Director has met with the business association and developed a trial snow removal plan.

2.3 Develop strategy to redevelop hazardous or neglected houses and buildings to increase public safety

While most of the housing in the District is located between Sprague Avenue and I-90, there are a handful of homes peppered throughout the light industrial area also. Extensive work has already been done to identify homes with tremendous deterioration. Ways to combat this specific form of blight need further development. Community Frameworks, a local nonprofit, is just completing a comprehensive single-family inventory that will help identify the properties needing attention. A task force will convene to recommend a plan of action based on that report.

2

Strategies | 2





3

Strategies | 3

STRATEGY 3: Preserve the unique and historic character of the District



The Spokane International District has many buildings that reflect the historic character of the neighborhood. The former McKinley School is an architecturally and historically significant building within the District. It is currently being used as a transfer and storage facility. Preservation of this asset is important to the community. Preserving this building's character also preserves the history of the District and helps shape future design efforts to preserve the history and character of the District.

The District has a unique combination of commercial buildings representing various decades of architectural design and popular building materials of varying eras. Preservation and restoration of this eclectic, diverse architecture style and business signage is important to preserve the local nature of the neighborhood. The District is within one of the City of Spokane's designated Centers and Corridors areas which adhere to special guidelines specified in the comprehensive plan, but the District needs its own design guidelines specific to the character of the area.

3

Five priorities for preserving the unique and historic character of the District were identified:

Strategies | 3



3.1 Define and protect the historic character of the District

Much discussion has occurred around defining the historic character of this neighborhood. While there are some turn-of-the-century buildings, there are many mid-century buildings mixed in as well. Because of the eclectic mix of structures, there is some confusion about what is historic and what is not. It also creates additional questions around the benefits of designating a building through historic preservation and the cost/benefit of doing historic rehabilitation. Defining the local historic character of the District is a vital first step. Education is also a key component to relieving the confusion and helping building owners understand how historic designation is accomplished, the financing benefits of tax credits, and other financing resources available for historic structures. Identification of historic buildings through a historic inventory would be very valuable. Assistance would be necessary to help property owners complete paperwork for local or federal historic designation and connect them to public and private financing sources.

3.2 Establish design recommendations to enhance the neighborhood's local character

Establishment of District design guidelines that comply with current planning standards would create a framework to insure that historic buildings and the design of new buildings support the local character, after it is defined. Additionally, a handout which explains the overlapping local, state and federal historic preservation requirements would be very beneficial to building owners.

3.3 Redevelop McKinley School

A special subcommittee has been formed to consider new use of the historic McKinley School. While this project is viewed as a catalytic project for the neighborhood, this project is long term and will involve many members of the community, public and private business.

3.4 Improve street-level storefronts to foster businesses development and draw more customers to existing business

Incorporation of design guidelines into a storefront improvement program provides business owners additional opportunities to enhance the pedestrian experience by focusing design efforts on friendly, interesting, and attractive storefronts. The Storefront Improvement Program is coordinated by SNAP and works closely with the business association in establishing and maintaining design standards for the District.

Design students from WSU's Interdisciplinary Design Institute are assisting building owners with façade designs. A design committee within the business association will review proposed designs and make recommendations toward project completion.

This program will need ongoing financial support; exploration of further financial expansion of the program needs to occur.

Strategies | 3

3.5 Establish marketing collateral of historic, architecture, and cultural features of the District

Because of the eclectic nature of this neighborhood, a proposed “Points of Interest” tour has been recommended. Items such as historic buildings, streetcar lines, and an overall story of the history of the neighborhood need to be condensed into a brochure or podcast for visitors to the District. Plaques or signage should be used to designate each point and be uniform in look as part of an overall aesthetic. Local arts organizations, including entertainment and international programs, and businesses should also be highlighted.



3

Strategies | 3

These are examples of current façade improvements suggested by design students from WSU Spokane. The students are working with businesses and/or property owners to research the history of the property and develop design strategies that reflect historic context.



4

Strategies | 4

STRATEGY 4:
Create an accessible neighborhood with housing options and opportunities for people of all incomes



Proposed streetscape drawings

Currently, the District has 451 residents. There are a number of underutilized or vacant lots. Upper stories of commercial buildings are vacant or have apartments in need of upgrading. By increasing the number of residents in the district, there would also be an increase in the number of patrons for local business as well as provide more legitimate activity, which helps increase safety. To increase the number of residents, more housing options need to be produced that have public transportation access and are on streets with walkable sidewalks.

Most of the single-family housing in the District was built pre-1929 and exists south of Sprague. The condition of this housing varies from well maintained, owner-occupied homes to vacant, boarded-up structures that pose a safety risk. The single-family housing stock is declining as Washington State Department of Transportation acquires and demolishes homes from Second Avenue to Pacific for the expansion of the arterial adjacent to I-90. Community Frameworks is completing a comprehensive housing stock inventory for the entire East Central Neighborhood that will provide more detailed information on the condition of the single-family homes within the District and assist with implementing future housing improvement plans.

Multifamily units available in the District are limited. There are several structures on Sprague with vacant living units on upper floors that would require significant rehabilitation to bring the building up to code and habitable. The only new multifamily structures are two apartment complexes consisting of 18 units completed in 2009 through a partnership of Spokane Mental Health and SNAP. The Centers and Corridors designation has allowed rezoning for higher density and mixed-use development to take place on underutilized or vacant lots from Pacific to Riverside. Therefore, an opportunity for higher density housing options within the district is available based on new zoning and available land.

4

Strategies | 4

A proposed streetscape renovation plan was completed in July of 2007. Elements of this plan include new wider sidewalks, curbs and gutters, special paving at corners, bump out nodes with special paving banding behind the curb, enhanced intersections and pedestrian crossings, pedestrian-scale lighting with hanging flower baskets and banners, irrigated street trees, and integration of existing street furnishings. These features would be attractive, interesting, safe, and inviting to new businesses, customers, and neighborhood residents. Currently, the City has received a traffic and transportation planning grant to complete a Corridor Plan that would include East Sprague; this plan may result in changes to the 2007 plan and position the District to be more competitive in seeking funding for implementation of streetscape improvements. ESBA members have made participation in this traffic-planning process a priority for 2010.



Single-family residential

4

Four priorities were identified for creating an accessible neighborhood with housing:

Strategies | 4

4.1 Mitigate impact of I-90 expansion on the District

As continued freeway expansion occurs, it is important to maintain dialogue with the WSDOT regarding “best use” of WSDOT owned property. That is, what are the best ways that this property can be used for the benefit of the neighborhood? Involvement with private development will be critical for this effort to move forward.

4.2 Increase public & alternative transportation options to/from/within the District

While current bus frequencies in the District are high (15-minute increments on Sprague), it is important to stay connected with the local transit authority regarding any future changes to the transit systems. Continued involvement with the adjoining neighborhood activity, such as redevelopment in the University District, South Perry, and the Riverside extension project, is critical to ensure pedestrian, bike, future light rail/streetcar, and vehicular connectivity to the District.



Public transportation

Additionally, advocating for a 3-lane traffic plan and reduced vehicle speeds through the District would increase safety and create a more enjoyable pedestrian experience. ESBA has already stated its goal is to be actively involved in the City Corridor plan through East Sprague. Improved line of sight and visibility at intersections plus more visible pedestrian crosswalks would help increase activity for the business district.

4.3 Redevelop underutilized/neglected sites

There are many locations in the District that have substandard homes and buildings that are a safety hazard in addition to being unattractive and negatively impacting property values. These properties need a multi-faceted approach that can determine how to eliminate the blighted buildings, remove trash, and renovate into a new use.

A housing conditions study completed by Community Frameworks can be used to assess residential single-family-housing conditions and assist in housing improvement options, including weatherization and general upgrades.

4

Strategies | 4

4.4 Expand Residential Options

The District needs to look at a variety of housing types and density to increase the number of residents by providing a variety of housing options. These housing options may include: Cottage Housing, Live/Work Spaces, Scattered-site Land Trusts, Co-ops (specific to the Sprague Corridor), and Student Housing (given the District's great proximity to Riverpoint Campus, Gonzaga University, and Spokane Community College).

Current development incentives offered by partner organizations should be utilized and new incentives explored for mixed-used and mixed-income residential structures to make these housing types a reality in this neighborhood.



Keystone Corners

Work Plan | Tasks and Timelines

STRATEGY 1:

Create a vibrant and culturally diverse destination commercial district

Tasks or Action	Organization		Timeline (years)		
	Primary	Support	1	2-3	4-5
1.1 Recruit new businesses	Marketing Subcommittee	EWU, BDS, GSI, SNAP	•	•	•
1.2 Host business-recruitment events	ESBA	SNAP, IC, BDS		•	
1.3 Create a Marketing Committee	ESBA	SNAP	•		
1.4 Create small businesses' referral service	EWU, BRC	ESBA, BDS, SNAP, AHANA, SNEDA, IC		•	•
1.5 Create sustainable funding sources / BID	Property Owners, ESBA	IC, BDS		•	•
1.6 Increase water and infrastructure capacity	Mayor's Interdisciplinary Team	BDS, CD, CE, ESBA, IC, ECNSC		•	
1.7 Create a multi-modal District	Mayor's Interdisciplinary Team	BDS, STA, ESBA, ECNSC EWU Planning			•

STRATEGY 2:

Create an inviting and safe District for residents and businesses

Tasks or Action	Organization		Timeline (years)		
	Primary	Support	1	2-3	4-5
2.1 Create a SID Safety Plan	SNAP	ESBA, ECNSC, SRHD, SPD	•		
2.2 Increase neighborhood involvement in District "clean and safe activities"	ESBA, SNAP	ECNSC, SRHD, SPD, ONS	•		
2.3 Develop strategy to redevelop hazardous or neglected houses and buildings to increase public safety	IC	CD, CE, CF, ECNSC, BDS, HPO, ESBA Safety Subcommittee			•



Work Plan | Tasks and Timelines

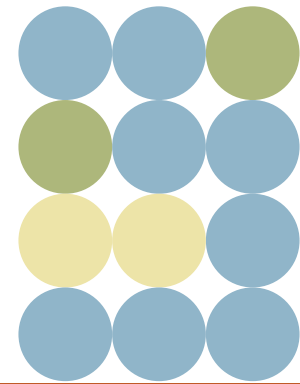
STRATEGY 3:
*Preserve the unique
 and historic character
 of the District*

Tasks or Action	Organization		Timeline (years)		
	Primary	Support	1	2-3	4-5
3.1 Define and protect the historic character of the neighborhood	HPO, ESBA	BDS, CD, IC, ESBA Design committee		•	
3.2 Establish design recommendations to enhance the neighborhood's local character	ESBA	HPO, BDS, SNAP, WSU, EWU		•	
3.3 Redevelop McKinley School	IC Subcommittee	CD, BDS, HPO		•	•
3.4 Improve Street-level storefronts to foster business development and draw more customers to existing business	SNAP	ESBA, WSU, ESD101, IC	•	•	•
3.5 Establish marketing collateral of historic, architecture, and cultural features of the District	ESBA	HPO, EWU, WSU			•

STRATEGY 4:
*Create an accessible
 neighborhood with housing
 options and opportunities
 for people of all incomes*

Tasks or Action	Organization		Timeline (years)		
	Primary	Support	1	2-3	4-5
4.1 Facilitate and mitigate impact of I-90 expansion on the District	ECNSC	BDS, NBC, CD, HPO, STA, ESBA, WSDOT	•	•	
4.2 Increase public & alternative transportation options to/from/within the District	ECNSC, BDS	STA, SNAP		•	
4.3 Redevelopment underutilized/neglected sites	CF	CE, BDS, IC, CD	•		
4.4 Expand Residential Options	SNAP	CF, ECCO, CD, KH, SHA, Private Developers		•	•

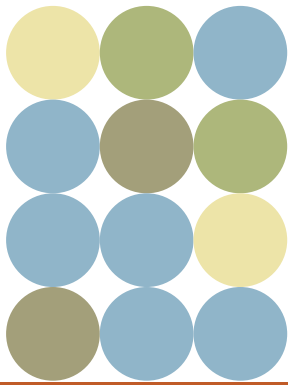




Acronyms

Acronyms	Name
AHANA	African-American, Hispanic, Asian, and Native American
BDS	Business and Development Services, a department of the City of Spokane
BRC	EWU's Business Resource Center
CD	Community Development
CE	Code Enforcement
CF	Community Frameworks
DOC	Department of Corrections
DSP	Downtown Spokane Partnership
ECCO	East Central Community Organization
ECNSC	East Central Neighborhood Steering Committee/Council
ESBA	East Spokane Business Association
ESD101	Educational Service District 101, Spokane Service Team
EWU	Eastern Washington University

Acronyms	Name
FA	SNAP Financial Access
HPO	Historic Preservation Officer
IC	Impact Capital
KH	Kiemle and Hagood, private development and property management company
NBC	Neighborhood Business Centers , a program of the Business & Development Services Department
NRO	Neighborhood Resource Officer
ONS	Office of Neighborhood Services
SHA	Spokane Housing Authority
SID	Spokane International District
SNAP	Spokane Neighborhood Action Partners
SRHD	Spokane Regional Health District
SRTC	Spokane Regional Transit Council
TBD	To Be Determined
WSDOT	Washington State Department of Transportation



Impact Capital
City of Spokane
Mayor Mary Verner & the City Council
SNAP
East Spokane Business Association

Acknowledgements

Background

Impact Capital works with key neighborhood partners to help transform distressed communities into vibrant ones. Our approach recognizes that physical development, while critical, is not enough to create truly vibrant communities. As a result, we work with our partners on the ground to strengthen neighborhood commercial districts, increase public safety, create parks and open space, improve educational opportunities, and help families build assets to support the development of communities of choice, where people want to live, work, do business, and raise families.

As a result of prior planning efforts and strong leadership within the local business association, neighborhood council, steering committee, and key partners, Impact Capital chose the Spokane International District (formerly the East Sprague Corridor) as the location to launch its first Vibrant Communities project outside of King County. The project is a partnership between Impact Capital, the City of Spokane and SNAP to implement a proven comprehensive community development strategy as designed by Impact Capital and LISC. SNAP, Spokane's Community Action Agency, was selected, through a competitive process, to serve as the lead agency for the coordination of the project's implementation. SNAP operates an office centrally located in the District to assist the business association with strengthening the community towards a shared vision of a new, energized neighborhood.



Mayor Verner at Vibrant Communities Launch



