

# Cultivating the Future

## Development & Implementation Strategy



University  
District  
Spokane Washington



## STRATEGY FOR THE FUTURE

Spokane's University District is a 770 acre district surrounding five institutions of higher education collaborating on the eastern edge of Downtown Spokane. With nearly 15,000 students, faculty and staff, and a total daily population over 54,000 within a mile radius, the area is ripe for redevelopment. Adjacent to Spokane's urban core and just northeast of the region's medical district, the University District is where research and technology interface with business and development, all in an urban neighborhood setting.

The University District Board of Directors has created a Development Strategy based on a multitude of public plans and policy recommendations that call for economic development and urban revitalization throughout Spokane's University District. The strategy highlights ways in which the Board will encourage an eclectic mix of uses that will establish a vibrant, mixed-use urban neighborhood surrounding the academic collaboration occurring between the five institutions of higher education on the Riverpoint and Gonzaga University campuses. This strategy aligns with the City of Spokane priorities:

- Jobs & Economic Growth: Creating an atmosphere to attract and retain jobs.
- Budget: Promoting long-term fiscal health without undue burden on citizens.
- Infrastructure: Maintaining critical public infrastructure at an affordable price.
- Quality of Life: Engaging citizens and improving the quality and character of our community.

# VISION

Create a **live/learn/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.

# MISSION

Cultivate an urban University District environment favorable to development and actively engage those projects that demonstrate investment readiness.

"... a \$2.1 billion regional impact"

"America's Next Great Academic Health Science Center" - *Tripp Umbach, 2011*

## INFILL DEVELOPMENT APPROACH

### GUIDING PRINCIPLES: FORMULA FOR SUCCESSFUL INFILL DEVELOPMENT

An effective development strategy requires more than a philosophy of "if you zone it, they will come." To ensure successful implementation, this development strategy is founded on the following principles:

- ✓ The strategy must both enable AND drive compatible and profitable development to the area.
- ✓ It must honor the broad community collaboration that come before it and work towards implementing the vision born from it.
- ✓ It must outline the path to addressing and resolving all of the physical and regulatory barriers to development, both real and perceived. It must attract new development by communicating the form and function (the 'why' and 'how') of the infill area and identifying opportunity infill sites that promote connectivity via multi-modal transportation.
- ✓ It must strive to create a critical mass that will drive additional growth.
- ✓ It must encourage a broad range of housing opportunities including "non-traditional" multi-family housing to attract the variety of residents to whom the area is appealing. It must maintain flexibility and responsiveness to changing conditions so as to best enable maximum development potential.

*(Adapted from: Infill Development — Strategies for Shaping Livable Neighborhoods; Municipal Research & Services Center of Washington, p. 13-14.)*



1967



1992



2002



2013

# PLANNED PUBLIC IMPROVEMENTS



## UNIVERSITY DISTRICT BICYCLE & PEDESTRIAN BRIDGE

This notable infrastructure will connect the academic hub of the Riverpoint & Gonzaga campuses to the targeted revitalization area south of the BNSF railroad tracks in the vicinity of the Sherman and Sprague Avenue intersection. This connectivity will enable development seeking to provide medical industry clustering and mixed-use multi-family housing and retail services proximal to the academic campuses.

## DIVISION STREET GATEWAY CORRIDOR ENHANCEMENTS

As the gateway to the region from Interstate 90, this corridor will benefit from significant integrated planning improvements including sidewalk improvements, pedestrian crossings, bump-outs, landscaping, pedestrian lighting and public art. With pleasant access to the downtown core, the University District and the medical community will benefit adjacent property owners and drive economic development throughout the corridor.



## CENTRAL CITY LINE

The Modern Electric Trolley (MET) will greatly enhance connectivity for the students and faculty traveling between the University District and the vibrancy of the downtown core. With high frequency trips and multiple stations along the alignment, this is a major transit improvement in the central city area that will promote Transit Oriented Development.



## MAIN AVENUE ENHANCEMENTS

Serving as the principal connector between the University District and the downtown retail shops, streetscape and traffic enhancements to Main Avenue will create a walkable atmosphere from Monroe Street to Division. With boutique shops, restaurants, entertainment, nightlife and lodging all within a block of Main Avenue, the integrated planning improvements will serve both downtown and University District users.



Courtesy of Gonzaga University

## HAMILTON STREET ENHANCEMENTS

Located at the Eastern entrance to the University District from Interstate 90, and adjacent to the Gonzaga Campus, this area is ripe for development. Enhancements to the multimodal travel environment, including the Modern Electric Trolley, will drive mixed-use housing and retail amenities as well as campus support services.

## PARKING FACILITIES

As build-out continues in the University District, there will be a growing need for structured parking. Planning initiatives are underway to determine appropriate placement of such facilities.

## OTHER PROJECTS

The University District Revitalization Area defines approximately 30 public infrastructure projects, all of which intend to spur private sector development. Projects will be funded based on priority, consistency with the 2004 University District Strategic Master Plan, and financial feasibility.

# REVITALIZATION DEVELOPMENT STRATEGY

While the University District spans a 770 acre area, the University District Board of Directors has strategically identified 7 priority areas in which to focus its revitalization efforts. These areas have been previously identified in studies as opportunity locations because of proximity to existing infrastructure, connectivity potential, as well as their ability to achieve a neighborhood scale critical mass of jobs, housing and retail development.

## UNIVERSITY DISTRICT REVITALIZATION AREA & INVESTMENT PRIORITIZATION

The University District Board of Directors is responsible for prioritizing publicly eligible improvements within its boundaries. These improvements intend to encourage revitalization by further increasing the appeal of the area

while reducing costs for private sector development. Based on 2009 projections, the Local Revitalization Finance (LRF) tool that enables the revitalization effort could generate up to \$41 million in local, state and federal sources to invest within the University District. To be most effective, the Board aims to finance and implement strategic public improvements in conjunction with private sector development that:

- ✓ Is located within or proximal to identified priority areas within the University District
- ✓ Increases land value within the University District
- ✓ Increases retail sales within the University District
- ✓ Increases the residential population of the University District
- ✓ Increases the number of jobs within the University District
- ✓ Helps to implement the vision of the University District

## PUBLICLY ELIGIBLE IMPROVEMENTS—SERVICES & INFRASTRUCTURE

- Services: Design, Planning, Acquisition, Site Preparation, Construction, Demolition, Utility Relocation, Historic Preservation, Environmental Analysis, Public Space Maintenance, Public Space Security and others.
- Infrastructure: Streets, Roads, Bridges, Rail, Water, Sewer, Sidewalks, Streetscapes, Landscaping, Street Lights, Pedestrian Lights, Parking Facilities, Storm Water, Utilities and others.

## OTHER ECONOMIC INCENTIVE PROGRAMS

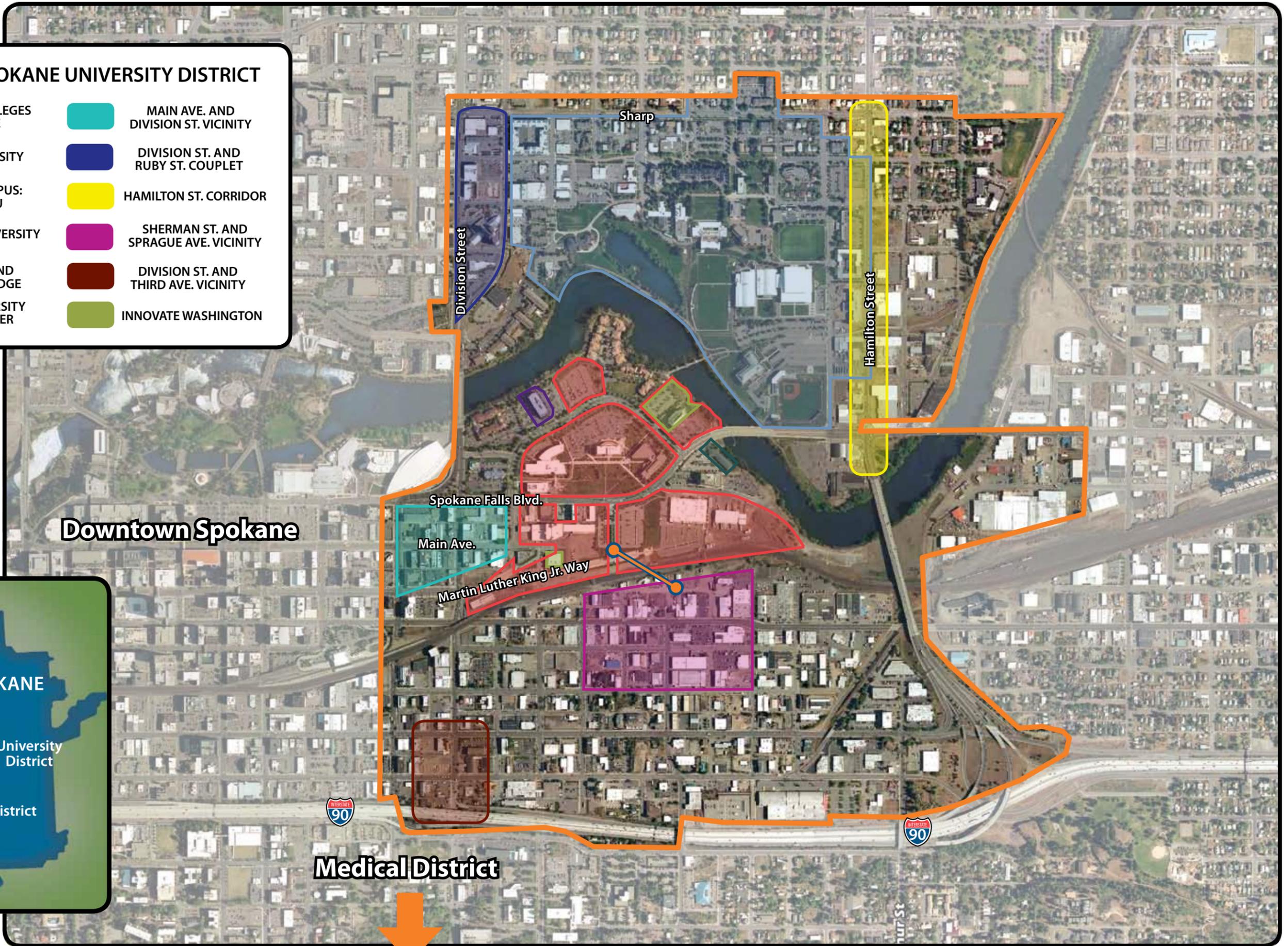
In addition to the Local Revitalization Finance tool, the University District Board of Directors will encourage the use of additional economic development programs to facilitate development:

- **Multi-Family Tax Exemption Program** — property tax abatement for qualified housing projects
- **Historic Investment Tax Credits** — property tax abatement for qualified historic preservation
- **Community Empowerment Zone** — a variety of local incentives for technology and manufacturing job creators
- **Innovative Partnership Zone (IPZ)** — Washington state designation for strategic business clustering
- **New Market Tax Credits (NMTC)** — tax credit incentives to investors for equity investments in certified community projects.
- **Housing & Urban Development (HUD) Programs** — HUD provides a variety of federal funding programs for qualified community projects.



# DOWNTOWN SPOKANE UNIVERSITY DISTRICT

- COMMUNITY COLLEGES OF SPOKANE
- MAIN AVE. AND DIVISION ST. VICINITY
- GONZAGA UNIVERSITY
- DIVISION ST. AND RUBY ST. COUPLET
- RIVERPOINT CAMPUS: WSU AND EWU
- HAMILTON ST. CORRIDOR
- WHITWORTH UNIVERSITY
- SHERMAN ST. AND SPRAGUE AVE. VICINITY
- DIVISION ST. AND THIRD AVE. VICINITY
- INNOVATE WASHINGTON
- FUTURE BIKE AND PEDESTRIAN BRIDGE
- SPOKANE UNIVERSITY DISTRICT BORDER



**Medical District**



## RIVERPOINT CAMPUS - WSU SPOKANE, EWU SPOKANE, WHITWORTH DOWNTOWN

Riverpoint campus, situated on the banks of the Spokane River, is home to Washington State University Spokane, Eastern Washington University Spokane, Whitworth in the UD and the administrative offices for the Community Colleges of Spokane. While these collaborating institutions cover a wide variety of academic programs, Biomedical and Health Sciences are the primary focus. The state legislature recently awarded the WSU Spokane campus \$76 million to construct a Pharmaceutical & Biomedical Health Science facility to house a full medical education program. That initiative will facilitate a \$2.1B annual economic impact for the region.

- **Development Priority: Institutional—Life Sciences**



## GONZAGA UNIVERSITY

Gonzaga University's historic campus sits just north of the Riverpoint Campus along the north bank of the Spokane River. Established in 1887, Gonzaga just celebrated its 125th Anniversary. Highly successful in both its academic and athletic performances, Gonzaga University has brought national attention to Spokane and the University District. The campus continues to grow, having recently invested \$6 million in an indoor tennis and golf center, \$14 million in a retail and parking facility, and plans to invest an additional \$60 million in a new University Center.

- **Development Priority: Institutional**



## MAIN AVENUE & DIVISION STREET VICINITY

The intersection of Main Avenue and Division Street is the key intersection that connects the University District to Downtown Spokane. Linking the two activity centers, this area is planned to have true multi-modal connectivity and accommodate a creative mix of infill housing, commercial retail, as well as a thriving night life with restaurants, bars and other neighborhood amenities. East of Division Street, Main Avenue terminates at the Riverpoint Campus and is suitable for institutional and life science development.

- **Development Priority: Institutional—Life Sciences; Mixed Use Housing/Retail**

## SHERMAN STREET & SPRAGUE AVENUE VICINITY

Sherman Street provides a critical connection to the medical community situated along Spokane's South Hill. With nearly a quarter of Spokane's workforce employed by the medical industry and rapidly diminishing opportunities to expand within the medical district, this area is already serving as a landing pad to an overflow of medical industry clinics and office spaces. The Riverpoint Campus sits just a few hundred feet north of this intersection and will be connected by an iconic bicycle and pedestrian bridge making it a prime location for mixed-use housing between two regional economic engines.

- **Development Priority: Life Sciences; Mixed-Use Housing/Retail**

## DIVISION STREET & RUBY COUPLET

This commercial couplet is the gateway to Downtown Spokane and the University District from the north. It sits directly west of the Gonzaga University campus and is connected via trails and pedestrian walkways. With more than 400 student residents living in Gonzaga's Kennedy Apartments at the corner of Ruby and Sharp Avenue, and over 50,000 vehicles passing through the couplet each day, there is significant commercial development opportunity.

- **Development Priority: Mixed-Use; Commercial**

## DIVISION STREET & 3RD AVENUE

This area is one of the principal gateways to the City and provides the first glimpse of Downtown Spokane and the University District. Division Street is being considered for significant public improvements in streetscape, gateway features and wayfinding signage. These improvements will highlight the convenient access to commercial activity in downtown, the academic campuses of the University District, as well as the medical district on Spokane's South Hill.

- **Development Priority: Commercial**



## ORGANIZATIONAL FUNDING & DEVELOPMENT

Funding for Spokane's University District is provided via contributions from numerous local stakeholders committed to the future of the community. The Board has continually sought out additional financial contributors and will continue to do so as a means to maintain the progress being made in the University District. If you or your company would like to join this list of contributors, please contact Brandon Rapez-Betty, University District Project Manager at [BRapez-Betty@DowntownSpokane.net](mailto:BRapez-Betty@DowntownSpokane.net).

## HAMILTON CORRIDOR

This stretch of Hamilton through the University District has multiple connections and amenities: freeway access to I-90, recreation along Spokane's Centennial Trail and the Spokane River, restaurants, coffee shops, night life, and all of it located along the eastern edge of the Gonzaga University campus. Gonzaga University recently constructed a \$14 million retail and parking facility that will continue to add to the mixed-use vibrancy along the corridor.

- **Development Priority: Mixed-Use Retail/Housing**



In addition to stakeholder contributions, the Board continues to explore opportunities for sustained revenues that will fund administration, operations and future investments in the University District. Those options could include:

- University District Parking Revenue
- Property Acquisition and Management
- State & Federal Grant Programs
- Future Property & Sales Tax Increments
- Philanthropic Endeavors



## ACADEMIC PROFILE

**Eastern Washington University:** EWU Spokane Spokane's mission is to conveniently serve working professionals, support the regional economy through applied research, partnerships and internships and produce graduates ready to fill high-demand health care and business positions. The Riverpoint Campus is home to Eastern's College of Business and Public Administration, which includes the MBA Program and the new Master of Public Health (MPH). Many of Eastern's health sciences programs area also offered in the University District, including dental hygiene, communication disorders, occupational therapy and a doctorate in physical therapy.

**Gonzaga University:** GU provides education to more than 7,800 students, and is routinely recognized among the West's best comprehensive regional universities. Gonzaga offers 75 undergraduate fields of study, 26 master's degrees, and doctoral-level degrees in leadership studies, nursing practice, and law. The historic campus is growing, with the new \$14 million Boone Avenue Retail Center and \$6 million Tennis and Golf facility. The \$60 million John J. Hemmingson University Center is currently under construction. GU's intellectual community fuels the region's prosperity, generating leaders in business, politics, law, education, engineering, the arts and non-profit sectors, along with hundreds of interns and research assistants. Gonzaga's top-25 men's basketball team brings national attention to Spokane, and women's basketball boasts some of the highest attendance in the country.

**Washington State University Spokane:** WSU Spokane serves as WSU's health sciences campus, educating physicians, nurses, pharmacists and other health professionals. It is the home of a growing research enterprise and a full four years of medical education, the only site in the University of Washington's five-state medical school service area, other than Seattle, to do so. These initiatives, as well as the recent consolidation of the WSU College of Pharmacy on the Spokane campus, the strong College of Nursing which prepares the most bachelor of science-trained nurses in the state, completion of a \$78 million Pharmaceutical and Biomedical Sciences Building, and the allied health programs offered on the campus by Eastern Washington University, are estimated to contribute just under \$350 million annually to the regional economy.

**Whitworth University:** Whitworth's School of Continuing Studies provides a variety of highly regarded evening, accelerated-format degree options structured for the working adult. Bachelor degrees are offered in Organizational Management, Criminal Justice Administration, Management and Accounting, and Liberal Studies in Social Services, Program Management, and Humanities. Advanced degree offerings include an evening, accelerated-format Master of Business Administration.

## DEVELOPMENT STRATEGY

### POSITIONING & IMPLEMENTATION ELEMENTS

- Vision, goals and objectives for the District
- Indicators, including historic, current, and goal values
- Development positioning assessment – opportunities
  - Create a implementation structure and clear actionable tasks
- Evaluate University District plans to identify Priority Projects
  - Assess for catalytic impact
  - Leverage the research and innovation assets of the University District for development
  - Determine opportunities for short-term projects and feasibility for immediate implementation: 3-5 years
- Identify Potential Development Partners and Funding Sources
- Identification of strategic opportunity sites and properties
  - Acquisition & site assembly program
- Create communication tools for local, state, federal, institutional, and private sector partner involvement
- Development Master Planning and Redevelopment Phasing
- Applicable *and desirable* City Comprehensive Plan policies (land use, zoning, utilities, roads, critical areas, brownfields, certified sites, aquifer protection area)

### FUNDING AND FINANCIAL ELEMENTS

- Create Funding "Sources and Uses" matrix/ program
- Direct redevelopment financial partnerships
- Public (state/ federal) funding opportunities
- Financial and Regulatory Incentives
  - Certified Sites program, sites pre-approved by banks for financing, Community Empowerment Zone, etc.
- Foundation and philanthropic partnerships

### CAPITAL PROJECTS – UDRA IDENTIFIED PROJECTS

- Infrastructure (transportation & utilities) projects
- Prioritization of capital improvements within the focus area (forwarded to the City's CIP)

## ROLES AND RESPONSIBILITIES

### UNIVERSITY DISTRICT PUBLIC DEVELOPMENT AUTHORITY

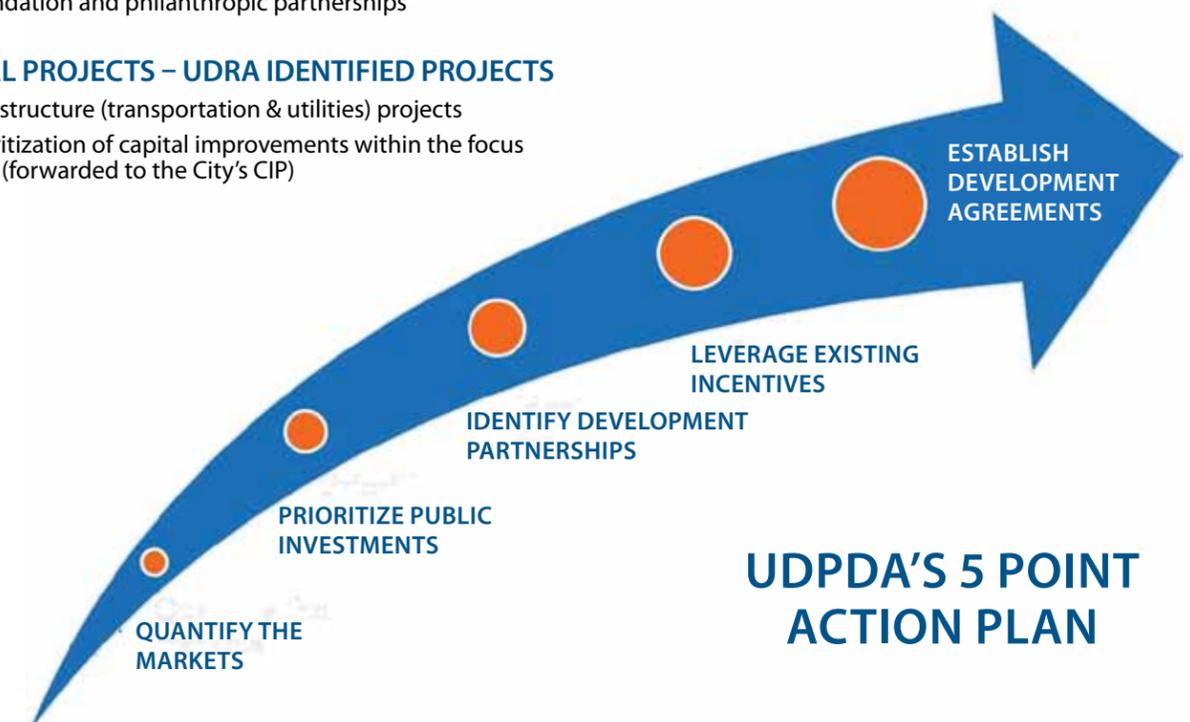
- "Placemaking"
- Site acquisition/ assembly
- Flex-space/ facility development
- Connectivity
- Sequencing of UDRA- eligible and other public improvements
- Engagement of the real estate development community
- Negotiating and executing development agreements

### UNIVERSITY DISTRICT DEVELOPMENT ASSOCIATION

- Maintain the integrity of the University District Strategic Master Plan
- Establish philanthropic presence for project funding
- Provide marketing and promotion of the University District brand
- Celebrate important milestones and successful projects within the area

### CITY OF SPOKANE

- Leadership and collaboration for Planning and Development
- Collect tax increment revenues in the UDRA
- Council approval on significant action involving public funding



## BOARD OF DIRECTORS

Rodolfo Arévalo, *Eastern Washington University*  
Barry Baker, *Baker Construction*  
Lisa Brown, *Washington State University Spokane*  
Scott Chesney, *City of Spokane*  
Jason Clark, *2nd Harvest*  
Mayor David Condon, *City of Spokane*  
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Thayne McCulloh, *Gonzaga University*  
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Steve Salvatori, *Spokane City Council*  
Beck Taylor, *Whitworth University*  
Steve Trabun, *Avista*  
Kim Zentz, *Innovate Washington*

## UNIVERSITY DISTRICT SUPPORTERS

Asuris Northwest Health  
Avista  
Baker Construction  
City of Spokane  
Community Colleges of Spokane  
Desautel Hege Communications  
Downtown Spokane Partnership  
Eastern Washington University  
Gonzaga University  
Greater Spokane Incorporated  
INHS  
Innovate Washington  
Kiemle & Hagood  
McKinstry  
STCU  
Spokane Transit Authority  
Washington State University  
Whitworth University



**Brandon Rapez-Betty, *University District Project Manager***  
Tel: 509.456.0580 ext 106 • Fax: 509.747.3127  
E-mail: [brapez-betty@downtownspokane.net](mailto:brapez-betty@downtownspokane.net)  
211 N Wall Street, Suite 300 • Spokane, WA 99201  
[SpokaneUniversityDistrict.com](http://SpokaneUniversityDistrict.com)