

7/21/2010



(Bemiss, Hillyard and Whitman Neighborhoods)

**Report and Final Proposals
From the 2009-2010
Neighborhood Planning Activities**

Date:
July 18, 2010

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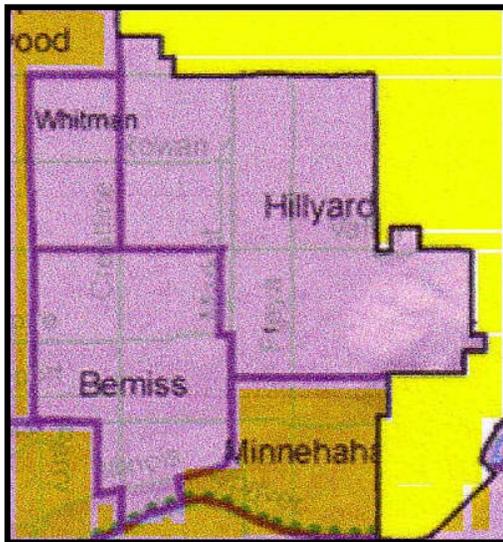
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Preface: Planning for the NE Neighborhoods' Future

Greater Hillyard's records are incomplete, but history tells us neighbors have planned together in the three GHNEPA neighborhoods since the mid-1920s, at least. Recent neighborhood planning history includes documents from 1988, 1992, and the Centers & Corridors study completed in 2002. Planning gains have been modest in Bemiss, Hillyard and Whitman, some of Washington's lowest income neighborhoods.

City Council in 2008 restored \$500,000 for neighborhood planning funding. In a process involving the Community Assembly, City Administration and the City Council, today's neighborhood planning process came into being.

- The 27 neighborhoods each get its "fair share" of about \$20,000 to do planning.
- Six neighborhoods would proceed with planning at a time, so as not to overload City Planning resources. This cautious schedule was to provide benchmarks and "lessons learned" for successive neighborhoods.
- Neighborhoods could choose either "Project" planning (around specific projects) or "Strategic" Planning (long range statements of objectives and goals).
- "Greater Hillyard" volunteered to be one of the pioneering groups, since resource volunteers with significant personal experience with the Centers & Corridors planning effort remained in the community.



Greater Hillyard-Northeast Planning Alliance (GHNEPA)

Bemiss, Hillyard and Whitman neighborhoods of NE Spokane joined together as "Greater Hillyard" to take advantage of existing organizations, and to address the area's common location, culture, history, problems & economy. They called their new organization the "Greater Hillyard-Northeast Planning Alliance," or GHNEPA. (Pronounced "GaNEpa".)

Beginning in 2009, GHNEPA set out to

- Best use the three neighborhoods' experience and planning resources
- Gather stakeholders' inputs from the widest range of interested citizens possible
- Provide quality analysis of the inputs and data gathered
- Establish means to
 - produce solid recommendations for goals,
 - track their future progress, and
 - assure goal achievement.

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First, GHNEPA sought experienced help. Professor Larry Davis from EWU's Business and Public Administration Department was a proven and trusted resource who had already been working with others in developing strategic background studies in the NE neighborhoods. GHNEPA members asked Professor Davis to lead a team of graduate students with his own extensive planning expertise, to develop a high-quality planning effort and related products. GHNEPA sought and got a contract through the City with EWU for this project.

Second, GHNEPA organized itself. Thanks to support from the three neighborhood councils, the Greater Hillyard Business Association and (especially) the Hillyard CD Steering Committee, enthusiasm and community support built quickly.



GHNEPA's Logo

Other partners included the Spokane Regional Health District, the Agnes Kehoe Progressive Alliance, the Greater Morgan Acres Neighborhood Association, the Spokane Housing Authority, the Hillyard VFW, and a number of other area churches and volunteer organizations.

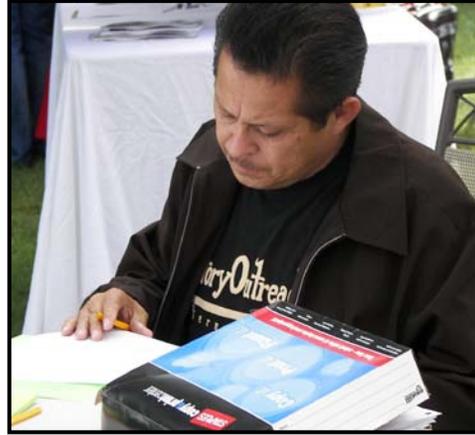
Third came GHNEPA's public meetings, inviting all sources of potential stakeholders to participate. Every month between April and September 2009 featured GHNEPA's own community meetings, plus GHNEPA exhibits and participation in every community event, including the June 2009 Chalk Art Walk, Block Watch meetings in July, August's Hillyard Hi-Jinks Parade and Festival and the first Regional Hispanic Festival held in Hillyard in September. GHNEPA's publicity surrounded each event including numerous press releases in both print and (through GHNEPA-produced Public Service Announcements) broadcast media.



Chalk Art Walk, 2009: Theme was "The Future of Hillyard." This artist's draft was one of the last sidewalk entries created on the antique Hillyard Historic District sidewalks before the Market Street Reconstruction project tore them out for replacement.

Results were many and –for the most part—very high quality. Recommendations seldom took the form of “complaints,” but instead offered concrete ideas about how to improve the subject that stakeholder had in mind.

- **Anonymous surveys** were tallied by skilled employees at the Spokane Regional Health District, who also helped to produce the survey and helped us to objectively assess the surveys’ results. Over 1000 surveys returned provided greater than 12000 specific responses that were analyzed at several levels for content and source.



Survey volunteer uses a golfer’s pencil to fill out his copy of the GHNEPA survey. Results were tallied several different ways.



Survey inputs analyzed with a GPS computer program in this graphic study by WSU Professor Kerry Brooks showed the “walking distance to service providers” value to future employers for a pedestrian bridge across the North Spokane Corridor. It answers the question: “How far is it reasonable for future employees to walk to work?”

- **Other forms of input** included “sticky note” pads on topical boards at community events, the results of Block Watch and other community and school

meetings, and any other direct contributions GHNEPA teams could get from members of the community. More than 1500 of these informal, specific entries were analyzed for content by Graduate and senior students of the EWU team. The students found a clear set of observation categories. GHNEPA selected these ten “Strategy Areas” for action:

1. **Public Areas for Community & Family Activities**
2. **Improved Housing & Commercial Buildings**
3. **Cleaning & Greening the Neighborhoods**
4. **Public Safety** Improvements
5. **Business Development**
6. **Transportation & Infrastructure**
7. **Changing the Image**
8. Expanding **Educational Opportunities**
9. Extending **Services & Church Involvement**
10. More **Effective Community Organization**

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STAKEHOLDER OPINIONS: THE BASIS FOR STRATEGY TEAMS' EFFORTS

The first seven Strategy areas became the focus of selected teams, made up from GHNEPA members and other area volunteers. Their task was to consider *every single stakeholder comment*, using each as guides to recommend either specific projects, or new processes for future community action.

In Strategy Five and Strategy Six, limited input from portions of the business/economic community left these recommendation areas incomplete. This gap generated a meeting of property and business owners, hosted by Mayor Mary Verner. Their purpose: to establish means to improve both infrastructure and facilities for the economic redevelopment of East Hillyard, the developing industrial area. In these Strategy Areas, as in most others, efforts in the community are not waiting for a published plan to start actions. The Mayor's meeting kicked off a series of meetings that may soon lead to a funding mechanism for physical improvements in the East Hillyard industrial area.

Recommendations in Strategy Areas 8, 9, and 10 were assessed by the combined membership of GHNEPA, because of their more general impact on all other Strategy Areas, and on the community as a whole. Recommendations in these Strategies are based on the continuation of GHNEPA's efforts to unify the community. Strategy 10, for example, specifically proposes a formal organization that will focus future efforts in Greater Hillyard toward achieving the community's stated goals and objectives.

This has been an eventful time for the volunteers in the NE Neighborhoods who founded, then made GHNEPA's work a reality. The changes proposed here depend of course on the continuing effort by these same dedicated people, working with the community's stakeholders. For the first time in decades, Greater Hillyard has a comprehensive definition for a vastly improved future. All of us volunteers look forward to developing the details to achieve this vision.



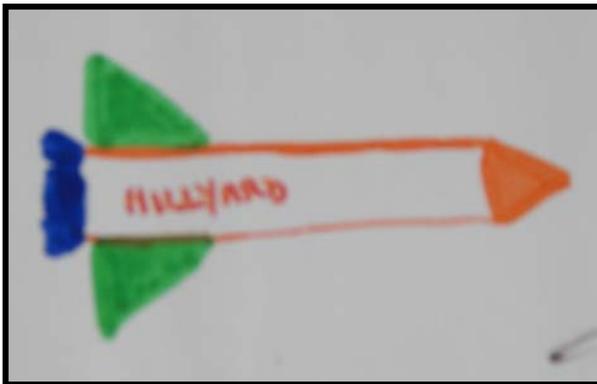
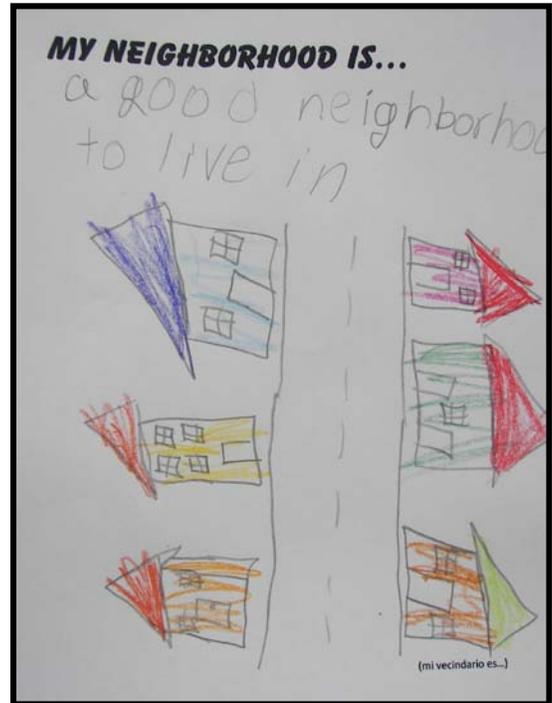
**Chalk Art Walk 2009
contestant, with his entry,
“The Hillyard
Neighborhood Where I
Want to Live.”**

GHNEPA's signs popped up at every community event during 2009, with staff from the team to collect survey results or "sticky-note" inputs from any & all stakeholders.

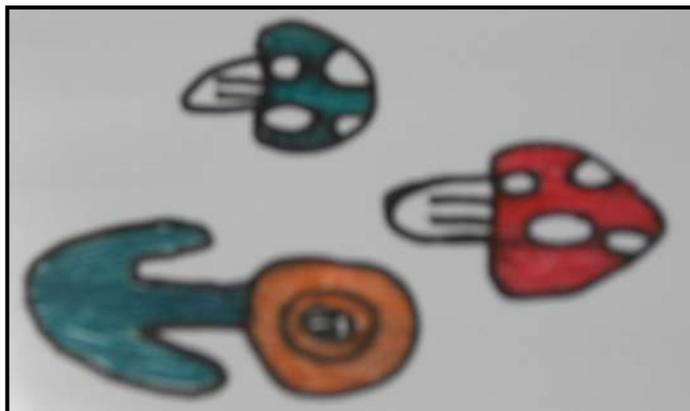


**GHNEPA asked dozens of kids to finish the question:
"My Neighborhood is..."**

Here one young man said at the 2009 Hispanic Festival, ..."a good neighborhood to live in."



Another youngster depicted the future of Hillyard with a space theme,



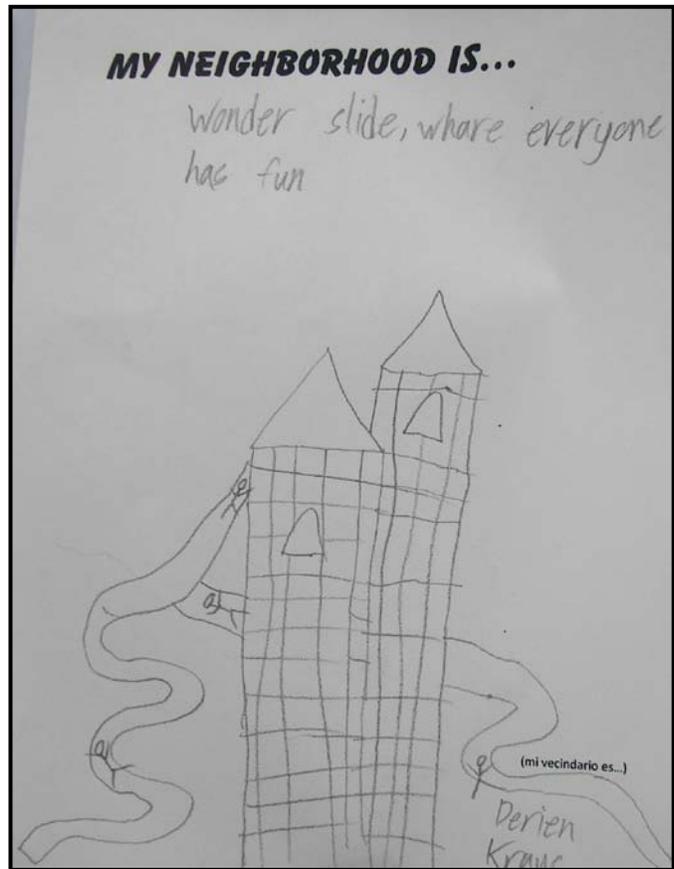
...and one wanted a neighborhood that "Wins prizes, just like in [a favorite video] game."

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Another new friend at the Hispanic Festival told us that the ideal neighborhood would be like a “Wonder Slide, where everyone has fun!”

Respectfully Submitted,

J.R. Sloan,
Manager, GHNEPA



Strategy 1: Improving Parks and Trails

Goal: To develop and improve parks and trails making them useful and safe for community and family gatherings and activities.

1.1 Objective: Gatherings for strengthened sense of community.

Actions:

1.1.1. Develop a series of community-wide events in the parks; create ways to get to know neighbors including a neighborhood concert series and neighborhood picnics/ potlucks

1.1.2. Family safe parks- organize residents around a campaign to make the neighborhood parks safe for children and families both day and night. (Strategy 4).

1.1.3. Do information sessions on resources and services available to neighborhoods and its citizens.

1.1.4. Assistance from such sources as civic organizations, parks dept. police, steering committee, churches, seed money sources, etc. (strategy 7, strategy 10)

1.2 Objective: Increase awareness and attendance of neighborhood events. (Strategy 7, Strategy 10)

Actions:

1.2.1. Encourage neighborhood networking sources and reactivate such programs as block watch that encourage community togetherness (i.e. block watch, emergency management programs, McGruff House etc.) (Strategy 4).

1.2.2. Make use of both currently in place web sites and networking sites to create a system of resources and people such as a commercially-viable or self-supporting newsletter (i.e., the Hobo Newsletter) available in electronic and print format.

1.2.3. Find a "home" for local P.R. and while GHBA has an existing system that works find a way to make this sustainable.

1.2.4. Take advantage of school publications and newsletters to promote neighborhood events.

Have TV/ radio public service announcements for free activities especially for youth

1.2.5. Have an annual meeting of organizations and churches to encourage partnering. (see Strategy 10)

1.2.6. Create a neighborhood directory of businesses and organizations. Provide public instructions as to what and how to use businesses and resources available.

1.3 Objective: Improve parks and paths and increase their use.

Actions:

1.3.1. Neighborhood Stewardship of neighborhood parks. Neighborhoods allowed the initiative to clean up and maintain parks in their area, rather than wait for city to do it.

1.3.2. Potentially use CDBG funds to manage and maintain parks. *Create accountability system from parks to neighborhoods.

1.3.3. Have a coloring or art contest to involve youth in stating their needs and wants in regard to park planning. Involving youth will help create ownership. Promote special awards to those designs that allow for accessibility for elderly and disabled.

1.3.4. Plan and develop infrastructure in parks to include amphitheatre and electricity

1.3.5. Link parks and community gardens by walking paths with signage

1.4 Objective: Use school buildings and grounds for events

Actions:

1.4.1. Obtain assistance from schools for some of the above events.

1.4.2. Coordinate with students regarding projects for input and assistance.

1.4.3. Request that schools allowed participation as part of student required service projects.

1.4.4. Request use of school facilities as back up spot for community events in case of bad weather.

Strategy 2: Improved Housing & Commercial Buildings

Goal for Residential Housing: To support efforts to upgrade the quality of housing stock throughout Hillyard's residential environments, encouraging current residents to participate in programs to improve their homes and surrounding properties, creating more opportunities for current and future residents to cooperate in continuing to develop a more vibrant community and in promoting Hillyard's housing market as a good investment.

2.1 Objective: Improve Maintenance, Upkeep, New Improvements and Values of Residences

Actions

2.1.1 GHBA Economic Development Committee and the GHBA Education/Training and Research Committee develop the following projects & processes:

2.1.1.1. Lists of types of products and services needed for home maintenance;

2.1.1.1.1. Identify gaps in local providers or types of products (project)

2.1.1.1.2. Identify and recruit separate business operations to supply them; (process)

2.1.1.1.3. Help market these businesses in a concerted community effort (process)

- 2.1.1.2. Identify local needs for, and encourage development of local sustainable, "green" businesses. (Project, leading to ongoing process)
- 2.1.1.3. Confer with Skills Center construction trades educators to:
 - 2.1.1.3.1. Explore current curriculum, (project) and
 - 2.1.1.3.2. Propose additions to recruit, train and assist young adults to become employed in neighborhood green businesses (project, leading to ongoing process)
- 2.1.1.4. Encourage the Skills Center and other relevant agencies to develop training projects that would accomplish actual building improvements in the community (ongoing process)
- 2.1.1.5. Identify federal, state and local programs (project) that:
 - provide residents:
 - 2.1.1.5.1. Maintenance assistance in the forms of local grants or services,
 - 2.1.1.5.2. Low interest loans,
 - 2.1.1.5.3. Rebates on equipment and services and /or lowered energy bills, and
- 2.1.1.6. Regularly disseminate information on the above to residents (process)

2.1.2 Support and enforce community appearance and pride by

- 2.1.2.1. Developing a data base of residential (and commercial?) buildings (project, leading to recurring process) described by
 - 2.1.2.1.1. address, property owner,
 - 2.1.2.1.2. outward appearance/condition of buildings
- 2.1.2.2. Working with the C.O.P.S. shop (and City Code Enforcement Branch of Neighborhood Services Office) (process) to:
 - 2.1.2.2.1. Aid in enforcing notification of landlords when police are called to their properties.
 - 2.1.2.2.2. Help identify landlords using publicly-available tax rolls
 - 2.1.2.2.3. Keep a 'quick list' current to quickly identify repeat offenses

2.1.3. The GHNEPA Image Committee arrange for design and printing of:
(recurring process)

- 2.1.3.1. Brochures with graphics, statistics and general information about the Greater Hillyard community that make its housing market a good investment
- 2.1.3.2. Establish criteria and institute an annual recognition program for residents improving and maintaining their properties, providing:
 - 2.1.3.2.1. Certificates of commendation for achievements under the criteria/guidelines, and
 - 2.1.3.2.2. Gift certificates for outstanding achievements of related supplies.

Goal for Commercial and Businesses Buildings: To promote the upkeep, improvement, compatibility, and renovation of commercial buildings in the area consistent with district identity and expansion of design coordinated commercial development.

2.2 Objective: To improve maintenance, upkeep, new improvements and to increase Values of commercial structures in the GHNEPA area.

Actions:

2.2.1. Neighborhood Councils separately and/or jointly develop a structure to effectively work with the Departments of Planning, Building, and Neighborhood Business Centers in improving the commercial properties in the area.

2.2.2. Neighborhood Councils develop building and zoning standards subcommittees to assist in the City-mandated reviews of new construction projects to include (precedent City Code 17G.040.020):

2.2.2.1. extended terms of service to justify City training for subcommittee members,

2.2.2.2. local review criteria for design and use by the review subcommittees, and

2.2.2.3. mandatory completion of subcommittee recommendations for City consideration.

2.2.3. Neighborhood Councils to work with City departments to achieve the status of a "Main Street" program in order to qualify for the additional federal funding.

2.2.4. Encourage all neighborhood organizations to expand district wide participation among firms in the GHNEPA neighborhoods to establish commercial branding and consistent area development.

Strategy 3: Clean and Green GHNEPA Neighborhoods

Goal: To clean up and then green up the neighborhoods making them more appealing and healthier for residents.

3.1 Objective: To implement cleaning and greening projects and processes that are currently workable and important.

Actions:

3.1.1. Continue and expand the popular and effective Spring Clean-up Campaign in the Hillyard, Whitman and Bemiss neighborhoods.

3.1.2. Pursue Graffiti Education, developing and using a widespread program through organizations reaching individuals in the neighborhoods. This is an area-wide as well as a neighborhood problem, so many groups will have to work together to eliminate the tags as well as the causes.

3.1.3. Neighborhood Councils should partner with City of Spokane on code enforcement regarding abandoned vehicles and unsightly lots and yards.

3.1.4. Establish and expand Community Food Gardens. The popular

Rypien Field program managed by the NE Community Center has expanded to a second, the Pumphouse Garden at Crestline and Hoffman. Using this expertise and other available city assets, create an organization to create and support more community garden programs.

3.1.5. Establish and support a plant exchange and free seedlings program for the GHNEPA neighborhoods. Many people and businesses have excess plants particularly early in the year. They could help residents and businesses fill flower beds, yards and possibly vacant lots with flowers rather than weeds.

3.1.6. Neighborhood Councils should work with City departments and grassroots neighborhood groups to eliminate noxious weeds in Hillyard. Many areas around the neighborhoods have noxious and nuisance weeds that are not only unattractive but costly. In addition to expense of removing weeds is the concern of pollution from chemical weed killers used both privately and commercially, that would not be needed if weed-elimination steps are established.

3.2. Objective: To leverage the benefits to the community to achieve broader objectives by teaming with other community efforts to improve the community's appearance and health status.

Actions:

3.2.1 Cleanup campaign. This popular program is working well. We can increase its impact by combining with Team 4 – Public Safety improvement and Team 7- Changing the Image

3.2.2 Graffiti Education. Teams 4 (Public Safety) and 7 (Image Improvement) could partner with us in this effort. One team has made some strides already. In addition, this program could be emphasized at block level if emphasized through the rejuvenation of the COPS Block Watch Program.

3.2.3. Code enforcement. We could work with team 7 (Image Improvement) and the City on this item.

3.2.4. Community Gardens. This continuing project seems to be working well. Support through the neighborhood councils and other community organizations should be continued and emphasized where possible. We would encourage recruiting or forming gardening clubs or similar in the area (3.2.5.).

3.2.5. Plant exchange. There has been a lot of local interest in this item. Several sources have been recommended to help including Fresh Abundance, an organization we hope to coordinate with to develop a flea market to include information tables to help residents in the neighborhood plant and care for their gardens.

3.2.6. Eliminating noxious weeds. Spokane County has a board that addresses this issue. Weeds in general in vacant lots and elsewhere are a significant problem; Team 2- Improved housing and commercial buildings and Team 7 seem like logical interest groups to include in this item.

Strategy 4: Public Safety

Goal: To promote safety in the neighborhoods. The basics of a safe neighborhood are already in place with the police and fire departments. The main disconnect is educating the people in the neighborhoods of how to get the most from what is available and how to improve in the areas that are not already in place.

Objectives: To identify and recommend means to improve Public Safety in the GHNEPA Neighborhoods.

4.1 Objective: To advocate precinct policing for following: Community-Oriented policing (COPS) Stations is a highly desired form of policing. This was in the works in 2009 but was cut short by budget constraints. The people today have no idea of who will show up when they call 911.

Actions

4.1.1 Drug dealing is rampant in some of the parks at night. Officers should check parks during normal driving with their spot lights during hours of darkness. Consider the possibility of:

4.1.1.1. Closing parks after a set hour, or

4.1.1.2. Adjusting watering times to evening hours, to discourage park use late at night

4.1.2. Educate the public about why things like record keeping of events is important to stopping further events from happening. Educate the public that they need to take their neighborhoods back.

4.1.3. A criminal rehabilitation and mentoring program to reduce reoccurrence of criminal activity should be considered by neighborhoods.

4.1.4. *Increase Block Watch participation.* We join other strategy committees in making this one of the highest community priorities.

4.2. Objective: To create a crime free environment.

Actions

4.2.1. Add lighting to the parks. Hillyard has used the low wattage LED lights in downtown; these lights could be moved to some of the parks like Kehoe and Harmon Sharply parks. Others parks could be added later as more money becomes available.

4.2.2. Have more activities in the parks such as; Artists, Vendors and Musicians in the park being able to charge for their services or ask for donations. Try to create "Lawyer in the Park" as happens in Riverfront park.

4.2.3. Have the shop keepers stay open longer to keep more eyes on the street to reduce criminal activity.

4.3. Objective: To support existing Fire and Emergency Services. We received no stakeholder inputs for specific improvements to fire and emergency services which apparently reflects satisfaction with these services. However fire station manning at a bare minimum needs to be improved. Community

organizations can support this by informing their memberships about these programs and by forging partnerships where possible.

4.4. Objective: To Advocate for Adults as Stewards of Children.

Actions

4.4.1. Make more availability for kids to talk 1 to 1 with police officers. This is normally accomplished at school but maybe there can be an alternate program set up such as Chalk Art Walk, the Hispanic Festival and Hillyard Festival.

4.4.2. Have an officer ride on different school bus routes so the kids get to feel comfortable around them.

4.4.3. Improve community awareness by promoting an “officers on bikes” program in the summertime.

4.4.4. Make more Safe Houses in the neighborhood which would work with the Project Safe Place program.

4.5. Objective: To enhance Public Health efforts in the area.

Actions

4.5.1. Minor emergency clinic in a central area_Stakeholders identified this need, recommending working with regional health care systems to promote and establish such a facility.

4.5.2. Improve food quality and security in our neighborhoods. GHNEPA discussions in this and other strategy committees identified general issue with poor or inadequate nutrition and potential food shortages as a real concern for low income neighborhoods. Recommend the new planning organizations work with regional health agencies to promote nutrition education, food production, food preservation and food economics practices in the community.

4.5.3. Neighborhood sanitation is a basic issue, identified from GHNEPA members' observations and stakeholder input, specifically garbage and vermin control. Recommend the new planning organizations (Strategy 10) work with regional health agencies to address these problems as part of neighborhood improvements recommended by other strategy committees.

4.6. Other Stakeholder Comments for Long Term Planning. Our strategy team did not have the experience to propose solutions to all of the public safety suggestions offered by stakeholders. However Strategy Team 10 proposes a community planning organization and process to address these longer term propositions. We offer the following stakeholder comments as priority topics for this organization to work with city agencies.

4.6.1.Safe, user friendly parks, to include provisions for

4.6.1.1. Public safety patrols,

4.6.1.2. Additional lighting for at least Kehoe and Sharpley-Harmon parks (especially the skate board facility).

4.6.1.3. Include in this discussion watering policy to facilitate day use and discourage illegal night uses of parks.

4.6.2. Ridding neighborhoods of drugs, drug dealers, drunks and hard core criminals is a high neighborhood priority, according to stakeholders. There are economic, cultural and health components contributing to an overall illegal situation. Priority must be placed on future neighborhood interaction with appropriate agencies to resolve this complex problem.

4.6.3. Stakeholder comments reflect that they do not feel safe in their homes or neighborhood. In part this stems from a relatively high incidence of crime; but another part appears to be perceptual.

4.6.3.1. Recommend a return to community based policing as soon as possible (see recommendations at 4.1 above),

4.6.3.2. Include security components in improved community communications and activities. Neighborhoods need opportunities to actively participate in security issues.

4.6.3.3. Stakeholders identified noise violations (boom boxes, parties and loud auto stereo systems) as irritations and that non-enforcement contributes to the sense of a lack of public safety. The neighborhood needs to work with Code Enforcement and the police department to change this perception.

Strategy 5. Business & Job Development

Goal: To promote, develop, and recruit retail, commercial, and industrial businesses in the Greater Hillyard-Northeast Spokane Area that serve residents and attract customers from outside the area in order to create new business and job opportunities resulting in increased wealth for the entire community.

5.1. Objective: To promote, develop, and recruit retail businesses in the GHNEPA area.

Actions

5.1.1. Perform a marketing study based on gaps between needed and provided: products and experienced/skilled workers to identify businesses that fit the needs illustrated below. [Project, ongoing process]

5.1.2. Recruit/develop retail businesses: [Process]

5.1.2.1. To take advantage of existing markets (i.e. items people go out of Hillyard to shop for). The City has information about these potential markets. They could also potentially supplement existing businesses that would serve as "meeting places;" coffee shops, cafes or eateries.

5.1.2.2. Get people to linger in the neighborhood and provide meeting space for community groups.

5.1.2.3. Take advantage of other market demands (from outside Hillyard) and bring them to Hillyard.

5.1.3. Within the Historic Hillyard Business District:

5.1.3.1. Create a taxing / funding mechanism (BID, TIF, etc.) to support paying for lighting, maintenance, security, etc.

5.1.3.2. Develop consensus agreement on visual design standards (facades, signage, etc.) to “brand” the neighborhood business district. [Project]

5.1.3.3. Encourage owners to keep businesses open later [Process], Increase parking. Explore angled street parking, Greene St. parking, municipally owned land reserved for parking, etc. [Project(s)]

5.1.4. Utilize grassroots/localized/guerilla marketing to promote neighborhood businesses. (i.e. Hobo Bulletin, Social Networks, text messaging, etc.) [Project, ongoing process]

5.1.5. Develop residential/mixed use condos; employee housing. [Project] (Link: Strategy 2)

5.1.6. Create small neighborhood retail center on Beacon Hill (after development build out). [Project]

5.2. Objective: To promote, develop, and recruit Commercial/Services businesses in the GHNEPA area (Professional, Residential, Business to Business, etc.).

Actions

5.2.1 Perform a business opportunity and leakage business study based on gaps between needed and provided goods & services for the NE areas of Spokane that can be satisfied in NE Spokane neighborhoods. [Project, ongoing process]

5.2.2 Recruit/develop commercial/service businesses: [Process]

To take advantage of existing markets (i.e. products/services people go out of Hillyard for).

To meet other market demands (from outside Hillyard) and bring them to Hillyard.

Services that will be required as our neighborhood develops; encourage/support development with associated services.

Utilizing commercial condo business spaces.

5.2.3 Further develop existing internet service infrastructure. Pool businesses to maximize value. Explore FM repeater and Wi-Fi. [Project] (Link: Strategies 6 & 7)

5.2.4 Recruit/develop a lodging/multipurpose center (e.g. Hilton Garden Inn) with hotel/motel rooms and multipurpose facilities for meetings, events, etc. to serve truckers/travelers and businesses who need overnight and meeting facilities. Locate adjacent to NSC at Wellesley or Francis. [Project]

5.3. Objective: To promote, develop, and recruit Industrial/Manufacturing in the GHNEPA area, particularly in the East Hillyard industrial zone.

Actions

5.3.1. Create a Master Plan (via economic development planning) for East Hillyard's Industrial Park (HIP) including: [Long term project, ongoing process]

5.3.1.1. Tax funding mechanism (BID/TIF, etc.). Hire a professional, qualified staff person to specifically manage HIP Tax Funding Organization.

5.3.1.2. Infrastructure improvements (Link: Strategy 6): power, roads, transportation mode transfer points, communications, water, sewer, walkability, etc.

5.3.1.3. Branding: focus (e.g., "green" and/or jobs-producing, primary industry or intermediate go-betweens, manufacture or distribution or marketing), design elements & standards needed/desirable in an industrial area, signage, etc.

5.3.1.4. Marketing: existing businesses and opportunities for new businesses/transplants, advantages (tax deferments, HUB Zone, etc.), etc.

5.3.1.5. Integrate inventory of available and needed resources/raw materials below.

5.3.2. Identify/Inventory available and needed resources and/or raw materials readily available to Hillyard industry. [Project, ongoing process, part of master plan]

5.3.3. Recruit & Develop: New manufacturing businesses, businesses identified by the master plan and needs study and businesses that support manufacturing (transportation, raw materials, infrastructure, distribution, marketing, etc.) [Processes]

5.3.4. Establish the Manufacturing Development Center (MDC). MDC would include light manufacturing incubator, skills training, product development center, manufacturing process and management development, commercialization support to develop companies and skilled workers for the HIP. Mann Hall would be the preferable location, but the properties across Market that are to be vacated by WSDOT during the NSC construction may be another possibility. [Project, ongoing process to support above HIP businesses]

5.4. Objective: To develop general mechanisms and programs that will support all three objectives above.

5.4.1. Create a new business support organization (or other entity with similar functions), with strong local community ties (e.g. Hillyard Commerce Club, Booster Club, Business Alliance, Chamber-of-Commerce-like-functions): [Project]

5.4.1.1. Hire professional qualified staff person to support businesses & business organization.

5.4.1.2. Provide assistance-in-business planning to existing and new businesses. Consider funding methods to make this available on a permanent basis.

5.4.1.3. Encourage multipurpose incubator buildings – small or start-up businesses working together to take advantage of large facilities; synergize businesses, similar to what the Spokane Valley Chamber of Commerce is currently doing.

5.4.1.4. Develop a business communication strategy similar to the “one voice” concept utilized by our community organizations to spread information and unite feedback.

5.4.1.5. Develop reciprocal agreements with other Chamber of Commerce organizations (Valley Chamber, West Plains Chamber, Hispanic Chamber of Commerce, Community Minded Enterprises, etc.)

5.4.1.6. Execute existing plans for a business “welcome wagon”/“ambassadors” committee to welcome in new businesses, giving them a single point of contact for their information about the Hillyard business community.

5.4.1.7. Organize and bring together all sources of available business funding/ create a financial roundtable. Assist both start-up businesses and for growing existing businesses.

5.4.2. Marketing/Promoting of Hillyard: [Process]

5.4.2.1. Promote existing businesses and services.

5.4.2.2. Recruit entrepreneurs to Hillyard by promoting opportunities: businesses that can locate anywhere and businesses to fit local needs

5.4.2.3. Utilize the Business Association to promote the neighborhood’s history and current business opportunities.

5.4.2.4. Promote Hillyard’s HUB Zone status. Recruit/develop businesses that would benefit from it. (Construction, architects, engineers, lawyers, service providers, manufacturers, etc.)

5.4.2.5. Promote Hillyard (especially Historic District) via tourism sectors (chamber of commerce, CVB, Wash State Tourism Board, etc.)

5.4.2.6. Improve the community image through branding: Historic Hillyard theme in the retail district, creation of the Hillyard Industrial Park, enhanced PR for community achievements, etc.

5.4.3. Recruit/develop vertically linked/cluster businesses (co-op contractors, manufacture products using apprentice/trainee labor, provide good employee benefits, and have a storefront to sell the products and/or provide plant tours to attract tourists.) Produce from East Hillyard Master plan and other studies above. [Processes]

5.4.4. Take advantage of local education training (i.e. SCC hydraulic systems) and encourage businesses utilizing those skills. [Process] (Link: Strategy 8)

Strategy 6. Transportation & Infrastructure Improvement

Goal: To develop and maintain a fully-coordinated transportation and infrastructure concept that serves identified needs of neighborhood residents, area businesses & industry clusters, and interfaces with the plans of surrounding communities.

Objectives: To continue to identify Transportation and Infrastructure considerations that permit realistic neighborhood assessments and achievement of future development and infrastructure needs.

6.1 Objective: Sidewalks, Alleys, and Roads - to establish priorities for intra-district transportation routes and funding for improvements when and where identified.

Actions:

6.1.1 Establish network of neighborhood contacts to work with residents of specific blocks and streets to get support for better and safer community uses. (Process, ongoing, with these outputs)

6.1.1.1 Support rejuvenation and expansion of the Neighborhood Block Watch System as the primary intra-community communication network for community improvement and development. Establish grassroots links between the Block Watch network and the Neighborhood Councils.

6.1.1.2. Establish this network's input to the processes for improving local streets, roads, alleyways and other routes for potential non-automobile transportation uses.

6.1.1.3. Establish a means for the community's education and feedback about these subjects to responsible community-level groups & organizations.

6.1.1.4. Identify the GHNEPA Neighborhood Councils jointly as the feedback agencies for these projects.

6.1.2. Consider as appropriate public policy non-traditional uses for rights-of-way and alleyways including pedestrian paths and bikeways for improving communications and travel within and among neighborhoods' key locations and municipal services.

6.1.3. Establish an organization within or among the Neighborhood Councils to examine appropriate funding tools to make the improvements identified above. (Project, with ongoing process thereafter) This organization and the Councils together should partner with agencies that have common goals, such as the Spokane Health District, to justify grants and other efforts. It should also consider various funding options for improvements, and generate support for such appropriate choices as:

6.1.3.1. Local Improvement Districts.

6.1.3.2. Community Development Block Grants (CDBG) and other grants

6.1.3.3. Encouraging congresspersons and state officials to secure national and state transportation Funds.

6.1.4. Support local organizations such as *Complete Streets* that pursue these funds and policy changes to permit pedestrian- and resident-friendly access to local destinations. (Process, to be followed as part of the ongoing community planning process)

6.2 Objective: Rail Spur for Industry - to secure the economic and community development advantages of rail service to the GHNEPA neighborhoods for both commercial shipping and personal transit needs.

Actions:

6.2.1. Pursue existing neighborhood contacts with Washington Department of Transportation, County and City Road Departments and other local agencies, and the owners of local rail lines and properties, to: (current, ongoing process)

6.2.2. Assess current and future industrial needs and proximities to the rail spur.

6.2.3. Assess Right of Way (RoW) availability.

6.2.4. Begin a dialog with Burlington Northern and the Washington State Department of Transportation for RoW access.

6.2.5. Establish an ongoing planning organization within the community in order to (Project, leading to a process)

6.2.6. Generate a business model that would make use of the rail opportunities.

6.2.7. Research successful green manufacturing facilities (such as the Ford Motor Company) and others to make known to them the advantages and potential of GHNEPA area rail access and other property facilities.

6.3. Objective: Streetcars/Light Rail - to promote general transportation access to the Greater Hillyard area, its destination businesses and its public services. (Process, in conjunction with Strategy 10)

Actions:

6.3.1. For Public Transportation options: Identify as an additional planning role of an ongoing planning organization within the community, the appropriate use of community streets and rights of way for unconventional means of transportation, to include consideration of

6.3.1.1. New or historic uses of streets for **streetcar lines**, whether rail, bus or tired trolley lines for public options

6.3.1.2. New or **unconventional uses of local properties and rights of way** for economic development purposes, including public squares, market places or themed streets

6.3.1.3. Using public mass transit as one tool **to increase population densities** in selective neighborhood areas

6.3.2. For Localized Private Transportation options: Identify as an additional planning role of an ongoing planning organization within the community, the appropriate management of privately owned transportation options, as have become local solutions in other Cities, states and countries. It should consider among other appropriate options,

6.3.2.1. Licensing fixed-route minivan or taxi services along fixed feeder routes that would serve intra-neighborhood needs and link to the larger public transportation routes. These options reduce walking and weather exposure to the handicapped and elderly, and permit independence from auto ownership when implemented in metropolitan areas. Demand for transport would regulate the numbers and competition for these services. Licensure requirements and frequent safety inspections would regulate safety and emissions issues.

6.3.2.2. Establishing a transit transfer station in the GHNEPA area to permit visitors from outside the city to “park-n-ride” or to transfer from intra-county transit to local options as developed.

6.3.2.3. Encouraging a range of personalized programs and options that support residents’ decisions to self-transport: walking, cycling, small carts and similar (Segway-types) powered vehicles, volunteer services for elderly, handicapped and others , including electric carts & commuter vehicles, specific service vehicles and similar.

6.4. Objective: Intra-city Transportation - to Improve transportation and personal access for residents to local destinations and public services.
(Process, in conjunction with Strategies 5 and 10)

Actions:

6.4.1. Identify as an additional planning role of an ongoing planning organization within the community, the following specific functions:

6.4.1.1. To encourage innovative, Transit-Oriented Development.

Create a Park & Ride facility in Hillyard area with capacity to include Localized transit options – residents’ bikes and bike lanes & trails, private taxis (both individual and shared), streetcars or wheeled trolleys, and light rail connections for both intra-city and intercity destinations..

6.4.1.2. To work with City, County and other agencies to systematically pave, upgrade and maintain transportation infrastructure. This should start with emphasis on a City program to bring all intended infrastructures up to minimum standards.

6.4.1.3. To investigate and promote financing options as appropriate, considering Local Improvement Districts, Business

Improvement Districts, and Public Development Authorities among any other options available.

6.4.1.4. To develop community positions for approval regarding Growth Management Act policies regarding Infill development, i.e., promoting development where current infrastructure exists.

6.4.1.5. Groups involved: in the Actions above will include but not be limited to:

Spokane Transit Authority, City of Spokane, Spokane County Neighborhood Councils and other Community Organizations, Small Business (GHBA), Washington Department of Transportation, Bicycle Advisory Board. State and Federal representatives and departments as appropriate.

6.5. Objective: Support an integrated network of paved pedestrian routes that neighborhood residents can utilize for transportation to the shopping, parks, schools, public transit, and other services.

Actions:

6.5.1. Utilize the Pedestrian Study done by Dr. Kerry Brooks for the GHNEPA area. Identify gaps in pedestrian routes and help with designing projects to fill in those gaps.

6.5.2 Partner with agencies to make this work happen: Spokane Regional Health District, Spokane Regional Transportation Council, City of Spokane, Washington State Department of Transportation, all neighborhood committees and area schools.

6.6. Objective: Other aspects of Transportation and Infrastructure Development - using the principles and organizations described above, the GHNEPA community should consider other aspects of neighborhood infrastructure improvement and development as appropriate to its future needs.

Actions:

6.6.1. The planning organizations described above should consider (but not be limited to) the impacts on future development of the following aspects of infrastructure

6.6.1.1. Community energy needs: gas, petroleum, electricity, renewable resources and solar power.

6.6.1.2. Community quality water and clean air needs: with emphasis on the dependable resources of each

6.6.1.3. Community communication needs: Digital, television, radio, various networks, and economies possible for area residents

6.6.1.4. Community Development needs: including residents' health, transport, neighboring communities' impact, employment, housing and recreational resources.

6.6.1.5. Community needs for integration into systems and networks of surrounding areas.

Strategy 7. Changing the Image

Goal: To create and maintain a set of positive perceptions about the Greater Northeast Spokane area intended to improve quality of life and healthy growth conditions for residents and the local economy. Notes in [brackets] indicate the Strategy Committee areas with whom this “Image” Committee would work to improve the specific issue.)

7.1 Objective: Give people the opportunity to discuss the image of Hillyard.

GHNEPA residents carry a preconceived image, based on history and others’ perceptions of their neighborhoods. The community should address specific issues, give positive examples contradicting the predetermined views people have, taking action to prove the issues are or can be, resolved.

Actions

7.1.1 Neighborhood Picnics. We give this our top priority. As a major part of our effort to get the residents of Hillyard more involved in our community, these picnics are the backbone of this effort. We propose to divide the Greater Hillyard area in to four parts, and have a neighborhood picnic in each area. The objectives of the picnics are to

- 7.1.1.1 Get the people in the neighborhoods to mingle with each other
- 7.1.1.2 Show them what resources they have available
- 7.1.1.3 Increase the participation in groups such as block watch program.
- 7.1.1.4 Strategy Committee 7 should be in charge and Strategy Committees 4, 3 and 1 should be involved.

7.2 Objective: To increase Communication and Awareness. Create a public relations committee. This effort should have its own committee headed by committee 7, with support from every other Strategic Committee so we can give them the most help possible.

Actions

- 7.2.1 The public relations committee will be responsible for helping other committees and organizations with
 - 7.2.1.1 Events
 - 7.2.1.2 Getting “the Word” out to the public,
 - 7.2.1.3 Developing a “Did you know” campaign about Hillyard, [*such as: “Did you know that in 1907 Hillyard was the most prosperous part of Spokane?”*]
 - 7.2.1.4 Putting the “did you know...” facts on signs around Greater Hillyard.
 - 7.2.1.5 We would find some 30 such facts and get the radio stations to say them]
 - 7.2.1.6 Keeping newspapers informed of good stories about what is happening in Hillyard

7.2.1.7 Providing Welcome packets of information to “new move-ins” to Hillyard. [committees 2, 5, & 7]

7.2.1.8 Providing realtors with packets of information about resources and opportunities in Hillyard including invitations to be on various clubs or committees. (see also comments, below)

7.2.1.9 Providing this same information to Welcome wagon businesses

7.3 Objective: Develop a Skateboard day and competition. [Committees 7,5,4,1 and youth committee] This event would be in conjunction with other events such as Hillyard Festival or Volksmarch (see below) or any of the other events we may plan on doing. It would include:

7.3.1 A workshop on skateboarding (how to do certain tricks etc..) given by local expert,

7.3.2 An hour or so of free skate time

7.3.3 A competition like x-games using our park.

7.3.4. All events would include the skate boarding youth and adults as a part of the committees that makes this happen, so that they would take over the full responsibility for the event, which could become a nationally-ranked activity with full community help.

7.4 Objective: Create a Volksmarch- We want to make this happen in 2011. We feel it needs its own committee supported by Strategy Teams #1, #5, and other community organizations. The Volksmarch is an organized run/walk that is designed to bring in people from elsewhere and have them experience our area. Volksmarch finds routes through areas that give participants a taste of that area. There is already a Lilac City Volksmarch organization, so this project would not be one started from scratch.

Actions:

7.4.1 Focus in Greater Hillyard, on our historical district and perhaps some of our parks including Esmeralda,

7.4.2 Rocky (see “Mascot,” below) could be in the march.

Start the Volksmarch as a part of another activity to bring more people to both activities.

7.4.3 “Did you know signs” (see entry 7.2.1.4, above) along the way.

7.4.4 Merchants could offer some kind of specials during that day to people in the march, or other participants or spectators

7.4.5 Tie it to programs promoting exercise, and get the kids, youth groups, and health organizations involved.

7.5 Objective: To Erect Signs in new garden areas. [Committee 3 should take charge and Teams 7 & 1 should be involved.] Working with the “Clean and green committee” we will

Actions:

7.5.1 Promote neighborhood and businesses’ involvement in the “clean and green processes, and then

7.5.2 Put up signs in areas where easy care flowers have been planted to spruce up weedy neglected area. The signs will say something about beautifying Hillyard and “thank you”s for the businesses that paid for the flowers to be planted.

7.6 Objective: To increase participation in block watch programs. [Work with Committees 3, 4, 6 and 10] The block watch program is a good way for neighbors to get to know each other while providing an extremely valuable service to our community. Having a highly functional block watch program will cause problem individuals to move to areas not so well protected. We propose helping to chase crime away from our area by Ramping up participation in the Block program through

7.6.1 Supportive Publicity and news comment across the neighborhoods and,

7.6.2 Emphasizing Block Watch activities in the picnics (proposed earlier)

7.6.3 Designing and posting “Block Watch” recruiting posters in public areas

7.6.4 Setting up a chain system of telephone calls to the COPS shop or to local police about crimes small and large.

7.6.5 Encouraging and having alarm systems in place.

7.7 Objective: To strengthen the Graffiti Patrol. [Strategy Committees 4,2,1,5] We understand there is already a graffiti patrol in this area (part of the COPS NE Program). We would like to increase the number of people in it and if possible be more than just a reporting organization but actually have the people and the tools to eliminate the graffiti. We would work with the COPS shop and existing graffiti patrol.

7.8 Objective: To establish a Litter Patrol. [Strategy Committees 4, 2, 1, 5]. The Cleaning and Greening Strategy Committee (Team 3) should take the lead on this but our job as the “Image Committee” is to help them to promote and market their efforts. We recommend working within existing organizations to:

Actions:

7.8.1 Create more litter awareness,

7.8.2 Increase efforts to pick up litter and

7.8.3 Find ways to prevent litter. We believe that if we put out “no littering signs” and encourage people to report littering, this will reduce the tendency that some people have to toss their litter on the ground.



7.9 Objective: Develop a CLEAN TEAM.

Actions

7.9.1 Recognized locally for spearheading cleanup events and activities, and

7.9.2 Gets rewarded with a discounts card to participating merchants and events.

7.10 Objective: Form a Code violation patrol. [Committees 4, 2, 1, 5] Form a group of volunteers that would dedicate a couple of hours a month to survey the Greater Hillyard areas for Spokane City Code violations. This patrol would go through the provided channels to report these violations and would send a report every month until the problem has been taken care of. "The squeaky wheel gets the grease." Stated current areas of stakeholder concern include:

7.10.1 Junk cars in street

7.10.2. Too much junk in yards

7.10.3. Buildings in state of disrepair

7.11 Objective: Develop Support for School Activities. Past local history has contributed to a state of non-participation and a lack of community involvement by many GHNEPA public school students. We desire to show the community and students that there is a valuable relationship, and that we all want to share and promote it.

Actions:

7.11.1 Allow students the ability to show Hillyard pride. Obstacle: Personal opinions of members of authority.

7.11.1.1 Murals on walls, by elementary, middle and high schools, graffiti artists and others. [Committee 3] We propose inviting kids from schools and people from our community to paint murals on walls of buildings that need some help with paint or appearance. We would get a volunteer who is knowledgeable about doing this to make sure they are done well.

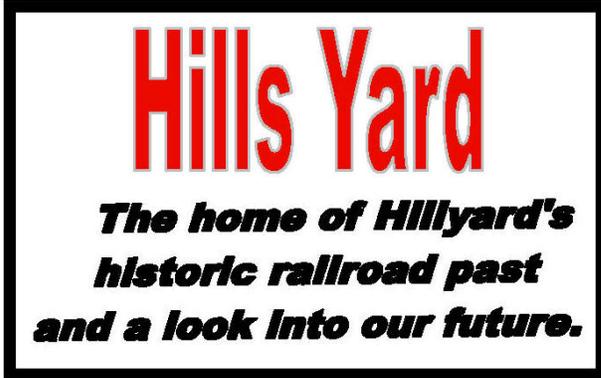
7.11.1.2 Invite graffiti artists to create and display murals. The principle is that if "real art" appears in a local venue, it discourages by comparison inferior vandalism. This idea has worked in many other cities.

7.11.1.3 Gold club for Rogers High School-[Should be a part of activities of the education and youth committees, Strategy 8, improving education, and in recommendations below].

We recommend establishing a gold club with tee shirts and certain membership privileges [such as special discounts at participating merchants etc.] These gold club members would work with the high school booster club to bring more people to games, and they would work with cheerleaders to be a part of a raucous organized cheering such as you see in Gonzaga basketball games.

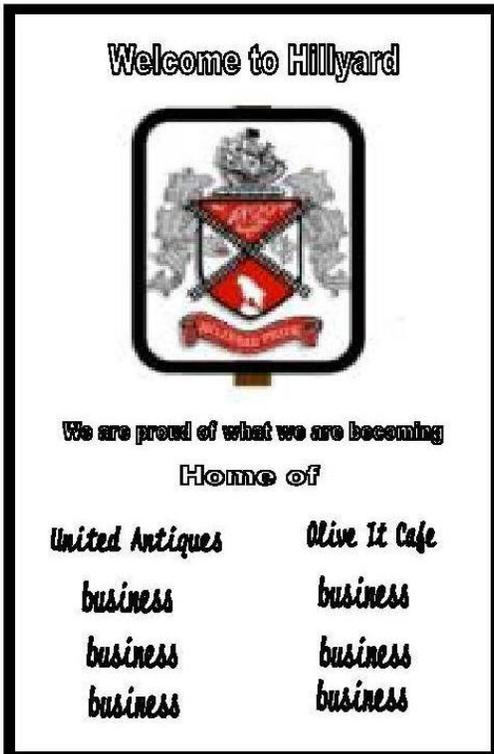
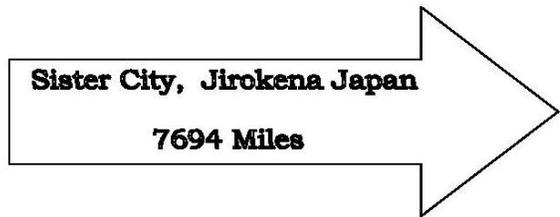
7.12 Objective: Bring artwork into area. [Refer to Recommendation 7.1.2.1, above]. We recommend the following initiatives as public art that will provide local identity and improve community connectedness and pride.

Actions:



7.12.1 Establish a Mural showing evolution of RR in Hillyard from beginning to the future. [Committees 1,7] The first part would be the earliest engine that was used and then each car would be the next generation of cars up to the present and then an artist rendition of cars in the future. Under this could be the words in the example, (...Or something like that.)

7.12.2 Establish a series of signs for different cultures in our area. [Committee 5] One would be a sign post with arrows pointing to different countries and giving the approximate distance (see example), and underneath the sign, something descriptive about that group of people.



7.13 Objective: Set up a program to ask for similar communities in different countries to be Greater Hillyard's "sister cities." Get these cities from the people in our area from that country (Hispanic populations, Russian, Ukrainian, Korean, Vietnamese and so on).

7.14 Objective: Put up "Welcome to Hillyard" signs at the main entry points into greater Hillyard. [Committee 5 with support from 7] The signs should encourage people to stop and check us out. We could have names of business on these signs. This is just a crude example of what might be. Businesses could pay a fee to be on other small signs attached to a larger sign to support the project. Eventually, we could have an electric sign that could have different messages about events etc...

7/21/2010

This could also say “Home of the Hillyard Festival” “...Hispanic Festival”, “...Chalk Art Walk,” and so on, with the annual events and approximate dates.

Note: A range of Stakeholder inputs identified “Welcome Signs” as a relatively high priority for contributing to community identification and as a basis for community pride. This initiative bears serious and fairly rapid adoption and execution.

7.15 Objective: Establish Bulletin Boards in stores and public areas announcing events in Hillyard. [Strategy Committee 5] Approach businesses about their supplying a bulletin board for us to put up notices of Hillyard events.

7.16 Objective: Get youth involved in community activities. This initiative needs its own committee, partly made up of youth. [With support from Committee 7]. Working through church, school, after school, sports programs, youth resource organizations and other groups, we could develop projects that the area’s youth would be willing to participate in...especially if we feed them pizza afterwards. Getting youth to feel more connected to the community through public service helps them take ownership of our community. Getting the projects done is a benefit to the community. We would also ask certain youth to become involved in already established associations and committees that are now populated only by adults. Getting the youth to be a part of the planning will serve us in the future. **Actions:** Although we would be fully in support of promoting and advertising these kinds of activities the effort deserves its own committee and orientation from key members of the community. We propose that future community planning organization and efforts act decisively to add these kinds of youth-inclusive activities as a key part of any community planning.

Actions:

7.16.1 Support youth in school activities. [Youth committee, Strategy Committees 7,5 & 8] Getting our community to the local high school and middle school sporting events, plays, musical events and other such activities brings more excitement to these events; this will cause more kids to get more involved in such activities. A jam packed theater or a gym filled with fans bring energy and pride to a school. There are many ways to market these activities to get the community more involved. There are already in place booster clubs and alumni groups to whom we can bring ideas, new members and support.

Reorganization of the Greater Hillyard Community needs to include youth-focused activities, which implies a greater involvement of the local schools in the local community organizations, and vice-versa.

We must close the separation that now exists between the community and its schools.

7.17 Objective: Institutionalize a Mascot for Hillyard.
[People like this idea but not as a high priority. Committee 7]



Rocky

Contact: GHNEPA Manager, JR Sloan
467-2241, jrslan3@hotmail.com

Our suggestion is a goat named Rocky. Most of the time Rocky would be wearing a railroad outfit of overalls, cap and red bandana. We might have different outfits for Rocky such as a pirate outfit for Rogers High activities, a runner outfit for Bloomsday types of events and even a suit for city meetings. Rocky would show up at any city-wide event representing Hillyard, public events in Hillyard and would go to the grade schools and events with young kids.

Rocky's main messages are "Pride in Hillyard," "fighting crime" and "Stay in School." We could make a series of posters with these messages on them. We could write silent skits for Rocky that would get across these messages.

We could send Rocky out into the greater Spokane area to support other groups' efforts against crime. If we put our heads to it we can find valuable ways to use this mascot to achieve some of the goals we have for Hillyard. We would have a whole group of people be Rocky and go to the different events.

7.18 Objective: Promoting ethnic groups' activities. We propose forming a separate planning committee made up of people of different cultures; perhaps headed by Team 7 supported by Team 5. We recommend forming this "multi-cultural involvement committee" as a subset of the planning efforts in the community. They would ask these groups of people to have someone in their community join our committees and offer to promote through our infrastructure the events these groups sponsor.

7.19 Objective: Educate realtors on changes about what is going on positively in Hillyard (street paving, property updating, activities and pride).

Actions:

7.19.1 Try to get real estate knowledge out for and with us.

7.19.2. Try to get realtors to work together on getting businesses and homes sold in Hillyard.

Note: Although the Image Committee considered this input separately, we did not make specific recommendations, since we believe the increased activities will both involve the realty community and will be obvious from other changes in the community's progress in other aspects of public relations. Specific recommendations were not considered necessary.

7.20 Objective: Launch Antiques Business Marketing Workshops. A series of workshops provided free of charge to antique store owners and businesses dealing with historical Hillyard. The purpose of the marketing workshops is to show these people how to make Hillyard the antique destination of the Inland Northwest. A group of volunteer marketing people will teach these workshops. **Note:** This initiative is already under consideration along with a number of other commerce-improving suggestions undertaken by the Greater Hillyard Business Association. Since essentially the same persons in that organization are involved in this committee, we merely concur with the stakeholder's comments, while we participate and encourage the suggestion's success in the GHBA.

7.21 Some Pithy Stakeholder Observations:

7.21.1 “Celebrate Hillyard’s rough edges, don’t try to totally change it (like Pioneer Square or Prescott, don’t make a new Leavenworth): Note: Strategy Team 7 explicitly took this approach in crafting our Actions and in developing the ideas included in this section. We agree with the stakeholder.

7.21.2. “Right of way clean-up, city exposure to address.” Note: This stakeholder input was specifically addressed as a part of actions, above.

7.21.3 “Not inventing wheel,” suggesting ideas from successful image strategies from other neighborhoods. **Note:** Strategy Team 7 agrees with this stakeholder observation, and has attempted to follow this premise in our recommendations.

Strategy 8: Expanding Educational Opportunities

Goal: To support, improve, and expand educational opportunities for all ages leading to better careers, an enriched civic life, and the rewards of lifelong learning.

8.1 Objective: To support Our Students & Schools.

Actions:

- 8.1.1.** Real community support for Rogers – Hillyard Boosters
- 8.1.2.** Make education feel important to students and residents
- 8.1.3.** More outside resources for children and youth, not just social and emotional, but also academic
- 8.1.4.** Develop a mentor program; real after-school tutoring (3:00 – 6:00)
- 8.1.5.** Evening tutoring for parents and students
- 8.1.6.** Community and resident leaders go to the schools to help change perceptions of what Greater Hillyard wants for its youth.
- 8.1.7.** Meet with student groups to determine their needs and priorities (surveys are not permitted).
- 8.1.8.** Invite and sponsor more youth involvement in community activities and services.
- 8.1.9.** Change perceptions of youth, what do we expect from them, how they can help their community.
- 8.1.10.** Support real educational achievement
- 8.1.11.** Address homelessness among the student population
- 8.1.12.** Address students going hungry
- 8.1.13.** Supporting the positive
 - 8.1.13.1.** Community Minded Enterprises, Youth Retreat (Masonic Basement)
 - 8.1.13.2.** Big Brother / Big Sister Program
 - 8.1.13.3.** N.E. Youth Center
- 8.1.14.** Interaction with the School District
 - Critique District 81 when things go wrong at school

- Volunteer/initiate programs and ideas to address the critique
- Conduct supplemental programs until they cooperate
- 8.1.15.** Rocky the Goat attending school events
- 8.1.16.** Programs
 - Youth in Government program
 - Odyssey of the Mind Program
 - Boat building projects to bring students and adults in the community together in a cooperative way
- 8.1.17.** Sponsorship/mentoring from the community for the schools and students
- 8.1.18.** Competitions
 - Green competitions
 - Science competitions (Robotics)
 - High School Academic Bowl (Knowledge Bowl)
- 8.1.19.** Engage the Rogers H.S. alumni
- 8.1.20.** Lions Club (Optics)
- 8.1.21.** Educate the school board about the realities of Hillyard
- 8.1.22.** Neighborhood News Letter (Hobo)

8.2 Objective: To Develop a Community School Program for All Ages

Actions:

- 8.2.1.** Use elementary schools more fully as “mini-community” centers starting with parenting classes, healthy eating/nutrition classes, evening tutoring for parents and students, recreation (simple exercising, dancing) events.
- 8.2.2** Community schools, the schools serve as mini community centers.
- 8.2.3** Schools/churches that have variety of community services, including community classes, health care, physical activities.
- 8.2.4** Civic education, classes for gardening.
- 8.2.5** Related: Have some services throughout area, not just all in one location.
- 8.2.6** Parks department has an agreement with the schools to use them. Make use of these facilities.
- 8.2.7** California state model toolkit for dealing with school districts/boards (Heleen Dewey)
 - Obstacle: Closed campuses for schools*

8.3 Objective: To Expand Technical & Skills Education

Actions:

- 8.3.1.** _Manufacturing/industrial training schools.
Inform the community about the educational requirements for locally available jobs
- 8.3.2.** _Promote/develop apprenticeship programs
- 8.3.3.** _Organizations to involve:
 - 8.3.3.1.** _Workforce Development Council

- 8.3.3.2. _Spokane Regional Labor Council
- 8.3.3.3. Manufacturing Roundtable

8.4 Objective: Work to get a non-partisan school board member from Greater Hillyard

Strategy 9: Extending Services & Church Involvement

Goal: To build on existing services by providing a wider range of needed services for all age groups and to make them more conveniently available.

9.1 Objective: To increase Public Information, Outreach, & Access.

Actions:

- 9.1.1 Develop a resource list of what is available to support families, children, teens, and seniors. Include government programs, non-profits, faith based, schools, etc.
- 9.1.2 More use of church membership to do community outreach – meet in social halls, participate in this planning process.
- 9.1.3 Provide transportation to community events, services, and educational opportunities for those who lack the means to get there.
- 9.1.4 Have some services throughout the area; not just all in one location.
- 9.1.5 Vista volunteers
- 9.1.6 WA State 211 program
- 9.1.7 Develop a localized resource list and contact
- 9.1.8 Promote carpool volunteerism
- 9.1.9 Community bus charters for specific events

9.2 Objective: Expanded Youth Services

Actions:

- 9.2.1 Establish a teen center, particularly focused on at-risk-teens but available to all. Offer activities, community involvement projects, education about crime and violence.
- 9.2.2 Create non-alcoholic teen center open in afternoons and weekends for music, conversation, games, movies, study space. Inform youth of available services.
- 9.2.3 City to offer free recreational programs for youth.
- 9.2.4 Productive activities for youth to combat boredom and vandalism.
- 9.2.5 Build in the existing organizations such as Boys & Girls Club, Spokane Youth Sports, NEYC.
- 9.2.6 More youth involvement in community activities and improvement.
- 9.2.7 More safe houses for kids.
- 9.2.8 Access for youth to speak to police on 1 to 1 basis.

9.2.9 Block Parents

9.3 Objective: Additional Senior Services

Actions:

- 9.3.1 Support for families caring for the elderly.
- 9.3.2 More senior activities.
- 9.3.3 Provide transportation to community events for those lacking a means to get there.
- 9.3.4 Have some services throughout the area; not just all in one location.
- 9.3.5. Respite Workers
- 9.3.6. Training
- 9.3.7. Introduction to the healthcare profession
- 9.3.8. Form a support group for elder care
- 9.3.9. Obtain Health Department assistance

9.4 Objective: New Types of Services

Actions:

- 9.4.1 Community/Group walks either just for health or as fundraisers.
- 9.4.2 Exercise for veterans.
- 9.4.3 Keep library open just a little longer.
- 9.4.4 Work to attract a downtown Hillyard minor emergency clinic.
- 9.4.5 Provide help for those who need it for keeping up their homes.
- 9.4.6 Day care opening earlier.
- 9.4.7 Free music lessons.
- 9.4.8 Tie free lessons to bringing back the Hillyard Marching Band

9.5 Objective: More Church Involvement

Actions:

- 9.5.1 More church involvement in community organizations.
- 9.5.2 Encourage people to practice their faith.
- 9.5.3 More cooperation and coordination between all our different churches to support our neighborhood non-profits.
- 9.5.4 Churches working together more.
- 9.5.5 Encourage local pastors, priests, and congregations to host local meetings to provide a sense of unity so people would participate.
- 9.5.6 Having a spiritual impact that would raise the quality of life in the community.
- 9.5.7 More use of church membership for community outreach, host meetings in their social halls, takes part in this planning process.
- 9.5.8 Encourage acceptance of other faiths throughout the community

Strategy 10: More Effective Community Organization

Goal: To increase the value and effectiveness of participation in community organizations in the Greater Hillyard neighborhoods.

Objectives: To improve coordination, recruiting and training more leaders and resident participants, and by developing stronger representation in City government.

10.1 Objective: To Create a Leadership Roundtable.

Actions

10.1.1 Unify the GH-NE organizations by their common goals. Quarterly or as-needed meetings to review GHNEPA goals, with accountability and coordinated effort between organizations. This institutionalization is needed for overall neighborhood efforts to grow and get bigger and better. Institutionalizing the process without losing the personality and the freedom of individual organizations, the essence of GH-NE.

10.1.2 This would be the clearing house for the Greater Hillyard “One Voice” concept.

10.1.3 Establish a rotation of leadership to make sure one organization does not dominate.

10.2 Objective: To Establish Ongoing Vigorous Recruitment Program.

Actions:

10.2.1 Develop effective means for recruiting more stakeholders to participate in community organizations, projects, and activities.

10.2.2 General Concepts:

10.2.2.1 Empowerment: Use Roundtable representation to empower more schools and churches to get involved. Engage Block Watches and similar grass roots organizations and empower them as well.

10.2.2.2 Clear communication: Use websites, contact persons, and other clear channels of communications for volunteers to get involved and their opinions heard. Establish a community directory; a listing of what facilities, services and organizations are available. (Directory is in Strategy 1)

10.2.2.3 Validation: Validate the opinions and complaints of outspoken people to try to channel their energy into positive action. Inclusion: Get more folks involved into the discussion and decision making process.

10.2.3 Specific Ideas:

10.2.3.1 Establish a goal for each organization to recruit 10% new active membership each year (or a high enough percentage to grow the organization while accounting for loss of membership) and get them involved in the Leadership Roundtable.

10.2.3.2 Activate a renewed community-wide Block Watch Program (a good means of communication and a source for recruiting additional leaders).

10.2.3.2.1 Need to find a way to integrate Block Watch programs into Roundtables.

10.2.3.2.2 Issue initiated in Strategy 7 and others.

10.2.3.3 Sponsor Town Hall meetings over “hot button issues” to engage potential volunteers.

10.2.3.4 Actively recruit people into participation via community picnics (Strategy 1 & 7)

10.2.3.5 Sponsor periodic/regular community leadership skills training. (Course outlines that exist are available to leaders)

10.2.3.6 Get the different larger employers (URM, Leisure Concepts, Hollister-Stier etc.) to have their employees be volunteers. Ideally the employees would be paid by the employer for their volunteer time (full or half time) or a “Comcast Cares”-type model for special projects.

10.2.3.7 Designate a specific person to outreach to potential volunteers and make the “ask.” If a person is specifically asked they are more likely to get involved.

10.3 Objective: To Establish Paid Staff Position for Leadership Roundtable, Neighborhood Resources Coordinator.

Actions

10.3.1 Create a Board to insure funding: donations, grants, foundations, etc.

10.3.1.1 Position to coordinate, not give orders, not be a lackey. Office Manager, executive director, etc. Would report to the President of the Board. *[Can't let “boss” mentality squash volunteer spirit. Can't let volunteers transfer their work to paid coordinator.]*

10.3.1.2. Could tie in with either GHBA Organizational Coordinator and/or Steering Committee CNDC.

10.4 Objective: To Develop Increased Representation At All Levels Of Government And Other Influential Organizations.

Actions

10.4.1 Recruit members to Neighborhood Councils who are interested/qualified/effective in being on Advisory Boards of the City/County/State.

10.4.2 Advertise board and commission opportunities.

10.4.3 Develop method to identify people who would be interested.

10.4.4 Develop representatives through leadership training to be qualified and effective.

10.4.5 Method to facilitate GH-NE citizens running for office and/or serving on committees and boards.

10.4.6 Team up organizations to support candidates via a practiced method (ala GHBA press releases).

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10.4.7 Strategically position representatives in offices and boards/commissions through deliberate action.

10.4.8 Sponsor candidate academy as adjunct to community leadership training with a curriculum for effective representation that would “certify” graduates as representatives of GH-NE area.

10.4.9 Above referenced academy would focus on equal division of resources, as would strategic positioning of candidates.

10.4.10 Need more effective representation to receive increased resources.

10.4.11 Strategically identify areas of under-service or top-priority needs. Use results to catalyze public and private resources to the GH-NE area. Could overlay on strategy matrix of representatives.

10.4.12 Increase voter turn out;

10.4.13 Increase participation and making a difference:

10.4.14 Foster the creation of a public opinion, instead of the current state of apathy, based on success.

10.4.15 Educate voters that they can effect change, people don't believe they can.

10.4.16 Illustrate and communicate successes to inspire others.
(Ref: Strategy 7)

10.4.17 Sponsor candidate forums/debates to introduce voters to candidates and increase educated voting.

GHNEPA Participants

We gratefully acknowledge the participation of literally thousands of stakeholders and other participants who shared opinions, advice and criticisms with us during the Greater Hillyard-Northeast Planning Alliance's efforts on this project. Though we cannot name all stakeholders and other participants by name, the following people attended GHNEPA Planning meetings for which attendance rosters recorded their time and effort. For these and all other volunteers, we gratefully offer our thanks and appreciation.

Maria Anderson	Jim Hedley	Marv Peterson
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Cindy Green	Becky Nations	Mayor Mary Verner
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Author Notes:

GHNEPA Manager James R (JR) Sloan represents J Sloan Enterprises, a consulting firm working in Greater Hillyard since 2005. JR is a member of the Hillyard (combined) Neighborhood Council, Hillyard Community Steering Committee, and Board of the Greater Hillyard Business Association. *Pro bono* consulting projects for the Greater Hillyard Community include:

- Hillyard Steering Committee's audit of community development studies and efforts; (2004-6)
- NE Community bid for a Manufacturing and Jobs development alternative for civilian use of Private Joe E Mann US Army Reserve Center (2006-9)
- Manager, Greater Hillyard Northeast Planning Alliance (2008-2010)
- Greater Hillyard's nomination and national Second-Place win of the 2009 Neighborhoods, USA "Neighborhood of the Year" competition.
- NE neighborhoods' issues, various written news articles, critiques and analyses
- Small business development and leadership development and training for organizations in the Spokane Washington area.

A retired USAF Lt Colonel in manpower & personnel and special project management; he was a long-range readiness planner and authority in the wartime deployment of USAF active and reserve units. A Turkish linguist, he was assigned to NATO Headquarters in Izmir, Turkey.

- He has an MBA from WSU, graduate hours from Navy War College and a BA in political science from the University of Puget Sound.
- During 15-years with United Services and ReliaStar Companies, JR was Marketing VP (Arlington, VA) and General Manager of operations in the Honolulu Office for Pacific Rim countries as the firm became ING Financial Services.
- In his three own financial services agencies; JR was adviser and consultant to both businesses and private customers. He was a certified instructor for the National Life Underwriters Training Council, a registered securities representative, and held the Series 7 and LUTCF designations while President of the Snohomish County Association of Life Underwriters.
- JR has been a member of national planning and professional military organizations and is a notary public.

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For the past several years, Mr. Davis has provided a number of services to the Greater Hillyard area, some of them supported by funding from EWU and the City. Among those efforts were:

- Community Leadership Training
- Numerous surveys and market research projects,
- Class projects focused on business planning,
- Meeting facilitation,

- Co-Development of the Manufacturing Development Center proposal,
- Advocating for the GHNEPA area with City and County officials and staffs.

Professional Summary

* More than thirty years as a senior consultant in Management, Business, and Organization Development. Clients include Boeing, Booz-Allen & Hamilton, Texas Instruments, Lockheed, Abbott Laboratories, Motorola, IBM, IC2 Institute, American Red Cross, American Express, small businesses, and numerous federal, state, and local governments. Measured results include 60 % increases in manufacturing production and 30 % increases in service organization performance.

* Adjunct Professor and Lecturer in Management at Eastern Washington University, Gonzaga University, and Whitworth College.

* Director of the Management Intern Program for the US Postal Service, Director of Vista Training for General Electric, Director of Organization Development for the Texas Rehabilitation Commission.

* Executive coaching for CEO and top managers in numerous organizations including several Fortune 500 Companies and a major international management consulting firm.

* Author or co-author of six books and published off-shelf programs including one best-selling book about training.

* Numerous presentations at national conferences on topics including strategic planning, teamwork development, communication, trust, employee involvement strategies, training basics, trainer training, and learning theory.

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 - *Straight Talk: Improving Communication in Your Organization*,
 - *Pioneering Organizations: The Convergence of Individualism, Teamwork, & Leadership*,
 - and numerous articles in related professional magazines and academic journals