

project matrix

APPENDIX

A

Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Transportation, Circulation and Parking Element					
T-1	Spokane Gorge Boulevard	<ul style="list-style-type: none"> City of Spokane Friends of the Falls/Coalition 	short	<p>T1.1 Initiate discussion with the City of Spokane and the Spokane Regional Transportation Council (SRTC) to discuss project specifics and jurisdictional requirements.</p> <p>T1.2 Develop preliminary roadway alignment and typical sections from aerial mapping.</p> <p>T1.3 Develop more refined cost estimate for funding strategies.</p> <p>T1.4 Complete topographic mapping of corridor prior to initiating preliminary design.</p> <p>T1.5 Complete preliminary design & further refine project cost estimate.</p> <p>T1.6 Apply for grants and obtain funding through available sources for design and construction.</p> <p>T1.7 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package.</p> <p>T1.8 Initiate construction activities (after all permits & approvals have been obtained).</p> <p>T1.9 Propose for inclusion in the City of Spokane's 6-year Street Plan.</p>	<p>\$1,250,000</p> <ul style="list-style-type: none"> 17600 SY Surf. = \$352,000 13200 LF of C&G = \$158,400 400 CY Sidewalk = \$120,000 22 Light Poles = \$176,000 Storm Drainage = \$120,000 Landscaping = \$65,000 Signs/markings = \$70,000 Contingency (15%)= \$188,600
T-2	Spokane Gorge Loop Drive	<ul style="list-style-type: none"> City of Spokane 	short	<p>T2.1 Initiate discussion with the City of Spokane and the SRTC to discuss project specifics and jurisdictional requirements.</p> <p>T2.2 Develop needed signing standards to comply with City/State requirements.</p> <p>T2.3 Develop refined cost estimate for implementing sign fabrications and installations.</p> <p>T2.4 Apply for grants, foundations and/or solicit private donations for design and construction.</p> <p>T2.5 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package.</p> <p>T2.6 Initiate construction activities (after all permits & approvals have been obtained).</p>	<p>\$35,000</p> <ul style="list-style-type: none"> 20 "City Drive" signs (\$750 each) 5 Specialty "Loop Drive" signs (\$2,000 each) Misc. Pavement Markings (\$10,000 total)
T-3	Peaceful Valley Traffic Calming Program	<ul style="list-style-type: none"> City of Spokane Engineering Services City of Spokane Neighborhood Services 	medium	<p>T3.1 Initiate discussion with the City of Spokane and the Spokane Regional Transportation Council SRTC to discuss project specifics and jurisdictional requirements.</p> <p>T3.2 Develop preliminary traffic calming measures and general control details from aerial mapping.</p> <p>T3.3 Develop more refined cost estimate for funding strategies.</p> <p>T3.4 Complete topographic mapping of design areas (as needed) prior to initiating preliminary design.</p> <p>T3.5 Complete preliminary design & further refine project cost estimate.</p> <p>T3.6 Apply for grants and obtain funding through available sources for design and construction.</p> <p>T3.7 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package.</p> <p>T3.8 Initiate construction activities (after all permits & approvals have been obtained).</p>	<p>\$80,000</p> <ul style="list-style-type: none"> 3 Traffic Circles (\$15,000 each) 6 Curb Bulb-outs (\$5,000 each) 2 Raised Crosswalks (\$2,500 each)
T-4	Bus/Shuttle Transit Routes	<ul style="list-style-type: none"> Spokane Transit Authority 	medium	<p>T4.1 Initiate discussion with the Spokane Transit Authority, City of Spokane, and the SRTC to discuss project specifics and jurisdictional requirements.</p> <p>T4.2 Develop transit friendly facilities during the development of the Visitor Arrival point and the Southern gateway enclaves.</p> <p>T4.3 Identify and apply for funding opportunities that may be specific to transit and/or alternative travel modes.</p>	<p>\$40,000</p> <ul style="list-style-type: none"> 2 Prefabricated Bus Shelters - FOB (\$12,000 each) 5 Specialty "Loop Drive" signs (\$2,000 each) Misc. Pavement Markings (\$10,000 total)
T-5	Parking Areas	<ul style="list-style-type: none"> City of Spokane Engineering Services Parks & Recreation Department 	medium-long	<p>T5.1 Development Program Elements and Guidelines:</p> <p>T5.2 Initiate discussion with the City of Spokane and the SRTC to discuss project specifics and jurisdictional requirements.</p> <p>T5.3 Develop preliminary parking lot layouts from aerial mapping.</p> <p>T5.4 Develop more refined cost estimate for funding strategies.</p> <p>T5.5 Complete topographic mapping of parking lot sites to initiating preliminary design.</p> <p>T5.6 Complete preliminary design & further refine project cost estimate.</p> <p>T5.7 Apply for grants and obtain funding through available sources for design and construction.</p> <p>T5.8 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package.</p> <p>T5.9 Initiate construction activities (after all permits & approvals have been obtained).</p>	<p>\$1,275,000</p> <ul style="list-style-type: none"> Locations A (\$235,000) Location B (\$80,000) Location C (\$225,000) Location D (\$45,000) Location E (\$600,000) Location F (None) Location G (\$90,000)

Time Frame: short = 0–3 years medium = 3–7 years long = 7–10 years

Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Pedestrian and Bike Way Element					
PB-1	Centennial Trail Completion throughout the Gorge area	<ul style="list-style-type: none"> Friends of Centennial Trail Parks & Recreation Department 	short	PB1.1 Initiate discussion with the City of Spokane to discuss project specifics and jurisdictional requirements. PB1.2 Develop preliminary trail alignment. PB1.3 Complete topographic mapping of trail corridor prior to initiating preliminary design. PB1.4 Complete preliminary design & develop refined project cost estimate. PB1.5 Apply for grants and obtain funding for continued design and construction. PB1.6 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. PB1.7 Initiate construction activities (after all permits & approvals have been obtained).	\$235,000 <ul style="list-style-type: none"> 1.33 miles of 10' asphalt path = \$160,000 (120k per mile) Landscaping = \$55,000 Signs/Markings = \$20,000
PB-2	Great Spokane River Gorge Loop Trail	<ul style="list-style-type: none"> City of Spokane Engineering Services Parks & Recreation Department 	medium	PB2.1 Initiate discussion with the City of Spokane to discuss project specifics and jurisdictional requirements. PB2.2 Develop preliminary loop alignment. PB2.3 Complete topographic mapping of loop corridor prior to initiating preliminary design. PB2.4 Complete preliminary design & develop refined project cost estimate. PB2.5 Apply for grants and obtain funding for continued design and construction. PB2.6 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. PB2.7 Initiate construction activities (after all permits & approvals have been obtained).	\$55,000 <ul style="list-style-type: none"> Refurbishing/minor clean up of existing trails = \$15,000 Low impact trail (spur) to River = \$20,000 New sidewalk = \$10,000 Signs/Markings = \$10,000
PB-3	Secondary & Tertiary Trail Connections	<ul style="list-style-type: none"> Friends of the Falls/Coalition Parks & Recreation Department 	medium-long	PB3.1 Initiate discussion with the City of Spokane to discuss project specifics and jurisdictional requirements. PB3.2 Discuss project(s) with adjacent landowners and other affected parties as appropriate. PB3.3 Develop preliminary trail alignments. PB3.4 Complete topographic mapping of trail corridors prior to initiating preliminary design. PB3.5 Complete preliminary design & develop refined project cost estimate. PB3.6 Apply for grants and obtain funding for continued design and construction. PB3.7 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. PB3.8 Initiate construction activities (after all permits & approvals have been obtained).	\$90,000 <ul style="list-style-type: none"> Low impact Refurbishing = \$10,000 Dev. brochure/mapping = \$20,000 Construct minimal trail spurs and connections = \$35,000 Develop formal trailhead = \$25,000
PB-4	Monroe Street Bridge South Undercrossings	<ul style="list-style-type: none"> City of Spokane Parks & Recreation Department Avista 	short-medium	PB4.1 Initiate discussion with the City of Spokane to discuss project specifics and jurisdictional requirements. PB4.2 Support authorization and partnership with the Spokane Club. PB4.3 Discuss and coordinate project with appropriate jurisdictional entities and property owners. PB4.4 Develop preliminary crossing alignment. PB4.5 Complete topographic mapping of crossing prior to initiating preliminary design. PB4.6 Complete preliminary design & develop refined project cost estimate. PB4.7 Apply for grants and obtain funding for continued design and construction. PB4.8 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. PB4.9 Initiate construction activities (after all permits & approvals have been obtained).	\$1,600,000 <ul style="list-style-type: none"> Retaining Walls = \$700,000 Asphalt/gravel pathway = \$200,000 Lighting/Elect. = \$100,000 Fencing/Security = \$50,000 Signs/Mark. = \$50,000 Landscaping = \$50,000 Drainage = \$50,000 Contingency = \$400,000
PB-5	Down River Link (Cemetery Property)	<ul style="list-style-type: none"> Friends of Centennial Trail Friends of the Falls/Coalition 	medium-long	PB5.1 Initiate discussion with the City of Spokane to discuss project specifics and jurisdictional requirements. PB5.2 Continue to discuss project with adjacent landowners in hopes of securing necessary easements. PB5.3 Develop preliminary trail alignment. PB5.4 Complete topographic mapping of trail corridor prior to initiating preliminary design. PB5.5 Complete preliminary design & develop refined project cost estimate. PB5.6 Apply for grants and obtain funding for continued design and construction. PB5.7 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. PB5.8 Initiate construction activities (after all permits & approvals have been obtained).	\$65,000 <ul style="list-style-type: none"> Misc. Admin w/affected landowner = \$5,000 Ex. Trail Maint. = \$10,000 Signs/Markings = \$5,000 New Trail Const. = \$45,000

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Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Pedestrian and Bike Way Element (continued)					
PB-6	Surrounding Neighborhood Connections A. MAC B. Browne's Addition C. W. Central—West D. W. Central—Central E. W. Central—East F. Riverfront Park G. Government Center H. Carnegie Sq. I. Huntington Park J. Lower South Hill	<ul style="list-style-type: none"> City of Spokane Parks & Recreation Department 	medium–long	PB6.1 Initiate discussion with the City of Spokane to discuss project specifics and jurisdictional requirements. PB6.2 Entertain discussions with affected parties as needed to secure easements as necessary. PB6.3 Develop preliminary segment alignments. PB6.4 Complete topographic mapping of segments prior to initiating preliminary design. PB6.5 Complete preliminary design & develop refined project cost estimate. PB6.6 Apply for grants and obtain funding for continued design and construction. PB6.7 Complete final design and prepare “Plans, Specifications and Estimate (PS&E)” package. PB6.8 Initiate construction activities (after all permits & approvals have been obtained).	\$500,000 <ul style="list-style-type: none"> PB-6A = \$5,000 PB-6B = \$10,000 PB-6C = \$20,000 PB-6D = \$20,000 PB-6E = \$20,000 PB-6F = \$25,000 PB-6G = \$60,000 PB-6H = \$5,000 PB-6I = \$280,000 PB-6J = \$20,000
PB-7	Maple Street Bridge Connection	<ul style="list-style-type: none"> City of Spokane Engineering Services 	short–medium	PB7.1 Initiate discussion with the City of Spokane to discuss project specifics and jurisdictional requirements. PB7.2 Develop stair/ramps preliminary alignment & details. PB7.3 Complete topographic mapping of site prior to initiating preliminary design. PB7.4 Complete preliminary design & develop refined project cost estimate. PB7.5 Apply for grants and obtain funding for continued design and construction. PB7.6 Complete final design and prepare “Plans, Specifications and Estimate (PS&E)” package. PB7.7 Initiate construction activities (after all permits & approvals have been obtained)	\$360,000 <ul style="list-style-type: none"> New staircase or spiral ramp = \$250,000 Soil slope stability = \$40,000 Signs / Markings = \$20,000 Minor lighting = \$30,000 Minor landscaping = \$20,000
PB-8	Trail Classification System Guidelines	<ul style="list-style-type: none"> Friends of the Falls/Coalition Friends of Centennial Trail 	short	PB8.1 Initiate discussion with the City of Spokane to discuss project specifics and jurisdictional requirements. PB8.2 Develop preliminary trail classification system guidelines. PB8.3 Review and adopt proposed trail classification guidelines.	\$35,000 <ul style="list-style-type: none"> Meet w./City to discuss project = \$1,000 Research other community standards = \$4,000 Develop & adopt formal trail classification system / document = \$25,000 Produce hard copies / electronic copy for posting = \$5,000
PB-9	Fish Lake Trail	<ul style="list-style-type: none"> Parks & Recreation Department Friends of Centennial Trail Washington State Parks 	medium	PB9.1 Continue discussion with City of Spokane, Union Pacific and Parks and Rec Dept. to discuss project specifics and jurisdictional requirements PB9.2 Seek additional funding to ensure connection to the Sunset Highway. PB9.3 Coordinate project with Spokane Comprehensive Plan and Spokane Six Year Street Program.	\$470,000

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Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Recreational Elements					
R-1	Peaceful Valley Boat Launches	<ul style="list-style-type: none"> Northwest Whitewater Association Friends of the Falls/Coalition Parks & Recreation Department Peaceful Valley Neighborhood Association 	short	<p>R-1.1 Contract to survey the Peaceful Valley boat launch sites and approaches to the sites.</p> <p>R-1.2 Conduct a request for qualifications process to hire a consultant team to evaluate the selected sites and prepare plans for the boat launches. The team should include (at a minimum) cultural resource specialists, neighborhood facilitation and boat launch designers.</p> <p>R-1.3 Prepare plans and documents for the permitting and construction of the boat launches.</p>	<p>\$395,000</p> <ul style="list-style-type: none"> Archeological Survey = \$10,000 A&E Services / Survey = \$18,000 A&E Services = \$60,000 Permitting = \$12,000 Picnic Tables = \$3,200 Benches = \$2,000 Trash receptacles = \$2,000 Retaining Walls = \$32,000 Grading and Site Work = \$125,000 Parking = \$125,000 Revegetation = \$40,000
R-2	Confluence Area Recreation Improvements	<ul style="list-style-type: none"> Plateau Tribes Friends of the Falls/Coalition Parks & Recreation Department 	long	<p>R2.1 Contract to survey the extents of Confluence Area Recreation.</p> <p>R2.2 Conduct a request for qualifications process to hire a Parks and Recreation consultant to prepare a Master Plan for the development / conservation / restoration of High Bridge Park.</p> <p>R2.3 Coordinate design of soft pathways and other improvements with archeological investigation and Spokane Tribal Cultural Resources officials.</p>	<p>\$105,900</p> <ul style="list-style-type: none"> Archeological Survey = \$5,000 A&E Services = \$12,000 Pathway Development = \$80,000 Picnic Tables = \$2,400 Benches = \$2,500 Trash receptacles = \$4,000
R-3	Raft and Kayak Launches	<ul style="list-style-type: none"> Northwest Whitewater Association Friends of the Falls/Coalition Parks & Recreation Department Peaceful Valley Neighborhood Association 	short-medium	<p>R3.1 Contract to survey the east end of Glover Field and the informal trail connecting Glover Field to the Main Street.</p> <p>R3.2 Conduct a request for qualifications process to hire a Parks and Recreation consultant to prepare a plan and construction drawings for the development kayak / raft access point at Glover Field.</p> <p>R3.3</p>	<p>\$93,850</p> <ul style="list-style-type: none"> Archeological Survey = \$5,000 A&E Services / Survey = \$10,000 Pathway Development = \$50,000 Picnic Tables = \$1,600 Benches = \$1,000 Trash receptacles = \$1,000 Retaining Walls = \$24,000 Concrete Pad = \$1,250
R-4	Small Picnic Sites	<ul style="list-style-type: none"> Friends of the Falls/Coalition Parks & Recreation Department 	short-medium	<p>R4.1 Select sites in conjunction with interpretive signage and view corridors.</p> <p>R4.2 Develop site design as necessary for table location and access.</p> <p>R4.3 Purchase and install tables.</p>	<ul style="list-style-type: none"> Picnic Tables = \$1,600 Concrete Pads (per sf) = \$1,250 Access Walk (per sf) = \$1,250 Trash Receptacle = \$500 Planting/Restoration = \$2,000
R-5	Glover Field Recreation Improvements	<ul style="list-style-type: none"> Friends of the Falls/Coalition Parks & Recreation Department Peaceful Valley Neighborhood Association 	medium	<p>R5.1 Conduct neighborhood meeting to verify need for improvements at Glover Field.</p> <p>R5.2 Prepare a plan and construction drawings for the development Glover Field improvements to incorporate community needs and coordinate with the proposed kayak / raft access point at Glover Field.</p> <p>R5.3 Construction improvements to Glover Field.</p>	<p>\$55,900</p> <ul style="list-style-type: none"> Picnic Tables = \$2,400 Bleachers = \$9,000 Access Walk = \$500 Trash Receptacle = \$400 Bike Rack = \$14,000 Picnic Shelter (16'x16') = \$15,000 Planting/Restoration = \$15,000 Irrigation = \$8,000 Lighting = \$5,000

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Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Recreational Elements (continued)					
R-6	Whitewater Park	<ul style="list-style-type: none"> • Friends of the Falls/Coalition • Northwest Whitewater Association • City of Spokane Parks & Recreation Department • State and Federal Agencies • Spokane Canoe and Kayak Club 	short	R6.1 Design and engineering of the whitewater park at the Sandifur Memorial Bridge. R6.2 Permitting for construction of all elements of the whitewater park. R6.3 Construction of the whitewater park in Spokane River at the Sandifur Memorial Bridge.	\$475,000 <ul style="list-style-type: none"> • Design/Engineering = \$45,000 • Permitting/Construction = \$430,000
R-7	High Bridge Park Master Plan Development	<ul style="list-style-type: none"> • Parks & Recreation Department 	short	R7.1 Contract to survey the extents of High Bridge Park from Hangman Creek to Government Way and Sunset Boulevard / Private Property on the South and the Spokane River on the North. R7.2 Conduct a request for qualifications process to hire a Parks and Recreation consultant to prepare a Master Plan for the development / conservation / restoration of High Bridge Park.	\$265,000 <ul style="list-style-type: none"> • Survey = \$15,000 • Master Plan Development= \$250,000

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Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Economic Development Element					
ED-1	Summit West	<ul style="list-style-type: none"> Private Developer City of Spokane 	short	ED1.1 Initiate discussions with the City, property owner. Complete environmental contamination analysis. ED1.2 Develop preliminary land use plan and site design. ED1.3 Obtain funding for design and construction ED1.4 Complete final design, obtain all necessary permits and initiate construction.	Not available without further project development
ED-2	Summit East	<ul style="list-style-type: none"> Private Developer City of Spokane 	short	ED2.1 Initiate discussions with the City, property owner. ED2.2 Complete environmental contamination analysis. ED2.3 Develop preliminary land use plan and site design. ED2.4 Obtain funding for design and construction. ED2.5 Complete final design, obtain all necessary permits and initiate construction.	Not available without further project development
ED-3	Southern Gateway Development Area	<ul style="list-style-type: none"> Private Developer City of Spokane 	medium	ED3.1 Initiate discussions with the City, property owners. ED3.2 Complete environmental contamination analysis. ED3.3 Develop preliminary land use plan and site design. ED3.4 Obtain funding for design and construction ED3.5 Complete final design, obtain all necessary permits and initiate construction.	Not available without further project development
ED-4	Peaceful Valley Neighborhood Center	<ul style="list-style-type: none"> Peaceful Valley Neighborhood Association City of Spokane Peaceful Valley Community Center 	medium	ED4.1 Identify appropriate businesses (such as an independently owned café/general store) and methods of attracting them to the center. ED4.2 Engage city, landowners, and potential developers in discussion to identify program and site. ED4.3 Create association of local residents to oversee development and design process. ED4.4 Identify traffic-calming mechanisms (See PB-2).	Not available without further project development
ED-5	Peaceful Valley Housing Infill Sites	<ul style="list-style-type: none"> Peaceful Valley Neighborhood Association City of Spokane Private developer 	short	ED5.1 Engage city, landowners, and potential developers in discussion to identify program. ED5.2 Create association of local residents to oversee development and design process. ED5.3 Identify traffic-calming mechanisms.	Not available without further project development
ED-6	'A' Street Commercial Development Node	<ul style="list-style-type: none"> Private Developer City of Spokane Parks & Recreation Department 	medium	ED6.1 Identify appropriate businesses and methods of attracting them to the center. ED6.2 Engage city, landowners, and potential developers in discussion to identify program and site. ED6.3 Create association of local residents to oversee development and design process. ED6.4 Identify traffic-calming mechanisms (See T-3).	Not available without further project development
ED-7	West Broadway Neighborhood Center	<ul style="list-style-type: none"> Private Developer City of Spokane West Central Neighborhood Association 	medium	ED7.1 Engage city, landowners, and potential developers in discussion to identify potential key development sites. ED7.2 Identify appropriate businesses and methods of attracting them to the center. ED7.3 Coordinate neighborhood plan with Gorge area's design guidelines to ensure a symbiotic relationship. ED7.4 Ensure local residents are in agreement with development and design process. ED7.5 Identify traffic-calming mechanisms to facilitate ease of access.	Not available without further project development

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Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Interpretive Facilities and Program Element					
I-1	Interpretive Wayfinding and Signage Program	<ul style="list-style-type: none"> Friends of the Falls/Coalition Parks & Recreation Department Friends of Centennial Trail 	short	I 1.1 Initiate discussion with City of Spokane Parks Department about project specifics and jurisdictional requirements. I 1.2 Work with the tribes to protect sensitive cultural sites. I 1.3 Review and integrate existing signage programs. I 1.4 Build relationships with interpretive content providers. I 1.5 Develop preliminary conceptual designs for sign locations. I 1.6 Develop more refined cost estimate for funding strategies. I 1.7 Apply for grants and obtain funding through available sources for design and construction. I 1.8 Complete topographic and existing conditions at signage sites. I 1.9 Develop interpretive and orientation materials and displays. I 1.10 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. I 1.11 Initiate construction activities (after all permits and approvals have been obtained). I 1.12 Provide ongoing maintenance and updating of interpretive content.	\$350,000 (Including 20 interpretive signs) <ul style="list-style-type: none"> Construction per sign = \$10,000 Research and Design = \$150,000 (Including 2 wayfinding signs) <ul style="list-style-type: none"> Construction per sign = \$2,500 Design = \$20,000
I-2	The Confluence Area Visitor Arrival Point	<ul style="list-style-type: none"> Friends of the Falls/Coalition Parks & Recreation Department Friends of Centennial Trail Spokane Tribe 	short	I 2.1 Initiate discussion with City of Spokane Parks Department about project specifics and jurisdictional requirements. I 2.2 Propose for inclusion in the City's Highbridge Park Master Plan. I 2.3 Work with the tribes to protect sensitive cultural sites. I 2.4 Develop preliminary conceptual design for bathroom building, covered area, small parking area, and drop-off. I 2.5 Develop more refined cost estimate for funding strategies. I 2.7 Apply for grants and obtain funding through available sources for design and construction. I 2.8 Complete topographic and existing conditions surveys of the area. I 2.9 Develop interpretive and orientation materials and displays. I 2.10 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. I 2.11 Initiate construction activities (after all permits and approvals have been obtained). I 2.12 Provide ongoing maintenance and updating of interpretive content.	\$500,000
I-3	Southern Gateway Visitor Arrival Point	<ul style="list-style-type: none"> Friends of the Falls/Coalition Private Developer City of Spokane 	medium	I 3.1 Initiate discussion with City of Spokane, property owners, and potential developers about project specifics. I 3.2 Develop preliminary conceptual design for interpretive and wayfinding signage integrated with catalytic development. I 3.3 Develop more refined cost estimate for funding strategies. I 3.4 Apply for grants and obtain funding through available sources for design and construction. I 3.5 Complete topographic and vegetation surveys of Confluence Area. I 3.7 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. I 3.8 Initiate construction activities (after all permits and approvals have been obtained). I 3.9 Provide ongoing maintenance and updating of interpretive content.	\$50,000
I-4	The North Point Overlook	<ul style="list-style-type: none"> Friends of the Falls/Coalition Private Developer City of Spokane Parks & Recreation Department Washington State Parks Friends of the Centennial Trail 	short	I 4.1 Initiate discussion with City of Spokane, property owners, and potential developers about project specifics, jurisdictional requirements, and long-term ownership for the North Point Overlook property. I 4.2 Work with the tribes to protect sensitive cultural sites. I 4.3 Develop preliminary conceptual design for artifact stabilization, surrounding open space, and interpretive signage. I 4.4 Develop more refined cost estimate for funding strategies. I 4.5 Apply for grants and obtain funding through available sources for design and construction. I 4.7 Complete topographic and existing conditions surveys of the area. I 4.8 Develop interpretive and orientation materials and displays. I 4.9 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. I 4.10 Initiate construction activities (after all permits and approvals have been obtained). I 4.11 Provide ongoing maintenance.	\$500,000

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Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Interpretive Facilities and Program Element (continued)					
I-5	Gateway Entry Improvements	<ul style="list-style-type: none"> City of Spokane Parks & Recreation Department 	short	I 5.1 Initiate discussion with City of Spokane and adjacent property owners about project specifics and jurisdictional requirements. I 5.2 Develop preliminary conceptual design for gateway features. I 5.3 Develop more refined cost estimate for funding strategies. I 5.4 Apply for grants and obtain funding through available sources for design and construction. I 5.5 Complete topographic and existing conditions surveys of gateway sites. I 5.6 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. I 5.7 Initiate construction activities (after all permits and approvals have been obtained). I 5.8 Provide ongoing maintenance.	\$250,000
I-6	Huntington Park Improvements	<ul style="list-style-type: none"> Avista Utilities City of Spokane Parks & Recreation Department Friends of the Falls/Coalition 	medium	I 6.1 Initiate discussion with City of Spokane and Avista about project specifics and jurisdictional requirements. I 6.2 Propose for inclusion in the City's Shoreline Master Program. I 6.3 Work with the tribes to protect sensitive cultural sites. I 6.4 Develop preliminary conceptual design for artifacts, artwork, infrastructure, and open space. I 6.5 Develop more refined cost estimate for funding strategies. I 6.7 Apply for grants and obtain funding through available sources for design and construction. I 6.8 Complete topographic and existing conditions surveys of the area. I 6.9 Develop interpretive and orientation materials/displays and plan for updating interpretive content. I 6.10 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. I 6.11 Initiate construction activities (after all permits and approvals have been obtained). I 6.12 Coordinate ongoing maintenance and operations with property owners.	\$1,000,000
I-7	The Confluence Interpretive Area	<ul style="list-style-type: none"> Parks & Recreation Department Spokane Tribe 	medium	I 7.1 Initiate discussion with City of Spokane Parks Department about project specifics and jurisdictional requirements. I 7.2 Propose for inclusion in the City's Highbridge Park Master Plan. I 7.3 Work with the tribes to protect sensitive cultural sites. I 7.4 Develop preliminary conceptual design for interpretive trails and gardens. I 7.5 Develop more refined cost estimate for funding strategies. I 7.7 Apply for grants and obtain funding through available sources for design and construction. I 7.8 Complete topographic and vegetation surveys of Confluence Area. I 7.9 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. I 7.10 Initiate construction activities (after all permits and approvals have been obtained). I 7.11 Provide ongoing maintenance and updating of interpretive content.	\$1,000,000 (includes H-5)
I-8	Tribal Cultural Center	<ul style="list-style-type: none"> United Native Americans of Spokane Public Development Authority Spokane Tribe and UCUT City of Spokane 	short	I 8.1 Initiate discussion with Spokane Tribe and UCUT about project specifics and jurisdictional requirements. I 8.2 Develop preliminary conceptual design for cultural center and surroundings. I 8.3 Develop more refined cost estimate for funding strategies. I 8.4 Apply for grants and obtain funding through available sources for design and construction. I 8.5 Complete topographic and existing conditions surveys of Veterans Court Park site. I 8.7 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. I 8.8 Initiate construction activities (after all permits and approvals have been obtained). I 8.9 Provide ongoing maintenance and updating of interpretive content.	\$10,000,000

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Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Habitat Restoration and Preservation Element					
H-1	Riparian Areas Improvements	<ul style="list-style-type: none"> • Parks and Recreation Department • Private landowners • City of Spokane 	medium	H1.1 Initiate discussion with City of Spokane Parks Department and private landowners about project specifics and jurisdictional requirements. H1.2 Propose for inclusion in the City's Shoreline Master Program. H1.3 Work with the tribes to protect sensitive cultural sites. H1.4 Develop multi-year planned grazing strategy for reduction of invasive species. H1.5 Develop preliminary conceptual design for native species seeding and planting. H1.6 Develop more refined cost estimate for funding strategies. H1.7 Apply for grants and obtain funding through available sources for design and construction. H1.8 Complete vegetation survey of riparian areas. H1.9 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. H1.10 Initiate construction activities (after all permits and approvals have been obtained). H1.11 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$1,600,000 <ul style="list-style-type: none"> • Removal of invasive weeds along 100' buffer for 65 acres • Estimated to cost \$20,000/acre + 25% for design and administration
H-2	Areas with Southern Exposure Improvements	<ul style="list-style-type: none"> • Parks and Recreation Department • City of Spokane 	medium	H2.1 Initiate discussion with City of Spokane Parks Department about project specifics and jurisdictional requirements. H2.2 Work with the tribes to protect sensitive cultural sites. H2.3 Develop multi-year planned grazing strategy for reduction of invasive species. H2.4 Develop preliminary conceptual design for native species seeding and planting. H2.5 Develop more refined cost estimate for funding strategies. H2.6 Apply for grants and obtain funding through available sources for design and construction. H2.7 Complete vegetation survey of southern exposure areas. H2.8 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. H2.9 Initiate construction activities (after all permits and approvals have been obtained). H2.10 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$650,000 <ul style="list-style-type: none"> • Removal of invasive weeds for 75 acres • Estimated to cost \$7,000/acre + 25% for design and administration
H-3	North Point Overlook Restoration	<ul style="list-style-type: none"> • Friends of Centennial Trail • Parks and Recreation Department • Washington State Parks • City of Spokane 	short	H3.1 Initiate discussion with Friends of Centennial Trail and Washington State Parks about project specifics and jurisdictional requirements. H3.2 Work with the tribes to protect sensitive cultural sites. H3.3 Develop multi-year planned grazing strategy to prevent recolonization by invasive species. H3.4 Develop preliminary conceptual design for native species planting. H3.5 Develop more refined cost estimate for funding strategies. H3.6 Apply for grants and obtain funding through available sources for design and construction. H3.7 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. H3.8 Initiate construction activities (after all permits and approvals have been obtained). H3.9 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$25,000
H-4	Confluence Area Restoration	<ul style="list-style-type: none"> • Spokane Tribe • Parks and Recreation Department • City of Spokane 	medium	H4.1 Initiate discussion with City of Spokane Parks Department about project specifics and jurisdictional requirements. H4.2 Propose for inclusion in the City's Shoreline Master Program. H4.3 Propose for inclusion in the City's Highbridge Park Master Plan. H4.4 Work with the tribes to protect sensitive cultural sites. H4.5 Develop multi-year planned grazing strategy for reduction of invasive species. H4.6 Develop preliminary conceptual design for regrading of riparian wetlands and native species seeding and planting. H4.7 Develop more refined cost estimate for funding strategies. H4.8 Apply for grants and obtain funding through available sources for design and construction. H4.9 Complete topographic and vegetation surveys of Confluence Area. H4.10 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. H4.11 Initiate construction activities (after all permits and approvals have been obtained). H4.12 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$35,000

Time Frame: short = 0–3 years medium = 3–7 years long = 7–10 years

Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Habitat Restoration and Preservation Element (continued)					
H-5	Areas with Northern Exposure Improvements	<ul style="list-style-type: none"> • Parks and Recreation Department • City of Spokane • Private landowners 	long	H5.1 Initiate discussion with City of Spokane Parks Department about project specifics and jurisdictional requirements. H5.2 Propose for inclusion in the City's Shoreline Master Program. H5.3 Work with the tribes to protect sensitive cultural sites. H5.4 Develop multi-year planned grazing strategy for reduction of invasive species. H5.5 Develop preliminary conceptual design for native species seeding and planting. H5.6 Develop more refined cost estimate for funding strategies. H5.7 Apply for grants and obtain funding through available sources for design and construction. H5.8 Complete vegetation survey of northern exposure areas. H5.9 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. H5.10 Initiate construction activities (after all permits and approvals have been obtained). H5.11 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$250,000 <ul style="list-style-type: none"> • Removal of invasive weeds for 25 acres • Estimated to cost \$4,000/acre + 25% for design and administration
H-6	Glover Field to Water Avenue Riparian Area Improvements	<ul style="list-style-type: none"> • Parks and Recreation Department • City of Spokane • Private landowners' • Peaceful Valley Neighborhood Association 	long	H6.1 Work with Tribes to identify sensitive cultural sites. H6.2 Survey existing condition of vegetation, topography geology and hydrology. H6.3 Determine appropriate scale and form of wetland features H6.4 Develop preliminary conceptual design for native species seeding and planting. H6.5 Develop more refined cost estimate for funding strategies. H6.6 Apply for grants and obtain funding through available sources for design and construction. H6.7 Complete vegetation survey of northern exposure areas. H6.8 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. H6.9 Initiate construction activities (after all permits and approvals have been obtained). H6.10 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$500,000 <ul style="list-style-type: none"> • 8 acres of wetland restoration

Time Frame: short = 0–3 years medium = 3–7 years long = 7–10 years

Project Number	Strategy/Action	Lead Responsibility	Time Frame	Implementation Actions	Estimated Cost
Green Infrastructure Planning and Design Guidelines					
GI-1	Confluence Area Demonstration Features	<ul style="list-style-type: none"> • Parks and Recreation Department • Tribes 	short	GI 1.1 Initiate discussion with City of Spokane Parks Department about project specifics and jurisdictional requirements. GI 1.2 Propose for inclusion in the City's Highbridge Park Master Plan. GI 1.3 Work with Department of Public Works to protect existing infrastructure. GI 1.4 Work with the tribes to protect sensitive cultural sites. GI 1.5 Develop preliminary conceptual design for natural drainage features integrated with Confluence Area VAP, habitat improvements, and interpretive elements. GI 1.6 Develop more refined cost estimate for funding strategies. GI 1.7 Complete topographic and existing conditions surveys of Confluence Area VAP and surroundings. GI 1.8 Apply for grants and obtain funding through available sources for design and construction. GI 1.9 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. GI 1.10 Initiate construction activities (after all permits and approvals have been obtained). GI 1.11 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$100,000
GI-2	Southern Gateway and High Bridge Park Demonstration Features	<ul style="list-style-type: none"> • City of Spokane • Private Developer 	medium	GI 2.1 Initiate discussion with City of Spokane Parks Department about project specifics and jurisdictional requirements for the Highbridge Park portion. GI 2.2 Initiate discussion with City of Spokane, property owners, and potential developers about project specifics for the Southern Gateway portion. GI 2.3 Propose for inclusion in the City's Highbridge Park Master Plan. GI 2.4 Work with Department of Public Works to protect existing infrastructure. GI 2.5 Work with the tribes to protect sensitive cultural sites. GI 2.6 Develop preliminary conceptual design for natural drainage features integrated with catalytic development, habitat improvements, and interpretive elements. GI 2.7 Develop more refined cost estimate for funding strategies. GI 2.8 Complete topographic and existing conditions surveys of Southern Gateway and Highbridge Park terraces along 'A' Street. GI 2.9 Apply for grants and obtain funding through available sources for design and construction. GI 2.10 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. GI 2.11 Initiate construction activities (after all permits and approvals have been obtained). GI 2.12 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$300,000
GI-3	Summit Property Green Demonstration Features	<ul style="list-style-type: none"> • Private Developer 	short	GI 3.1 Initiate discussion with City of Spokane, property owners, and potential developers about project specifics and jurisdictional requirements for the Summit East properties. GI 3.2 Work with the tribes to protect sensitive cultural sites. GI 3.3 Develop preliminary conceptual design for natural drainage features integrated with residential development, streets, neighborhood open space, and interpretive elements. GI 3.4 Develop more refined cost estimate for funding strategies. GI 3.5 Complete topographic and existing conditions surveys of Summit East. GI 3.6 Encourage developer to fund a natural drainage system with habitat and community amenities in lieu of some traditional stormwater treatment infrastructure. GI 3.7 Complete final design and prepare "Plans, Specifications and Estimate (PS&E)" package. GI 3.8 Initiate construction activities (after all permits and approvals have been obtained). GI 3.9 Provide ongoing maintenance, weed control, and long-term adaptive management.	\$280,000

Time Frame: short = 0–3 years medium = 3–7 years long = 7–10 years