

White Paper for THEZONE Project (TZP) for FY 2017

Executive Summary

The purpose of TZP is to impact the human environment where the causes and effects of poverty perpetually have adverse effects on the neighborhoods thriving.

TZP is the City of Spokane's Promise Zone plan in action. Essentially, the City and THEZONE Partnership Network have made a commitment to continue, and in some cases increase, the application of resources to the ongoing development and implementation of the Promise Zone plan.

TZP's geographic boundary is located in the city's northeast quadrant, where a poverty rate of 34.09% doesn't begin to describe the intergenerational struggle that has long inhibited positive change. It is an area that includes 7 neighborhoods and is also representative of District 1; one of the City's three districts. TZP is home to 23% of Spokane's residents but accounts for 48% of the city's violent crime and 49% of its property crime. The area is challenged to connect some of the City's highest educational, social, economic, and health needs with existing assets that can the stage for revitalization, such as the in-progress North Spokane Corridor, a Targeted Investment Pilot area, a 500-acre undeveloped commercial area (The YARD), and extensive neighborhood-based resources.

The process of creating and the implementation of TZP has and will continue to empower its residents with the resources, tools, skills, and network to build a community of opportunity with regard to education, jobs, economy, safety, housing, and health to support a fundamental shift from intergenerational poverty to intergenerational prosperity. Activities center on the themes of resilience, resource navigation, restorative practice, and racial equity to achieve short-term wins that set the stage for longer, more sweeping innovations and outcomes throughout 10-year designation. Integrated activities build the quality of the cradle to career continuum, implement restorative discipline and justice strategies, transform abandoned properties into homes, decrease food insecurity, address behavioral health needs, develop a workforce prepared to fill ample living-wage jobs, and attract public-private investments. The City of Spokane has a history of successful revitalization, securing over \$4 billion in private and public investments that have stimulated growth and transformation. The process of *applying* for Promise Zone designation sparked cross-sector planning and alignment of resources; *being* a Promise Zone will actualize the local investment and strategic planning that surely will result in long term, holistic revitalization.

Goal Areas

TZP is structured into 6 goal areas. Program development, capacity building, influencing policy change, and targeted resource development are all part of moving each strategy forward.

Education

Result: Children in THEZONE Project neighborhoods will achieve educational success from pre-school through postsecondary school.

Strategy 1.1: Kindergarten Readiness

Increase kindergarten readiness by building the quality and capacity of the early learning system.

Strategy 1.2: Education Portfolio to Prevent Dropout

Develop a portfolio of education options for kids who are most at risk of dropping out, starting with a new Community Option School for Grades 6-9.

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Strategy 1.4: T-2-4

Prepare students to successfully complete some form of higher education (T-2-4), and connect adults to GED and postsecondary options.

Indicators:

- High School Graduation rate
- Postsecondary graduation rate
- Kindergarten readiness rate
- Middle school reading and math test scores
- School Suspensions (disaggregated by race)

Economic Development

Result: Transform THEZONE into a sought-after place to bring and place businesses, developments, and economic activity.

Strategy 2.1 The YARD financing strategy/infrastructure

Develop and implement a financing strategy to fund the NEPDA plan for The YARD that will create the infrastructure (utilities, roads) necessary to attract large employers.

- Define and implement a comprehensive financing strategy for The Yard.
- Identify, resource, design, and construct infrastructure that will be attractive to a diverse mix of businesses.

Strategy 2.2 - : Entrepreneurship

Foster entrepreneurship in THEZONE by connecting new business owners to micro-loans, training, and mentoring and by drawing existing entrepreneurs into the neighborhood.

- Offer small business boot camps in THEZONE.
- Increase small business training, consulting, and lending to TZP businesses.

- Offer at least two entrepreneurial events each year in THEZONE through Startup Spokane program.
- Increase small businesses locating in or expanding within THEZONE.

Strategy 2.3 – Expand employers in The Zone

Build on regional economic development priorities and accelerate plans to recruit, retain, and expand employers in THEZONE. We must effectively dock with regional efforts, while using tailored strategies that capitalize on unique neighborhood needs and assets.

- Implement the City’s 5-year, \$90 million plan of utility, roads, and other infrastructure improvements in THEZONE.
- Increase jobs in THEZONE through economic development activities that support recruiting new and retaining/expanding existing businesses in THEZONE.

Strategy 2.4 – Integrated approach

Integrate economic development activities with other infrastructure improvements and neighborhood revitalization efforts as a means of enhance job opportunities, vibrant economic development, and meaningful resident engagement.

- Increase available jobs in THEZONE.
- Build and launch corridor-based bus rapid transit service in THEZONE.

Indicators:

- Number of businesses in The Zone
- Number of small businesses in The Zone
- Number of jobs in The Zone

Job Creation

Result: Create new living-wage jobs and prepare a skilled workforce from the THEZONE Project neighborhoods to fill them.

Strategy 3.1 Policy for favorable hiring practices

Develop and implement policies & practices that encourage hiring from THEZONE for work being done to improve THEZONE(public works, existing institutions).

- Change in CEZ legislation to requires hiring from in the CEZ for businesses to exempt sales & use tax on construction/materials.
- Increase jobs available in THEZONE.
- Increase refugees employed in THEZONE.

Strategy 3.2 - Youth Job Program

Launch a youth job program consisting of work-based learning, externships, and summer employment opportunities as a means of enhancing educational outcomes, job skills, and hope.

- Increase youth employment in THEZONE.
- Increase number of employers hiring youth.

Strategy 3.3 – Workforce development resources in the neighborhood

Expand workforce development resources at the neighborhood level to support a skilled labor force and the resources they need to go to work.

- Increase refugee employment.
- Increase current TZP resident enrollment in CCS programs.

- Increase TZIP residents' enrollment in and successful completion of INAGC Apprenticeship.
- Expand at least two neighborhood-based work force development services and supports.
- Expand the number of employers offering and the number of students placed in internships and work study opportunities in THEZONE.

Strategy 3.4 – Financial asset-building

Expand access to financial asset-building activities, and integrate them with social and health supports that increase self-sufficiency.

- Increase provision of economic literacy and financial asset building services for general populations in THEZONE.
- Increase provision of economic literacy and financial asset building services for immigrants and veterans in THEZONE.

Indicators:

- Number or percentage of households in THEZONE Project neighborhoods with incomes above 200% of poverty
- Number and age of individuals with savings accounts
- Number of jobs in THEZONE that pay annual wages of \$60k or more

Housing

Result: Secure and sustain affordable, safe and quality housing for individuals and families in THEZONE.

Strategy 4.1 Expand rental assistance voucher pilot

Improve successful placement into and reduce the default rate in affordable housing options by expanding the referral-based voucher pilot with new partners that provide social and life skills supports.

- Increase rental voucher success rate.
- Reduce mobility of students within THEZONE.

Strategy 4.2 - Improve housing stock/Project Restoration

Rehabilitate and improve housing stock through home rehabilitation, emergency repairs, and Project Restoration (a collaborative effort to rehab vacant homes to provide new single family dwellings while training youth in job skills).

- Increase use of Single Family Rehabilitation funds in THEZONE.
- Crime hot spots will diminish in relationship to vacant home rehabilitation.
- THEZONE's property crime rate will decrease.
- THEZONE's violent crime rate will decrease.
- THEZONE's vacant housing stock will decrease.
- Youth participants in Project Restoration will matriculate into college programs, apprenticeships, and jobs.

Strategy 4.3 – Rental quality and safety

Increase the quality and safety of rental properties through code enforcement [ongoing] and public resource allocation.

- Crime hot spots will diminish as properties are brought to code or renters who are not following the law are evicted.
- Property crimes will decrease.

- Residents will spend more time outdoors and walking in their neighborhoods.
- Property values will increase.
- Potential for quality infill (new construction on vacant land or new construction after tear down of dilapidated homes) will increase.

Strategy 4.4 – Expand availability of affordable, quality housing stock

Collaborate with community partners to plan and build affordable, quality single- and multi-family dwellings.

- THEZONE’s student mobility rate will stabilize.
- Home ownership will increase.

Indicators:

- Long-term housing vacancy rate in the Zone
- Home ownership rate in the Zone
- Student mobility rate in THEZONE

Reducing Crime

Result: Create a safer community for all residents in THEZONE.

Strategy 5.1 Restorative Justice

Implement Restorative Justice approaches (e.g., Community Court, Mental Health Court, Community Truancy Boards) to divert non-violent crime offenders from the judicial system into services that address the root causes of such crimes.

- Implement THEZONE-specific alternatives to incarceration approach.

Strategy 5.2 - Neighborhood crime prevention

Build the NE Spokane Precinct’s capacity to serve as a crime prevention hub through Hot Spot Policing, a dedicated Neighborhood Conditions Officer, collocated programs and supports, and policies and supports in the Race and Equity Toolkit.

- Reduce hot spot crime.
- Reduce violent crime.
- Reduce property crimes.
- Reduce racial disparities in police-citizen contacts.

Strategy 5.3 – Expand police presence and trust

Enhance police presence and trust through programs like Restore Our Kids (ROK), Police Activities League (PAL), and Youth Police Initiative (YPI).

- Double the number of ZONE youth served by 3 Spokane Police Department youth programs (YPI, ROK, PAL).
- Reduce disproportionality of police-citizen engagement with residents of color.

Strategy 5.4 – Neighborhood safety

Expand Safe Homes Initiative through volunteer efforts like Crime Prevention through Environmental Design, deadbolt distribution, and latent fingerprinting.

- Increase provision of CPTED supports and services for residents in THEZONE.
- Deploy 40 new volunteers to support ongoing COPS and CPTED activities.

Indicators:

- # of violent crimes in the Zone
- # of property crimes in the Zone

Health

Result: Increase the health and life expediencies of residents in THEZONE.

Strategy 6.1 Trauma-informed community

Support safety net and anchor institutions in to develop and implementation of trauma-informed policies, procedures, and practices that reinforce resilience, starting with Spokane Public Schools and community partners.

- Establish and implement trauma-informed policies in at least one school in THEZONE.
- Train at least 240 implementation partners and community partners in trauma-informed practices.
- Train at least 240 parents in trauma-informed parenting practices.

Strategy 6.2 - Increase food security

Build capacity for food access and nutrition by enacting policies, increasing distribution points, attracting new retail food outlets, support school-based nutrition, and supporting local gardening and farmer's markets.

- Increase number and/or frequency of healthy food distribution options in THEZONE.
- Secure 3 new locations to implement neighborhood food growing/farming.
- Implement healthy scratch cooking policies and practices in all schools in THEZONE.
- Create and implement a community policy to increase food security in THEZONE.

Strategy 6.3 – CHA model/service navigation

Invest in and unite a professional and peer-based Community Health Advocate workforce to help residents navigate services available to address health-related social needs and reduce health disparities.

- Improve health and social supports for residents in THEZONE through CHA care coordination and community supports.
- Improve health and social supports for refugee families in THEZONE receiving customized supports that connect them with culturally appropriate wrap-around social and health services.
- Improve housing placement and reduced default for residents in THEZONE with referral housing vouchers supported by a Community Health Advocate Housing Coach.

Strategy 6.4 – Behavioral Health

Enhance access to whole-person behavioral health resources for residents of the ZONE through expanded services and advances in care integration and care coordination among mental health, primary care, substance abuse, and social services.

- Reduce mental health and chemical dependency and increase psycho-education services in THEZONE.
- Train 200 partners in Mental Health First Aid.
- 5 FTE CHW workforce deployed to support care integration and care coordination for residents with multiple, complex health, mental health, substance abuse treatment, and social service needs.

2. What is the estimated length of time required to complete the project?

10+ years

3. Briefly describe your TZP's mission, history, and the beneficiaries of your the programs.

MISSION – Eliminate equitable deficiencies that exist in Northeast Spokane.

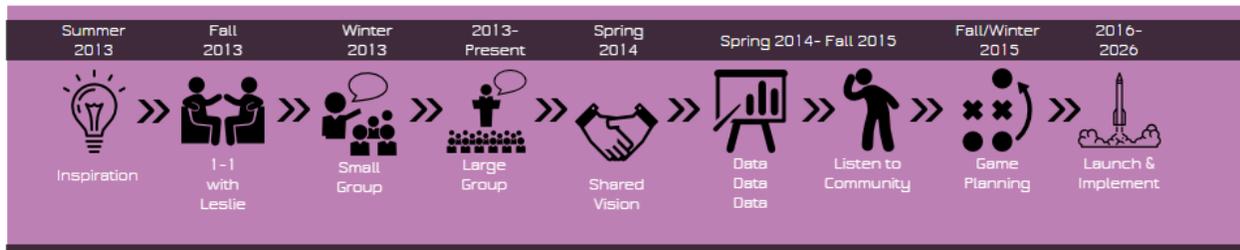
VISION - Change the human environment as a means of improving data in education, housing, crime, economic development, job creation, and health.

HISTORY - THEZONE Project has been greatly inspired by The Harlem Children's Zone and other radical collective impact initiatives similar to the HCZ like Strive Cincinatti, The Road Map Project (Seattle), and Spokane's own Excelerate Success. All of these initiatives are aimed at dramatically decreasing poverty by using data and the power of the community to help focus on increasing attainment in areas like education, economy, and health.

The conversation began in the summer of 2013 as an internal conversation for Director of THEZONE Development, Andre Wicks. As an assistant principal at the time, Andre began to think "we can do things differently, we can do them together, and we can *all* reap the benefit." That internal conversation led to a one on one conversation. That one on one conversation led to small group conversation and that small group conversation led to a coalition of over 300 individuals from 8 neighborhoods and 87 organizations (so far) who have been able to develop a common vision and who agree on a common agenda.

TZP's partnership network, including neighborhood residents, used the 2015-16 Promise Zone competition process as leverage to unite partners and stakeholders and to create a robust & holistic plan for changing the neighborhoods of Northeast Spokane. The proposal was successful, being named a finalist by HUD, but did not receive a Promise Zone designation. As a result of the true collaboration that developed through the process of applying is a community that is still determined and dedicated to implementing the plan.

To date, since submitting the Promise Zone proposal, new programs have been developed, opportunities for capacity building have been utilized, policies have changed, and nearly \$1M dollars in new money has been leveraged by TZP and will be targeted in THEZONE.



Needs and Assets Narrative

1. State in measurable and quantifiable terms the specific poverty-related need(s) identified by the community(ies) that TZP will address, including the number of low-income people directly affected by the problem(s).

The TZP area is a cluster of 8 neighborhoods in Spokane's northeast quadrant that make up the feeder pattern for Rogers High School (the city's high school with the lowest graduation rate and highest out-of-school suspension rate). The area's boundaries were selected to align with natural boundaries and to balance some of the City's highest social, economic, and health needs with rich assets that set the stage for revitalization. The footprint also captures the majority of City Council District 1, bringing strong local representation for TZP's citizens.

The TZP geographic location is entrenched with social, health, and economic challenges that are grounded in the area's history; and most notably in the Hillyard neighborhood's rise and eventual decline into extreme poverty, high crime, and rampant disparity. Hillyard was founded in 1892 and rapidly became a prosperous village as the site of the Great Northern Railroad's rail yards and machine shops. Vast tenement-style housing accommodated the area's largely migrant workforce, creating low-quality rental housing stock over ownership – a characteristic that still exists in THEZONE today. Currently there are roughly 50,000 people that live in THEZONE. There is an overall average rate of 31% poverty (by federal standards); with the highest percentage being 50% in the most distressed census tract.

In 1924, Hillyard was annexed by the City of Spokane, and the once-thriving independent town slowly lost its luster. As diesel engines replaced steam and, later, semis and airplanes replaced trains altogether as the preferred methods for moving freight, jobs were relocated to Montana. The rail yard closed permanently in 1982, leaving behind a massive neighborhood economic downturn and a contaminated wasteland known in urban planning parlance as brownfields. Residents of THEZONE were hit hard again at the dawn of the 21st century when Kaiser Aluminum closed its smelter just north of the area, leaving more than 2,000 people without jobs and gutting THEZONE's local economy. The loss of two major employers left a generation of workers unqualified to compete for jobs in an economy that requires more than a high school diploma, and this trend continues today: in THEZONE's 10 Census tracts, 60-85% of people over 24 have no postsecondary degree.

On nearly every measure, the neighborhoods that make up TZP are the most challenged in the city. THEZONE is home to 23% of the population but is responsible for 48% of the city's violent crime. Health disparities are also prominent. According to 2014 data from the Washington State Department of Health, living in THEZONE will shorten a person's life span by a range of 5 to 24 years compared to residents living in the city's most affluent neighborhoods. In all educational indicators, TZP's public schools rank the lowest in the district: 53% of THEZONE's incoming kindergarteners are not fully prepared for school, and roughly 6 of 10 Garry and Shaw Middle Schools students are below proficiency in math. During the 2007-2008 school year, only 49% of

Rogers High School students earned diplomas. An average of 81% of all students in THEZONE receive free or reduced lunch; the highest percentage, at Logan elementary, is 91%.

While the graduation rate has improved since then to 77% in 2014-2015, 26% of elementary students are already at-risk of dropping out by 6th grade according to the district's Early Warning System.

TZP's local economy and job market are similarly challenged. The unemployment rate is estimated at 13%, compared to 5.7% citywide. Spokane County's 100 highest paying jobs are almost nonexistent in THEZONE, explaining why the median household income is lower than it is city- and countywide (\$30,213 vs. \$39,385 citywide and \$49,223 countywide). While TZP's employment rate appears high at 87%, the high poverty rate demonstrates the *quality* of jobs creates a high likelihood of being among the "working poor."

Housing insecurity also runs rampant in these neighborhoods. At least 3.8% of Spokane's K-12 student population is homeless, and school mobility data suggest that THEZONE is home to an undue proportion of these students. The average mobility rate in THEZONE's nine elementary schools is 29% (with a high of 38% at Logan Elementary) compared to the district-wide average of 21% and a low of 3% at the city's least mobile school. Furthermore, fully 41% of houses don't have a mortgage, creating high renter-ship and further contributing to unstable conditions.

THEZONE has only 4 of Spokane's 28 large supermarkets, creating USDA-designated food deserts in 8 of the area's 10 Census tracts. Food-insecure people face serious health and developmental inequities, including greater risk for preventable health conditions such as obesity, type 2 diabetes, and poor dental hygiene. Hungry children score much lower in fundamental skill areas like math and reading, which lends context to the abysmal test scores in TZP's two middle schools.

Adverse childhood experiences (ACEs) and trauma create significant risks for TZP's residents as well. ACEs are traumatic events that disrupt a person's psyche, safety, and predictability in childhood and include experiences like abuse, exposure to family addiction and violence, and physical and emotional neglect, among others. ACEs are the most powerful known social determinant of health. Interim findings from the Washington State University CLEAR Trauma Center's study of Spokane Head Start enrollees reveal that 40% of 3- and 4-year-old enrollees have already experienced three or more ACEs. These findings build on CLEAR's 2010 study of students attending 10 of Spokane's public elementary schools, which found that the burden of ACEs is high among Spokane's youth, and with their increased exposure (three or more ACEs), children experienced three times the rate of academic failure, five times the rate of severe attendance problems, six times the rate of school behavior problems, and four times the rate of poor health compared with children with no known trauma.

Despite these serious social determinants challenges, THEZONE is not without assets. Exciting change is already occurring in the southern swath of THEZONE. The University District has undergone a massive transformation since visioning first began almost 12 years ago in March of

2004, and now boasts the presence of five major universities: Washington State University, Eastern Washington University, Whitworth University, Gonzaga University, and the University of Washington (which recently opened a UW Medical campus). In December 2015, Spokane was selected by Envision America as one of the first 10 cities to be selected for the Smart City Program, with the University District's Smart City Accelerator at the center. In addition, the East Sprague Corridor, also in THEZONE, was selected by Spokane City Council as the city's first Targeted Investment Pilot (TIP) and is slated to receive more than \$50 million in public infrastructure improvements in the next three years.

The rest of THEZONE offers an array of neighborhood assets that contribute to the area's readiness for change. Eight active neighborhood councils carry residents' voice to city officials. SPD has strategically created a North Precinct in THEZONE, creating new opportunities to build relationships with the community they serve. Additional assets include the Northeast Community Center, which collocates multiple services. The Northeast Public Development Authority (NEPDA), authorized by the City of Spokane in 2012, was formed to increase economic activity and create jobs in THEZONE with a focus on The YARD, a 500-acre commercial parcel formerly home to the once-thriving railway industry and now poised to become a center for industrial growth and manufacturing. The area's numerous churches have been particularly active in engaging with the area's growing number of refugees and immigrants. When it is completed, the North Spokane Corridor will have two off-ramps in The Zone, and Spokane Transit Authority's planned Central City Line will connect the Spokane Community College campus within The Zone to other urban neighborhoods. Thus, while THEZONE boasts challenges and gaps, it also boasts extraordinary assets and foundations on which to build a new area of vitality and resilience.

2. Describe how the new infrastructure or organizational capacity created by TZP will address the needs of the community and bring individuals and, ultimately, the community out of poverty.

Designed in response to the needs, gaps, and assets unique to THEZONE, The City of Spokane's Promise Zone plan includes six goal areas (education, job creation, economic development, reducing violent crime, housing, and health).

Rationale and Sequencing of TZP's Plan. As the City of Spokane convened partners and residents to design this plan, participants prioritized activities that integrate across goals and policy areas. To that end, the planning team identified activities that have the potential to activate, leverage, or clear away barriers for other activities, both within and across goal areas, and over the short-term and long-haul. For example, our plan's food insecurity strategy increases reliable access to nutritious food, meeting a basic need, improving health, and eliminating a barrier to school success, eventually leading to higher education to improve future employment prospects. Despite a strong focus on synergies between goals and including activities that interconnect across policy areas, potential conflicts could arise among identified goals. For example, creating jobs and increasing economic activity are two goal areas that TZP partners see as inextricably bound. Without achieving private sector commitments to locate businesses to The YARD or other parts of THEZONE, progress could halt toward expanding the area's local job market. Acknowledging that designing and implementing the right financing strategy to attract public-private investments is the first in a long series of steps toward achieving The YARD's potential as an area of thriving industry, our Promise Zone plan's job creation goal area includes a portfolio of

workforce development activities that quite literally develop a skilled workforce. For example, Activity 2C will expand workforce development resources at the neighborhood level, thereby facilitating easier access for residents, leading to increased use of job training and placement services, and making residents more competitive for Spokane's family-wage jobs. The plan also acknowledges that in a collective impact approach, early wins are instrumental to long-term success. When partners choose to work across boundaries to solve interrelated problems that are larger than any single entity could influence alone, they need to see results early on to reinforce their commitment to the hard work to come. TZP's plan incorporates some early wins that we can build on with more sweeping innovations and outcomes over the course of implementation of the plan. For example, Project Restoration is a new collaborative effort that stemmed directly from partner input gathered at planning meetings. It restores vacant houses to reduce crime and create new single-family housing available for homeownership. Efforts to restore the first house broke ground in late 2015, giving partners a glimpse of what THEZONE can achieve and making them more likely to lean into partnerships that bring higher volume affordable housing options into the neighborhoods (albeit over longer periods of time).

Alignment of Activities of the Promise Zone Plan. TZP's activities are leveraging existing investments. In 2009, a \$35 million TIGER Discretionary Grant funded the start of the North Spokane Corridor, and an additional \$879 million has been allocated by the Washington State Legislature to complete this project. The City of Spokane received a \$400,000 Community-Wide Assessment grant in May 2015 from the Environmental Protection Agency (EPA) to conduct environmental site assessments in The YARD – a necessary precursor to brownfield cleanup that will set the stage for developing the area and attracting businesses of all sizes. Spokane received an award from Smart Growth America (SGA) to conduct TA within TZP's Sprague TIP, which was made possible by SGA's EPA Building Blocks for Sustainable Communities grant. Two FQHCs are located in THEZONE, representing substantial federal investments through the Health Resources and Services Administration. Head Start/Early Head Start Centers are housed at the Northeast Community Center and on the Spokane Community College campus, representing another federal investment. THEZONE's public schools receive \$3.4 million in Title I, Title VII, and other funds, and a 2011 School Improvement Grant from the Department of Education was vital to improving Rogers High School's graduation rate.

In addition to aligning with financial resources, our plan contributes to and benefits from broader regional economic development initiatives. Most notable are the synergies with Spokane's 2014-15 Regional Comprehensive Economic Development Strategy. The CEDS' educational priorities align with TZP's educational and job creation strategies through mutual focus on expanding internship and training, decreasing the high school dropout rate, and increasing opportunities to achieve postsecondary degrees. The plan also furthers the CEDS' focus on addressing basic needs such as child care and affordable housing. Finally, the CEDS lists The YARD Northeast Development and Redevelopment as a priority strategy.

Responsiveness of the Promise Zone Plan to the Gaps and Opportunities. TZP's plan reflects thoughtful solutions to the unique place-based and comprehensive challenges related to crime, trauma, hunger, housing instability, poverty, behavioral health issues, academic achievement, racial/ethnic disparities, and a depressed economy. To respond to these needs and unify the assets within THEZONE, four interrelated principles form the foundation of the plan: resilience, resource & network alignment and navigation, holistic approaches, and equity. *Resilience* speaks to the ability to bounce back in the face of adversity and trauma. This foundational concept can overcome the aforementioned effect of ACE's. In short, recognizing the effects of trauma and moving beyond them by nurturing resilience in individuals and families is a key framework TZP's plan. Aligned resource & network navigation

acknowledges that simply making resources available is not enough to overcome the entrenched, intergenerational nature of people's needs. Integrating aligned and well networked navigational support into the neighborhood is necessary to people accessing the right services and supports at the right time so they may stay on the pathway to self-sufficiency. Our focus on restorative approaches elevates our plan's ability to achieve systems-level change in a way that helps anchor institutions do *with* the community rather than *to* or *for* it. Restorative approaches are foundational to activities in our goals related to education (restorative discipline), crime (restorative justice), and housing (restoring vacant houses). Our plan's focus on restoration also acknowledges that this area of Spokane was once a thriving place, and we can work together to restore its local economy, public safety, and overall vitality. Finally, our focus on *equity* recognizes that THEZONE's demographic makeup has changed drastically over the past years, which calls us to pave a new pathway as we uncover and challenge people's views on privilege, power, and inclusion. Communities of color bear a disproportionate burden of health and academic disparities, school discipline, and police-citizen contacts, but disproportionality doesn't end there: people in THEZONE can expect to live up to 24 years less than residents from affluent neighborhoods. Equitable deficiencies contribute to a perpetual causal and effectual relationship for people who historically and generationally live in poverty.

An the over -arching purpose of the plan, therefore, is to change the human environment as a means of improving the conditions for health, economic, social, and racial equity at the local level through the activities to be orchestrated throughout the term of implementation.

Data Management, Accountability, and Measurement of the PZ Plan. TZP will use the Results-Based Accountability Model to drive accountability and measurement of progress and performance among implementation partners. Data management and evaluation will be overseen by TZP's Director through the City of Spokane with the support of key implementation partners included in our project who have significant access to required data and extensive expertise in analyzing and sharing that data for the purposes of execution, evaluation, and continuous improvement.

Removing Barriers to Implementation of the PZ Plan. TZP's plan boasts the commitment of 38 implementation partners, an asset that helps reduce implementation barriers by engaging cross-sector representatives in a unified process for revitalizing The Zone. In addition to calling for a new era of communication and collaboration among systems partners and neighborhood-based organizations, each goal area includes at least one activity designed to create a systems-level change to clear away policy barriers, align resources, and reduce operating inefficiencies created by silos.

3. How will you involve the community to ensure the sustainability of the proposed project?

Involvement of Residents and Community Organizations in PZ Plan Development.

TZP's plan represents the combined efforts of 87 community organizations located in or serving THEZONE, as well as residents from the 8 neighborhoods in the area's footprint.

Development of plan began in the fall of 2013 when current TZP Director, Andre Wicks (then-vice principal of Shaw Middle School) began asking questions about what THEZONE's neighborhoods could learn from the Harlem Children's Zone and other place-based collective impact initiatives to break the cycle of economic, social, and health disparities that had long plagued this area of Spokane. After transitioning out of his role at Shaw into the Director of TZP, Andre began to mobilize cross-sector partners alongside community residents to co-develop a plan to transform the area into a thriving

community of opportunity with regard to economic activity, job growth, education, health, housing, and safety. When the Promise Zone Round II competition was announced in 2014, partners set their sights on Round III, and the City of Spokane enthusiastically agreed to be the applicant. The TZP plan is the result of an extensive 15-month planning process convening 320 individuals representing THEZONE's neighborhoods and 87 agencies.

Residents and neighborhood-based organizations have been actively engaged throughout the planning, through Community Cafés carried out in THEZONE as part of an asset-mapping process; four quarterly meetings to gather input on the plan as it emerged; key informant interviews to refine the plan; five planning retreats to design a portfolio of activities to advance the six goal areas presented in the plan; and on February 9, 2016, a community meeting to review, respond to, and approve the draft plan. A total of 84 individuals attended this meeting, including Spokane Mayor David Condon, a diverse mix of residents (including neighborhood council representatives), implementation partners, funders, and other stakeholders.

Plan for Ongoing Resident Engagement. TZP's plan for ongoing resident engagement begins with the area's neighborhood councils defined in Article VIII of the City's charter, Section 73, which calls for these councils "to foster communication between the citizens of Spokane and all facets of City government." Members must be 16 years or older and reside, own property, or operate a business within the neighborhood's boundaries. As such, Spokane's neighborhood councils empower local residents and business owners to review and recommend actions, policies, and plans to the Spokane City Council Neighborhood Committee, City Council, and Mayor as well as city agencies, commissions, or boards on any matter affecting the neighborhood. Councils also assist city agencies in determining priority needs for their neighborhood, including designating HUD CDBG allocated for their neighborhood. The four neighborhood councils that represent THEZONE's north, south, east, and west "corners" are delegating their council chair to represent residents on The Zone's leadership team alongside the Director of the Office of Neighborhood Services, which supports the neighborhood council program as well as the Community Housing and Human Services (CHHS) department.

TZP's leadership, currently housed in the CHHS department, and implementation partners will also regularly engage with residents at quarterly meetings, which are open to and attended by the public. Furthermore, the plan includes the residents themselves in carrying out activities to revitalize THEZONE. For example, our planned efforts toward kindergarten readiness engage families with young children in a variety of neighborhood settings to set their child on the path to school readiness and address the families' other social, economic, and health-related needs.

Our approach to resident engagement is also supported by our plan's focus on organizing and implementing professional and peer-to-peer navigational support. Informed by the features of the Community Health Advocate (CHA) model, this cross-cutting aspect of our proposed work is a best practice for authentic community engagement. Whether they are peers or professionals, CHA's are frontline workers who are trusted members of and/or have an unusually close understanding of the community they serve. CHA's working across five of our six goal areas (all but economic development) will amplify the voice of residents, identify policy and systems barriers hindering long-term change, and ensure residents access the right supports at the right time and in the right context. Better Health Together, the Spokane Region's emerging Accountable Community of Health, in partnership with other health and social service organizations, will lead the development, certification, and deployment of CHA's in THEZONE based on best and promising practices.

With equity as a guiding principle of our plan, our resident engagement strategy also ensures that all residents have the opportunity to participate, including “New Americans” such as recent immigrants and refugees. We will engage these residents through a combination of the neighborhood council and CHA strategies, and through specific implementation partners who serve these and other vulnerable or marginalized residents of THEZONE. During the plan development process, we identified the need to better represent these populations, and recruited World Relief, Spokane’s primary refugee resettlement agency; the Greater Spokane Association of Evangelicals, an association of local churches and other faith-based organizations whose members are the trusted messengers for diverse populations in northeast Spokane, including Latino immigrants and the area’s large Marshallese and Slavic populations. We also engaged with Goodwill Industries to ensure that people with disabilities are engaged in THEZONE. A host of other implementation partners have established community advisory councils, multicultural staff, and targeted programs that engage New Americans, as well as a variety of other populations who suffer from health and economic disparities.

Organizational Capacity

1. Address the backbone organization’s capacity to manage the proposed project including previous experience working with community volunteers and/or national service participants.

Backbone Organization’s Experience and Capacity to Achieve Proposed Outcomes. The City of Spokane’s capacity and ability to lead an effort of this magnitude on behalf of the TZP partnership network builds on a long track record of success with similar neighborhood revitalization efforts, such as the massive transformation of the downtown core. Despite the success of Expo ’74, urban sprawl was eroding downtown’s vitality. By the late 1980s and early 1990s, the once vibrant corridor had become a collection of abandoned hotels, shuttered department stores, and almost no nightlife. The City of Spokane worked alongside other civic leaders and developers to ignite an effort to save the city’s core. In 1999, the City of Spokane adopted *The Plan for a New Downtown* into its Comprehensive Plan. Since then, over \$4 billion in private and public investments have revitalized the area through more than 800 construction, renovation, redevelopment, and infrastructure projects, effectively retaining the architectural glory of its many historic buildings, including the Davenport Hotel, which was joined by the Davenport Tower in 2008 and the Davenport Grand in 2015 (built to accommodate visitors to Spokane’s renovated and expanded Convention Center).

Achieving this sweeping transformation is a testament to the City’s visionary leaders, both then and now. Mayor Condon is the first mayor to be elected to a second term since 1973 and has been instrumental to realizing the most recent elements of the downtown plan and has been instrumental in supporting the development of TZP.

When it was updated in 2008, the downtown plan expanded its planning area as a result of significant resident and business input to include two key areas just outside the neighborhood’s official boundary: the University District, which is in the southwest corner of the proposed Promise Zone; and Kendall Yards, a previously undeveloped area on the bluff across the river from downtown. Both areas have also undergone massive transformations with the City of Spokane’s leadership in collaboration with nonprofits, the private sector, philanthropy, and higher education partners. The University District, for example, has adopted the best-practice EPA Smart Growth Implementation Assistance Program to guide its growth and development. Kendall Yards, formerly contaminated and abandoned by the railroad industry, is now the premier urban development in Spokane, featuring a walkable design,

public art installations, gathering places, parks and open spaces, restaurants, shops, and a growing array of housing options. Kendall Yards' total transformation is the testament to drawing private investment to clean up and develop an area of great potential, setting a precedent for what is assuredly possible for TZP.

TZP's plan also builds on the revitalization effort targeting the East Sprague Corridor in the southernmost swath of THEZONE. Throughout the process of developing this plan, City leaders and community stakeholders have highlighted the TIP as a strategy that will be multiplied across THEZONE, most likely starting with The YARD. Each of these examples demonstrate the City's capacity to lead revitalization of THEZONE through implementing evidence-based strategies that spark and sustain community and economic development, leveraging private investments (including grants and capital investments), and managing large grants and capital investments. The City has demonstrated extensive experience and expertise in managing funders, stakeholders, and implementation partners to achieve sweeping and lasting change in our community.

Data and Evaluation Capacity. The City of Spokane and its implementation partners have documented extensive prior experience and expertise in the collection, management, sharing, and use of data for evaluation and continuous improvement toward intended project outcomes. The City and its many key partners are skilled in data collection, analysis, and reporting methodologies, including data for at-risk populations and protected conditions. The City will serve as the lead manager of data collection and evaluation. We will build on our extensive history of data coordination among our departments and community partners, keeping them at the helm of key data collection and reporting activities, while The City will receive, analyze, and publish the outcomes. Lead implementation partners for each goal area have regularly partnered with and implemented numerous data sharing agreements to support projects like THEZONE, setting precedent for similar success with this initiative. For instance, the City worked with multiple partners to collect and analyze data in support of its 2015-2020 Spokane Strategic Plan to Prevent and End Homelessness. Partnerships between the City, County, Spokane Public Schools, Spokane Housing Authority, and other key social service providers have yielded significant data sharing, analysis, and publication of findings to support each members' respective service goals and populations and the collective goal of eradicating homelessness in our community. Another example includes SPS's Early Warning System, which gathers, analyzes, and reports on data to identify students at risk of school failure and dropout and rally the academic and social supports that will help them succeed. This data system was designed using sophisticated data gathering, sharing, and reporting features that interface with community supports external to the school district while ensuring strict protection of individual and organizational data. These examples show evidence of the remarkable capacity for data collection, analysis, and reporting, as well as the longstanding community partnerships that have supported critical data sharing agreements to achieve these outcomes.