

Spokane Conservation District

CERB Feasibility Study Midway Development

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PROJECT LOCATION

4422 E. 8th Avenue
Spokane Valley, 99212

EXECUTIVE SUMMARY

The Spokane Conservation District (SCD) seeks to advance Phase IV of the Quarry Campus Master Plan. The campus is a reclaimed industrial site in Spokane Valley that has been transformed into a regional hub for conservation, education, food systems, and community engagement. Phase IV builds on more than a decade of planning, public investment, and demonstrated success to deliver targeted public facilities improvements that support economic development, diversification, and long-term community benefit.

The Quarry Campus occupies a former gravel quarry and asphalt production site that has completed its industrial lifecycle. Through phased redevelopment, the site now houses SCD headquarters, training facilities, and the Scale House Market—Spokane's only year-round indoor/outdoor farmers market. Phase IV represents the next stage of strategic reinvestment, focusing on infrastructure readiness, expanded programming capacity, and evaluation of mission-aligned amenities such as conservation-oriented short-term lodging and a future outdoor amphitheater.

This feasibility study builds directly on the 2018 Quarry Campus Master Plan by advancing the long-term vision established through the Spokane Conservation District's (SCD) original planning process and translating that vision into implementable infrastructure, programming, and public-facing amenities. The Master Plan, developed through an extensive community engagement process and technical design effort, established a phased framework for transforming a former industrial quarry into a multi-functional conservation campus centered on restoration, education, and community use. This study examines Phase IV, which represents the next logical progression of that framework, moving from foundational development into full campus activation.

The 2018 Master Plan identified the Quarry Campus as a place where ecological restoration, public access, and economic activity coexist. Earlier phases focused on establishing physical presence and credibility through construction of the SCD headquarters, training facilities, and the Scale House Market. Phase IV builds on these investments by strengthening site connectivity, expanding visitor experience, and introducing new program elements that were envisioned in concept during the original planning effort.

Central to the Master Plan was the idea of adaptive reuse—transforming the site's industrial legacy into functional infrastructure and educational opportunity. Phase IV advances this principle through the reuse of Asphalt Mountain as a primary material source for roads, trails, and circulation pathways. This approach not only reduces costs and environmental impact, but also fulfills the Master Plan's intent to make the campus itself a demonstration of sustainable land management practices.

The Master Plan also emphasized the importance of public access and circulation. Phase IV implements this through the development of a comprehensive internal roadway and trail network that connects key campus elements, improves accessibility, and supports future programming. These improvements convert former haul roads into permanent infrastructure and create safe, intuitive movement throughout the site.

Another core goal of the Master Plan was to establish the Quarry Campus as a destination for

education and community engagement. Phase IV expands this role by introducing short-term overnight stay facilities that support multi-day programming, including conservation training, university partnerships, and public workshops. By enabling extended stays, the campus evolves from a place of visitation to a place of immersion, deepening its educational impact.

The Master Plan further identified the need for gathering spaces that could host cultural, educational, and community events. While earlier phases created the foundation for this vision, Phase IV carries it forward by preparing the site for an amphitheater to be constructed in a later stage of implementation. By sequencing this element in Year 5, SCD ensures that sufficient infrastructure, partnerships, and demand are in place to support its long-term success, consistent with the phased development strategy outlined in the Master Plan.

Finally, the Master Plan envisioned the Quarry Campus as a catalyst for regional economic development rooted in conservation values. Phase IV reinforces this objective by integrating tourism, education, and local food systems into a unified campus experience. The expansion of the Scale House Market, the introduction of lodging, and the future amphitheater collectively increase visitor activity, support local businesses, and retain spending within Spokane Valley.

MAPPING OF PHASE IV ELEMENTS TO 2018 MASTER PLAN GOALS

The following summarizes how Phase IV components directly implement and advance the foundational goals of the 2018 Master Plan:

1. Adaptive Reuse and Site Transformation

- Master Plan Goal: Repurpose the industrial quarry landscape into a conservation-focused campus.
- Phase IV Implementation: Reuse of asphalt tailings for roadways, trails, and infrastructure; continued transformation of industrial features into functional assets.

2. Public Access and Circulation

- Master Plan Goal: Create accessible, connected pathways throughout the site.
- Phase IV Implementation: Development of internal road network, ADA-accessible trails, and pedestrian connections linking all campus elements.

3. Habitat Restoration and Environmental Stewardship

- Master Plan Goal: Restore ecological function and protect sensitive areas.
- Phase IV Implementation: Wetland stabilization, storm water integration, low-impact development practices, and protection of hydrologic features.

4. Education and Demonstration Programming

- Master Plan Goal: Establish the campus as a hub for conservation education and applied learning.
- Phase IV Implementation: Overnight lodging supporting multi-day programs, expanded outdoor classrooms, and partnerships with universities and schools.

5. Community Gathering and Cultural Space

- Master Plan Goal: Provide spaces for community events and shared experiences.
- Phase IV Implementation: Site preparation and phased development of an amphitheater; expansion of programming tied to the Scale House Market.

6. Economic Development and Community Benefit

- Master Plan Goal: Create sustainable economic activity aligned with conservation values.
- Phase IV Implementation: Increased visitor activity, lodging revenue, event programming, support for local vendors, and retention of regional spending.

7. Partnership-Based Campus Model

- Master Plan Goal: Build a collaborative campus involving public, private, and nonprofit partners.
- Phase IV Implementation: Formal partnerships with universities, Tribal Nations, arts organizations, tourism entities, and business sponsors.

PURPOSE OF STUDY

The Spokane Conservation District (SCD) occupies a landscape shaped by nearly a century of mining, industrial production, and more recently, ecological restoration and community engagement. The property, historically used as a gravel pit and later as an asphalt production facility, contains a large accumulation of asphalt tailings formed over decades of batch plant operation. This feature, informally known as Asphalt Mountain, now represents both a physical reminder of the site's industrial legacy and an opportunity for adaptive reuse that aligns with the District's long-term goals.

The purpose of this study is to synthesize geological data, environmental assessments, lidar-based volumetric analyses, and infrastructure planning considerations to create a comprehensive understanding of Asphalt Mountain and its potential integration into Phase IV of the Quarry Campus master plan. This report examines the history and formation of Asphalt Mountain, quantifies the available volume of material using multiple geospatial modeling methods, evaluates hauling and material handling requirements, and analyzes how the tailings can be reused to construct roads, trails, and circulation pathways throughout the Campus. The findings are then tied directly to the broader goals of Phase IV, including: wetland stabilization, improvements to roadway-to-transit connections, creation of walking and recreation networks, and expansion of visitor amenities such as amphitheater programs and short-term overnight stay facilities.

This is a comprehensive narrative integrating Environmental History, Volume Analysis, Roadway and Trail Construction Potential, and Phase IV Development Goals for the Spokane Conservation District Quarry Campus utilizing adaptive reuse of Asphalt Mountain.

"The Quarry can be of tremendous use to the community. It would serve as a haven from the urban upheaval since it is practically in the middle of the cities of Spokane and Spokane Valley. It is a sanctuary of nature amid the concrete and noise of our metropolis. It can be a place of quiet, experimentation and beauty unrivaled elsewhere for its variety of flowers, trees, and native plantings."

-Matt Velasco, president of the Master Gardener Foundation of Spokane County

Rather than introducing speculative or incompatible uses, Phase IV strengthens an existing public campus that already serves conservation professionals, educators, volunteers, farmers, artists, and community members. Investments are intentionally phased and infrastructure-first, ensuring fiscal responsibility and regulatory readiness before discretionary amenities are advanced.

SPOKANE CONSERVATION DISTRICT'S EVOLVING SERVICE ENTERPRISE MODEL

As Spokane County has grown and urbanized, Spokane Conservation District's service enterprise model has expanded beyond traditional agricultural conservation. The District now works across urban, suburban, and rural contexts, addressing storm water management, urban forestry, habitat restoration, climate resilience, food systems, workforce development, and environmental education. This expansion reflects a broader national challenge facing conservation districts: maintaining relevance, visibility, and service adoption in communities increasingly disconnected from land and natural resource systems.

In this context, physical places for engagement have become critical. Conservation districts are increasingly expected to provide opportunities for residents to experience conservation practices firsthand, build relationships with district staff, and participate in stewardship activities that translate technical guidance into real-world adoption and long-term behavioral change.

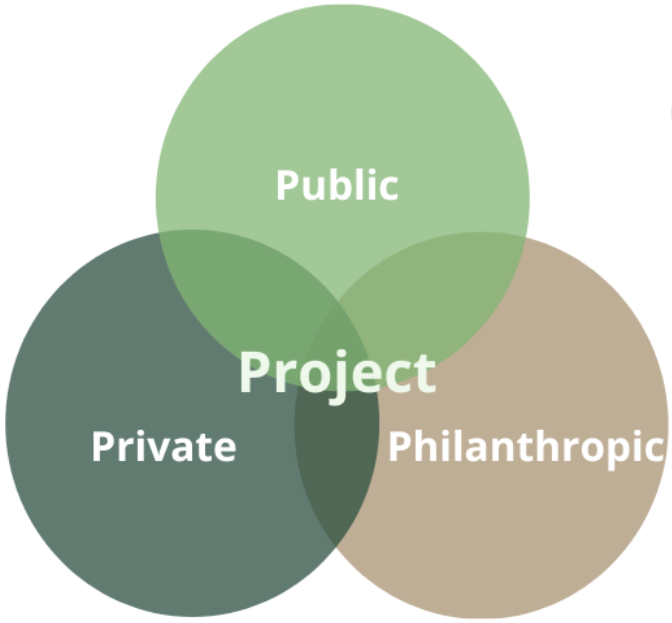
PROVEN PARTNERSHIPS AND READINESS FOR PHASE IV

Early phases of campus development focused on site stabilization, headquarters operations, and creation of public-facing conservation and education spaces. The opening of the Scale House Market marked a pivotal milestone, demonstrating how conservation, food systems, and community gathering can reinforce one another. The Market also established a repeatable public–private–philanthropic (P3) partnership model that blends public ownership with private operational expertise and philanthropic investment.

Experience gained through this P3 model informs Phase IV planning, providing a tested framework for managing capital risk, operational complexity, and long-term sustainability. With foundational infrastructure in place, strong community relationships established, and operational lessons learned, Spokane Conservation District is positioned to advance Phase IV investments that enhance site functionality while supporting long-term conservation, education, and community benefit goals (Spokane Conservation District, 2023; CERB, 2022).

P3 Partnership Model

Public - Private - Philanthropic Partnership



01 Philathropic
Community 501c3 nonprofit
Fiscal sponsor for fundraising

02 Private Enterprise
Local for-profit business
Site or activity operator

03 Public
Unit of government or
educational institution

The SCALE HOUSE MARKET AT THE QUARRY



Spokane Conservation District
Public Partner &
Facility Owner

Four Roots
Private Partner &
Facility Operator

Upper Columbia RC&D
Nonprofit Partner
& Fiscal Sponsor

SECTION A:

PRODUCT MARKET ANALYSIS LINKED TO ECONOMIC DEVELOPMENT



A. PRODUCT MARKET ANALYSIS LINKED TO ECONOMIC DEVELOPMENT

Spokane Conservation District (SCD)'s Quarry Campus occupies a distinctive position within Spokane County's economic development landscape. Unlike conventional commercial or hospitality projects, the campus functions as a public conservation, education, and community engagement hub. As a result, the economic value of Phase IV improvements is measured not only through direct revenue generation, but also through workforce development, public service delivery, regional visitation, economic retention, and long-term environmental resilience. This market analysis evaluates demand across these intersecting sectors to assess feasibility, public benefit, and economic contribution.

REGIONAL GROWTH AND ECONOMIC CONTEXT

Spokane County has experienced sustained population growth and economic diversification over the past decade, with Spokane Valley growing at an estimated 1.5–2.0 percent annually. Growth has been driven by expansion in healthcare, education, logistics, construction, and professional services, alongside continued residential development. Spokane Valley's central location, transportation access, and proximity to major employment centers have accelerated demand for infrastructure, storm water management, habitat mitigation, urban forestry, and environmental services—core competencies of SCD.

Regional economic development strategies increasingly emphasize quality of life, environmental stewardship, cultural amenities, and workforce attraction as drivers of competitiveness. Public investments that integrate conservation infrastructure, outdoor access, education, and community gathering spaces are recognized as catalysts for sustainable economic development. Phase IV improvements at the Quarry Campus align directly with these priorities by combining conservation services with public-facing amenities that retain local spending, attract regional visitors, and support workforce pathways.

DEMAND FOR CONSERVATION-ORIENTED FACILITIES AND PROGRAMMING

"The Quarry Campus could serve as a great demonstration site for various conservation techniques we're trying to promote (e.g. storm gardens/LID, xeriscaping, native trees/shrubs, etc.)."

-Kat Hall, Restoration Program Director The Lands Council Spokane, WA

As a unit of local government serving all of Spokane County, SCD delivers conservation services across approximately **1.14 million acres** through voluntary partnerships. Continued urbanization has reduced opportunities for residents to directly engage with conservation practices on working lands, increasing demand for accessible demonstration sites where conservation methods, education, and workforce training can be experienced firsthand.

Phase IV improvements respond directly to this demand. Conservation-oriented short-term lodging is designed to support visiting conservation professionals, educators, volunteers, interns, and trainees participating in field projects, workshops, and regional collaborations. This user group represents a stable, mission-aligned market segment tied to public service delivery and workforce development

rather than discretionary tourism. By enabling longer-duration stays and multi-day programming, Phase IV infrastructure strengthens SCD's operational efficiency while expanding the reach and effectiveness of its educational and workforce initiatives.

WORKFORCE DEVELOPMENT AND JOB CREATION

Economic development impacts associated with Phase IV extend beyond visitation. SCD's workforce initiatives—including the Natural Resource Apprenticeship Program (NRAP) and Vets on the Farm (VOTF)—support pathways in natural resource conservation, sustainable agriculture, land management, and forestry sectors that are experiencing growing demand statewide due to infrastructure investment and climate resilience initiatives.

Phase IV improvements support expanded training capacity, visiting cohorts, internships, and volunteer coordination. In addition, operation and maintenance of new infrastructure—including lodging facilities, restrooms, parking areas, landscaped spaces, and event venues—will require ongoing staffing and contracted services. Collectively, amphitheater operations, lodging, and market activity are projected to support **between two and five full-time equivalent jobs,** reinforcing SCD's role as both an economic and community development driver.

MARKET POSITION AND COMPETITIVE DIFFERENTIATION

The Quarry Campus does not compete directly with private hospitality or entertainment venues. Instead, it occupies a differentiated niche as a conservation-focused, publicly accessible campus integrating education, commerce, service delivery, and community engagement. Proposed facilities are intentionally scaled and mission-aligned, complementing existing private-sector offerings rather than displacing them.

Compared to regional peers, the Quarry Campus offers several unique competitive advantages:

- Integrated year-round farmers market
- Strong conservation education and mission alignment
- Onsite overnight lodging
- A reclaimed industrial landscape setting
- Proximity to expanding residential neighborhoods

These attributes position the Quarry Campus—and its proposed amphitheater—as a mission-aligned, non-duplicative venue that supports conservation education and community gathering while complementing existing regional facilities. This differentiation reduces market risk and reinforces the campus's role as a public asset rather than a discretionary commercial enterprise.

AMPHITHEATER: MARKET CONTEXT, UTILIZATION, AND PHASING

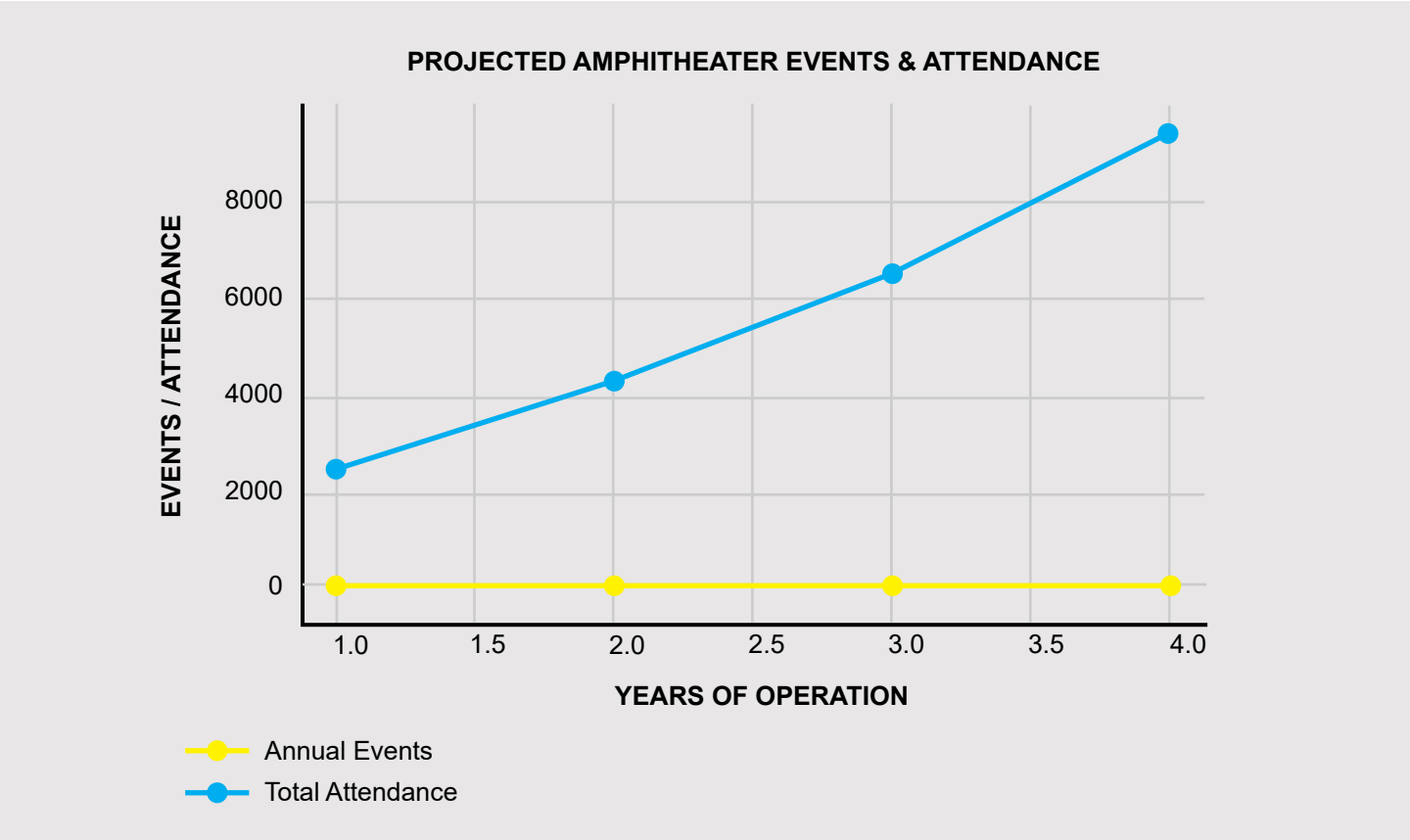
The Phase IV CERB feasibility analysis identifies the proposed Quarry amphitheater as a response to demonstrated regional demand for outdoor cultural and community gathering spaces. Spokane Valley's population creates increased demand for recreation, arts, and outdoor venues. Despite this growth, Spokane Valley currently lacks a purpose built, mid-sized outdoor amphitheater capable of

hosting community events, performances, and educational programming at scale.

Comparable regional venues routinely attract between 3,000 and 10,000 visitors annually, even when operating with limited seasons or volunteer led programming. In the absence of a local outdoor venue, Spokane Valley residents currently travel to Liberty Lake, Spokane, and Coeur d'Alene for concerts and outdoor cultural events. This displacement results in an estimated 1.2 to 1.6 million dollars in annual visitor spending leaving the local economy. Capturing even a portion of this activity locally represents a meaningful opportunity for economic retention and community enrichment.

Projected Utilization

Based on regional benchmarks and conservative programming assumptions, projected amphitheater utilization is expected to scale incrementally over time as the campus and surrounding infrastructure mature.



As illustrated in the table above, event frequency and attendance are projected to increase gradually over a four year period, beginning with a limited number of events and expanding as operational capacity, partnerships, and audience awareness develop.

Based on regional benchmarks, the Quarry amphitheater is projected to host:
Year 1: 8 events, drawing approx. 2,400 attendees
Year 2: 12 events, approx. 4,200 attendees
Year 3: 16 events, approx. 6,400 attendees
Year 4: 20 events, approx. 9,000 attendees

This phased approach aligns with best practices for public facilities, allowing demand to be tested and refined before full build out.

Feasibility Considerations

Importantly, the amphitheater is evaluated as a longer-term campus feature rather than an immediate capital priority. The feasibility study treats the facility as an amenity that complements existing campus uses, including the Scale House Market and educational programming, while remaining subordinate to near term infrastructure investments such as access, parking, and site readiness. At this time, staff and management attention are committed to existing operations. Human resources will be developed and funded at a later date. This sequencing reduces financial risk while preserving flexibility for future development.

SHORT-TERM LODGING

Nestled within the restored landscape of the Quarry Campus, five thoughtfully placed yurts will offer visitors a unique opportunity to experience the site beyond daylight hours. These structures are designed to provide a comfortable, low-impact lodging option that reflects the Spokane Conservation District's commitment to sustainability, accessibility, and connection to the land.

Placement of the yurts is guided by the site's natural topography, viewsheds, and ecological constraints. Each structure will be oriented to capture views of the surrounding Quarry landscape—whether toward restored habitat areas, the broader campus, or distant ridgelines—while avoiding intrusion into sensitive visual corridors. Care will be taken to ensure that the yurts are set slightly back from primary public gathering areas, allowing guests to feel immersed in the landscape without disconnecting from campus amenities.

Critical to the layout is the protection of wetlands and hydrologic features. All yurts will be located outside designated wetland buffers and drainage pathways, with setbacks determined through environmental review and low-impact development principles. The design avoids areas of seasonal water flow, infiltration zones, and groundwater sensitivity, ensuring that overnight use does not compromise habitat restoration or water quality goals. Native vegetation is retained and, where needed, enhanced to provide natural screening, erosion control, and habitat continuity.

Circulation between the yurts and the rest of the campus will be defined by a network of walking paths constructed from reclaimed asphalt tailings. These pathways follow natural contours to minimize grading, reduce storm water impacts, and maintain permeability where appropriate. The trail system will connect each yurt to shared facilities, including restrooms, gathering areas, and the Scale House Market, while reinforcing the broader goals of adaptive reuse and sustainable design.

Each yurt is situated on a modest footprint, with small outdoor areas that include picnic tables and fire rings. These spaces are positioned to encourage gathering without expanding the built footprint and are designed to align with viewsheds to enhance comfort and usability. Lighting is minimal and compliant with dark-sky standards, preserving nighttime visibility and reducing impacts on wildlife and neighboring properties.

The yurts themselves provide a blend of rustic experience and essential comfort. Each structure includes electricity, interior lighting, and heating, allowing for year-round use and extending the usability of the campus into all seasons. Inside, visitors will find simple but functional furnishings, sleeping accommodations, seating, and a small table, designed to support individuals, families, or small groups. Solid flooring and secure, locking doors create a sense of comfort and safety while maintaining a close relationship to the outdoors.

In keeping with the low-impact design approach, the yurts do not include plumbing or kitchens. Instead, guests access shared restroom and shower facilities within walking distance. Outdoor amenities—including picnic tables and fire rings—create opportunities for gathering, cooking, and evening activity, reinforcing the communal and outdoor-oriented nature of the experience.

The placement and design of the yurts support a range of uses. They provide overnight accommodations for participants in conservation workshops and trainings, university field groups, and travelers seeking a nature-based experience within Spokane Valley. By allowing guests to stay overnight, the yurts extend engagement with the campus, transforming it from a place people visit into a place where they can fully immerse themselves.

More than lodging, the yurt village is an intentional expression of the Quarry Campus vision. Visitors move through a landscape shaped by restoration, follow pathways built from reclaimed materials, and experience firsthand how thoughtful design can align human use with ecological function. The result is not simply a place to stay, but a place that embodies conservation in practice.

Short term lodging at the Quarry Campus is supported by statewide and regional growth in eco-tourism, which has increased by an estimated 13 to 16 percent annually in recent years. Unlike traditional tourism accommodations, lodging at the Quarry is designed to serve a dual market that includes educational cohorts, conservation professionals, volunteers, and mission aligned visitors seeking immersive experiences connected to conservation and community engagement.

Integrated economic modeling indicates that a small-scale lodging program, consisting of five units, could generate approximately 20,000 dollars per year in direct lodging revenue. More significantly, lodging guests are expected to contribute indirect spending through participation in the Scale House Market, events, and nearby Spokane Valley businesses.

Lodging is evaluated not as a stand-alone hospitality venture, but as enabling infrastructure that supports education, workforce development, and longer duration engagement combined with conservation programming and unique visitor experiences.

PILOT PROGRAM FOR A NATIONAL CONSERVATION LODGING NETWORK

Concept Overview

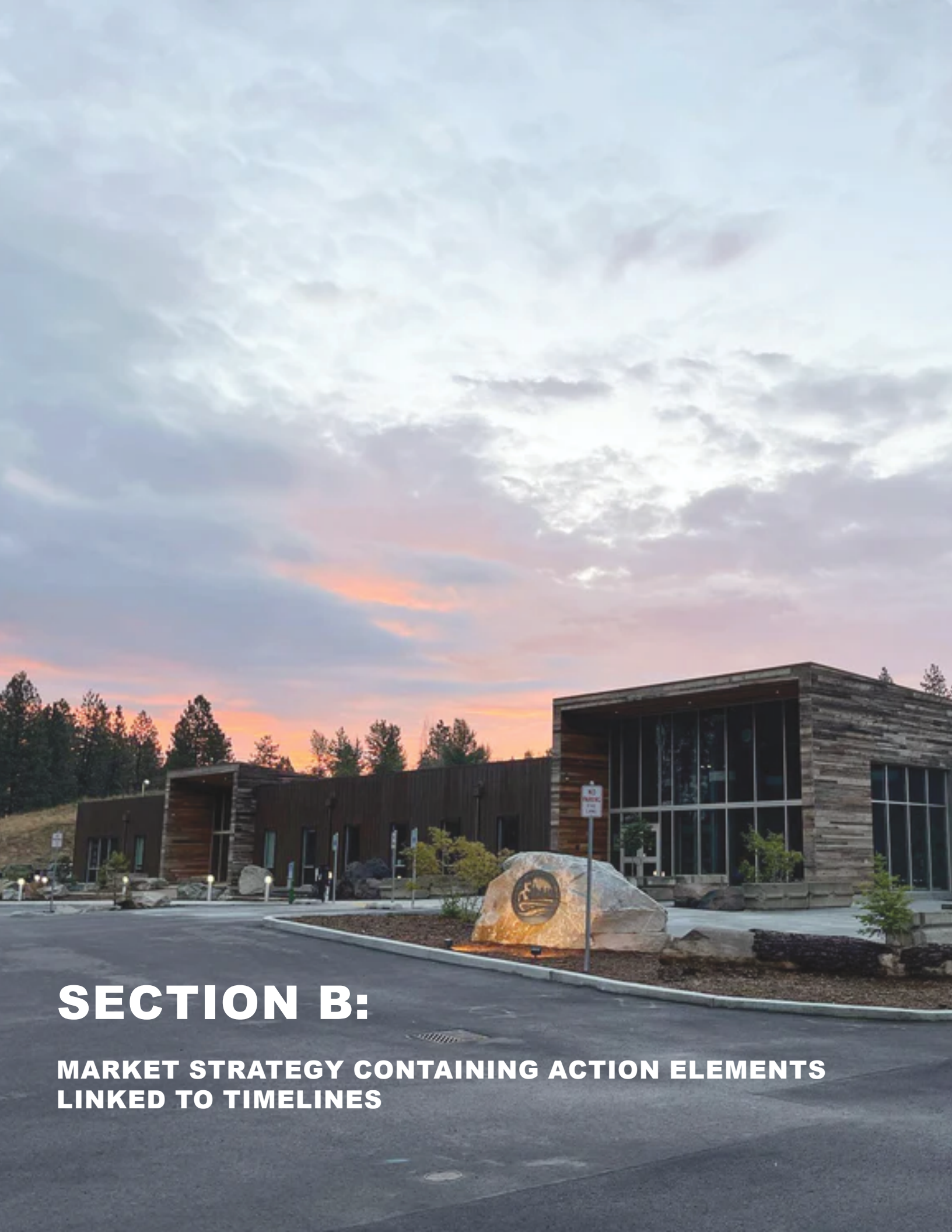
Beyond meeting local demand, short term lodging at the Quarry Campus presents an opportunity to pilot a scalable model for conservation districts nationwide. Building on the District's experience operating a public facing conservation campus, SCD could serve as the initial pilot site for a regional conservation lodging program that could be used in neighboring counties in Eastern Washington and eventually replicated nationwide.

Under this concept, participating conservation districts would offer simple, low impact overnight accommodations such as yurts or cabins, providing immersive experiences that extend beyond day use. A shared framework, similar in concept to a National Conservation Pass, could allow visitors to access lodging at conservation campuses across the country, strengthening public connection to conservation lands and programs.

THE QUARRY CAMPUS AS PILOT SITE

The Quarry Campus is uniquely positioned to test this concept due to its existing infrastructure, programming diversity, and public visibility. Visitors could attend amphitheater events, shop at the Scale House Market, participate in educational workshops, and remain on site overnight, extending their engagement with conservation activities beyond daytime hours. Lessons learned through this pilot would inform feasibility, operations, and replicability for other conservation districts.

Importantly, this concept is presented as a long-term opportunity rather than a Phase IV implementation requirement. Its inclusion in the feasibility study reflects strategic vision and innovation, while allowing future decisions to be guided by performance data, partnerships, and funding availability.



SECTION B:

MARKET STRATEGY CONTAINING ACTION ELEMENTS LINKED TO TIMELINES

B. MARKET STRATEGY CONTAINING ACTION ELEMENTS LINKED TO TIMELINES

The Phase IV market strategy for the Spokane Conservation District (SCD) Quarry Campus is designed as a phased, implementation-ready approach that aligns market activation with infrastructure readiness, partnership development, and demonstrated demand. Rather than relying on a single launch moment, the strategy emphasizes incremental growth, early wins, and adaptive scaling informed by operational experience gained through the Scale House Market and earlier campus phases.

The strategy is organized around four integrated pillars: positioning and awareness; partnership development; program activation and testing; and scaling and long-term market integration. Each pillar is tied to specific actions and timeframes to ensure accountability and feasibility.

During Year 1, the focus is on market positioning and pilot activation. In the first two quarters, SCD establishes a clear and unified Phase IV identity that builds on the existing Quarry Campus brand. Messaging emphasizes conservation, stewardship, education, and accessibility. Early actions include launching a digital media campaign, integrating Phase IV concepts into existing Scale House Market communications, and introducing storytelling elements that highlight community members, partners, and volunteers. These efforts are intended to build awareness and understanding before full build-out occurs.

Concurrently, SCD advances partnership development during the second through fourth quarters of Year 1. Targeted outreach focuses on universities, arts and cultural organizations, Tribal partners, tourism entities, and business associations. These partnerships are formalized through pilot programs, sponsorship agreements, and memoranda of understanding, providing programming expertise and shared investment while reducing operational risk. Early successes include securing anchor partners and initial sponsorship commitments.

In Year 2, the strategy shifts to expansion and refinement. Marketing efforts expand to include regional tourism channels and partner-led promotion.

Years 3 and 4 focus on long-term market integration and innovation. As operations stabilize, SCD evaluates additional amenities like an amphitheater, comfort improvements, and optional concepts such as participation in a national conservation lodging network. These steps are contingent on performance, funding availability, staff availability, and demonstrated community benefit, maintaining fiscal discipline and minimizing market risk.

Overall, the Phase IV market strategy is phased, data-driven, and risk-aware. By linking specific actions to clear timelines and building on proven campus operations, the strategy supports sustainable economic development, increased community engagement, and long-term viability of the Quarry Campus.

The reuse of Asphalt Mountain directly advances multiple Phase IV objectives. One of the central goals is the development of a roadway concept that safely and efficiently moves visitors through the Quarry Campus while linking facilities, amphitheater spaces, the Scale House Market, and overnight lodging. The abundance of tailings provides a readily available construction resource that reduces cost, limits environmental disturbance, and demonstrates sustainable reuse.

Phase IV also calls for stabilizing critical wetlands and improving hydrologic performance. The placement of reused asphalt material must be carefully designed to work in harmony with wetlands, drainage features, and low-impact development strategies. Because the tailings are granular and compactable, they may be suitable for sub-base in areas where water flow needs to be managed without introducing contaminants, provided engineering and environmental review support their application. Trail connections proposed in Phase IV, including those serving overnight lodging sites and connecting visitors to amphitheater events, integrate seamlessly with the adaptive reuse vision. The District views the Quarry Campus not only as a place for conservation but also as a living demonstration of sustainable site redevelopment. Re-purposing asphalt tailings for trails, roads, and campus infrastructure physically embodies this mission.



SECTION C:

IDENTIFICATION OF TARGETED INDUSTRIES

C. IDENTIFICATION OF TARGETED INDUSTRIES

The Quarry Campus attracts a tapestry of people whose lives, work, and passions intersect in this uncommon place where land restoration, learning, and cultural expression converge. Each visitor arrives with different intentions — some seeking respite, others seeking meaning, others seeking opportunity — and yet all find themselves drawn into the same shared experience of connection.

LOCAL RESIDENTS AND REGIONAL VISITORS LOOKING FOR BELONGING AND EXPERIENCE

"The SCD is an ideal location to utilize for community educational gardening events and demonstrations. It's 50 acres makes it an oasis of nature having a variety of hospitable habitats for birds, animals, and insects. The trails in and around the campus would give Master Gardeners an opportunity to be with nature while seeing the abundance of native plantings and the strategic uses of natural materials throughout the area."

- Matt Velasco, President of the Master Gardener Foundation of Spokane County

The first and perhaps most foundational group includes local families, longtime residents, outdoor enthusiasts, retirees, and the many people from Spokane County and North Idaho who are continuously searching for accessible, meaningful places to gather. They are the ones who will stroll through the farmers market on a Saturday morning, stay for an evening concert or make a night of it with a short stay in one of the campus facilities. What attracts them is not spectacle, but authenticity — a chance to be part of something that feels rooted in the land and reflective of their community's values. As the amphitheater becomes known, residents become the heartbeat of the venue's early audiences, discovering new traditions as the campus evolves. Their stories, woven into the "Friends of the Quarry" campaign, make the Quarry feel personal, relatable, and alive.

EDUCATORS, STUDENTS, AND ACADEMIC INSTITUTIONS SEEKING LEARNING IN PLACE

"A location for all things engagement and education when it comes to natural resources. It's a phenomenal location, a unique setting, and currently, there's no strong focal point in the community for conservation education and engagement."

- James Thompson, WSCC

Universities, school districts, and youth-serving organizations represent one of the most deeply engaged user groups envisioned in Phase IV of the Quarry Campus. The Quarry becomes an extension of the classroom—an outdoor laboratory where learning moves beyond walls and into the landscape itself.

Professors seeking living systems to study, students eager for hands-on research, and teachers designing meaningful field experiences all find at the Quarry opportunities that traditional classrooms cannot provide. Here, learning is tactile and immersive: clipboards in hand, soil under fingernails, and questions shaped by direct experience with water, habitat, and land stewardship.

Phase IV strengthens this relationship by supporting multi-day campus stays that turn visits into learning retreats. University cohorts might spend their days studying water systems, restoration techniques, or conservation practices, then gather in the evening in the amphitheater for student-led presentations, film screenings, cultural programming, or interdisciplinary discussions that invite the broader community to participate.

In this shared space, academic inquiry and public life intersect. The Quarry Campus becomes a place where research is visible, knowledge is shared, and young people see themselves as active contributors to environmental solutions. Through its connection to education providers, Phase IV helps cultivate the next generation of scientists, educators, and civic leaders—grounded not only in theory, but in place, relationship, and care for the natural world.

A NATURAL PARTNERSHIP: SPOKANE'S U-DISTRICT AND THE SPOKANE CONSERVATION DISTRICT

The ecological focus of Spokane's University District makes it a natural and strategic partner for the Spokane Conservation District. Both are grounded in the understanding that environmental health—clean water, healthy soils, resilient ecosystems, and biodiversity—is foundational to long-term community well-being and economic vitality.

The University District's emphasis on regenerative urban design, shoreline restoration, decarbonization, and nature-informed systems mirrors SCD's mission to conserve natural resources while supporting people and working landscapes. Where the University District advances innovation through research, education, and applied design, SCD brings decades of on-the-ground experience in implementation, stewardship, and community engagement. Together, they form a continuum from theory to practice.

The Quarry Campus provides a living laboratory where the University District's ecological priorities can be tested, demonstrated, and shared. Concepts explored within the District—such as water quality improvement, habitat restoration, pollinator support, and climate-resilient infrastructure—find real-world expression at the Quarry through hands-on projects, field-based learning, and public demonstration sites. In turn, students, researchers, and faculty bring new ideas, data, and energy that strengthen SCD's conservation work.

This partnership allows ecological research and innovation to move beyond campus boundaries and into a public, working landscape—one that invites community participation and shared learning. By aligning the University District's systems-focused approach with SCD's stewardship mission, Phase IV creates a model for how education, conservation, and community development can advance together in service of a healthier, more resilient region.

ARTISTS, MUSICIANS, STORYTELLERS, AND CULTURAL ORGANIZATIONS

Artists and cultural organizations are drawn to the Quarry not simply as performers, but as collaborators in building a cultural identity grounded in place. Musicians appreciate the amphitheater's open-air intimacy, where audiences are close enough to share in the energy. Theater groups find inspiration in the Quarry's dramatic natural surroundings, which offer a stage backdrop no set designer could replicate. Storytellers use the space to share cultural knowledge, histories, and lived

experiences. Their presence transforms the amphitheater into more than a performance venue; it becomes a vessel for memory, resilience, and celebration. These artists also benefit from the short-term stay facilities, which offer convenient lodging for visiting performers or artist residencies shaped through emerging partnerships.

TRIBAL NATIONS AND CULTURAL KNOWLEDGE HOLDERS

Equally important are Tribal partnerships that guide the development of Indigenous programming, from storytelling events and art installations to co-designed interpretive signage.

The rich heritage of the Kalispel, Spokane, Colville and Coeur ‘d Alene Tribes, sovereign nations, who since time immemorial have been the caretakers of this region’s lands and waterways can be expressed here. Recognizing Indigenous Peoples as the first scientists, botanists, naturalists, conservationists and healers of this land, we respectfully acknowledge that the waterways and land we use are the ancestral homeland and historical footprints of these Tribal nations. The SCD honors and respects their enduring relationship with the Tribes, the land, and the water.

The Quarry Campus becomes a place of deep cultural partnership as SCD forms meaningful relationships with local tribal nations. The Kalispel Tribe has been an integral part of the SCD campus development. These partners bring with them traditions, teachings, art, and stories that fundamentally reshape the campus’s identity. Tribal artists and knowledge keepers may guide the creation of interpretive signage, lead cultural evenings in the amphitheater, or host seasonal storytelling rooted in the land’s original stewards. For many Tribal partners, the amphitheater and short-term stay facilities offer a setting to share traditions, gather with community, and strengthen cultural presence in a place that honors Indigenous history. The Quarry becomes not merely a visitor attraction, but a platform for relationship-building and respectful stewardship.

CONSERVATION WEEKEND

The Quarry is an ideal destination for visitors who are committed to leaving a place better than they found it. More than a passive outdoor experience, the campus invites hands-on participation — whether planting native vegetation, joining a guided geology hike, or contributing to restoration projects that improve the land for future generations. Every visit offers an opportunity to give back, turning time spent at the Quarry into a meaningful act of stewardship. This is a place where people don’t just explore nature, they leave their mark by helping shape its future.

“In collaboration, we use the Quarry site for teaching fire fuels reduction pruning classes, site visits for Urban Forestry students from SCC, and classes/ outreach to small forest landowners, commercial arborists, & the landscaping industry.”

-Tim Kohlhauff Horticulture Coordinator, Urban Horticulture Agriculture & Natural Resources program College of Agricultural, Human, and Natural Resource Sciences, Washington State University Extension

TOURISM AND HOSPITALITY VISITORS SEEKING EXPERIENCE-BASED TRAVEL

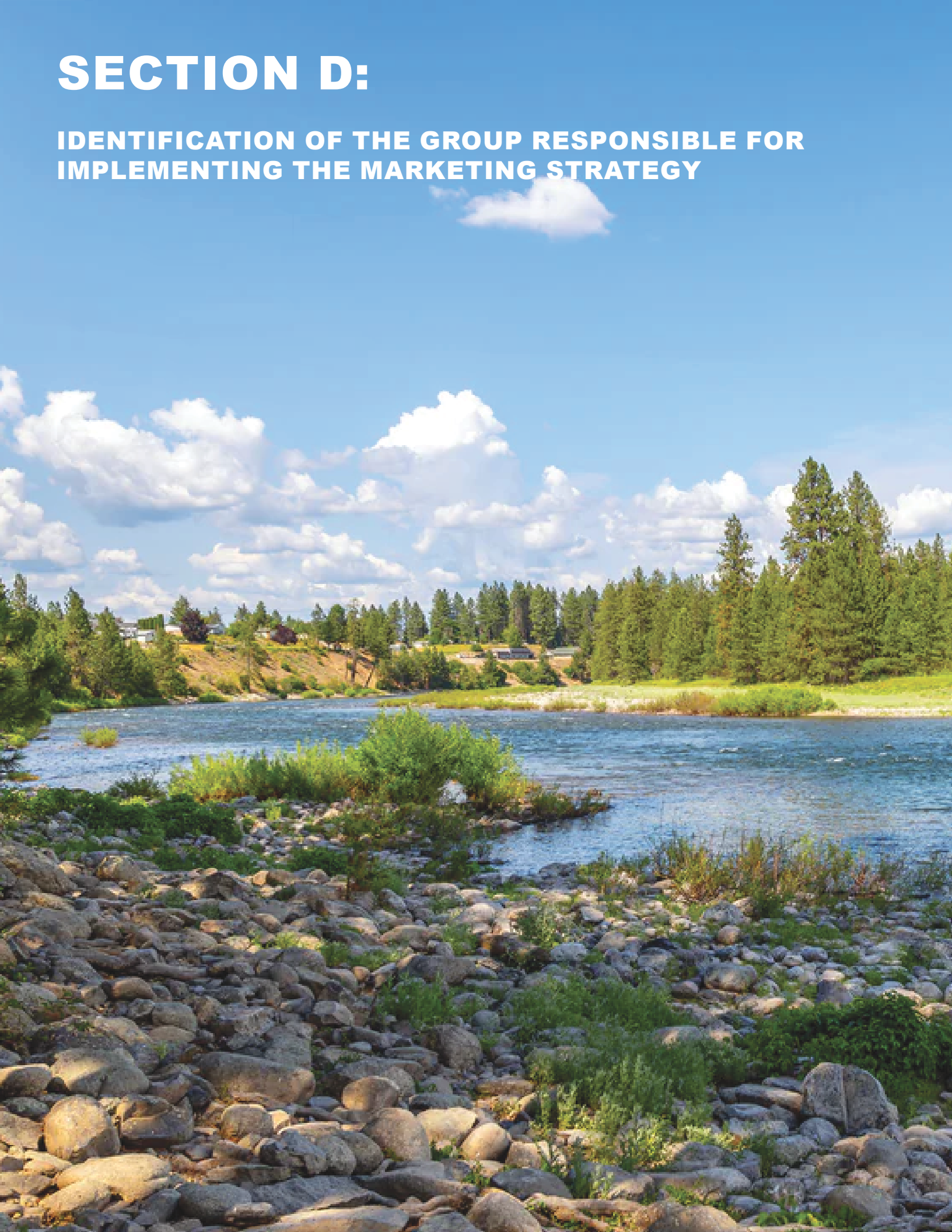
As the Quarry integrates into Spokane Visitor Information Center itineraries, regional travel guides, and eco-tourism offerings, a growing share of visitors will come from outside the immediate region. These travelers are experience seekers: couples looking for a restorative weekend getaway, families searching for a nature-infused vacation, or urban visitors craving a more grounded and local experience. For them, the Quarry's short-term stay accommodations are not simply lodging; they are an extension of the land itself—immersive, peaceful, and connected to the farmers market, events, and trail networks. The amphitheater becomes the highlight of their stay, offering evening concerts or cultural programs that transform a simple trip into a memory-rich retreat. Hotels and chambers collaborate to make the Quarry a flagship destination in regional tourism, increasing visibility and creating a symbiotic relationship between the campus and the broader hospitality industry.

BUSINESS AND CIVIC ORGANIZATIONS LOOKING FOR SPONSORSHIP, RETREAT SPACE, AND COMMUNITY IMPACT

Business leaders, chambers of commerce, Rotary groups, and civic associations see the Quarry as both a venue for involvement and a platform for influence. Some come seeking naming opportunities or sponsorships, drawn by the amphitheater's visibility and mission alignment. Others use the space for retreats, team-building sessions, or community events that benefit from the setting's open sky and natural quiet. These organizations are not simply users—they are investors in the Quarry's success, helping shape everything from shade structures to annual concert series. Their participation reinforces the campus as a shared public good, supported and sustained by partnerships that reflect regional pride.

SECTION D:

IDENTIFICATION OF THE GROUP RESPONSIBLE FOR IMPLEMENTING THE MARKETING STRATEGY



D. IDENTIFICATION OF THE GROUP RESPONSIBLE FOR IMPLEMENTING THE MARKETING STRATEGY.

The Spokane Conservation District (SCD) is the primary entity responsible for implementing the Phase IV marketing strategy for the Quarry Campus. As a unit of local government with countywide jurisdiction, SCD combines public accountability, professional staff capacity, and demonstrated operational experience in managing complex, public-facing facilities and partnerships.

Supporting this leadership is a professional staff whose expertise spans conservation planning, land management, community engagement, event coordination, and complex project development. These are not theoretical skills: SCD staff routinely manage multi-partner initiatives, coordinate volunteers, administer grants, and deliver programs at a scale that already resembles the operational needs of a functioning campus. The District has steadily built a culture of innovation and operational discipline, proving its ability not only to steward natural resources, but also to host large gatherings, facilitate education, and operate public-facing facilities.

Increasingly, SCD's work is recognized well beyond Spokane County. The District is frequently looked to as a model in state and national conservation circles, not only for the projects it delivers, but for the way it is governed and managed. In 2022, SCD's leadership was invited by the Montana Association of Conservation Districts to present "How Spokane CD Became a Conservation Powerhouse," sharing their journey from a modest district to a self-sustaining, innovating organization with peers from across another state's entire conservation district system. That invitation reflects a high degree of professional regard: other districts and state agencies are studying Spokane's approach to governance, finance, and program delivery as a template for their own growth.

This national attention is echoed in broader networks. The National Association of Conservation Districts (NACD) has highlighted Spokane Conservation District's work in urban forestry and the transformation of a former quarry into a conservation park, describing SCD as a model of innovation and dedication in addressing urban environmental challenges. The Quarry Campus, in particular, is now widely referenced in conservation and design circles as a leading example of how a district can reimagine retired industrial land into a multi-functional campus that integrates habitat restoration, public education, recreation, and economic development. The campus is not just a local project; it is increasingly seen as a prototype for how conservation districts can structure governance and programming around a physical hub that serves both people and land.

A major demonstration of SCD's operational and fundraising capacity already exists on this site: the Scale House Market. Through a strategic partnership with Four Roots—who serves as the operator of the market—the District has successfully brought to life a year-round farmers market and agricultural hub on the Quarry Campus. Four Roots manages vendor relations, daily operations, and customer experience, while SCD provides the physical infrastructure, governance framework, and overarching vision. This shared structure blends the strengths of a public conservation agency with those of a nimble, mission-driven operator, resulting in a marketplace that is both professionally run and deeply rooted in community benefit.

The District's proven fundraising success around the Scale House Market further illustrates its readiness to take on the amphitheater and short-term stay facilities. SCD's development staff has already demonstrated their ability to raise private and corporate funds, cultivating relationships with donors who recognize the long-term value of the Quarry Campus. Building on this foundation, a donor funding model is being created for the Scale House Market to offset program costs, and one aspect of

funding for the amphitheater is to bring it under the same donor umbrella. From the very first quarter of development, a donor-funded market strategy for naming rights and program sponsorships can be in place, ensuring that the amphitheater's business model is aligned with philanthropic support from the start.

SCD's staff includes the professional skills needed to design and execute a comprehensive fundraising campaign tailored to the amphitheater and short-term stay facilities. They are capable of identifying and packaging naming opportunities for specific elements of the venue, building sponsorship tiers for concert series and educational programming, and launching a capital campaign focused on comfort-enhancing improvements. Shade structures, seating, water stations, accessibility upgrades, and other amenities become not only infrastructure investments, but visible expressions of donor partnership. Each improvement enhances the visitor experience while signaling to supporters that their contributions have direct, tangible impact on how people engage with the site.

The relationship between SCD and Four Roots is an additional strength in this context. As the operator of the Scale House Market, Four Roots brings day-to-day operational expertise in hospitality, food systems, vendor management, and customer service. SCD, in turn, provides the stable institutional framework, financial stewardship, and alignment with conservation values. This division of roles creates a resilient structure that can be extended to the amphitheater and short-term stay facilities: SCD ensures that governance, conservation goals, and community benefit remain at the core, while partners like Four Roots help animate the space with vibrant, guest-focused activity.

All of this unfolds within a broader pattern: the Quarry Campus and the District that stewards it are increasingly looked at as a national example of what a modern conservation district can be. SCD's elected board demonstrates accountable, community-based governance; its staff demonstrates professional excellence and operational readiness; its partnerships demonstrate strategic alignment between public mission and entrepreneurial energy. The Quarry Campus, with its amphitheater, short-term stay facilities, and year-round market, becomes a living demonstration site—showing districts across the country how conservation, governance, education, and economic development can be integrated into a single, well-run campus.

In this sense, Spokane Conservation District is not merely prepared to operate the amphitheater and short-term stay program; it is uniquely positioned to do so in a way that will be watched, studied, and emulated by conservation districts and partner agencies nationwide. Most recently, the Spokane Conservation District was asked to present at the Washington Landscape Architects Conference regarding the Quarry transformation. In summary, Spokane Conservation District possesses the governance structure, professional staff expertise, partnership network, fundraising experience, and demonstrated capital and operational readiness necessary to successfully implement the Phase IV marketing strategy.

The SCALE HOUSE MARKET AT THE QUARRY

P3 PARTNERSHIP MODEL

STRONGER TOGETHER

The Scale House Market operates through a strategic **Public–Private–Philanthropic (P3) partnership** that combines public stewardship, private operations, and community-led philanthropy.

FEATURES

Diversified Revenue

Public investment supports long-term land and infrastructure, private operations generate earned revenue through vendor sales and event ticketing, while philanthropy generates funds for charitable education, food access, and community programming delivered at the SHM.

Shared and Mitigated Risk

Capital and site risk rests with the public partner, operational risk is managed by the experienced market operator, while fundraising and award management is carried through the nonprofit fiscal sponsor. Each partner assumes responsibility within its core expertise, reducing exposure for any one entity.

A Resilient, Scalable Model

By distributing ownership, operations, and fundraising, the P3 structure allows the Market to adjust staffing, programs, and revenue strategies without destabilizing the whole system, creating a flexible platform that supports growth, accountability, and long-term community benefit.

ABOUT THE PARTNERS

Spokane Conservation District (SCD)
Public Partner | Facility Owner

- SHM Facility Owner
- Provides long-term site and capital asset control
- Anchors the Market within a community campus
- Connects sustainability education & initiatives

Four Roots LLC
Private Partner | Operator

- SHM Operator
- Manages vendors, facility spaces, staffing
- Coordinates and delivers special events
- Drives earned revenue, vendor success, and visitor engagement alongside food education programs

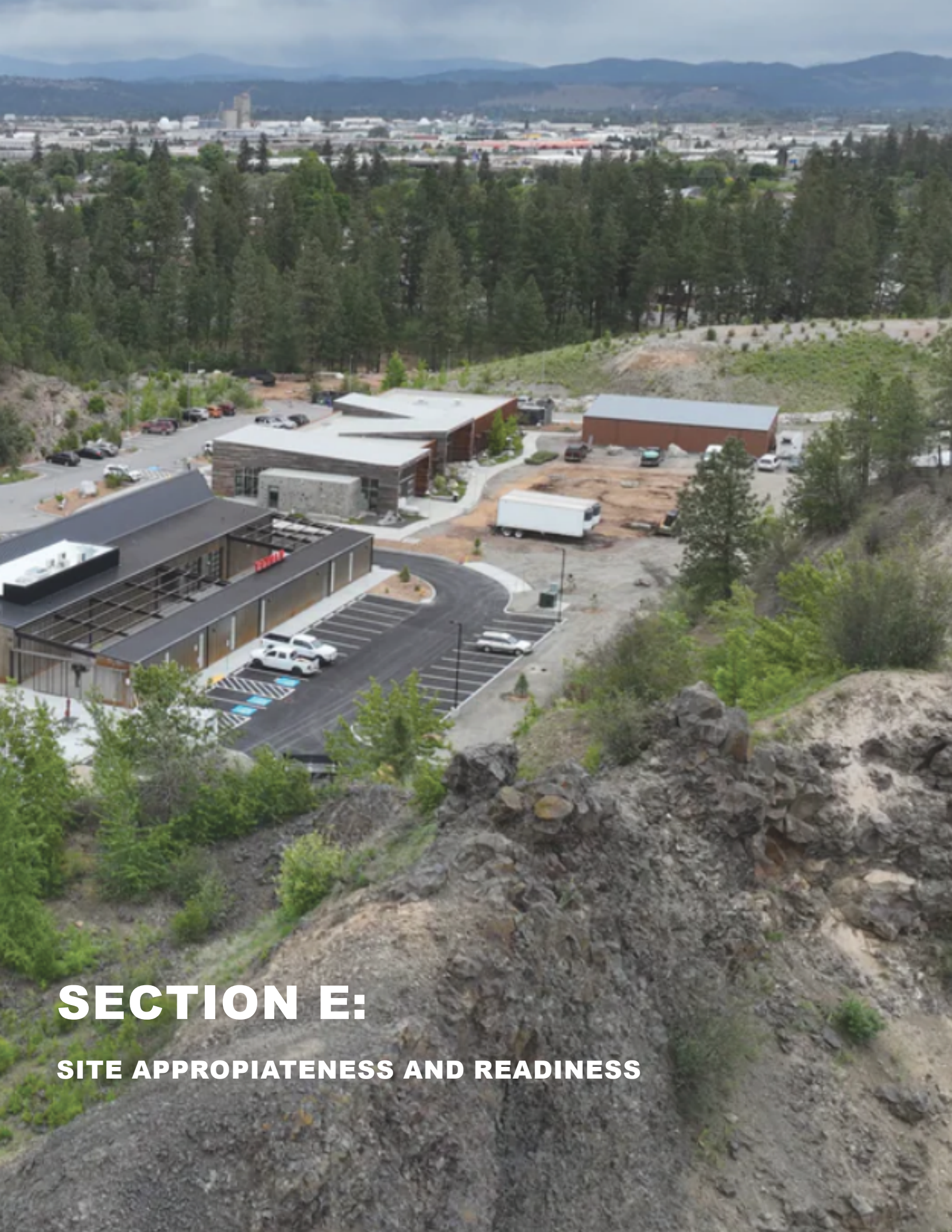
Upper Columbia Resource Conservation and Development Council (UCRCD)
Nonprofit Partner / 501c3 Fiscal Sponsor

- Receives and administers charitable and grant funding to support programs
- Supports award management/reporting
- Drives donor stewardship and fund development

SPOKANE CONSERVATION DISTRICT
CONNECTING PEOPLE & RESOURCES

UPPER COLUMBIA
RESOURCE, CONSERVATION, & DEVELOPMENT COUNCIL

FOUR ROOTS EST. 2021



SECTION E:

SITE APPROPIATENESS AND READINESS

E. SITE APPROPRIATENESS AND READINESS

"The Quarry campus has potential to be a location for a future youth outdoor education program with use of their hiking trails and other outdoor educational features. There is potential for Spokane Valley to donate public art to the site that would draw citizens to view. In addition, the submission of the Tree City USA app will hopefully make Spokane Valley citizens realize and avail themselves to use resources provided by SCD."

-Kendall May, CPRP, AFO | Recreation Coordinator Spokane Valley Parks and Recreation

The Quarry Campus, home to the Spokane Conservation District (SCD), is located at 4422 E 8th Avenue in the City of Spokane Valley. SCD occupies a former quarry and asphalt operation that has been reclaimed and repurposed as a 50-acre conservation campus and headquarters. Its location at the junction of Carnahan Road and 8th Avenue places it at the edge of established neighborhoods and new multifamily development, with direct connections to the growing South Barker Road corridor and regional transportation network.

ZONING AND LAND USE COMPATIBILITY

The Quarry Campus occupies a property whose long industrial history directly supports the appropriateness of introducing amphitheater programming and short-term stay facilities. According to the Budinger Phase I Environmental Site Assessment (2017), the site operated as a gravel pit beginning in the 1930s and later as a significant asphalt production facility. Large areas were excavated, filled, regraded, and reclaimed using inert materials such as recycled concrete, asphalt millings, and native soils. This long-disturbed and heavily modified condition makes the land especially suitable for outdoor public uses such as an amphitheater and short-term lodging.

Budinger's findings indicate no environmental or landform barriers that would prevent these proposed uses. The reclaimed topography—including slopes, benches, and former pit geometry—aligns naturally with amphitheater terracing and circulation needs. While zoning confirmation from the City of Spokane Valley is still required, the environmental record strongly supports the compatibility of the proposed land uses with the site's history and physical condition.

The Quarry Campus lies within the City of Spokane Valley's jurisdiction. The City provides zoning and land-use data through its "Valley Viewer" GIS platform, which is the tool for confirming the specific zoning designation and development standards that apply to the SCD property. Zoning is parcel-specific and subject to amendment; any formal finding of appropriateness must be grounded in that official map and a direct conversation with the City's Planning and Zoning Division. Currently the map shows the Quarry Campus as zoned Mixed Use (MU).

Municipal zoning frameworks treat amphitheaters, cultural venues, and lodging as either permitted or conditional uses in commercial, mixed-use, or public/institutional zones, provided that noise, traffic, lighting, and hours of operation are properly managed. In the City of Spokane Valley, those determinations will depend on the zone category applied to the property and whether the amphitheater and short-term stays are processed as principal or accessory uses.

ZONING	MIXED USE
CATEGORY	MU
DESIGNATION	MIXED USE (MU)
DESCRIPTION	Allows for two (2) or more different land uses within developments. Mixed use developments can be either vertical or horizontally mixed and could include employment uses such as office, retail, and/or lodging along with higher density residential uses and in some cases community or cultural facilities

TRANSPORTATION, ROADS AND TRANSIT CONNECTIONS

In terms of the public getting to the Quarry, it has excellent access by car, bus, bike or on foot. There is immediate access to and from the I-90 freeway less than one mile to the north. Spokane Transit Authority bus line 94 runs along 8th Ave within 50ft of the entrance to the Quarry with a stop just to the west of the entrance at the end of the block. The campus is close to several major thoroughfares, has free off-street parking, and on-site security.

The Quarry Campus is served primarily by 8th Avenue and Carnahan Road, linking to the South Barker Road corridor and, ultimately, to I-90 and regional routes. The City of Spokane Valley and its partners are already planning significant improvements in this area, including widening South Barker Road, adding sidewalks, bike lanes, curbs and gutters, and stormwater facilities. Intersection improvements at 4th Avenue and 8th Avenue—including new single-lane roundabouts—are intended to manage congestion and improve safety.

These planned upgrades are important context for the amphitheater and short-term stay program. They suggest that the City already recognizes the need for better multimodal access and traffic management along 8th and Havana. As the Quarry adds concerts, events, and overnight guests, its trip generation will increase—particularly during event peaks—but that increase will be overlayed on a corridor that is already undergoing improvement.

The Quarry Campus sits in a location that will directly benefit from these upgrades. Improved access, safer intersections, sidewalks, and bike lanes will all enhance visitor experience and support event operations.

CULTURAL REVIEW AND DAHP CONSIDERATIONS

The Quarry site is a former rock quarry and asphalt plant, now being transformed into a conservation campus. Although it is a heavily disturbed industrial site, it is located in a broader region with deep tribal history and cultural significance. For a project involving new facilities, expanded public use, and potential public funding, a cultural resource review was appropriate. The SCD worked with each of the four Tribes with ancestral lands here, the Spokane, Coeur d'Alene, Colville and Kalispell Tribes. Each provided a letter acknowledging they have no concerns that there were cultural resources remaining on the Quarry campus.

WATER, SEWER, AND FIRE FLOW CAPACITY

The Quarry Campus already supports SCD's headquarters, training center, and the Scale House Market, which are connected to municipal or regional utility systems (water, sewer, and fire protection). However, whether these systems have sufficient capacity for an amphitheater and short-term lodging is a technical question that SCD will work with the water utility, the sewer utility, and the Spokane Valley Fire Department to answer, following the steps outlined below.

Key Action Items

To move from conceptual appropriateness to full readiness, the next steps include:

- Confirming zoning with the City of Spokane Valley, coordinating with public works on corridor improvements and traffic analysis
- Consulting STA for transit planning, requesting utility capacity information, engaging spokane valley fire for safety requirements,
- Initiating SEPA and cultural review discussions with DAHP and tribes
- Verifying alignment with planned 8th Avenue improvements.
- Working with the water utility, sewer utility and Spokane Valley Fire Department to determine capacity for water, sewer and fire protection for the amphitheater and short-term lodging.

HISTORICAL SITE BACKGROUND

The environmental and physical conditions at the Quarry Campus can only be understood through recognition of the long history of industrial activity on the property. According to the condensed narrative from the Phase I Environmental Site Assessment conducted by Budinger & Associates, the land was used as a gravel pit as early as the 1930s, and by the 1950s the western portion of the property was already clearly excavated, with a central tree-covered section and ponds associated with mining operations visible in aerial photographs.

By the late twentieth century, ownership and operations had shifted several times. Inland Asphalt Company operated the gravel pit and asphalt plant until about 1981, after which activity fluctuated until Spokane Rock Products began major improvements in 2003, constructing an office building, scales, and asphalt production facilities. Asphalt operations continued until 2014, at which point the site was largely dormant except for remaining stockpiles, including the accumulated tailings now referred to as Asphalt Mountain.

These tailings represent decades of asphalt batch plant waste storage. Lidar data pulled from Washington State Department of Natural Resources was analyzed by Landco (ppt in exhibits or pics placed in document). A GIS firm contracted to acquire data for this study. This analysis, conducted by Landco was used by Eric Allen, Habitat Restoration Specialist at the Spokane Conservation District to model three potential volumes of asphalt tailing that are documented in the debris-pile volume estimate in this report (document in exhibits) Aerial photography and surface elevation modeling contains evidence of a volume of asphaltic material suitable for reuse.

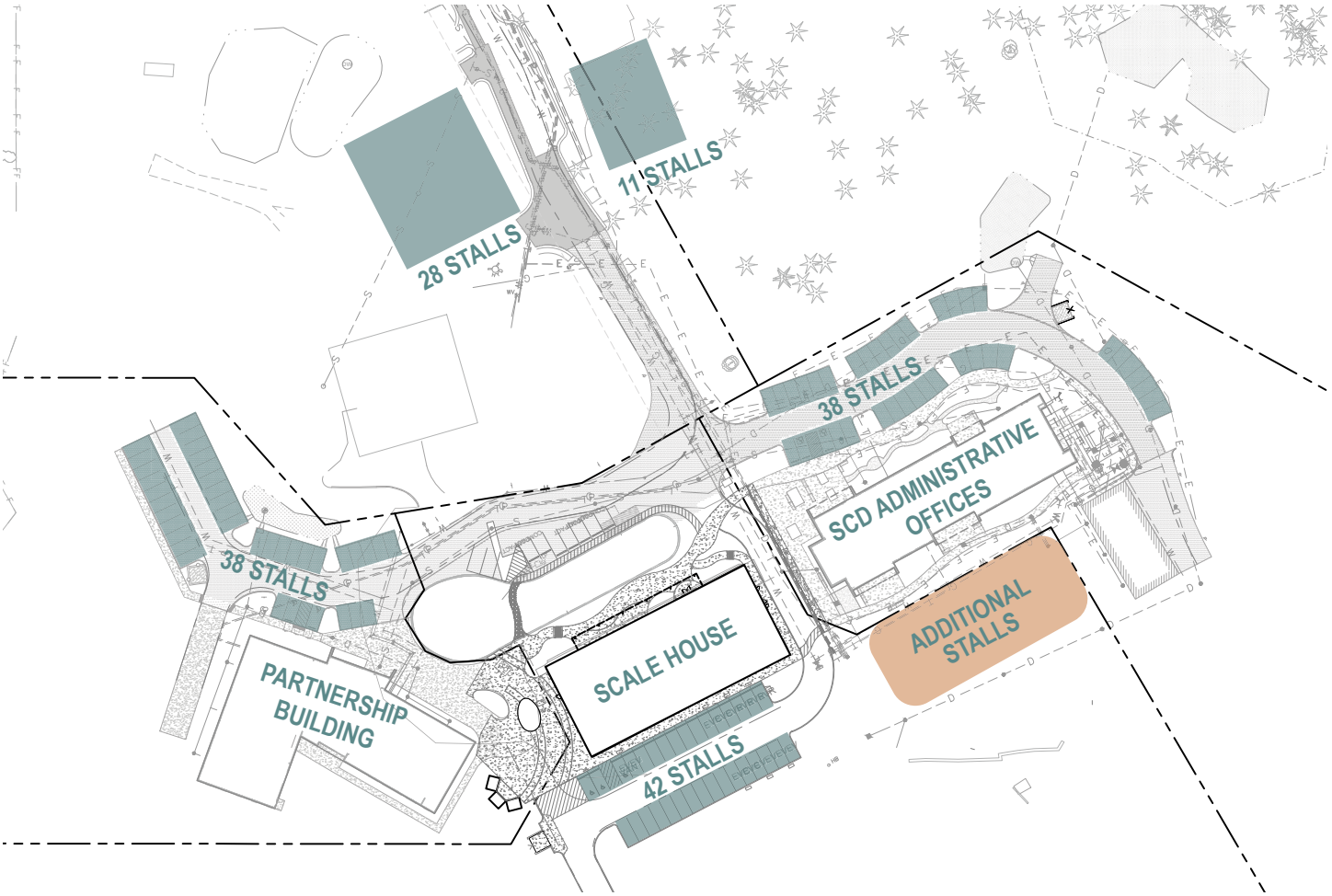


The acquisition of the Quarry Campus by SCD in 2017 marked the beginning of a new chapter in the site's evolution. The District's mission of conservation, education, and community development positions the adaptive reuse of industrial by-products not as a challenge but as an opportunity—to transform a remnant of the site's industrial past into foundational material for building the future.

EVENT PARKING

Existing Parking at the Quarry Campus has been built in three phases as buildings were developed on campus. There are 118 parking spaces available with overflow parking available south of the SCD administration building. The Nest preschool building on the SCD campus has 36 parking spaces available. If events are held outside of business hours and not conflicting with the Scale House Market there is adequate parking onsite to hold an event at the amphitheater.

While parking at the Quarry Campus is limited, that challenge opens the door to a more creative and sustainable solution. To welcome more visitors without straining the site, SCD is exploring a shuttle service from the nearby baseball field, Avista field located at 410 N Havana Street, Spokane, WA.



The shuttle also supports larger events at the Scale House Market or amphitheater, ensuring everyone has access while keeping the campus safe, walkable, and connected to the community. By reducing congestion and limiting the need for on-site expansion, the shuttle underscores the district's values of sustainability, thoughtful design, and stewardship of the land.

ADAPTIVE REUSE OF ASPHALT TAILINGS

The presence of Asphalt Mountain presents an unusual but valuable opportunity to illustrate the principles of circular resource use within a conservation-focused campus. By repurposing tailings for trail construction, roadway subgrades, walking paths, and internal circulation, SCD reduces the

need to import new aggregate, lowers project costs, minimizes hauling emissions, and eliminates the environmental impact associated with off-site disposal or quarrying new rock.

Phase IV also envisions overnight stay facilities linked to walking paths made from the reclaimed tailings, allowing guests to physically experience the transformation of industrial legacy materials into a sustainable, welcoming environment. The adaptive reuse strategy strengthens the Quarry Campus's role as a demonstration site where visitors can engage with conservation practices, site restoration techniques, and sustainable construction strategies.

ENVIRONMENTAL CONSIDERATIONS AND REMEDIATION

Although asphalt tailings are inert construction material, their placement must consider the complexities of the Quarry Campus environment. Two wetlands, seasonal water flow, groundwater proximity, wildlife habitat corridors, and the Aquifer Protection Area designation all shape the suitability of construction zones. The Phase IV draft report outlines the presence of drainage ways, infiltration ponds, seasonal springs, and historic mining depressions that influence water movement across the site.

Any reuse of tailings must therefore integrate stormwater management approaches, low-impact design, and habitat restoration considerations. The built environment must also respect future cultural resource review requirements, anticipated zoning and permit conditions, and the need for soil stabilization in disturbed fill areas. With appropriate engineering design, however, the reuse of tailings provides a low-impact alternative to traditional construction aggregates, particularly in heavily disturbed zones where native soils are already compromised.

DEBRIS PILE VOLUME ESTIMATE

To obtain an estimate of the volume of debris, two methods were employed, both of which rely on creating a difference of Digital Elevation Models (DEMs). Using two methods with differing assumptions is expected to provide an estimate of maximum and minimum volume of debris. The maximum estimate assumes that the entire volume of the debris visible in aerial imagery is debris. The minimum volume estimate assumes there is bedrock and/or soil underneath a veneer of debris.

Because only one lidar dataset was used, any errors are expected to be due to relative or internal error, not absolute error. While methods for quantifying error in differencing DEM's exist, much of the error comes from DEM's of different data collections. As the purpose of this study is to provide estimates only, and all data are from the same data collection, the relative error is expected to be minimal and no attempt to quantify error was conducted.

SECTION F:

LOCATION ANALYSIS OF OTHER ADEQUATELY SERVED VACANT INDUSTRIAL LAND

SPOKANE CONSERVATION DISTRICT
FROM THE GROUND UP

CAMPUS MASTER PLAN
THE 8TH AVENUE QUARRY

WHAT DO WE HAVE?

THE 8TH AVENUE QUARRY

CAMPUS MASTER PLAN

-Conservation and Natural Area Includes Reclaiming Historical Mining Operation.

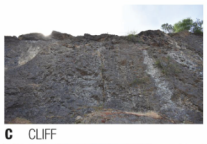
The Spokane Conservation District's mission is to develop and implement programs which will protect and conserve our natural and renewable resources. In the spring of 2017, the Spokane Conservation District purchased the former Spokane Rock Products facility on 8th and Havana.

The acquisition included nearly 50 acres of land and a 7,000 sq ft office building. The site served as a mining operation for over 40 years and provided rock and gravel used in the construction of the Spokane Valley and surrounding area. This large-scale reclamation is extremely important as it serves as a water drainage and storage site for the Glenrose area.

The SCD desires to bring the property back to a more natural condition offering wildlife habitat, conservation and recreation uses, and green space in an urban environment.


A BUILDING


B EXISTING BUILDING


C CLIFF


D.1 VIEW FROM UPPER LOTS


D.2 VIEW FROM UPPER LOTS


D.3 VIEW FROM UPPER LOTS


E ASPHALT PILE


F.1 EAGLES NEST ROCK PILE


F.2 EAGLES NEST ROCK PILE


G.1 POND


G.2 POND


H.1 DRAINAGE POND


H.2 DRAINAGE POND

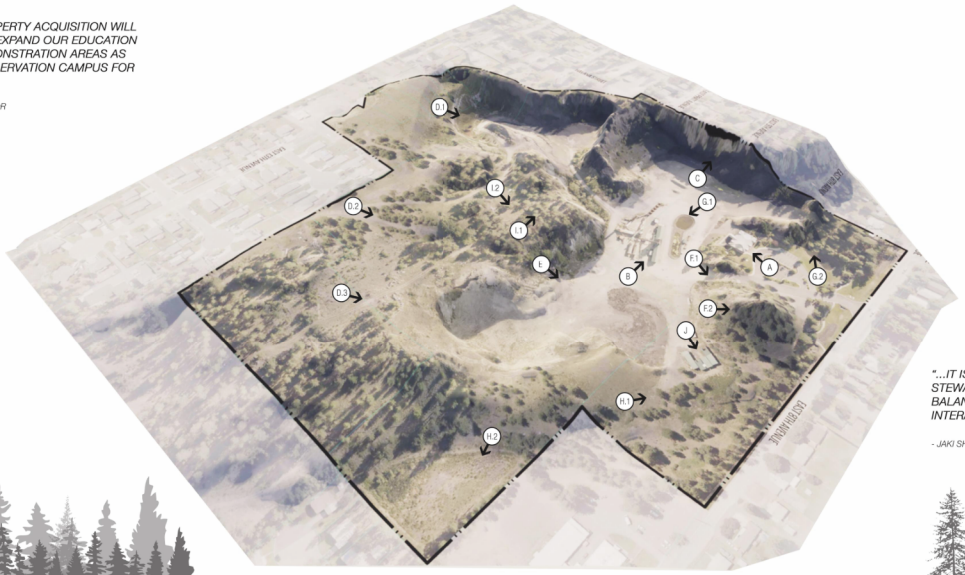

I.1 FORESTED AREA


I.2 FORESTED AREA


J STORAGE SHEDS

"...THIS UNIQUE PROPERTY ACQUISITION WILL ALSO ALLOW US TO EXPAND OUR EDUCATION AND PROGRAM DEMONSTRATION AREAS AS WE DEVELOP A CONSERVATION CAMPUS FOR OUR COMMUNITY."

- VICKI CARTER, SCD DIRECTOR



"...IT IS OUR RESPONSIBILITY TO BE GOOD STEWARDS OF OUR RESOURCES BRINGING BALANCE TO THE ENVIRONMENT AND HUMAN INTERACTION."

- JAKI SHRAUGER, BOARD MEMBER

LOCATION ANALYSIS OF OTHER ADEQUATELY SERVED VACANT INDUSTRIAL LAND

Phase IV represents the continuation of a previously adopted master plan for the Quarry Campus, a site that has already transitioned from extractive industrial use to an active public conservation, education, and community campus.

The Quarry Campus is no longer a speculative or interchangeable industrial parcel. SCD's headquarters, training facilities, and the Scale House Market are already operating on the property, confirming that the site is functionally and legally serving non-industrial purposes. Phase IV improvements, including infrastructure upgrades, short-term lodging, and evaluation of a future amphitheater, are logical extensions of this established campus rather than activities that could be relocated to another vacant industrial site.

The Quarry's long history as a gravel pit and asphalt production facility resulted in extensive disturbance and reclamation, making it particularly suitable for adaptive reuse. Unlike other vacant industrial lands that may still be needed for traditional manufacturing or employment-generating uses, the Quarry has already completed its industrial lifecycle. Reinvestment in this site avoids converting greenfield land or competing with parcels better suited for industrial development elsewhere in Spokane Valley or Spokane County.

Phase IV investments are functionally dependent on co-location with existing Quarry Campus assets. Conservation-oriented short-term lodging relies on proximity to SCD offices, training programs, and the Scale House Market, while the amphitheater concept leverages the site's reclaimed topography that naturally supports terraced seating and outdoor gatherings. Relocating these elements to another industrial site would undermine their operational, economic, and programmatic feasibility.

From an economic development perspective, continued reinvestment in the Quarry Campus reflects best practices in industrial land recycling. Concentrating public investment on a site with existing infrastructure, access, and regulatory familiarity maximizes returns on prior public investment, minimizes environmental impacts, and supports efficient land use. This approach aligns with CERB's objectives for sustainable, responsible economic development.

In summary, the absence of a comparative analysis of alternative industrial sites is intentional and justified. Phase IV does not represent a search for a suitable location, but rather the next phase of reinvestment in a reclaimed industrial property that is already functioning as a public conservation and community campus. The Quarry Campus is uniquely suited to support the proposed improvements, and shifting development to another industrial site would not advance economic development goals or represent a prudent use of public resources.



SECTION G:

TOTAL FUNDING FOR THE PUBLIC FACILITIES IMPROVEMENTS

TOTAL FUNDING FOR THE PUBLIC FACILITIES IMPROVEMENTS

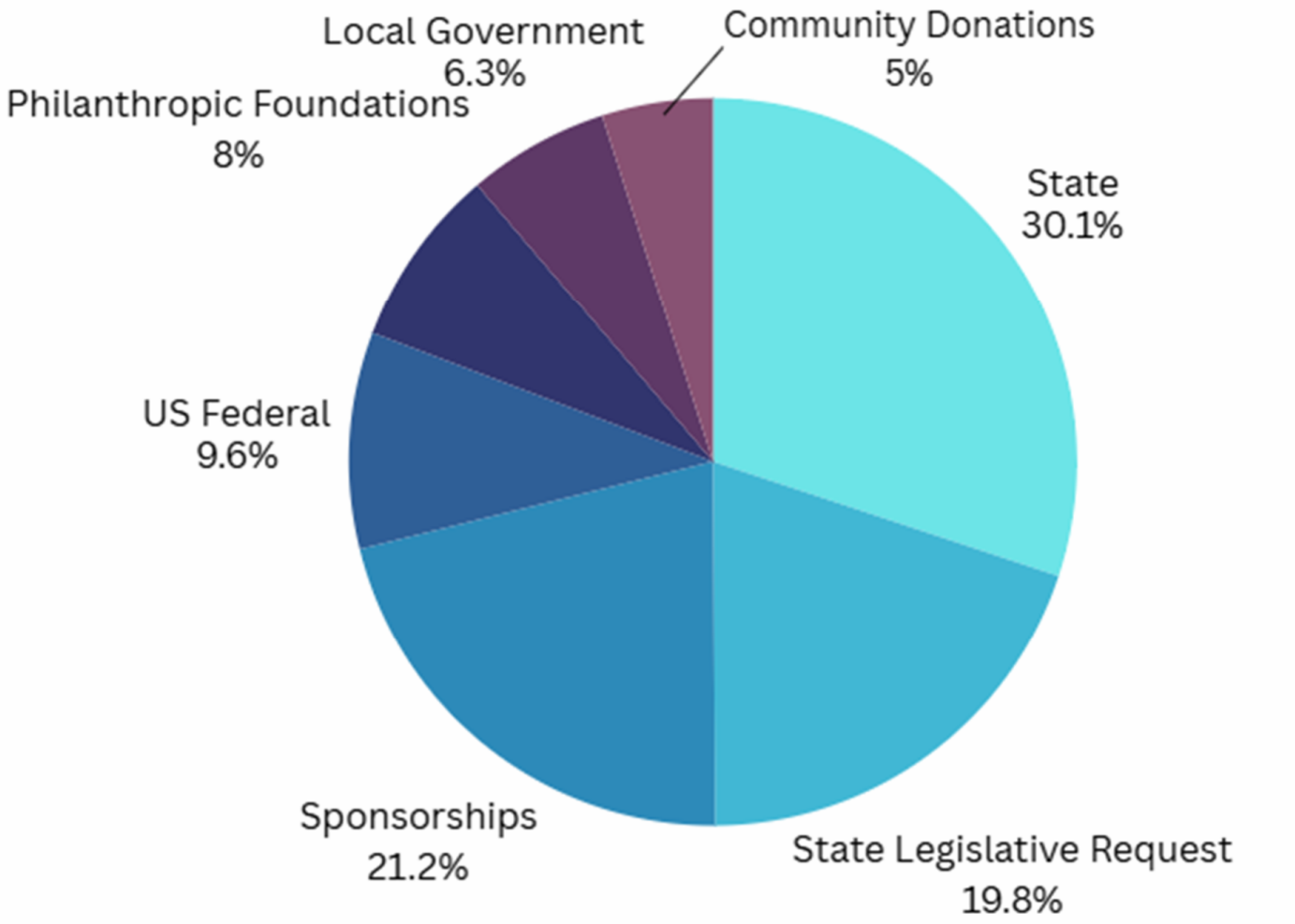
Phase IV of the Quarry Campus is well suited to a multi-faceted, diversified funding approach due to its scale, public ownership, phased implementation, and combination of site improvements, infrastructure, placemaking, and programmatic elements. The project benefits from secured site control, active campus use, ongoing planning and feasibility activities, and a demonstrated history of public, philanthropic, and earned-revenue investment across earlier campus phases, collectively supporting project readiness and reducing early-stage risk. A phased funding strategy allows planning, site readiness, and enabling infrastructure investments, including Public Works Board planning and pre-construction grants and a potential Washington State capital legislative request during the 2026 legislative term, to serve as catalytic bridge funding that strengthens feasibility and funding leverage.

As site preparation, design, and governance structures advance, the project can transition toward broader, multi-source capital and activation funding aligned with increasing project maturity. A strategically layered approach positions Phase IV for future capital fundraising once scope, costs, and long-term projections are more fully developed. Appendix G-1 provides a suggested funding stack and list of illustrative prospects by project stage, with additional readiness milestone indicators identified in Appendix G-1. This approach was used with the Scale House Market. The example below shows the diverse funding type entities that contributed to the capital stacking campaign.

SCALE HOUSE MARKET (PHASE III): SECURED FUNDING PROFILE INFORMING PHASE IV PLANNING

2022-2025

Funding Type	Amount ($)	Percentage (%)
State	$1,558,904.74	30.1%
State Legislative Request	$1,027,500.00	19.8%
Sponsorships	$1,100,000.00	21.2%
US Federal	$497,769.06	9,6%
Philanthropic Foundations	$416,560.00	8%
Local Government	$326,000.00	6.3%
Community Donations	$255,400.00	5%
Total Funding Secured	**$5,182,133.81**	**100%**



The Scale House Market provides a direct precedent for Phase IV funding feasibility. That project combined public investment, philanthropic contributions, corporate sponsorships, and private operational partnerships to deliver a year-round public facility now in operation. Early public feasibility funding reduced risk, enabled partner engagement, and positioned SCD to secure additional capital. This experience demonstrates SCD's capacity to steward public funds responsibly while leveraging non-public resources to complete complex public facilities.

Phase IV funding will be secured through a diversified capital stack aligned with project phasing and risk profile. Public funding sources, including state capital programs, will be targeted to essential infrastructure such as parking, access, circulation, utilities, stormwater, and site readiness improvements that provide broad public benefit. Philanthropic funding will be pursued through the Upper Columbia Resource Conservation & Development Council (RC&D), serving as fiscal sponsor for charitable gifts and grants. Corporate sponsorships and naming rights will support visible public-facing elements, while private operational partners may contribute capital and expertise for hospitality and event-related uses. Earned revenue from lodging, programming, and events will support operations but is not relied upon for capital feasibility.

Funding is structured to be secured within a defined and realistic timeframe through phased implementation. Initial phases focus on infrastructure and site readiness funded primarily through public sources. Subsequent phases introduce mission-aligned facilities, including short-term lodging, funded through philanthropic and partner contributions. The amphitheater is positioned as a later-phase, discretionary improvement that will proceed only when dedicated capital is secured through sponsorships, grants, or philanthropic campaigns.

This phased funding strategy minimizes risk by avoiding reliance on speculative revenue projections and allows flexibility to adjust or defer discretionary elements if funding conditions change. Based on SCD's governance structure, professional staff, fundraising experience, and proven track record delivering the Scale House Market, total funding for Phase IV public facilities improvements is expected to be secured within an appropriate timeframe and managed in accordance with public-sector best practices.

The district's phased, risk-aware approach ensures that marketing efforts reinforce—rather than exceed—the Quarry Campus's physical capacity, financial sustainability, and public mission.

CAPITAL FUNDING STRATEGY AND FEASIBILITY

Phase IV – Quarry Campus

Overview

Phase IV of the Quarry Campus is structured as a phased, risk-aware capital investment that aligns funding sources with project readiness, public benefit, and long-term operational sustainability. Rather than relying on a single funding mechanism, the District employs a sequenced financing strategy that matches appropriate capital sources to each stage of development.

This approach ensures that early investments reduce risk, later amenities are pursued only when demand and operating capacity are demonstrated, and public, philanthropic, and private funds are coordinated under a unified governance and reporting structure.

CAPITAL READINESS AND GATING CRITERIA

Before initiating any capital fundraising or solicitation, the project must meet defined readiness thresholds. These include:

- A clearly defined scope and phased development plan
- Preliminary cost estimates for each phase
- Identification of regulatory and permitting prerequisites
- Governance and ownership clarity
- Alignment with the District's fiscal sponsor
- An active constituent relationship management (CRM) system

If these criteria are not met, the project remains in planning and pre-development. Only once readiness is confirmed does the project advance to capital sourcing. This gatekeeping discipline protects both public and private investors by preventing premature fundraising.

Phased Funding Approach

Element 1: Enabling Infrastructure and Site Readiness

The first element of the funding strategy focuses on public and governmental funding sources to support enabling infrastructure and site readiness. These investments are foundational and necessary regardless of whether later amenities are developed. These improvements typically include infrastructure, access, safety, and site readiness components that establish the foundation for all subsequent development.

Primary funding sources for this element of fund-raising phase are public and governmental, including state capital budgets, infrastructure financing programs, and local government contributions.

These sources are well suited to early investments because they prioritize public access, economic readiness, workforce development, and long-term community benefit.

Public funding in Phase IV will serve a critical role beyond capital delivery: it anchors the overall campaign, establishes institutional credibility, and reduces financial risk for later phases.

Examples of enabling infrastructure and site readiness in this CERB phase IV feasibility study include:

- Repurposing materials and remediation of Asphalt Mountain.
- Preservation of the two wetlands on the Quarry Campus.
- Completion of parking plan for SCD campus.

Element 2: Mission-Aligned Facilities and Program Activation

Once foundational infrastructure is secured from element 1, the project advances to facilities that deliver visible community benefit and support the District's mission.
These investments carry moderate risk but provide visible community benefit and programmatic value. Because they are layered on top of secured public investment, they do not threaten the feasibility of the overall project if fundraising timelines fluctuate.

Examples of this in the CERB phase IV feasibility study are:

- Educational uses of quarry campus,
- Workforce events at scd facilities,
- Short-term lodging.

Funding for this element blends philanthropy, foundation support, mission-aligned corporate sponsorships, and limited earned revenue reinvestment. Public funds secured in Phase 1 are intentionally used as leverage to attract these private and philanthropic investments.

To minimize risk, element 2 fundraising proceeds only when there is:

- A clear public benefit narrative

- A defined fundraising goal and timeline
- Opportunities for sponsorship or naming aligned with mission outcomes

Best practice targets securing a significant portion of the element 2 fund raising goal through a silent period capitalization of lead gifts or early commitments before broader public solicitation begins.

Element 3: Long-Range or Optional Amenities

The third element of the funding strategy applies to optional or aspirational amenities that enhance the Quarry Campus but are not required for its core function or mission delivery. These elements are discretionary and carry the highest level of financial and operational risk.

As a result, Phase IV is structured so that these amenities are not assumed in the base project scenario. They proceed only if three conditions are met:

- Earlier phases are completed and operating successfully
- There is clear evidence of demand and operational capacity
- Major funding commitments are secured in advance

Funding for these elements relies primarily on philanthropic gifts, corporate partnerships, community fundraising, and targeted grants related to arts, culture, or placemaking. Essential public funds are not used for these amenities, and construction does not begin unless capital costs are largely covered.

This approach protects the overall feasibility of the project by ensuring that optional features do not create unfunded capital or operating liabilities. If funding or demand does not materialize, these elements remain conceptual and do not affect the success of earlier phases.

Examples of Phase 3 amenities may include:

- An amphitheater
- Expanded event infrastructure
- Specialized or program-specific facilities

SECTION H:

AN ANALYSIS OF LOCAL ECONOMIC DIVERSIFICATION EFFORTS



AN ANALYSIS OF LOCAL ECONOMIC DIVERSIFICATION EFFORTS

"The SCD's Quarry Campus holds opportunity for parks and recreation programs and events space both for external users and internal learning. Parks and Recreation staff has attended meetings and presentations including the Friends of the Quarry Volunteer Event and will continue to do so as they arise. We envision utilizing the Quarry campus for partnered youth outdoor educational programs and events in the future."

- Kendall May, CPRP, AFO | Recreation Coordinator Spokane Valley Parks and Recreation

The Quarry Campus amphitheater and short-term stay facilities represent a catalytic opportunity for the City of Spokane Valley and greater Spokane County to diversify and strengthen their economic base. By transforming a formerly industrial quarry into a multi-purpose cultural and conservation campus, the project introduces new activity centers that support regional tourism, expand recreation and hospitality offerings, and create long-term economic value for residents, local businesses, and partner institutions. This investment aligns with the region's goals of economic diversification, innovation, and sustainable land reuse.

EXPANDING THE RECREATION, TOURISM, AND HOSPITALITY SECTORS

Spokane Valley currently lacks an outdoor cultural venue of the size, flexibility, and programming potential envisioned for the Quarry Campus amphitheater. Schools, universities, cultural organizations, and community groups often rely on Spokane or Coeur d'Alene venues for outdoor performances and events. The new amphitheater changes this dynamic by providing a scenic, well-programmed space capable of hosting concerts, cultural festivals, environmental education events, tribal storytelling gatherings, university field programming, and family-oriented activities.

Similarly, the addition of short-term stay facilities unlocks an entirely new layer of hospitality and experiential tourism. By offering overnight accommodations connected to conservation education, outdoor experiences, and regional arts programming, the Quarry Campus strengthens Spokane Valley's competitiveness in a growing tourism market segment centered on eco-tourism, cultural discovery, and low-impact recreational travel.

As these facilities begin hosting events and visitors, surrounding businesses—including restaurants, hotels, shops, and service providers—are expected to experience increased foot traffic and demand, enhancing the local business environment and supporting further economic vitality.

RETAINING LOCAL SPENDING AND ATTRACTING NEW VISITOR ACTIVITY

The Quarry Campus project will significantly reduce economic "leakage," in which residents and organizations spend money outside the city or county due to limited local options. Today, many concerts, cultural festivals, and educational gatherings are conducted in neighboring jurisdictions because Spokane Valley lacks a comparable venue. With the amphitheater in place, these activities can occur locally, keeping spending within the community.

At full operation, the combined amphitheater programming and educational facilities are projected to draw thousands of visitors every year—many of whom will purchase food, lodging, transportation, and recreation services. A substantial share of this activity constitutes new or “import substitution” spending, meaning dollars that previously left Spokane Valley remain within the local economy. These expenditures create multiplier effects that support a broad range of industries, from hospitality and retail to transportation and professional services.

The short-term stay program further strengthens retention by accommodating visitors onsite, encouraging multi-day stays, and enabling overnight events, workshops, and retreats. This increases per-visitor spending and helps stabilize the seasonal fluctuations common in regional tourism.

SUPPORTING JOB CREATION AND WORKFORCE DEVELOPMENT

The Quarry Campus facilities will generate both construction-phase and ongoing employment opportunities across multiple sectors. During development, the project will support skilled trades jobs associated with construction, site development, landscaping, utilities, and environmental improvements. Once operating, the amphitheater and lodging components will sustain jobs in event production, grounds maintenance, hospitality, marketing, conservation education, and partnership programming.

These roles range from entry-level positions suitable for youth, veterans, and early-career workers to specialized roles in operations, event management, cultural programming, and conservation-related fields. Additionally, the Quarry Campus’s strong ties to universities and educational institutions introduce pipeline opportunities for internships, seasonal employment, and experiential learning programs, strengthening the local workforce and expanding career pathways in conservation and recreation management.

BUILDING A MORE RESILIENT AND DIVERSE ECONOMY

By expanding the number and type of industries contributing to Spokane Valley’s economy, the Quarry Campus project supports the region’s long-term resilience. The amphitheater and short-term stays diversify the local economic landscape beyond traditional sectors such as manufacturing, retail, and services. This diversification reduces the city’s vulnerability to economic fluctuations and creates a more balanced and adaptive economic environment.

Moreover, the project repurposes a previously underutilized industrial site into a cultural and environmental asset—a core strategy of contemporary economic diversification efforts nationwide. This adaptive reuse enhances the identity of Spokane Valley as a forward-looking, environmentally conscious community capable of hosting regional cultural and educational gatherings.

STRENGTHENING COMMUNITY ENGAGEMENT AND REGIONAL IDENTITY

The Quarry Campus is designed to serve as a community anchor and regional destination, elevating Spokane Valley’s profile as a hub of conservation, culture, and outdoor learning. By hosting concerts, festivals, educational programs, and community celebrations, the amphitheater becomes a focal point for public life. Its integration with the Scale House Market further amplifies this effect by creating a

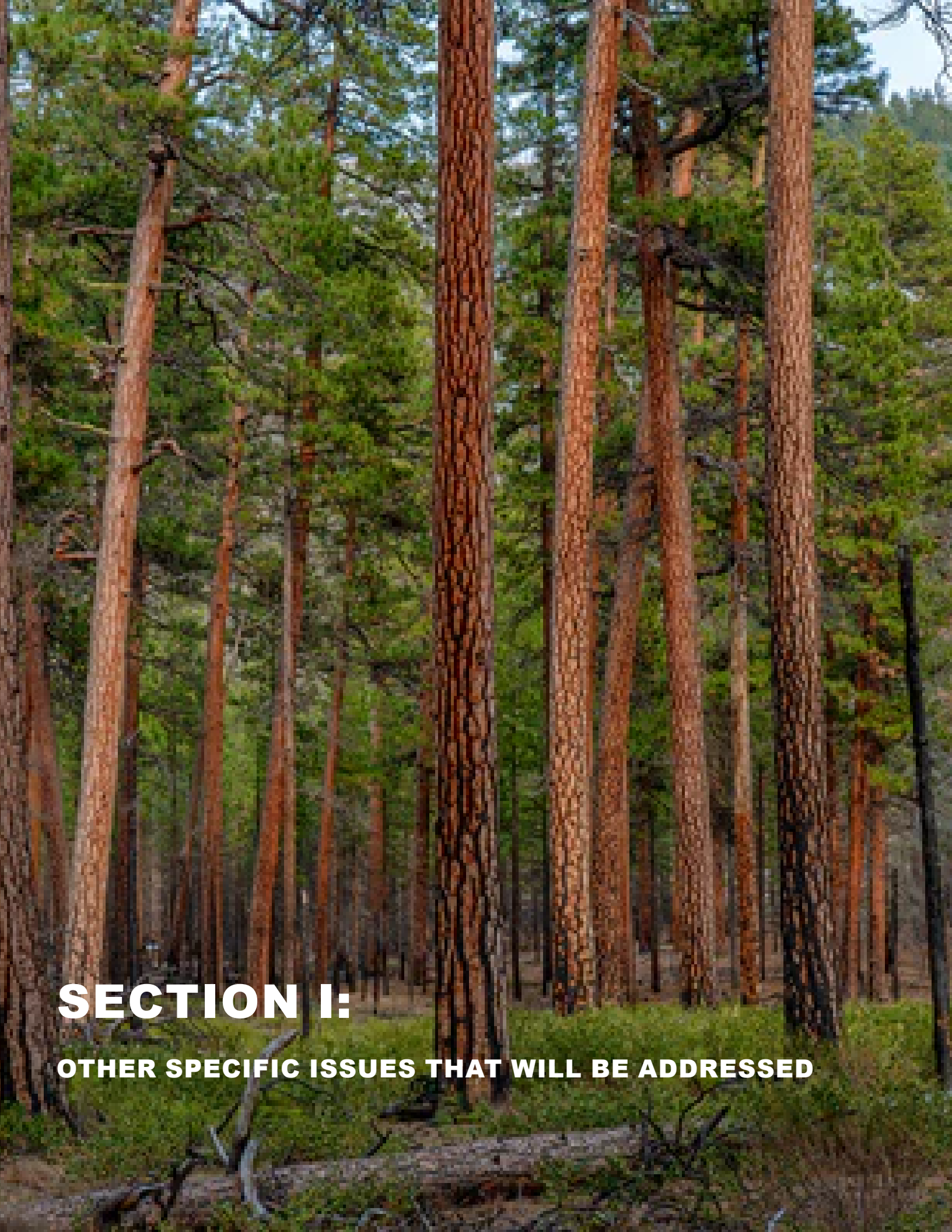
year-round draw that supports small businesses and fosters community cohesion.
Through these roles, the Quarry Campus strengthens civic pride, encourages partnerships across sectors, and reinforces public support for broader economic development initiatives undertaken by the Spokane Conservation District and regional partners. As residents and visitors experience the campus firsthand, the project will contribute to a stronger sense of place, community identity, and shared investment in regional prosperity.

ECONOMIC AND PROGRAMMATIC BENEFITS

Asphalt Mountain's reuse contributes directly to the economic and programmatic goals of the Quarry Campus. By using onsite materials, SCD avoids substantial import costs for road and trail construction, freeing resources for amphitheater development, educational programming infrastructure, and wetland restoration investments.

The Quarry Campus serves as a regional destination for conservation education, recreation, and cultural programming. The availability of tailings accelerates infrastructure readiness and supports expansion of the Scale House Market, amphitheater events, and visitor lodging, all of which produce economic ripples throughout Spokane Valley and Spokane County. The Phase IV report notes that the Market is the region's only year-round permanent farmers market and that expanded amenities will continue to grow the customer base, strengthen local vendor revenues, and increase community engagement.

The adaptive reuse of tailings not only lowers construction costs but enhances the interpretive identity of the site, demonstrating how conservation campuses can transform industrial legacies into functional, community-serving assets.



SECTION I:

OTHER SPECIFIC ISSUES THAT WILL BE ADDRESSED

OTHER SPECIFIC ISSUES THAT WILL BE ADDRESSED

Phase IV of the Spokane Conservation District (SCD) Quarry Campus addresses a set of interrelated site, programmatic, operational, and community issues identified through years of on-site experience, public engagement, and phased campus development. Resolving these issues is essential to ensuring the long-term functionality, sustainability, and public benefit of the Quarry Campus as a regional conservation, education, and community hub.

A primary issue addressed in Phase IV is the limited capacity to support multi-day conservation programming. Currently, visiting conservation professionals, educators, volunteers, interns, and students rely on off-site lodging, which increases costs and limits participation. Phase IV evaluates the development of small-scale, low-impact short-term overnight stay facilities to support extended trainings, workshops, and collaborative activities.

Phase IV also addresses the underutilization of a reclaimed industrial landscape. Legacy asphalt tailings and inert fill materials remain on-site following decades of industrial use. Rather than treating these materials as waste, the project explores adaptive reuse strategies, including repurposing asphalt tailings for pedestrian pathways, reducing disposal costs and reinforcing stewardship and sustainability goals.

Operational experience at the Scale House Market has highlighted constraints related to circulation, parking capacity, and event readiness. Phase IV responds by evaluating roadway and circulation improvements, shared and off-site parking strategies, and potential shuttle service options to accommodate peak attendance while maintaining neighborhood compatibility.

Spokane Valley lacks a mid-sized outdoor community and cultural venue. Phase IV evaluates the feasibility of an outdoor amphitheater to address this gap, providing a space for cultural programming, education, and community gatherings while ensuring that infrastructure readiness, access, and funding precede any capital investment.

Another issue addressed is the need for infrastructure-first, risk-managed growth. Phase IV prioritizes essential infrastructure such as access, utilities, drainage, fire flow, and circulation before advancing discretionary amenities, reducing regulatory and financial risk.

As public use increases, balancing growth with environmental stewardship becomes increasingly important. Phase IV integrates habitat protection, stormwater management, and environmental enhancement into site planning to ensure expanded use does not compromise conservation values.

Community concerns related to traffic, noise, lighting, and neighborhood compatibility are addressed through low-impact design strategies, transportation planning, sound management practices, and operational controls that maintain the Quarry Campus as a positive community asset.

Finally, Phase IV addresses long-term operational and financial sustainability. The project responds to issues of maintenance, staffing, and funding stability through a phased implementation strategy supported by diversified funding sources, partnerships, and modest earned revenue rather than speculative projections.

Collectively, these measures resolve critical challenges related to capacity, infrastructure, adaptive reuse, environmental protection, community compatibility, and financial sustainability, ensuring the Quarry Campus can continue to serve as an important public asset.

SECTION J:

ECONOMIC OUTCOMES EXPECTED FROM THE PROPOSED CERB PROJECT



ECONOMIC OUTCOMES EXPECTED FROM THE PROPOSED CERB PROJECT

Phase IV of the SCD Quarry Campus is expected to generate multiple, reinforcing economic outcomes that advance local and regional economic development while remaining aligned with the District's public conservation mission.

One of the most immediate outcomes is the strengthening of the local food and small business economy. Expanded programming, improved circulation, amphitheater events, and short-term lodging will increase visitor dwell time and frequency, directly boosting vendor sales at the Scale House Market and increasing revenue for farmers, food producers, and small businesses operating on site.

Phase IV will also support job creation and workforce development. The project will generate construction and site improvement jobs during development and ongoing employment in event operations, facilities maintenance, hospitality, conservation education, programming, and administration once operational. Expanded conservation training programs, internships, apprenticeships, and volunteer coordination will strengthen career pathways in natural resource management, food systems, and event production.

The Quarry Campus is expected to attract increased visitor spending and tourism activity. Concerts, festivals, conservation trainings, educational retreats, and overnight nature-based experiences will draw both local and out-of-area visitors, generating new spending on food, lodging, transportation, and services in Spokane Valley while reducing economic leakage to neighboring jurisdictions.

The project also increases the productive use of underutilized industrial land. By adaptively reusing a former quarry and asphalt production site, Phase IV generates ongoing economic value without displacing active industrial land or requiring greenfield development, supporting efficient land use and long-term competitiveness.

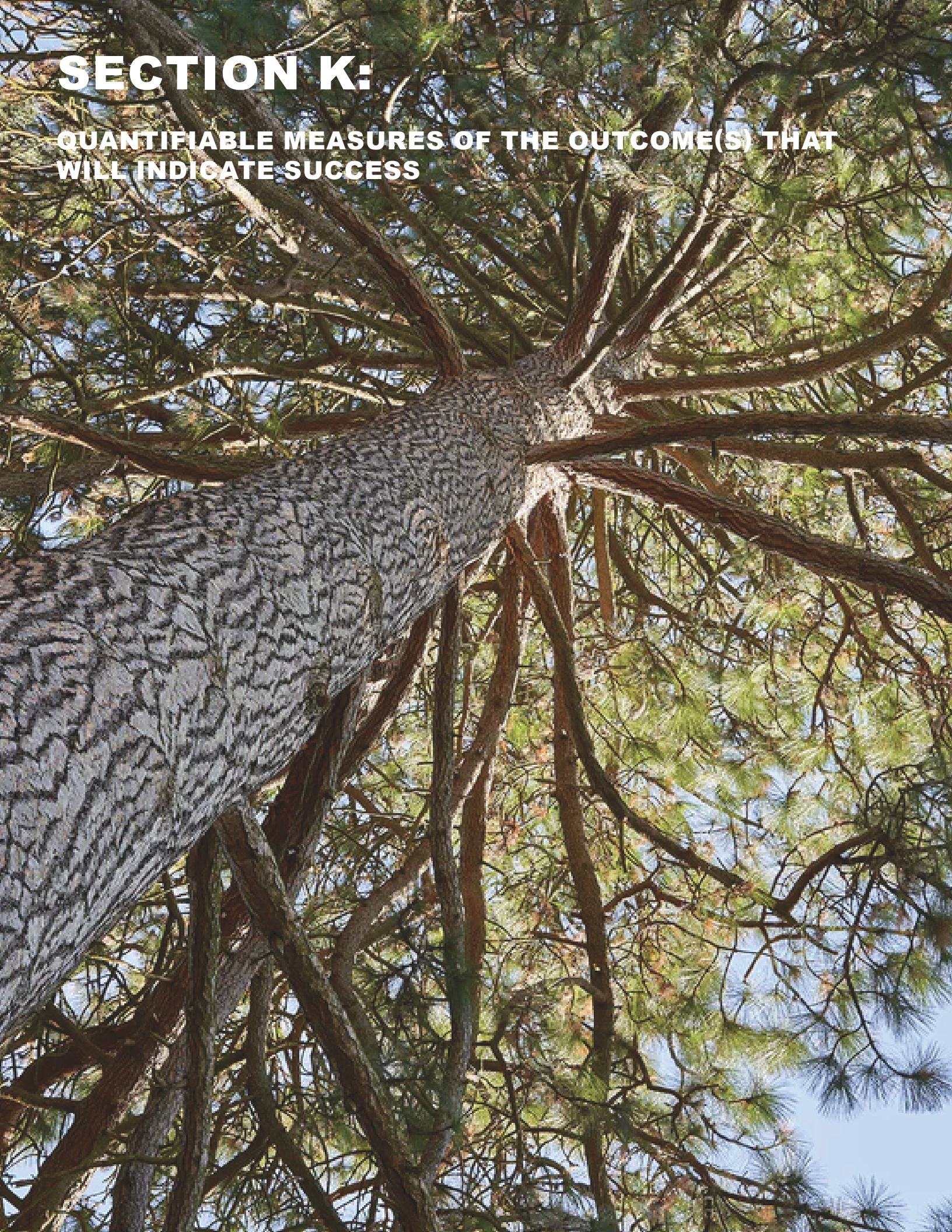
Phase IV further supports the cultural and creative economy by creating new paid opportunities for artists, musicians, performers, cultural organizations, and event professionals. The amphitheater and associated programming strengthen regional cultural infrastructure and contribute to quality of life and talent attraction.

Collectively, these outcomes create multiplier effects across hospitality, retail, transportation, professional services, and nonprofit sectors. By diversifying economic activity across conservation, culture, education, food systems, and tourism, Phase IV contributes to a more resilient local economy capable of adapting to future economic shifts.

In summary, the proposed CERB project is expected to result in increased small business revenue, job creation, workforce development, visitor spending, and productive reuse of industrial land—delivering sustained economic value and public benefit to Spokane Valley and the surrounding region.

SECTION K:

QUANTIFIABLE MEASURES OF THE OUTCOME(S) THAT WILL INDICATE SUCCESS



QUANTIFIABLE MEASURES OF THE OUTCOME(S) THAT WILL INDICATE SUCCESS

The success of Phase IV of the Spokane Conservation District (SCD) Quarry Campus will be measured through a set of clear, quantifiable indicators that track economic, operational, environmental, and community outcomes over time. These measures are designed to reflect the phased nature of implementation and allow progress to be demonstrated annually prior to full project buildout.

Economic performance will be measured through increases in Scale House Market activity, visitor spending, and lodging utilization. Key indicators include year-over-year growth in market vendor participation, gross vendor sales, and event-day revenue. Visitor spending will be tracked through point-of-sale analytics and visitor origin data. Short-term lodging success will be measured by annual occupancy rates, average length of stay, and direct lodging revenue, with incremental targets set as facilities are phased in.

Amphitheater success will be tracked through the number of events hosted, total annual attendance, and utilization growth over time.

4 Year Overview	# of Events	Annual Attendance
Year 1	8	2,400
Year 2	12	4,200
Year 3	16	6,400
Year 4	20	9,000

Job creation will be measured through the number of full-time equivalent positions supported by Phase IV operations, including event management, hospitality, facilities maintenance, education, and conservation programming. Additional workforce metrics include the number of interns, apprentices, trainees, and volunteers participating annually in Quarry Campus programs, with year-over-year growth targets reflecting expanded programming and capacity.

Community success will be measured by participation metrics such as volunteer hours logged, attendance at educational programs, and repeat visitation rates. Partnership growth will be tracked through the number of executed memoranda of understanding (MOUs) with universities, Tribal Nations, arts organizations, conservation groups, and business associations, with annual targets for new and sustained partnerships.

Environmental outcomes will be quantified through habitat and stormwater performance metrics. Indicators include acres of restored habitat, native plant survival rates, pollinator and wildlife observations, and wetland function assessments. Stormwater metrics will flow reduction and water quality indicators, measured annually and compared against baseline conditions established in earlier campus phases.

Wetland condition and function can be evaluated through observation of plant species composition, wildlife presence, and overall ecological performance. The goal is protecting and enhancing the ability of wetlands to maintain their ecological functionality, as these systems actively stabilize the broader ecosystem.

These wetlands are representative of the entire campus, which functions as a living example of human activity integrated with biological life. Despite surrounding development, the campus has become a sanctuary, supporting diverse plant and animal communities. Vernal ponds and other small wetlands across the site demonstrate that ecological value does not depend on large bodies of water; rather, small, dispersed wetlands are critically important.These smaller wetlands provide essential habitat for nesting birds, refuge for amphibians during winter months, and breeding and feeding areas for insects and pollinators. They also supply reliable water sources for on-site wildlife, including mammals such as coyotes and marmot, and contribute to the overall health and resilience of the ecosystem. As development continues in surrounding areas, particularly in South Hill and nearby regions, these sensitive habitats are increasingly rare and therefore increasingly important to protect.

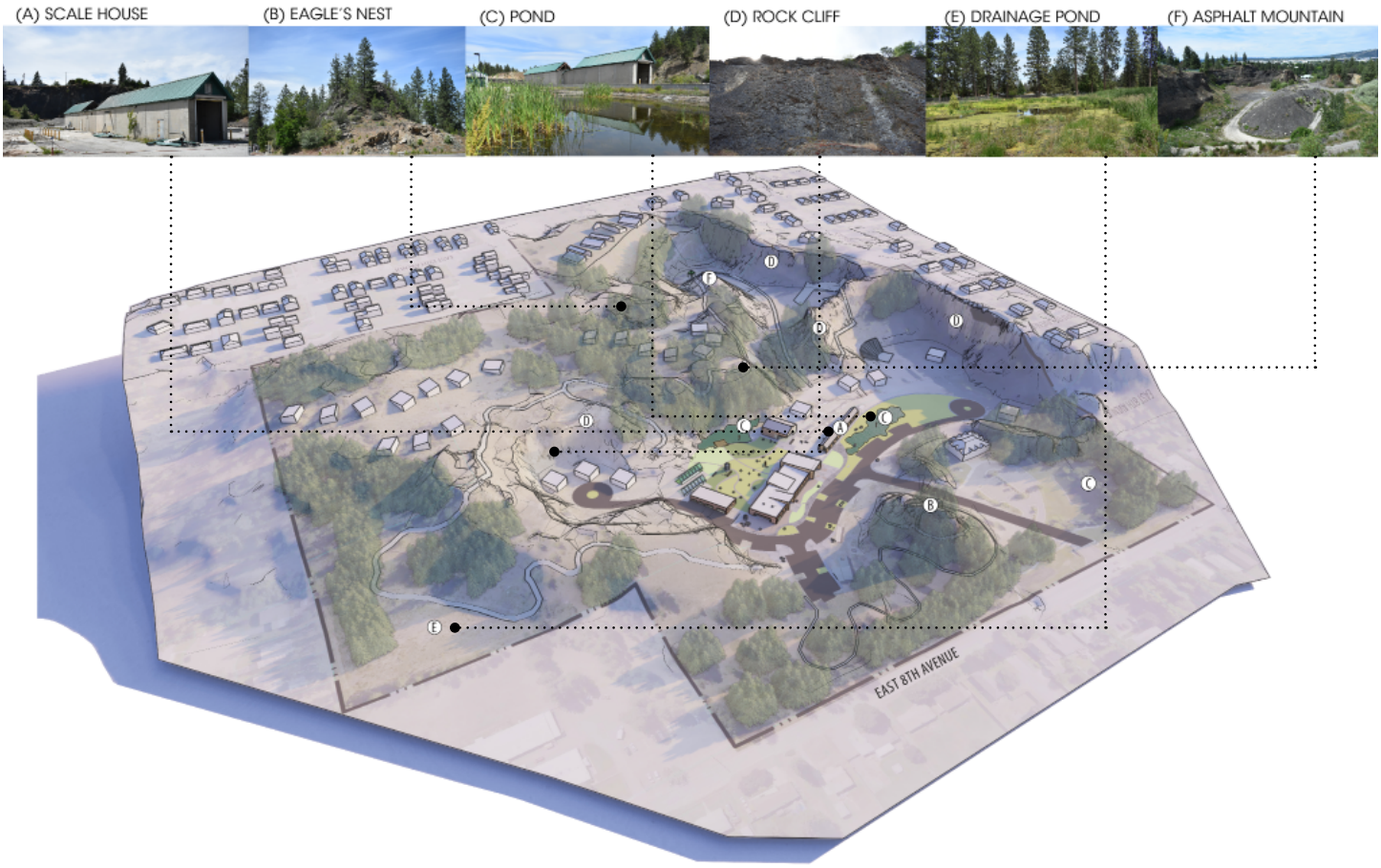
It is essential that wetlands are not paved over and are given sufficient space to function naturally. As roadway and infrastructure designs evolve, project planners will remain cognizant of wetland locations so they can be preserved and maintained over time. Wetlands located adjacent to developed areas, including those at the base of paved or asphalt surfaces, are just as important as larger systems and serve as valuable demonstration sites for integrating development with natural ecological processes. Ecological observations are supported by ongoing monitoring activities. The Audubon Society conducts bird counts on campus twice per year, providing insight into habitat quality and available food resources. In addition, the NRAP program engages students—many specializing in wildlife biology—in species monitoring efforts, including bird counts, game camera surveys, and habitat evaluations. These efforts culminate in year-end capstone projects which document species presence and demonstrate the long-term viability and success of maintaining and protecting these wetlands.

The campus will also demonstrate meaningful social benefits through improved fresh food access. Market data—such as the number of local producers, volume of healthy food transactions, and participation in nutrition incentive programs—will show how the Quarry supports food security and agricultural viability in the region. Community engagement metrics, including volunteer hours, educational program participation, and attendance in conservation events, will illustrate the growing sense of belonging and shared stewardship generated by the campus. Partnerships with universities, producers, researchers, and conservation organizations will provide another important indicator of broader impact. By tracking the number of collaboration agreements, joint research projects, food science initiatives, conservation training programs, and product development partnerships, the Quarry will be able to demonstrate its expanding role as a living laboratory. These metrics will reflect how the campus acts not merely as an event venue or marketplace, but as a platform for innovation across food systems, land management, and environmental science.

Environmental performance remains central to the Quary’s mission. Stormwater outcomes—measured through volume capture, water-quality improvements, and reductions in downstream flows—will show how the campus functions as a climate-adaptive landscape. Wetland and habitat indicators, including native species presence, pollinator activity, vegetation health, and restoration progress, will reveal the ecological uplift achieved on a site once defined by extraction and industrial use. Over time, these environmental metrics will show how a former quarry can become a model of regenerative design and watershed health.

Progress toward these outcomes will be reported annually through a consolidated performance dashboard summarizing economic activity, attendance, employment, environmental indicators, and community engagement metrics. This approach allows SCD to demonstrate measurable progress each year while maintaining flexibility to adapt programming, operations, and phasing based on real-world performance data.

Together, these quantifiable meaures provide a transparent and defensible framework for evaluating success, demonstrating interim progress, and confirming that Phase IV investments are delivering sustained public benefit.



MEASURABLE PERFORMANCE INDICATORS (SUMMARY)

- Annual amphitheater attendance and total event days per year
- Number of living-wage jobs created or supported
- Vendor revenues and producer participation at the Scale House Market
- Visitor counts, visitor origins, and local spending impacts
- Fresh food access indicators (nutrition program participation, local food sales, producer counts)
- Community engagement metrics (volunteer hours, program participation, recurring event attendance)
- Number of university, farmer, and research collaborations; partnership MOUs executed
- Stormwater system performance (capture volumes, water-quality results, flow reduction metrics)
- Wetland and habitat performance (native species returns, pollinator activity, restored acreage, vegetation health)

SECTION L:

DATA COLLECTION TO DETERMINE WHETHER OUTCOMES ARE BEING ACHIEVED

CAMPUS MASTER PLAN
THE 8TH AVENUE QUARRY

PHASING & INSPIRATION

PHASE 1 - PRESERVE NATURE

1 PARKING & DEMONSTRATION AREAS





2 CONSERVATION DISTRICT OFFICES



3 USE EXISTING ACCESS ROAD

4 SCALE HOUSE STORAGE

5 LEASE EXISTING BUILDING

6 SECURED SHOP

PHASE 2 - WORK IN NATURE

7 NEW ACCESS WITH BRIDGE



8 CONFERENCE CENTER



9 INTERPRETIVE TRAILS



10 STREET FRONTAGE IMPROVEMENTS

11 PARKING & DEMONSTRATION AREAS

12 SECURED SHOP

PHASE 3 - TEACH NATURE

13 PUBLIC ACCESS PARK-BIRD'S NEST LOOK-OUT



14 GREENHOUSES



15 ECOLOGY POND



16 SCALE HOUSE INCUBATOR BUSINESS

17 SECURED SHOPS

PHASE 4 - EXPLORE NATURE

18 TEAM BUILDING OPPORTUNITIES



19 OUTDOOR COMMUNITY SPACE



20 RECREATIONAL ACTIVITIES



21 DRAINAGE POND GAZEBO

22 ROCK GAZEBO

23 FOREST GAZEBO

PHASE 5 - LIVE IN NATURE

24 LOW IMPACT DEVELOPMENT W/ VIEWS - 1



25 LOW IMPACT DEVELOPMENT - 2



26 NATURE ART EXHIBIT



27 LOW IMPACT DEVELOPMENT - 3

THE FUTURE

-The campus master plan serves as a vision which captures the past while envisioning the future.

Spokane Conservation District purchased the 50-acre parcel with the intent of relocating its office and field operations to the site. They also realized the value of creating a campus which acknowledged its history as well as offered unique opportunities to other regional resource partners, both private and public, as well as the community at-large.

The site's distinctive natural features served as the foundation for the 5-phase planning process. Keeping the local community resources and values in mind, the plan encompasses five key objectives: Preserving Nature – Work In Nature – Teach Nature – Explore Nature – Live In Nature.

"...THIS PROPERTY WILL DEMONSTRATE THAT COMMON GROUND IS POSSIBLE BETWEEN OUR URBAN AND RURAL INTERFACES AND PROVIDES A SPACE FOR OUR LANDSCAPE AND COMMUNITY TO COME TOGETHER."

- TOM MILLER, VICE CHAIR



"...THIS IS SUCH A SPECIAL PLACE WHERE WE WILL BE ABLE TO COME TOGETHER AND GET EXCITED ABOUT CONSERVATION AND THE ENVIRONMENT, COMMUNITY, OUTDOOR ART AND RECREATION, AND OUR LOCAL FOOD PRODUCTION."

- WENDY KNOPP, BOARD MEMBER

DATA COLLECTION TO DETERMINE WHETHER OUTCOMES ARE BEING ACHIEVED

To evaluate whether the anticipated outcomes of Phase IV of the Spokane Conservation District (SCD) Quarry Campus are being achieved, the District will collect a comprehensive set of quantitative and qualitative data aligned with economic, environmental, cultural, and community objectives. Data collection methods build on systems already in use at the Quarry Campus and the Scale House Market, ensuring consistency, reliability, and cost efficiency. Economic outcomes will be tracked through point-of-sale (POS) data from the Scale House Market, capturing vendor sales volumes, transaction counts, customer spending patterns, and event-day revenue impacts. Visitor origin data will be analyzed to assess local versus out-of-area spending and measure economic retention. For short-term lodging, reservation systems and occupancy logs will track nights stayed, average length of stay, and lodging-generated revenue.

Amphitheater performance will be measured through attendance counts, number of events hosted, and frequency of use across seasons. Data sources include ticketing systems, manual headcounts for free events, digital people counters where applicable, and post-event summaries documenting staffing, vendor participation, and operational capacity. These metrics will allow year-over-year comparisons and assessment of growth trends. Job creation and workforce impacts will be documented through staffing records, contractor utilization, and program rosters. Data will include the number of full-time equivalent positions supported, seasonal and event-based employment, and participation in internships, apprenticeships, volunteer programs, and workforce training cohorts associated with Quarry Campus programming.

Community impact will be measured through attendance at educational programs, workshops, and conservation events, as well as volunteer hours logged across restoration, market, and event activities. Partnership activity will be tracked through executed memoranda of understanding (MOUs), collaborative programs delivered, and participation by universities, Tribal Nations, arts organizations, conservation groups, and business associations. Environmental outcomes will be evaluated through ongoing habitat and stormwater monitoring. Data collected will include restored acreage, native plant surveys, pollinator and wildlife observations, and wetland condition indicators. Stormwater systems will be monitored for capture volume, flow reduction, and water quality performance. Existing monitoring partnerships, including Audubon bird counts and student-led monitoring through the Natural Resource Apprenticeship Program (NRAP), will contribute longitudinal ecological data.

Qualitative data will supplement quantitative metrics through visitor surveys, program evaluations, and stakeholder feedback. Surveys will capture visitor satisfaction, repeat visitation intent, accessibility feedback, and perceived community value. Post-event and post-program reviews will inform adaptive management and operational refinement. Collected data will be compiled annually into a performance summary that documents progress toward economic, environmental, and community outcomes. This reporting framework supports transparency, CERB accountability requirements, and data-informed decision making, allowing SCD to demonstrate interim progress prior to full project buildout and to adapt programming and phasing based on documented results. Together, these data collection efforts provide a robust, defensible basis for determining whether Phase IV outcomes are being achieved and for demonstrating the project’s ongoing public value.

ENVIRONMENTAL ASSESSMENT SUMMARY

The environmental setting of the Quarry Campus is characterized by extensive disturbance, multiple geologic formations, and areas of hydrologic sensitivity. According to Budinger & Associates, the northern portion of the property contains landscaped improvements and a modern office complex, while the remainder includes filled areas, mining scars, and remnants of asphalt and concrete stockpiles.

The Phase I ESA identified no immediate hazards requiring action under CERCLA, but it documented key conditions relevant to redevelopment. These include the presence of asphalt materials, areas of uncontrolled fill, remnants of mining ponds, stormwater retention features, and zones where groundwater may approach the surface. Two wetland areas and numerous drainage pathways, including Carnahan Creek and a seasonal pond, create ecological constraints that must be considered when planning roadway expansion, trail building, or reuse of tailings.

The property is also within an Aquifer Protection Area, meaning any construction, grading, or reuse of asphalt materials must be carefully managed to avoid impacts to recharge zones and water quality. These environmental considerations do not preclude the use of Asphalt Mountain as a resource but reinforce the need for thoughtful engineering and placement of material in ways that complement stormwater mitigation, wildlife habitat, and wetland protection.

LIDAR-DERIVED VOLUME ANALYSIS OF ASPHALT MOUNTAIN

As part of determining the material available for reuse, two lidar-based modeling techniques were applied to derive maximum, middle, and minimum volume estimates for Asphalt Mountain. These methods rely on differencing Digital Terrain Models (DTMs) to measure the height of accumulated material above a basal reference elevation.

Using this approach, the maximum estimate assumes that all material within the Area of Interest is debris with no underlying voids or soil pockets. The middle estimate assumes some subsurface soil beneath portions of the pile based on interpolated surfaces, while the minimum estimate models the pile as a thin veneer above baseline elevations. All three estimates were computed using raster-based integration of elevation differences. According to the debris pile analysis, the maximum volume is 49,806 cubic yards, the middle volume is 36,230 cubic yards, and the minimum volume is 17,527 cubic yards.

To conduct this investigation, the consulting team assembled and analyzed two separate LiDAR datasets collected during different time periods. These datasets were processed into digital terrain models and compared using surface differencing techniques. In theory, this method allows analysts to detect changes in elevation over time and isolate areas where material has accumulated or been removed. By comparing the two terrain surfaces, the project team hoped to identify the thickness and extent of the asphalt tailings pile and calculate its volume within the defined area of interest. These three scenarios provide planning flexibility by capturing uncertainty inherent in subsurface modeling. For project budgeting, design considerations, and road/trail construction estimates, SCD can rely on the full range of available volume, using the maximum estimate for upper-bound calculations and the minimum for conservative planning.

TRUCK HAULING AND MATERIAL HANDLING REQUIREMENTS

To understand the logistical implications of reusing asphalt tailings across the Quarry Campus, material handling and transport requirements were evaluated using a narrative analysis of hauling needs for 10-yard dump trucks. As outlined in the hauling methodology, material excavated from the pile expands when loosened, a process known as fluff or swell. When a 20 percent fluff factor is applied, the loose volume becomes greater than the compacted in-place volume.

Using the maximum estimate of 49,806 cubic yards, the loose volume reaches 59,767.2 cubic yards. Dividing this by a 10-yard dump truck capacity yields 5,977 truckloads when rounded up. The middle estimate requires 4,348 truckloads, and the minimum estimate requires 2,104 truckloads.

These figures illustrate not only the significant quantity of reusable material available on site but the importance of internal haul roads and circulation planning to reduce trucking distances, fuel consumption, emissions, and onsite traffic impacts. Because all movement occurs within the Quarry Campus, these truckload numbers do not create off-site transportation impacts but instead highlight internal operational flows that can be integrated with Phase IV construction activity.

ROADWAY AND TRAIL CONSTRUCTION POTENTIAL USING TAILINGS

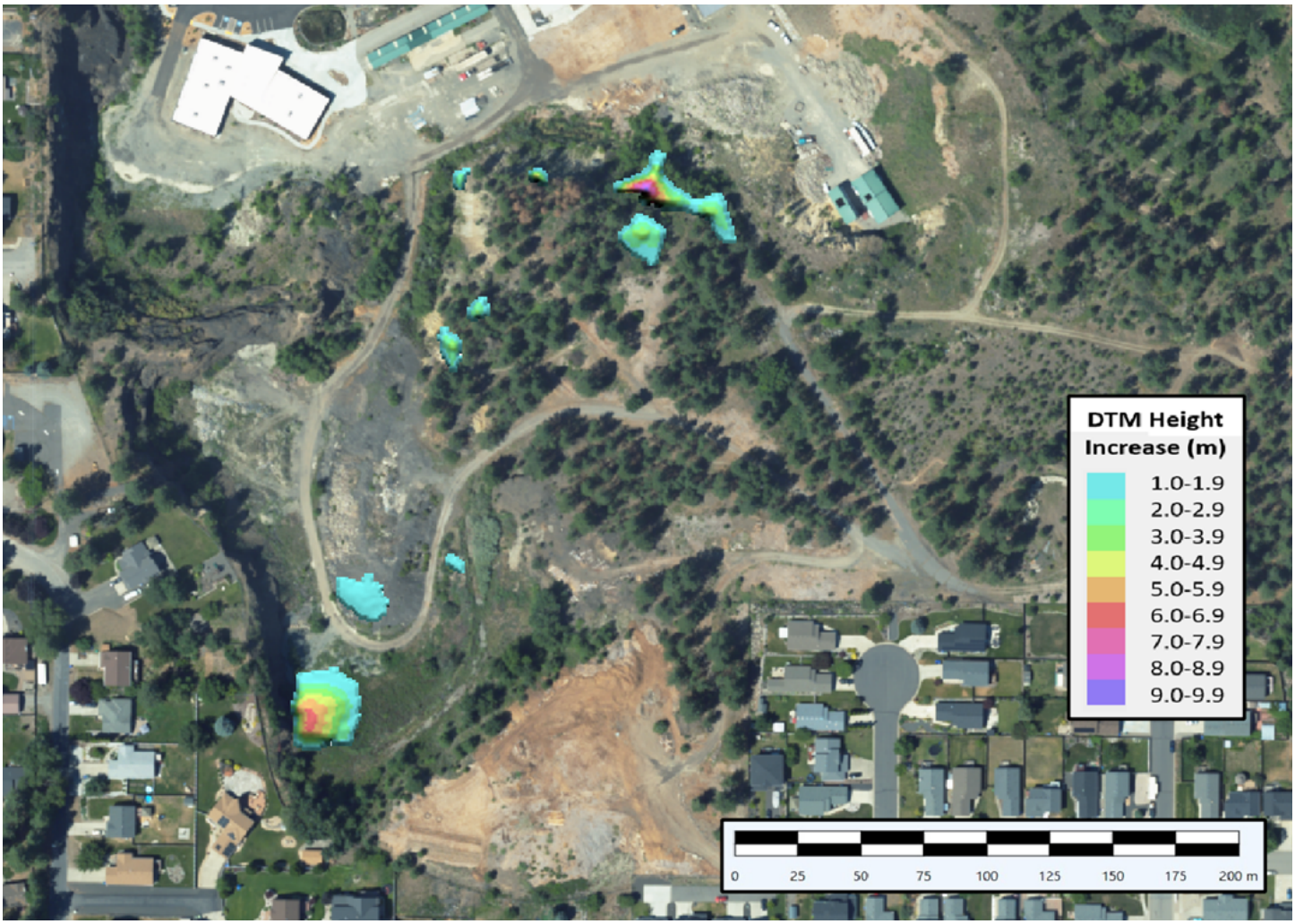
The Asphalt Mountain volume estimates were used to compute the surface area that could be covered with tailings compacted to a thickness of four inches. By converting cubic yards to cubic feet and dividing by the chosen depth, total coverage areas were computed at 4,034,286 square feet for the maximum estimate, 2,934,630 for the middle estimate, and 1,419,687 for the minimum estimate. These areas correspond to substantial opportunities for creating roadways, trails, and graded access paths throughout the Quarry Campus.

When converted into linear distances, the maximum estimate supports up to 31.82 miles of roadway at 24 feet wide or 76.43 miles of trail at 10 feet wide. Even the minimum estimate supplies enough tailings material to build over 11 miles of 24-foot roadway or nearly 27 miles of 10-foot trail. These figures far exceed the internal circulation improvements contemplated within Phase IV, meaning the available material is more than adequate to support new roads, regraded haul paths, walking trails, overnight-stay pathways, and amphitheater circulation routes.

Phase IV envisions creating a roadway-to-transit connection, reworking the internal haul roads into functional access routes, and constructing visitor-oriented walking paths using reclaimed asphalt tailings. The Phase IV report explicitly describes SCD’s intent to reuse asphalt tailings for trails and other construction activities as part of the site’s remediation strategy. The volumetric analysis confirms that Asphalt Mountain contains many times the material needed to fulfill these goals.

INCREASE IN DTM HEIGHT BETWEEN 2007 & 2015

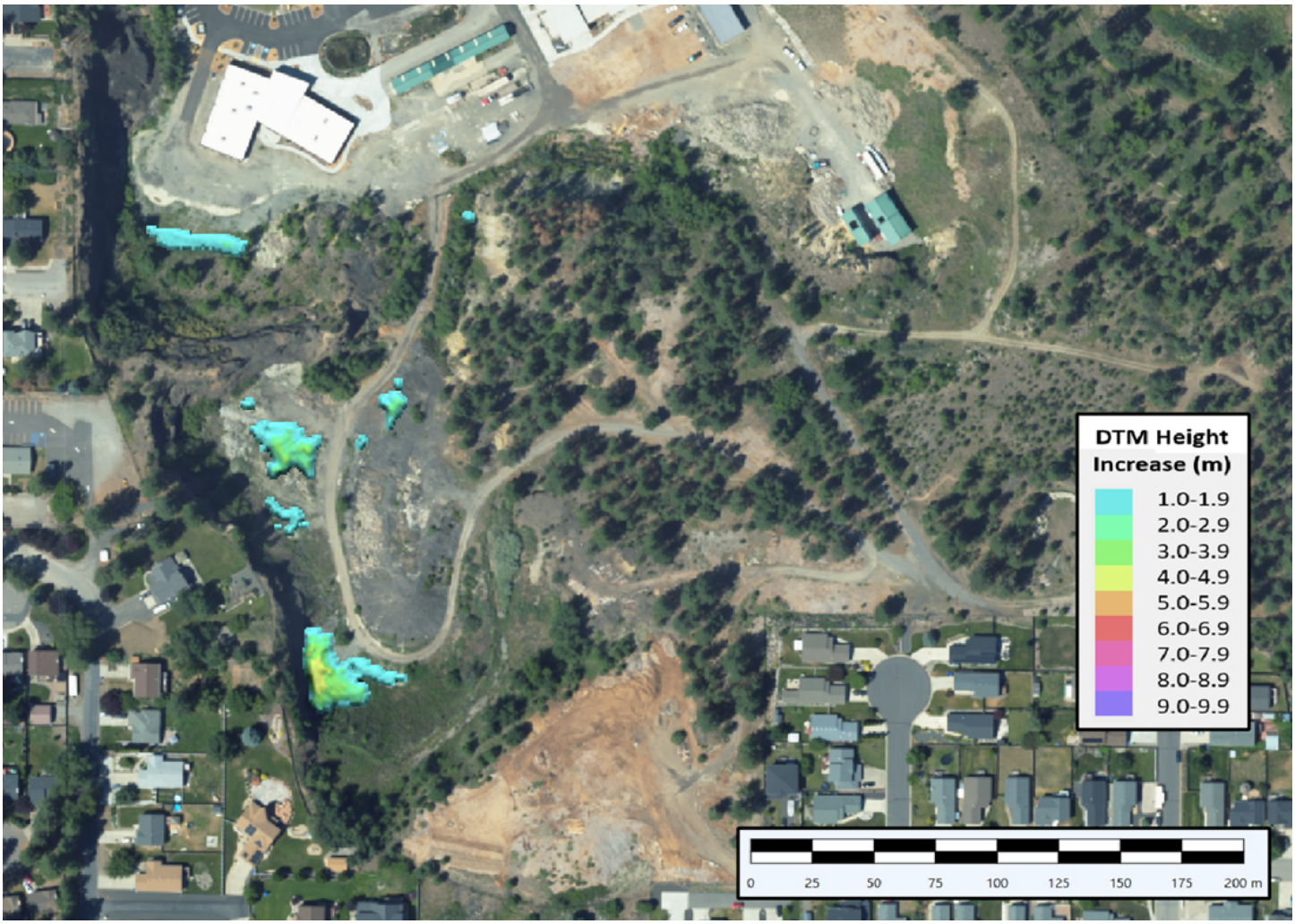
ONLY INCREASES GREATER THAN 1M NEAR THE TARGET AOI ARE SHOWN.



The analysis produced a series of visual outputs and elevation models illustrating topographic differences between the two LiDAR collections. However, when these results were reviewed, it became clear that the data did not isolate the asphalt tailings themselves. Instead, the LiDAR comparison primarily highlighted areas elevation change in the project area. The most prevalent is steep hillside terrain surrounding Asphalt Mountain where natural sloughing and erosion had occurred and where access material had been deposited during construction of the SCD Headquarters building. between the two collection dates.

INCREASE IN DTM HEIGHT BETWEEN 2015 & 2022.

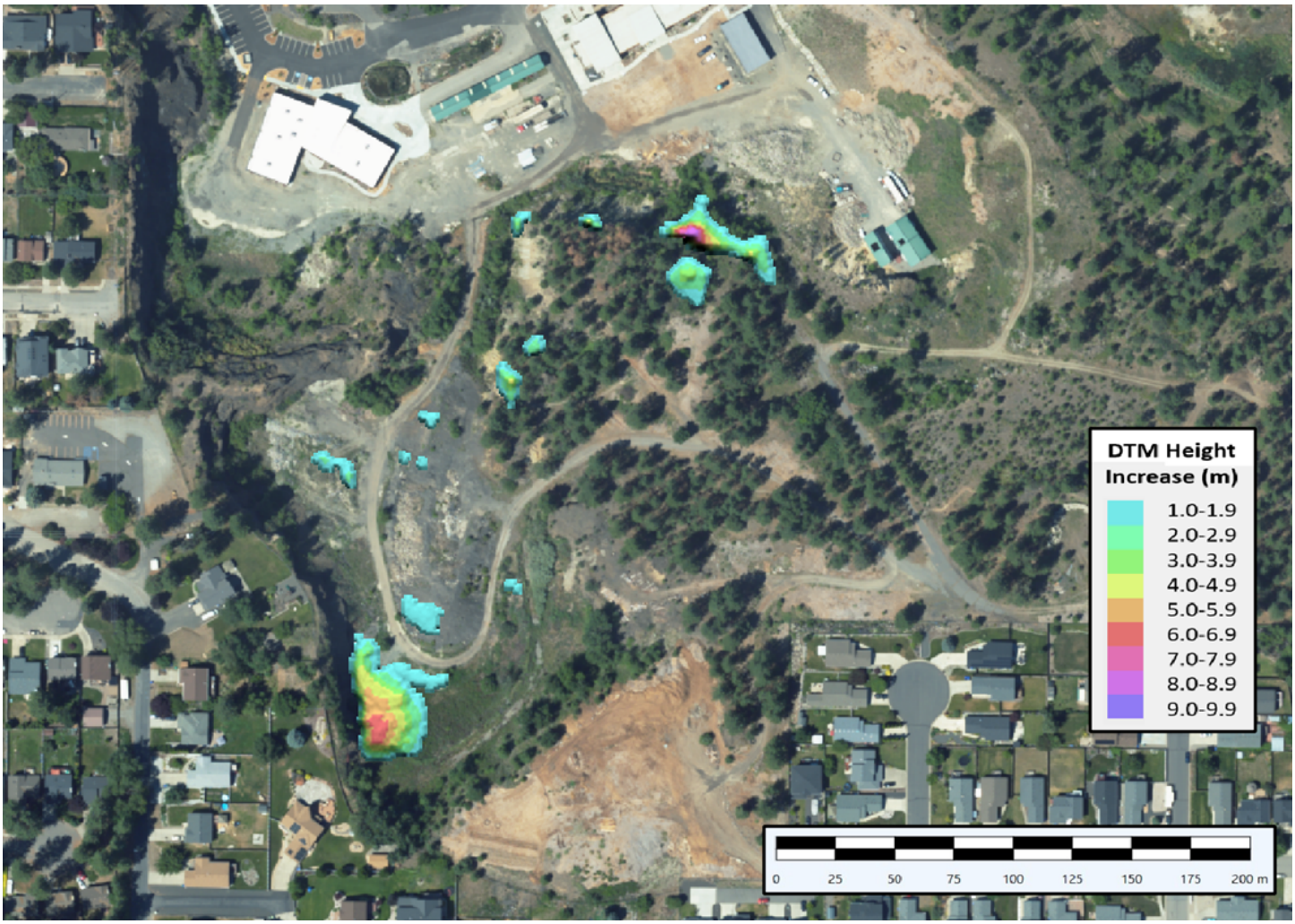
ONLY INCREASES GREATER THAN 1M NEAR THE TARGET AOI ARE SHOWN.



These slope failures produced measurable changes in elevation that were easily detected by the LiDAR differencing process. In contrast, the asphalt tailings pile—whose surface changed relatively little during the same period—did not generate a clear signal that could be confidently distinguished from surrounding ground conditions.

INCREASE IN DTM HEIGHT BETWEEN 2007 & 2022.

ONLY INCREASES GREATER THAN 1M NEAR THE TARGET AOI ARE SHOWN.



As a result, the LiDAR imagery and derived models did not provide the level of detail necessary to directly quantify the volume of asphalt tailings present on Asphalt Mountain. While the data effectively captured geomorphic changes along the adjacent hillside slopes, it did not isolate the thin layers of asphalt material that form the tailings pile.

To estimate the amount of asphalt tailings present on Asphalt Mountain, the project team ultimately relied on a different modeling approach. Instead of attempting to detect the material through surface change analysis, the final volume estimates were derived using a veneer-style model that calculates the thickness of asphalt material covering the underlying terrain surface. This alternative method provided a more realistic representation of how the tailings were deposited and allowed the study to generate usable volume estimates for planning purposes.

In summary, the LiDAR investigation served as an exploratory step in the analysis process. While the comparison of two datasets successfully revealed slope movement on the surrounding hillside, it did not isolate the asphalt tailings pile. The project therefore transitioned to a veneer-based modeling method to estimate the material present at Asphalt Mountain and support the broader feasibility analysis for reuse of the tailings across the Quarry Campus.

DATA PREPARATION

A Digital Terrain Model (DTM) derived from lidar collected in 20221 on behalf of the Washington Department of Natural Resources was downloaded for the area encompassing The Spokane Conservation District campus. A combination of aerial imagery and the lidar data were used to draw an Area Of Interest (AOI) polygon around the visible debris. ArcGIS Pro software by Esri was used to create a new DTM, DTMaoi, that included only elevation data within the AOI. The lowest point of the DTMaoi was assumed to be the lowest elevation of the debris. This was found to be 1,979 feet of elevation. To determine the height of material above this elevation, 1,979 feet was subtracted from each DTMaoi cell value. The resulting raster is the height difference between the lowest location of the AOI and DTMaoi. The cell values of this raster, henceforth referred to as rastermaxdiff, represent the height of material at the location of a given rastermaxdiff cell.

MAXIMUM ESTIMATE

Each rastermaxdiff cell value is assumed to be the maximum height of debris at that location. The sum of the rastermaxdiff cell values multiplied by their horizontal area therefore provide an estimation of the maximum volume of the debris pile. Figure 1 shows a demonstrative cross-section of this method. The maximum estimate of debris in the pile was 1,344,771 cubic feet which is equal to 49,806 cubic yards.

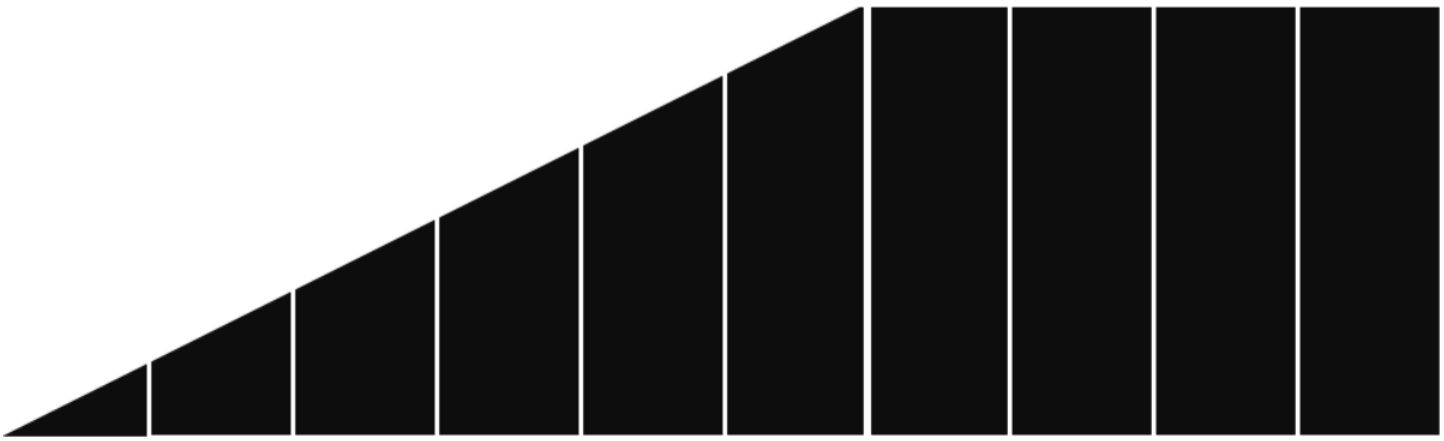


Figure 1. Demonstrative cross-section of the maximum estimate. The horizonal boundaries of the height raster cells are denoted by the vertical white lines. Note this is for demonstration only and thus is not to scale.

MIDDLE ESTIMATE

The minimum estimate was derived using the assumption that the pile has some soil underneath the debris. This requires interpolating a surface representing the soil-debris boundary within the AOI (Figure 2). This involved identifying point locations and values between which to interpolate.

Points were generated along the perimeter of the AOI spaced at 2-meter intervals. The volume of material at each point location was determined using the rastermaxdiff. Next, a Triangular Irregular Network (TIN) was generated between the points using the rastermaxdiff values. The TIN was converted to an integer raster, rastermiddiff, with cell size and location identical to the DTMaoi for congruency. Similar to determining the maximum estimate, the volume of debris was calculated by summing the values of rastermiddiff multiplied by their area. That value of 978,199 cubic feet is equivalent to 36,230 cubic yards.

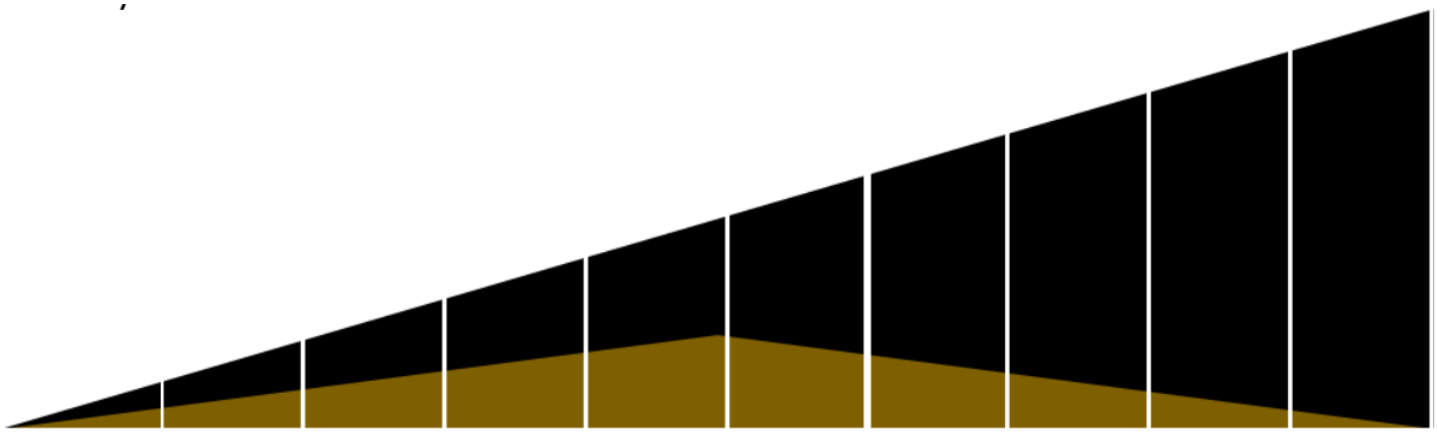


Figure 2. This model assumes that the debris pile (black) overlays non-debris material (brown). The boundary between the two is an interpolated surface between the approximate perimeter of the debris.

MINIMUM ESTIMATE

The minimum estimate assumes that the debris forms a veneer on top of soil (Figure 3). Estimating the minimum amount of debris was similar to that of the middle estimate in that a soil-debris surface was interpolated. For the minimum estimate, this involved identifying point locations and values between which to interpolate.

Points were generated along the perimeter of the AOI spaced at 2-meter intervals and elevation of DTMaoi at each point location determined. Next, a TIN representing elevation of the assumed boundary between soil and debris was generated between the points. The TIN was converted to an integer raster, rastersoil, with cell size and location identical to DTMaoi for congruency. The height of the debris at each cell location was then calculated by subtracting rastersoil from DTMaoi and is represented as rastermindiff. Similar to determining the maximum and middle estimates, the total volume of debris was calculated by summing the values of rastermindiff multiplied by their area. That value of 473,231 cubic feet is equivalent to 17,527 cubic yards.

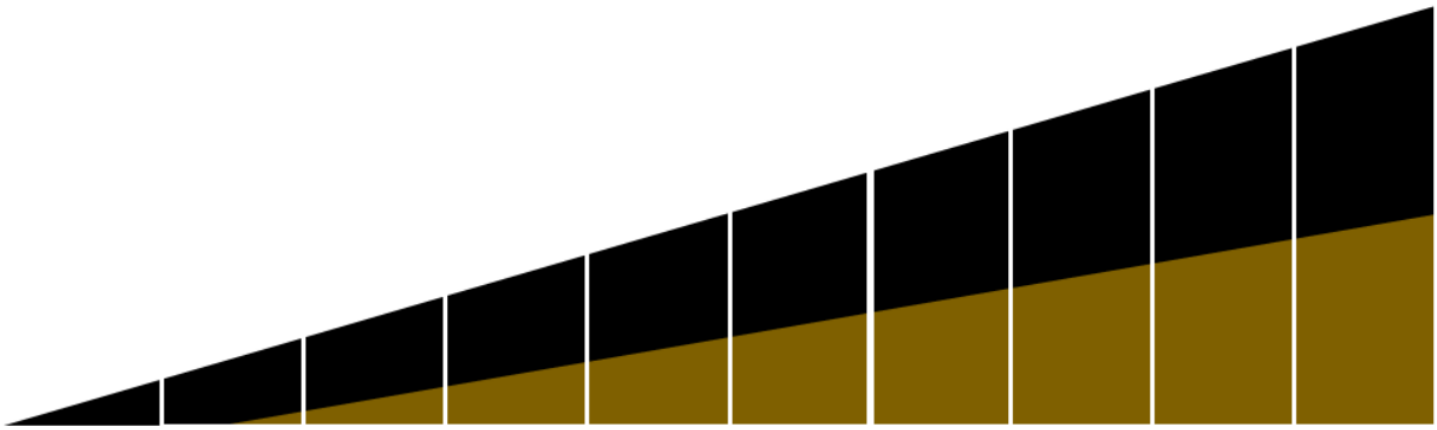


Figure 3. This model assumes that the debris pile (black) overlays non-debris material (brown). The boundary between the two is an interpolated surface.



SECTION M:

DATA COLLECTION PROCEDURE AND/OR METHOD

DATA COLLECTION PROCEDURE AND/OR METHOD

Spokane Conservation District (SCD) will use a structured, multi-layered data collection procedure to evaluate Phase IV outcomes, ensuring alignment with the District's existing operational, financial, and environmental monitoring systems. Data collection responsibilities, timing, and sources are clearly defined to support transparent annual reporting and adaptive management.

TIMING OF DATA COLLECTION

Data will be collected on a continuous and cyclical basis, with most indicators captured daily or per event and aggregated quarterly and annually. Market sales, visitor counts, lodging utilization, and employment data will be monitored throughout the year, with annual summaries prepared at the end of each fiscal year. Environmental monitoring will occur seasonally, while partnership, workforce, and community engagement data will be compiled annually.

DATA SOURCES AND FROM WHOM DATA IS COLLECTED

Economic and visitor data will be collected from Scale House Market vendors, amphitheater attendees, overnight guests, and program participants. Vendor sales data will be gathered through point-of-sale (POS) analytics and vendor reporting. Amphitheater attendance will be tracked using ticketing systems, digital counters, and manual headcounts for free events. Lodging data will be collected from reservation systems and occupancy logs. Visitor origin and spending patterns will be analyzed using aggregated, non-personal data provided through POS analytics in coordination with the City of Spokane Valley. Employment and workforce data will be collected from SCD staffing records, contractor invoices, and program rosters documenting internships, apprenticeships, volunteer participation, and training cohorts. Partnership data will be compiled from executed memoranda of understanding (MOUs), sponsorship agreements, and program delivery records.

RESPONSIBILITY FOR DATA COLLECTION

Primary responsibility for data collection and management rests with Spokane Conservation District staff. The SCD Executive Director and designated project manager will oversee compliance and reporting. Market-related data will be coordinated in partnership with Four Roots, the Scale House Market operator. Environmental monitoring will be coordinated by SCD conservation and restoration staff with support from external partners such as Audubon and academic institutions. Financial and fundraising data will be tracked through SCD's fiscal systems and the Upper Columbia RC&D Council's CRM platform.

DATA MANAGEMENT AND REPORTING

Collected data will be compiled into an annual performance summary documenting progress toward economic, environmental, and community outcomes. This summary will inform internal decision-making related to phasing, operations, and program refinement. Through this coordinated data collection procedue, SCD will demonstrate measurable progress toward Phas IV outcomes, ensure accountability for public investment and support continuous improvement over the life of the project.



SECTION N:

ESTIMATED MEDIAN HOURLY WAGE OF THE JOBS CREATED

ESTIMATED MEDIAN HOURLY WAGE OF THE JOBS CREATED

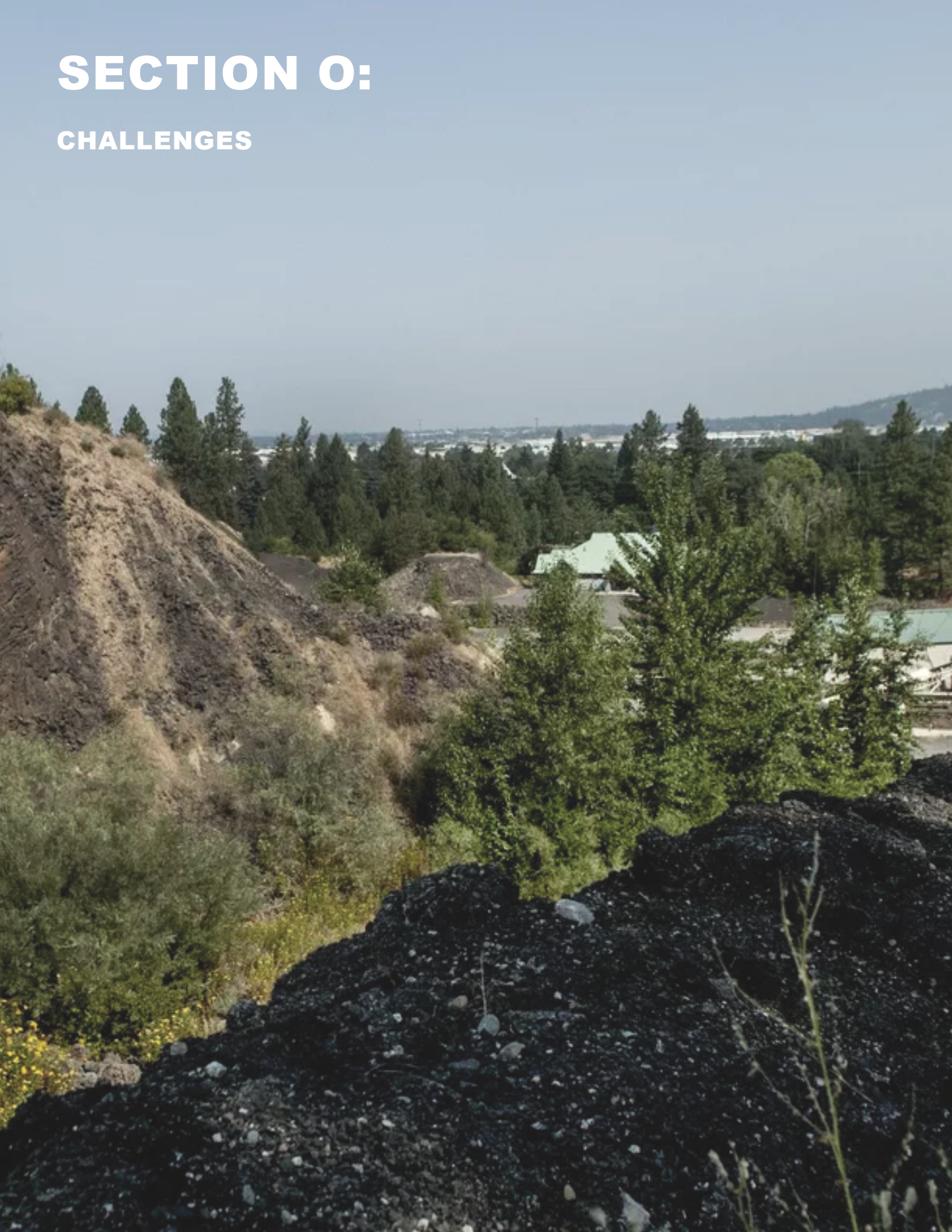
Including the multiplier effects, the annual and hourly wage, including benefits:

ANNUAL WAGE	HOURLY WAGE
$44,521.00	$21.40

https://implan.com

SECTION O:

CHALLENGES



SECTION | O

CHALLENGES

Phase IV presents significant opportunities but also several challenges that must be addressed for long-term success. Environmental and permitting uncertainties—including SEPA review, wetland preservation and ecosystem functionality cultural consultation with DAHP, and city zoning requirements—may affect project timelines and require detailed coordination.

Funding gaps and construction cost escalation remain challenges for capital projects statewide. SCD will mitigate these risks through the same diversified funding model used successfully for the Scale House Market, blending philanthropy, sponsorships, grants, and operational revenue.

Market adoption risk also exists. New amphitheaters typically need multiple seasons to build audience habits, establish signature events, and develop partnerships. Importantly, the Scale House Market—now less than one year old—is experiencing the same early-stage challenges of building consistent visitor patterns, vendor stability, and operational refinement. These real-time insights will directly inform the rollout of Phase IV.

In addition to funding, permitting, and market adoption risks, Phase IV planning recognizes the importance of aligning new initiatives with realistic human resource capacity and organizational bandwidth. Operating a mid-sized outdoor amphitheater is not a passive or episodic undertaking; it requires sustained staff time for programming, booking, production coordination, volunteer management, sound and safety oversight, marketing, compliance, and post-event evaluation across multiple seasons.

At present, Spokane Conservation District's professional staff and partners are fully engaged in stabilizing and refining existing public-facing operations at the Quarry Campus—most notably the Scale House Market, which is still in its early operational years. Like the proposed amphitheater, the Market requires ongoing attention to audience development, vendor stability, operational refinement, and partnership cultivation. Lessons learned from this real-time experience underscore the staffing intensity required to successfully launch and sustain a new venue-based operation.

The Phase IV study therefore treats the amphitheater as a longer-term campus feature rather than a near-term operational priority. This is an intentional risk-management decision rooted in organizational capacity, not a lack of feasibility or demand. Advancing the amphitheater prematurely—before infrastructure readiness, funding certainty, and staffing capacity are aligned—would strain existing operations and undermine the success of both current and future programs.

By sequencing the amphitheater behind essential infrastructure investments and operational stabilization, SCD ensures that staff time, expertise, and institutional focus remain aligned with core public services and proven campus uses. This disciplined approach reflects best practices for public-sector project delivery and is consistent with funder expectations that new amenities advance only when operational readiness—not just conceptual interest—is firmly in place.

Additional community concerns may arise regarding traffic, sound, lighting, and visitor circulation. SCD will address these through low-impact design, dark-sky lighting, event-hour limits, professional sound engineering, and transportation strategies such as shuttles.

By identifying these challenges early and applying lessons learned from the Scale House Market's first year, SCD is positioned to implement Phase IV responsibly, adaptively, and with strong community support.



CONCLUSION

CHALLENGE

Asphalt Mountain stands as both a remnant of the Quarry Campus's industrial history and a foundational resource for its future. The comprehensive lidar analysis confirms that the volume of asphalt tailings—whether using maximum, middle, or minimum estimates—is more than sufficient to support all roadway, trail, and infrastructure improvements contemplated in Phase IV. The hauling calculations show that internal movement of materials is feasible and efficient, while the environmental assessment establishes the constraints and opportunities for responsible reuse.

Integrated into the broader goals of wetlands stabilization, roadway-to-transit connectivity, amphitheater programming, overnight lodging development, and conservation-focused recreation, the reuse of Asphalt Mountain becomes a core element of the Quarry Campus transformation. It symbolizes the shift from industrial extraction to ecological restoration, from waste accumulation to sustainable redevelopment, and from a fenced-off gravel pit to a regional center for education, culture, and community life.

CONCLUSION

Each element of Phase IV directly advances the original goals of adaptive reuse, ecological restoration, public access, education, and community engagement. By following the phased approach established in the Master Plan—and sequencing major investments such as the amphitheater after foundational systems are in place—SCD ensures that development remains aligned with long-term sustainability, fiscal responsibility, and community benefit.

APPENDICES:



APPENDICES

Maps and concept sketches; preliminary cost estimates; stakeholder list; permitting matrix; meeting notes; technical memos (stormwater, wetlands, habitat); CERB compliance checklist.

Spokane Conservation Campus Plan/Quarry Campus Comprehensive Plan (Beth Mort) (in 9/8/25 email)

Wildlife and bird inventory, 2021-2022 (in 9/8/25 email)

Quarry Q's Stakeholder Responses (in 9/8/25 email)

Statements Academy Charter School (in 9/8/25 email)

Quarry Campus Capital Improvement Plan (in 9/8/25 email)

Spokane Conservation District Quarry Campus Strategic Plan (JRP) (Need final, draft in 9/8/25 email)

THANK YOU

