

Economic Development

Introduction

This chapter, including related goals, policies and programs, plays an important role in Cheney's comprehensive plan, as cities cannot survive without a strong economic base to maintain community vitality and quality of life, provide well-paying jobs, support the local tax base for quality schools, police, fire protection, parks and many other important community facilities and services. In short, this element, together with other relevant policies contained in this plan, provide a type of "road map" for the City in protecting the health, safety and well-being of its citizens through establishing and maintaining healthy, vital economic conditions.

The following pages contain an overview of Cheney's existing economic conditions, a description of the plan's economic strategy, and a goal and policy framework focused on



Figure 7.01 - Cheney's economic development strategy supports a wide range of business growth, including the type of start-ups, service and small commercial enterprises suited to downtown and near the EWU campus. (Image source: Studio Cascade, Inc.)

economic development considerations. More detailed information used in developing these policies and providing excellent background may be found in section four of Appendix C. Though the following pages may effectively sort, introduce, and present those goals and policies related to economic development, the entirety of Cheney's goal and policy framework, presented in Appendix B, should be considered the plan's over- arching source.

Led by the plan's vision and directives, the goals, policies and programs in this chapter are provided to guide implementation, including City resource allocation and regulatory decision-making.

When planning for economic development, it is essential that Cheney conduct efforts with a regional perspective, matching local assets and qualities with those available in other nearby areas, creating strategies that recognize and leverage opportunities to make Cheney a more attractive, viable environment for business.

Economic development programs also need supporting land use, transportation, and capital facility initiatives - and should relate to other elements of a comprehensive plan. This element provides an overview of Cheney's economy, sets policy direction for economic growth, and identifies strategies, programs and projects to improve the economic conditions.

Economic Development & the Growth Management Act

The Growth Management Act (GMA) lists 14 planning goals, one of which relates to economic development:

“Encourage economic development throughout the state that is consistent with adopted comprehensive plans; promote economic opportunity for all citizens of the state, especially for unemployed and disadvantaged persons, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state’s natural resources and local public facilities.”

In 2002, the GMA emphasized county-wide coordination of economic development planning by adding economic development to the list of required elements of a growth management comprehensive plan.

While the requirement for an economic development element was conditioned on the provision that state funding would be provided and no state funding has been available to date, Cheney recognizes the importance of economic development, and that local and regional interests are best served by interagency collaboration toward common goals. For further information on sustainable regional development, please view Chapter 8 of the Spokane County Comprehensive Plan and/or review related sections of Appendix C regarding GMA-required sub-elements for this chapter.

Existing Conditions

Understanding Cheney in its regional context, taking into consideration existing population, employment and market trends helps to determine Cheney's growth potential, and helps provide a clear perspective of the demographic composition of the community. The city's growth trends also help with projections, influencing the allocation of land and infrastructure for future planning efforts, and aiding the formulation of goals and policies supporting development opportunities.

Regional Perspective

Although Cheney contains its own distinguishing characteristics, its fortunes are closely tied to Spokane through economic, social and political linkages. Once a booming railroad town and County seat, Cheney has become one of many small towns surrounding the regionally dominant City of Spokane. Additionally, Cheney's growth and development has recently become tied to expanding industrial development taking place in the West Plains - yet another example of the regional nature of economic development in the Inland Northwest.

Demographic & Social Trends

This section discusses some of the demographic and socioeconomic trends that may affect long-term growth and economic development in Cheney - the age structure of the resident population, labor force participation, employment changes and unemployment, commuting patterns, and educational attainment, for example.

Over the past two decades, Cheney’s population has accounted for approximately 2% of Spokane County’s population. Between 1990 and 2015, Cheney’s population grew by over 3,000 from 8,238 residents in 1990 to nearly 11,251 in 2013 - an increase of 36%. Outpacing both County and State-wide growth rates 1.39% and 1.91% per year respectively - Cheney’s rate of growth during that period translates to an average annual growth rate of 1.56% per year.

Significant contributions to growth in Spokane County and Cheney over last ten years include: net migration (in-migrants less out-migrants) which accounted for 47% of population growth in Spokane County between 2000 and 2013, and increased enrollment at Eastern Washington University.

Age Structure

Cheney has more college-aged residents than the County or the State as a percentage of resident population; 40% of Cheney residents are between the ages of 20 and 29, more than double the proportion of the County (18%) and the State (16%).

While a relatively large share of Cheney’s population is of college age, Cheney’s population is aging - a trend consistent with state and national demographic reports. In 2015, residents 39 years and younger



Figure 7.02 - Cheney is making strong efforts to diversify its economy, including designating industrial lands, developing business “cluster” opportunities, improving education and making sure services to light industries like this one are kept affordable. (Image source: City of Cheney)

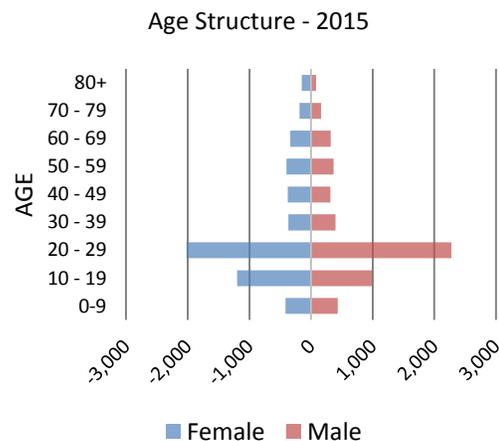


Figure 7.03 - Age Structure of Cheney in 2015. Data from ESRI Business Analyst Online.

accounted for 75% of Cheney’s population, down from 78% in 1990. Also in 2015, the share of people 40 years and older increased from 22% to 25%.

Labor Market

The labor force in Cheney is comprised of the adult population age 16 and over who are working or are actively seeking work. The labor force includes both those who are working and who are out of work.

Cheney has a reported workforce participation rate lower than either the county or the state. But with one-third of its population enrolled at EWU, Cheney’s workforce participation rates may simply be indicative of a large student population less likely to participate in the labor force. And while the current labor force participation rate is a consideration in the availability of labor, it is important to recognize that Cheney has access to and benefits from the skilled labor of people living in Cheney and in the greater Spokane region.

Employment Changes

Changes in employment within Spokane County resemble those changes identified in both national and state employment reports - a shift toward service-oriented business.

Between 2000 and 2014, Spokane County added more than 67,000 non-farm jobs, an average annual job growth rate of 0.7%. The sectors with the greatest change in share of employment within Spokane County were Education and Health Services. Combined, these sectors added more than 13,000 jobs, representing 20% of all new jobs added.

Cheney relies on multiple economic sectors for its economic activity, but is overwhelmingly dependent upon the services industry sector - which accounted for approximately two-thirds

of the city’s 2015 employment. Cheney is also highly dependent on smaller establishments sized at less than 20 employees.

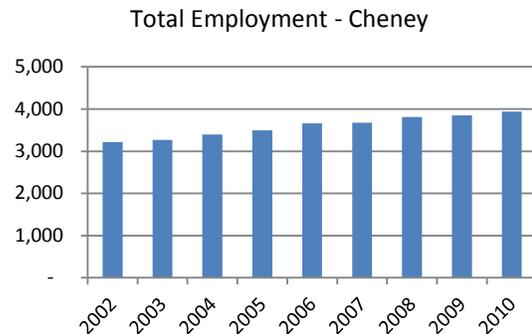


Figure 7.04- Employment growth in Cheney between 2002 and 2010. Data from US Census Bureau Local employment Dynamics (LED) and SRTC

Employers

Cheney has 302 employers, with an average of 10.9 employees per firm. Cheney has three firms with over 100 employees and one institution that employs over 1,000 – Eastern Washington University.

Unemployment

The unemployment rate is another indicator of local economic conditions and reflects the relative number of workers who are actively seeking employment.

The unemployment rates in Washington and Spokane County had been consistently higher than the nation’s until around 2006 when State and County unemployment rates fell near or below national levels. In 2015, the county labor force averaged 222,831. The unemployment rate was estimated at 7.0 percent, with 15,835 unemployed residents.

Educational Attainment

Cheney’s resident workforce has obtained more education than other residents of the County and State: About 45.4% of Cheney residents had a bachelor’s or graduate degree in 2010-2014, compared to 29.3% in Spokane County and 31.3% in Washington. The education level of Cheney’s residents combined with the City’s substantial reliance on service sector industries may be tied to large number residents that commute to other portions of the metropolitan area and beyond for employment each day. More information about commuting patterns in Cheney are discussed below.

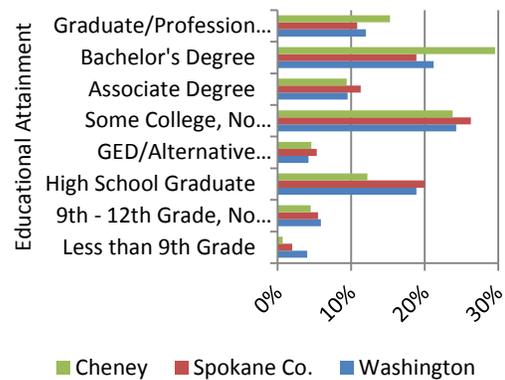


Figure 7.05 - Educational attainment, population 25 years and older, Washington, Spokane County, and Cheney, 2008. (Image source: City and County Profiles)

Household & Income Expenditures

Household income and the buying power of households can affect the types of firms, especially retailers that are likely to locate in a community. In addition, the level of discretionary income in a market area is a primary determinant for the level of demand for commercial goods and services in that market.

Discretionary income is income minus the cost of the fixed expenses of life (such as rent/mortgage, car payments, insurance, etc.), yielding funds which may be saved or spent on goods and services. Credit and equity may also be used to support expenditures on goods and services.

In terms of wealth, Cheney lags behind both Spokane County and Washington State averages, but it is important to consider that lower reported income figures are directly linked to the student presence at Eastern Washington University which affects both demographic and income distributions within the City.

Based on figures provided by the American Community Survey, households in Cheney have lower average household incomes than County and State averages. Cheney’s median household income was less than two-thirds of the County median and one-half of the State median in 1999. Additionally, Cheney’s share of households with income less than \$10,000 is greater County and State averages. Again, these figures are likely attributable to the large portion of Cheney’s residents who are students at EWU.

Commuting Patterns

Commuting patterns can be an important indicator of an area’s potential for economic growth. Cheney residents commute to Spokane for work and shopping, while half of EWU’s students commute from Spokane to Cheney for college.

Nearly three-quarters of workers at companies located in Cheney commute into Cheney for work, and more than two-thirds of residents of Cheney commute out of Cheney for work. Additionally, current commuting patterns in Cheney suggest that a significant portion of those employed in Cheney do not reside within its planning jurisdiction nor do they reside in the larger metropolitan areas of Spokane or

Spokane Valley. An explanation for this trend may be that Interstate travel creates an easy commute from Cheney to areas outside the Spokane/Spokane Valley metropolitan area.

Tax Policy

Cities and counties in the State of Washington derive tax revenue from two principal sources - property tax and sales tax.

Property tax valuation is key to the city’s ability to fund citizens’ services (Ratio of Taxable Valuation/Population). Table 7.01 shows the average property tax rate for Washington, Spokane County, and Cheney for the 2015-2016 fiscal year. In 2015, property owners in Cheney paid about \$ 9.2 million in property taxes at a rate of \$12.50 per \$1,000 in 2015 assessed value.

Cheney also has an 8.7% sales tax, which includes the mandatory statewide sales tax rate of 6.5% and a 2.2% incorporated Spokane County local rate. Table 7.02 shows taxable retail sales by industry in Cheney and Spokane County in 2015. Taxable sales in Cheney equaled 2% of all Spokane County sales,

Economic Growth & Employment Forecast

Cheney can affect the amount and type of economic growth that may occur in the City through selection and implementation of several economically driven strategies:

- Develop an “economic gardening” program
- Partner with regional economic development entities
- Work with University officials and staff members

Table 7.01 - Average property tax rate, Washington, Spokane County, Cheney, FY 2015-2016

Average Property Tax Rate per \$1,000 AV	
Washington	\$ 10.60
Spokane Co.	\$ 11.28
Cheney	\$ 11.91

Data source: ESRI Business Analyst Online - retrieved 10/12/16

- Target economic opportunities that emphasize Cheney’s competitive advantages and complement the City’s vision for economic development
- Develop one or more business incubators
- Designate land for employment growth.

Currently the Employment Security Department estimates - 3,729 employees in Cheney in 2015. Employment forecasts for Cheney over the 2010 to 2030 period are based on an evaluation of multiple factors including:

- Key findings about socioeconomic and employment trends
- Data from the Washington State Employment Security Department
- Cheney’s vision and goals for economic development

The employment forecast presented here utilized and built on a range of primary and secondary data sources including:

- The U.S. Census of population and housing
- The Washington State Employment Security Department
- The September 2010 draft of the City of Cheney Comprehensive Plan update.

Table 7.02 - Taxable retail sales, Spokane County and Cheney, 2013

Taxable Retail Sales					
Industry	Washington	Spokane Co.	Spokane Co % of WA	Cheney	Cheney % of County
Building & Hardware	\$4,982,485,611	\$345,592,229	6.9%	\$5,040,730	1.5%
General Merchandise	\$10,510,637,342	\$759,406,299	7.2%	\$6,624,530	0.9%
Grocery	\$3,379,260,259	\$202,944,812	6.0%	\$9,563,518	4.7%
Auto & Gasoline	\$11,552,032,878	\$722,365,914	6.3%	\$7,637,459	1.1%
Apparel	\$4,054,426,394	\$259,241,244	6.4%	\$627,275	0.2%
Furnishings	\$5,247,629,174	\$320,914,629	6.1%	\$7,445,468	2.3%
Lodging-Eating	\$13,333,874,504	\$761,057,833	5.7%	\$17,624,822	2.3%
Liquor	\$169,182,429	\$10,676,791	6.3%	\$17,234	0.2%
Total	\$53,229,528,591	\$3,382,199,751	6.4%	\$54,581,036	1.6%

Data source: "Local Sales and Use Taxable Retail Sales," Washington State Department of Revenue, www.dor.wa.gov. Note: Industries showing "N/A" had records that were not disclosed due to confidentiality requirements

For more regarding employment forecasts and their assumptions please see Appendix C. The City of Cheney is currently 2.3% of the county population. ESD estimates a growth of 38,761 jobs countywide by 2024. That equates to a potential of 902 new jobs in Cheney.

Policy Overview

The goals and policies contained in this chapter cover a wide range of objectives serving directly-related activities supporting business to indirect support for the economy, such as improving quality-of-life assets likely to make Cheney a more attractive place for residents and businesses alike. Familiar themes are repeated or spotlighted for their potential role in economic benefit - such as the need to coordinate with EWU on economic development, sustaining downtown for its unique ability to attract and grow small businesses, maintaining transportation and other services essential to businesses, supporting agriculture in a variety of ways, developing the arts as a catalyst for growth and cultural benefit, and engaging with regional and State agencies in developing economic opportunity.

Several programs with strong potential to spur local investment and improve community value are included in this section, including the development of a corridor plan along Highway 904 and a downtown-specific plan; a technology strategic plan has been listed to help specify and provide actions building related opportunities, and as previously mentioned, an economic development plan - - offers the City the chance to develop tracking metrics and strategies for leaders well into the future.

As stated in the introduction to this chapter, each of the goals and policies contained in the following section are those from the entire matrix most closely associated with economic development, though there may be others arguably key to the success of community goals under this heading. For full descriptions and introductions to each of the goals and policies in this chapter, readers are urged to review the master list matrix, included in the plan as Appendix B.

Goal, Policy & Program Listing

Each of the goals, policies and programs contained in the following section have been selected from the entire matrix as closely associated with technology objectives, though there may be others arguably key to the success of community goals not under this heading. All are presented in the order in which they occur in the overall matrix, and do not necessarily reflect plan or City priorities. Each goal is followed by a brief “discussion” paragraph expanding on the origins, objectives and overall benefits associated with it. Similarly, each policy is followed by discussion text, but also includes a paragraph entitled “direction,” which outlines one or more ways the policy might be implemented. Program listings in this and other elements do not include the estimated timeline or likely agencies to be involved in their completion; for this level of program detail, refer to Table 13.03 in the Implementation element.

Electronic versions of the matrix are hyperlinked to Appendix B for review and cross-referencing purposes.

Goals, Policies & Programs

Economic Development Related Goals

- Grow and sustain a balanced, resilient economy for Cheney, providing community prosperity and fiscal health. (G.01)

Discussion: In seeking long-term prosperity, residents understand the need to maintain economic diversity - capitalizing on the presence of Eastern Washington University as well as developing a strong business base independent of the school. Reflecting these values, this plan supports strategies that build and sustain a diverse, balanced economic base, retain existing quality of life assets, and help keep Cheney prosperous.

- Continue Cheney's relationship with Eastern Washington University, improving economic, educational, facility and cultural opportunities for all. (G.02)

Background: Cheney owes much of its success to the presence of Eastern Washington University, but residents sense that greater opportunities exist for both City and school, given greater collaboration. Throughout the process, participants noted the need to coordinate curricula with economic initiatives, to plan infrastructure and facilities in ways that achieve broader goals, and to help integrate educational and cultural offerings into what residents perceive as part of Cheney life. As a result, this plan includes goals, policies and programs to help the City and the EWU establish and maintain a more dynamic partnership.

- Improve Cheney's use of technology, benefitting the economy, services and civic health. (G.03)

Background: Technology is generally defined as the application of knowledge and equipment toward practical purposes. In developing Cheney's comprehensive plan, residents frequently identified greater city services as a way to grow the economy, improve City services and improve civic networking. This goal and other plan policies urge Cheney to embrace, utilize and support technological innovation, developing both the knowledge and the tools necessary to sustain a vibrant economy.

- Sustain downtown as the 'heart' of Cheney, enhancing its commercial, service and civic vitality. (G.04)

Background: In preparing this plan, residents made it clear that downtown is still considered the 'heart' of Cheney. Keeping downtown vital requires supporting its numerous and necessary functions, including a strong commercial base, community services, public space access and proximate housing options. This plan provides policies and programs that help foster an environment in which downtown can thrive, in turn aiding the attractiveness, efficiency and value of the entire community.

- Maintain and improve Cheney’s transportation network, on pace and in concert with need and plan objectives. (G.06)

Background: All cities require functional, resilient street networks providing for the flow of people and materials. In assisting with this plan, residents urged improvements to the existing fabric and criteria for new development that provide a ‘complete streets’ network for Cheney, improving the efficiency, function and value of the City. Residents also recognize the importance of connectivity to regional ground, rail and air transportation systems.

- Plan for and establish types and quantities of land uses in Cheney supporting community needs and the City’s long-term sustainability. (G.07)

Background: Towns and cities exercise considerable influence over land use, in turn influencing the type and character of development, patterns of growth, and even the net financial impact of growth on municipal coffers. Consequently, this plan supports the allocation of land use types and areas sufficient to achieve overall plan objectives.

- Protect and enhance Cheney’s agricultural economy, sustaining the utility and function of surrounding farmlands. (G.08)

Background: Along with the university, Cheney has long been associated with agriculture and the shipping of agricultural products. Today, residents prize Cheney’s proximity to agricultural lands, and hope to retain the economic and aesthetic benefits of agricultural lands surrounding the City.

- Protect and enhance Cheney’s open space areas for present and future generations. (G.09)

Background: A hallmark of Cheney is its natural setting, seen in undeveloped wetland areas, open grazing, or agricultural lands. In concert with other plan goals and policies directing growth away from such lands, this goal works to preserve open space areas, urging creative employment of tools such as land trusts, rights-purchasing or exchanges, or other appropriate strategies.

- Sustain and expand Cheney’s arts, cultural and civic environment. (G.11)

Background: Throughout its history, residents of Cheney have worked to develop and support cultural and social organizations, events and facilities. Today, numerous groups and associations help facilitate dozens of annual and ongoing events, taking advantage of the many worthwhile venues that currently exist in Cheney. This goal, and several supporting policies, direct the City to help sustain and expand community arts, venues and other cultural resources, benefitting the civic health, quality of life, and economic vitality of Cheney.

- Maintain the City of Cheney’s long-term fiscal health. (G.12)

Background: Essential services cities provide cannot be sustained without fiscal balance and accountability. This goal, though obvious, serves to anchor the City of Cheney’s obligation to sustain its fiscal health - achieved through the gathering of income in responsible, equitable ways, and through decisions, investments and actions that provide rate-payers with efficient, effective services.

- Maintain and improve Cheney’s small-town scale, charm and aesthetic beauty. (G.16)

Background: Whether newly-arrived or long-term, residents of Cheney frequently cite the community’s ‘small-town charm,’ its modest size, and its setting between rich agricultural lands and unique lake and channeled scabland areas as highly attractive features. Due to this, many of the goals, policies and programs contained in this plan help retain the City’s overall scale while providing for ample growth; support the development of cultural features and activities, and direct land use decisions reducing development pressures in undeveloped or highly rural areas.

- Maintain and improve the provision of affordable, efficient community services in Cheney. (G.18)

Background: Municipalities exist to provide infrastructure and services that would be unfeasible for individuals to provide. While pooled resources make essential services achievable, they also require strong levels of coordination and management to assure accountability and efficiency. Many actions have clear and immediate effects on resources. Other actions may be more difficult to associate with fiscal impact, but over time, may profoundly affect the costs of services. This goal anchors the need for the City of Cheney to consider the long-term cost implications of choices including land use, investments in transportation, and provision of service infrastructure - maintaining efficiency and accountability for the community it serves.

Economic Development & Related Policies

- (P.01) Designate and service a steady and reliable supply of land within the City’s UGA, supporting overall plan objectives.

Discussion: Land use determinations exercise considerable influence over the health, quality and safety of cities, influencing the type and character of development, patterns of growth, even the net financial impact of growth on municipal budgets. Direction: This policy may be acted upon in ways including maintaining land use areas matching plan objectives and community need; coordinating with Spokane County and neighboring municipalities on UGA expansion, if required.

- (P.02) Expand the number of local living-wage jobs.

Discussion: Cheney’s long-term vision includes having those employed in the city also live in the city, maintaining Cheney’s self-contained, self-reliant image. Direction: This policy may be acted upon in ways including efforts to recruit well-paying jobs; strategic provision of infrastructure; efforts to reduce housing and other living costs in Cheney.

- (P.03) Build Cheney’s economic base on those geographic, environmental, civic and recreational qualities that make the town unique and desirable.

Discussion: Cheney is a community established and maintained around a few key assets, including Eastern Washington University, regional agriculture, natural open space areas, and recreation. Many participants in the planning process felt the City’s quality of life and economic development policies should be coordinated, benefitting both needs at once. Direction: This policy may be acted upon in ways including efforts to define, recognize and sustain Cheney’s essential qualities; developing strategies to incorporate those with economic development efforts.

- (P.04) Position Cheney’s quality of life and assets on regional, state, and national levels through lobbying and collaboration.

Discussion: Cheney’s natural setting, quality of life and university are primary assets in attracting businesses and maintaining a healthy economy. Important regional assets, such as those found in neighboring communities, are important factors as well, and should be considered in Cheney’s economic development strategy. Direction: This policy may be acted upon in ways including efforts to define, recognize and strategically market Cheney’s unique qualities through collaborative lobbying efforts with local and regional partners.

- (P.05) Support small businesses, entrepreneurship and innovation as a fundamental component of Cheney’s economic resilience.

Discussion: Given its size, relative affordability and the presence of EWU, attracting small, innovative businesses is a particularly suitable economic strategy for Cheney. Direction: This policy may be acted upon in ways including efforts to build a diverse local economy - with local, small-business and entrepreneurial enterprises as a focus - through economic development efforts, education, training and networking assistance, including WSU.

- (P.06) Support the growth and recruitment of industries complementing existing and technology-related business clusters in Cheney.

Discussion: Cheney’s economic policies support efforts to build a diverse local economy, but the development of related fields known as ‘business sectors’ - agricultural ones, for instance - are also key. Direction: This policy may be acted upon in ways including efforts to identify market and develop existing business clusters as well as new ones including technology-related enterprise.

- (P.07) Support Cheney’s agricultural economy for its role in sustaining local lifestyles, community character, and improving community self-reliance.

Discussion: Much of Cheney’s economic and cultural heritage involves agriculture, and in support of numerous other economic and qualitative goals, the continuation of a strong agricultural component is seen as desirable. Direction: This policy may be acted upon in ways including efforts to identify and pursue opportunities supporting local and regional agriculture - helping create jobs, improve the quality of food supplies, conserve resources and improve the value of rural farmland.

- (P.08) Collaborate with Eastern Washington University on economic development by aligning Cheney’s economic development objectives and opportunities with University programs and research.

Discussion: The presence of Eastern Washington University has always been a key component in Cheney’s economic fortunes, but many believe additional opportunities exist to coordinate Cheney’s economic development efforts with EWU program specialties. Direction: This policy may be acted upon in ways including work with the University to maximize the relationship between degree fields and job opportunities in Cheney.

- (P.09) Expand opportunities for Eastern Washington University students to find employment and remain in Cheney after graduation.

Discussion: Strong economies rely on a well-trained workforce, and the presence of EWU provides Cheney with tremendous opportunities to strengthen its economy. Direction: This policy may be acted upon in ways including efforts improving job opportunities during and after graduation for EWU students - leveraging student knowledge, energy and expertise toward local business growth.

- (P.10) Include arts and cultural resources in Cheney's economic development efforts.

Discussion: Given Cheney's many assets and objectives - including quality downtown infrastructure, space and facilities for the arts, and a vibrant college campus - it makes excellent sense for the community to embrace arts and culture as a central part of the City's future. Direction: This policy may be acted upon in ways including identifying and incorporating arts and cultural resources into all City-led economic development efforts.

- (P.11) Include technology in Cheney's economic development efforts.

Discussion: Cheney's economic future - especially given its intent of building a more diverse and knowledge-based economy - depends on attracting compatible businesses. Direction: This policy may be acted upon in ways including identifying and incorporating technology-based businesses into all City-led economic development efforts; time and capital investments in technology infrastructure.

- (P.12) Coordinate planning efforts between the City and Eastern Washington University where applicable.

Discussion: Community and work groups emphasized the need for the City and EWU to cooperate to position Cheney among the best places to live and do business in the Inland Northwest. Direction: This policy may be acted upon in ways including City and EWU efforts to continue a strong partnership.

- (P.13) Work with the private sector to increase the adoption and penetration of a high-quality broadband signal.

Discussion: Cheney's economic future - especially given its intent of building a more diverse and knowledge-based economy - depends on establishing solid information technology infrastructure. Direction: This policy may be acted upon in ways including City action to collaborate with private-sector signal providers towards boosting Cheney's broadband capabilities.

- (P.14) Collaborate with key public institutions including Eastern Washington University, the library and the Cheney School District to increase public access to technology-related training and education.

Discussion: Information technology is an essential part of the global economy, and with the presence of EWU, Cheney enjoys excellent opportunities to improve access to related training for residents. Direction: This policy may be acted upon in ways including working to identify areas of technology expansion, and with EWU and the school district as partners, facilitating the growth of technology-related education.

- (P.17) Encourage compatible mixed-use development on vacant or under-utilized sites in downtown Cheney.

Discussion: Mixed-use development helps bring activity and energy to targeted areas of the city, and in terms of service cost per acre, is one of the most efficient development patterns known. Expanded use options could increase market absorption of vacant and under-utilized land or functionally obsolete buildings. Direction: This policy may be acted upon in ways including expanding use options for vacant or under-utilized properties; developing or refining code or other mechanisms to ensure compatibility with neighboring development.

- (P.21) Support the preservation, restoration, and adaptive reuse of historic homes, buildings, and properties in Cheney.

Discussion: As a city that is over 125 years old, Cheney has a diverse collection of buildings that enhance its identity and add to its overall attractiveness. Such properties boost visitor impressions, provide cultural backdrop, and in the case of adaptive reuse, conserve resources. Direction: This policy may be acted upon in ways including working to preserve properties associated with historic events or individuals, or are fine examples of a particular style; City support, where possible, toward the adaptive re-use of landmarks like the flour mills, Fisher High School, and the Northern Pacific Depot.

- (P.22) Define and support downtown’s unique commercial market, including its present blend of local, small-scale retail and service establishments.

Discussion: Many residents wish to avoid a downtown dominated by franchised, non- local businesses, or typified by only a few types of offerings. Downtown diversity is seen as beneficial, especially regarding the type of small-scale and specialty retail shops locals may own and operate. Direction: This policy may be acted upon in ways including cataloging existing services downtown and identifying target businesses; producing a downtown strategic plan; fostering the growth of organizational capacity promoting downtown.

- (P.23) Encourage the development of quality office space downtown, fostering commercial growth and improving ties to Eastern Washington University.

Discussion: Well-outfitted, turnkey office space is essential to retaining and attracting the innovators, entrepreneurs, and small businesses envisioned for Cheney’s economic future. Direction: This policy may be acted upon in ways including working to diversify Cheney’s economy; identifying target businesses;; fostering the growth of organizational capacity promoting downtown;

- (P.25) Support the development of compatible neighborhood mixed-use and civic activity centers, where suitable.

Discussion: Fulfilling the practical needs of residents within a convenient walking distance suggests the creation or revitalization of smaller, mixed-use ‘centers’ located in prominent, accessible points in the community. Direction: This policy may be acted upon in ways including developing and maintaining land use and code provisions allowing mixed-use centers; establishment of codes ensuring such development is compatible with neighborhoods; consideration of tax credit or other incentives to spur desired investment.

- (P.27) Facilitate the provision of housing affordable to local wage-earners, and compatible with Cheney’s existing neighborhoods.

Discussion: Cheney’s economic vision includes residents living and working in the city, and the provision of affordable housing is an essential part of that objective. Direction: This policy may be acted upon in ways including developing and maintaining land use and code provisions allowing a variety of housing types; consideration of tax credit or other incentives to spur low-income through moderate-income housing construction; consideration of land bank or other solutions reducing owner cost.

- (P.28) Support increased rates of resident home ownership in Cheney.

Discussion: The importance of home ownership as a way of improving individual household and societal standards of living has long been recognized. It can act as a powerful economic stimulus, benefit neighborhoods, and can raise property values. Plan participants expressed strong support for increased in-home ownership rates over the plan’s lifetime. Direction: This policy may be acted upon in ways including developing and maintaining land use and code provisions allowing infill housing types; consideration of tax credit or other incentives to spur low-income through moderate-income housing construction; consideration of land bank or other solutions reducing owner cost.

- (P.32) Develop a complete transportation system for Cheney, supporting efficient movement of goods and materials including multi-modal options.

Discussion: Transportation in all forms is critical to the economic, civic and cultural health of communities. Direction: This policy may be acted upon in ways including the development and maintenance of long-range, full-featured transportation planning; implementation of indicated measures; collaboration with regional transportation providers and agencies.

- (P.34) Improve public transportation opportunities in Cheney.

Discussion: While Cheney is currently served by transit, the City should seek and capture opportunities to improve public transportation, serving goals related to economic development, housing, and others. Direction: This policy may be acted upon in ways such as collaboration with the Spokane Transit Authority, EWU and local employers; work with WSDOT and other agencies in consideration of public transit and parking reduction incentives; revised parking regulations; integration of public transit into further transportation planning.

- (P.37) Improve access to the regional transportation network, including motorized and non-motorized systems.

Discussion: Transportation in all forms is critical to the economic, civic and cultural health of communities, and Cheney should work to optimize access to the regional network for residents and local businesses. Direction: This policy may be acted upon in ways including maintaining Cheney’s role in regional transportation planning; looking for ways to develop and improve ties to rail-trail networks; managing land use and transportation planning with regional access in mind.

- (P.41) Collaborate with Spokane County, land trusts and others on effective land use strategies conserving natural and open space areas.

Discussion: Natural and open space lands surrounding Cheney are important economic and aesthetic features, underpin much of Cheney's regional image, and are highly prized by residents. Direction: This policy may be acted upon in ways including collaborating with Spokane County, neighboring jurisdictions, and Turnbull Wildlife Refuge officials to coordinate supporting infrastructure and land use polices; collaborating with agencies and land trusts to consider preservation and/or acquisition of areas; identification of wildlife corridors throughout the City.

- (P.42) Protect the function and utility of industrial land uses, buffering them from conflicting uses and maintaining necessary access and services.

Discussion: Commercial activity is critical to the economic fortunes of Cheney, and the City should manage its growth to ensure the continued viability of such uses within the planning area. Direction: This policy may be acted upon in ways including managing land use policy and regulations in ways that buffer potentially conflicting uses; by maintaining freight mobility and access in the City's transportation improvement planning; coordinating with the SRTC on supporting transportation policies.

- (P.47) Collaborate with Spokane County and others to develop access and improvements to trails and facilities near Cheney, improving community enjoyment of Cheney's natural and open space areas.

Discussion: Trails and access to open space in and around Cheney add greatly to the quality of life residents enjoy, and present opportunities to attract compatible businesses to the community. Direction: This policy may be acted upon in ways including aiding the development of new trails in and outside the city limits, including potential trail connections to Turnbull Wildlife Refuge, the Columbia Plateau Trail, the completion of the Fish Lake Trail, and the future 50-acre park.

- (P.50) Grow the organizational capacity of non-profits supporting arts and cultural activities in Cheney.

Discussion: For a community its size, Cheney hosts a remarkable number of arts and cultural activities, due in large part to the presence of Eastern Washington University and its student population. In light of this and the City's other assets and objectives - including a more attractive, vital downtown, a desire to grow its diversity and walkability, and improved space and facilities for the arts - it makes excellent sense for the community to embrace the arts as a central part of its future. Direction: This policy may be acted upon in ways including exploring and helping facilitate the development of organizational capacity supporting arts and culture.

- (P.51) Raise awareness of the arts, and develop arts-related resources in the City.

Discussion: In light of the city's heritage and EWU personnel, resources and student body, Cheney enjoys unique opportunities to keep arts and culture on the forefront. Participants noted a particular need to generate community awareness and to develop additional resources for arts in Cheney. Direction: This policy may be acted upon in ways including facilitating the creation of an arts and culture commission, coordinating and stimulating further cultural growth; improvements to City communications regarding events; assistance to organizations seeking to hold events in Cheney.

- (P.53) Budget to implement plans and implementing programs adopted or supported by the City.

Discussion: This policy establishes the basis for Cheney to implement plans and programs developed, adopted or supported by the City. Direction: This policy may be acted upon in ways including ongoing work and collaboration by department heads, the City Administrator and City Council to appropriate necessary funds to invest in supported programs.

- (P.65) Consider incentives for sustainable or 'green' building design, practices and construction.

Discussion: Wise and conservative use of resources, regardless of supply, is an important way communities can improve their own long-term health and ensure the availability of resources in the future. Direction: This policy may be acted upon in ways including the promotion of "green" building design and construction, possibly including LEED standards or certification; consideration of economic development strategies attracting green businesses; enactment of City-specific conservation goals.

- (P.69) Support the continued provision of high-quality public education in Cheney.

Discussion: Cheney residents enjoy a good K-12 educational system, and understand the need for the City to help, where possible, its continued provision. Direction: This policy may be acted upon in ways including supporting land use policy; City encouragement of school facility capacity matching projected development and demographic trends; pursuit of opportunities for shared access to facilities for recreational or other public purposes.

- (P.72) Sustain the provision of affordable, reliable energy resources for residents and businesses in Cheney.

Discussion: Providing affordable and reliable energy is a key deliverable of Cheney's municipally-owned utility, and also plays a significant role in economic growth strategies. Direction: This policy may be acted upon in ways including consideration of a blend of conservation, incentives, and technological advancements to ensure affordability and reliability.

- (P.75) Improve efficient telecommunication services in Cheney.

Discussion: Access to high quality telecommunication and broadband services are increasingly recognized as a critical component of economic development and maintaining a competitive business environment. Direction: This policy may be acted upon in ways including City working with utility providers and EWU to promote long-term planning and encourage full utilization of the existing fiber optic network; coordination with utility providers; long-term planning; support for full utilization of Cheney's fiber optic network.

Economic Development & Related Programs

- (PR.01) Code Update – Review and update the City's zoning and development regulations as necessary to support the objectives of the comprehensive plan, including: the streamlining and simplification of permitting.
- (PR.05) Transportation Plan – Prepare a city-wide transportation plan, including: Evaluating and mitigating impacts of rail crossings within the City of Cheney; developing a street design matrix identifying suitable and desired local street-section types providing criteria regarding width, pedestrian, cycling, and motorized vehicle needs, developed to guide updates to Cheney's roadway design standards; developing plans and strategies promoting the development of a multi-modal network in Cheney; exploring and articulating funding and implementation strategies; developing a bicycle and pedestrian trails plan, including identification and mapping of existing and future trail routes, incorporation of in-city resources with regional opportunities, the creation of standards for construction and improvements to trails, funding source data and implementation strategies; developing a city-wide approach to wayfinding, addressing all means of transportation.
- (PR.07) Economic Development Report – Focus on specific initiatives such as a "Sales Tax Leakage" analysis, which provides the city with an understanding of served and under-served sectors on the business/retail economy. This would allow the city to be strategic in business recruitment and retention, through targeted marketing.
- (PR.09) Citizen Involvement Strategy – Draft and adopt a process that ensures early and continuing citizen and neighborhood participation in land use planning.
- (PR.10) Historic Preservation Incentives – Establish strategies and incentives as appropriate to encourage the preservation of the community's historic structures and spaces.
- (PR.12) Progress Measures - Develop community benchmarks, indicators or performance measures to evaluate the comprehensive plan's success in goal achievement and policy implementation, and to guide its adaptation to new circumstances as conditions change. Many of these progress measures are currently evaluated through the development of the Capital Facilities Plan which is updated every other year.