

Capital Facilities & Utilities

Introduction

This chapter including its related goals, policies and programs, is a critical part of Cheney's comprehensive plan, as infrastructure, utilities, and public facilities determine a community's character and form the basis for efficient city services. Capital Facilities are characterized by their long, useful life which require significant expenditures to construct. These include facilities such as water, wastewater, stormwater systems and solid waste; educational institutions, police and fire services, libraries, public buildings, and parks and recreation facilities. The following pages contain an overview of Cheney's existing infrastructure, description of current public facilities, and future needs based on land use considerations.

Future improvements in infrastructure, utilities, and public facilities should reflect current land uses as well as those supporting long-range



Figure 9.01 - *The provision of cost-effective and reliable services is a primary role of municipalities. This plan strives to establish strategic, mutually-beneficial relationships between service provision and other goals residents wish to achieve. (Image source: Studio Cascade, Inc.)*

goals. Written policies presented here and in the other chapters are provided to lead the full range of City implementation measures including infrastructure needs such as capacity, utility needs, improvement, replacement, and expansion of public facilities.

Though the following pages may effectively sort, introduce, and present those goals and policies related to infrastructure, utilities, and public facilities, the entirety of Cheney's goal and policy framework, presented in Appendix B, should be considered the plan's over-arching source. Additional, more detailed information may also be found in section six of Appendix C, and in the City's current Capital Improvements Program (CIP). To review Cheney's current CIP, please contact the City of Cheney or visit the City website.

Purpose

Capital Facilities are characterized by their long, useful life which requires significant expenditures to construct. These include facilities such as water, sewer and stormwater systems, educational institutions, police and fire services, libraries, public buildings, and parks and recreation. Capital facilities are provided by both public and private entities. Some discussion of capital facilities appear in other elements of this comprehensive plan.

The purpose of the Capital Facilities Element is to prepare sound goals and policies to provide adequate public facilities consistent with the Comprehensive Plan and concurrent with, or prior to, the impacts of development. This Element will allow the City to achieve and maintain adopted standards for levels of service and to exceed the adopted standards when possible.

The Capital Facilities Element is required in the Comprehensive Plan in order to accomplish the following.

- a) *Provide capital facilities for land development that is envisioned or authorized by the Land Use element of the Comprehensive Plan*
- b) *Maintain the quality of life for existing and future development by establishing and maintaining standards for the level of service of capital facilities*
- c) *Coordinate and provide consistency among the many plans for capital improvements, including:*
 - 1) *Other elements of the Comprehensive Plan*

2) *Master plans and other studies of the local government*

3) *Plans for capital facilities of state and/or regional/local significance*

d) *Ensure the timely provision of adequate and concurrent facilities as required under the GMA*

e) *Document all capital projects and their financing.*

Concurrency

One of the requirements of the Washington State Growth Management Act (GMA) is for public facilities and services to be provided concurrent with development. Concurrency means that adequate public facilities will be in place to support new development when the impacts of that development take place or within a specified time thereafter. The impacts of development are usually equated with occupancy and use of the development. Concurrency requires that facilities have sufficient capacity to serve development without decreasing levels of service below minimum standards adopted. While the GMA requires concurrency only for transportation facilities, the Washington State Department of Commerce recommends concurrency for water and sewer systems as well. The GMA also requires all other public facilities to be "adequate."

Table 9.01 - Summary of Well Production Statistics

<i>Year</i>	<i>Average Day Production (mgd) (1)</i>	<i>Maximum Day Production (mgd) (2)</i>	<i>Peaking Factor (3)</i>	<i>Average Month Production (gallons) (4)</i>	<i>Maximum Month Productions (gallons) (5)</i>	<i>Peaking Factor (6)</i>
2001	1.4	3.6	2.7	41,642,417	79,135,300	1.9
2002	1.4	3.8	2.6	43,787,667	79,398,700	1.8
2003	1.6	3.8	2.5	47,256,108	92,160,400	2.0
2004	1.4	3.3	2.4	41,964,782	79,239,600	1.9
2005	1.7	3.6	2.2	50,211,717	92,635,600	1.8
2006	1.8	3.3	1.9	53,986,183	94,045,500	1.7
2007	1.8	4.2	2.4	54,319,734	101,999,542	1.9
2008	1.8	3.2	1.8	53,802,117	94,862,236	1.8
2009	1.4	2.5	*1.8	42,331,869	95,520,600	2.3
2010	1.6	2.8	*1.8	47,343,433	98,574,700	2.1
2011	1.5	2.7	*1.8	45,967,367	94,336,600	2.1
2012	1.6	2.9	*1.8	49,182,900	97,267,800	2.0
2013	1.7	3.0	*1.8	51,122,408	99,528,700	1.9
2014	1.8	3.2	*1.8	54,678,442	92,815,000	1.7
2015	1.8	3.2	*1.8	54,539,773	87,140,600	1.6

Table 9.02 - Cheney reservoir data

<i>Reservoir</i>	<i>Year Built</i>	<i>Capacity (gallons)</i>	<i>Const. Material</i>
0	1938	138,000	Concrete
1	1950	1,000,000	Concrete
2	1970	2,000,000	Steel
3	1971	1,000,000	Steel
4	1978	200,000	Concrete

Table 9.03 - Summary of Annual Water Sales, 2001-2015 (millions of gallons)

<i>Year</i>	<i>Single-Family</i>	<i>Multi-Family</i>	<i>Sub-Total</i>	<i>Com.</i>	<i>Total</i>
2001	203	104	306	140	446
2002	196	104	301	157	458
2003	222	111	333	171	504
2004	208	107	315	148	463
2005	199	116	315	143	458
2006	220	125	345	143	488
2007	218	123	341	141	482
2008	206	117	323	119	442
*2009	188	154	342	164	506
*2010	178	146	324	138	462
*2011	187	153	340	125	465
*2012	189	154	343	136	479
*2013	193	158	351	135	486
*2014	202	165	367	142	509
*2015	206	168	374	149	523

Existing Conditions

Sewer, Water, Stormwater and Light

The City currently operates a solid waste/recycling collection system, wastewater treatment and disposal system, a storm water system, and a potable water system. The sewage collection system serves the developed residential and commercial areas of the city, including Eastern Washington University, through a series of collection sewers, trunk sewers and interceptors. The majority of the sewer system is gravity fed to the entrance of the Wastewater Treatment Plant. There are currently about 2,700 residential connections to the sewer collection system. There are plans to allow beneficial use of the wastewater effluent for irrigation and water reuse, which will help preserve ground water resources for the highest and best use.

This water system provides potable water needs and fire protection to residential, commercial, industrial, and public facility users within the City's service area. The City has eight wells, seven of which are currently in operation. The City now relies entirely on ground water as its sole source of supply. A storage capacity of 4,483,000 gallons is maintained in five reservoirs. The amount of water used by single-family residences accounts for approximately 45 percent of total consumption, while multi-family water users account for approximately 25 percent, with commercial customers represent the remaining 30 percent of consumption. Additional domestic water distribution and storage facilities will be required in order to accommodate the projected growth in the City over the next 20 years.

Table 9.01 provides an overview of the potable water 9.02 provides a summary of the water reservoirs and their capacities. Table 9.03

provides a summary of how water is allocated between single-family residential, multi-family residential and commercial customers.

The City does have a separate collection system for storm water runoff, which includes a number of storm water catch basins that are situated throughout the city. Storm water collected by the existing system discharges to a number of locations along the southern boundary of the city limits.



Figure 9.03 - Following an expansion in 1997, the role - and consequently, usage rates - of Cheney's library grew rapidly. A 2010 system plan identified the library as one needing further expansion in the near future. (Image source: City of Cheney)

The City of Cheney Light Department is a municipal electric utility serving approximately 3,800 customers in the Cheney community. Cheney Light was formed in 1931 when the electric utility was purchased from the local utility owners. The utility does not pay dividends to stockholders, but retails all net income for operation, maintenance and expansion of the electric distribution system.

Cheney Light has a contract with Bonneville Power Administration to provide a majority of its power needs through 2028, along with some other small service provider contracts. Bonneville also provides transmission service to Cheney Light by way of a separate contract. Natural Gas is provided by Avista Utilities, which has approximately 1,358 customers in Cheney.

Telecommunication services to both residents and business are provided by Century Link (telephone and internet provider) and Davis Communications (cable TV and broadband internet provider). Currently, the City's municipal buildings are connected to a central hub at City Hall with fiber-optic cable. Most municipal buildings have an Ethernet local area network (LAN), and many buildings have wireless networks for added convenience. While fiber optic is state of the art, it's important to keep in mind that a network is only as fast as the slowest component. The existing 100 MB wiring in most of the municipal buildings is due for an upgrade, to a 1 GB/s cable (10 times faster), which will be the City-wide standard.

Public Buildings

City-owned public buildings include City Hall, the Utility Building, the Wren Pierson Building, the Fire Station, the Recycling Facility, and Police Department Building. City Hall is located downtown and contains City Administration, the Finance Department, and the Municipal Court. City Hall is over 50 years old and struggles to meet current needs; there is currently no reserve fund for building replacement. The Utility Building, built in 1973, contains the Community Development Department (building, code enforcement, and planning), the Light Department, and the Public Works Department (sewer, water, streets and vehicle shop). The Wren Pierson Building, built in the 1930's, has historically housed the Parks and Recreation Department, Community/Senior Center, Food/Clothing Bank, and the

Cheney Historical Museum. Severe storm damage during the winter of 2008-2009 forced the building's closure; however, the damaged portions of the structure were rebuilt by 2012. The Cheney Recycling Facility is located north and east of the rail lines on Anderson Road. The Police Department and Fire Station are both located downtown within a few blocks of City Hall. Both structures have been modified over the years and are close to capacity.

Cheney is currently served by a branch of the Spokane County Library District. The current library was built in 1988, and was expanded to 6,600 square feet in 1997 to include a children's reading room. This library serves as a resource library for the entire West Plains area, as well as the community's local library. With the library expansion in 1997, the library's role changed from a community library to a resource library. With this role change, the library has noticed increased patron use, as well as increased space requirements associated with public computers. The library is currently seen as inadequate in meeting needs of the greater Cheney area, based on future population growth projections. In 2010, the Spokane County Library District prepared a Library Facilities Master Plan, which identified the current library as one of the libraries in the district that will need replacement in the near future.

Cheney and the region are also served by Eastern Washington University (EWU), a comprehensive public university offering both undergraduate and graduate degrees. The main campus is located in Cheney with a branch campus located in Spokane. Enrollment is just over 10,000 students. EWU's John F. Kennedy Library contains over 1,000,000 volumes for academic research. Also located on the EWU campus are the Washington State Patrol Regional Crime Lab and the Washington State Digital Archives Building. In 2005, EWU prepared a campus Master Plan Update, which identified accommodating 12,000 full-time students on both the Cheney and Spokane campuses by targeting residence hall expansion,

enhanced recreational opportunities, and information- technology modernization of various campus buildings.

Table 9.04 - Level of Service Guidelines for Facilities ¹

Capital Facility Type	Current LOS Guideline
Economic and Community Improvement	As needed
Library	0.6 sq. ft. per capita
Local Parks	162 sq. ft. per capita
Municipal Arts/Cultural Facilities	As needed
Municipal Buildings (City Hall & Utility Bldg.)	4.4 sq. ft. per capita
Community Buildings (Wren Pierson)	1.9 sq. ft. per capita
Public Safety Buildings (Police & Fire Bldg.)	1.7 sq. ft. per capita
Municipal Parking	As needed
Telecommunications	As needed
Wildlife Habitat	1.5 acres per capita

¹ Not subject to concurrency

Table 9.05 - Level of Service guidelines for facilities ²

Capital Facility Type	Current LOS Guideline
Electric Utilities	Voltage level +/- 3%
Public Schools	Determined by Cheney School District Capital Facilities Plan
Public Transit	As adopted by Spokane Transit Authority Board
Sanitary Sewer	Based on 20-year projections of population growth as well as criteria established by the State Department of Ecology
Stormwater	New development shall not increase runoff volume off-site
Solid Waste/ Recycling	Shall meet State & Federal Regulations/ 10% Recycling

² Subject to concurrency



Figure 9.02 - Cheney's Utility Building, housing the Light, Public Works, and Community Development departments. (Image source: City of Cheney)

Table 9.06 - Level of Service standards for facilities

Capital Facility Type	Current LOS Guideline
Fire Response Time	3-4 minutes 90% of the time, or as determined by City Council
Law Enforcement	Refer to Table 9.07
Transportation	LOS for operational analysis per Transportation Element, and as established by the Spokane Regional Transportation Council
Water (potable) ERU	352 gal./day per capita, and as consistent with State Department of Health requirements

² Subject to concurrency

Table 9.07 - Level of Service Standards for Law Enforcement 2

Priority levels and response time goals			
Priority Level	Type of Incident (examples)	Recommended Number of Officers	Response Time (Goal)
Priority 1	In progress or just occurred calls involving threats to a person	2 Officers	2 minutes
Priority 2	In progress or just occurred calls involving threats to property	2 Officers	5 minutes
Priority 3	“Routine” calls for service, non-urgent police activity	1 Officer	15 minutes
Priority 4	Officer initiated such as traffic stops with potential officer safety implications	1 Officer	N/A
Priority 5	Administrative in nature (i.e., report writing) with no officer safety implications	N/A	N/A

²Subject to concurrency

Emergency Services

Cheney is currently served by full-service fire and police departments. The Fire Department is responsible for fire protection, emergency medical services (intermediate life support), fire prevention, public education, emergency planning, and fire code enforcement. The Police Department is responsible for police protection, crime prevention, public education, and emergency responses within the city. Both departments have mutual aid agreements with EWU and their respective counterpart agencies that serve the unincorporated areas outside city limits. Cheney businesses and residents located south of the BNSF Railway and Union Pacific Railroad tracks may be without emergency services during those times when either the BNSF or the Union Pacific tracks are in use, thereby delaying response times to those citizens. Over the years, both sets of railroad tracks have been upgraded, and as a result, trains pass through the city more quickly, reducing delay times. Delays attributed to the railroads may last up to three minutes.

The greater Spokane region is served by a variety of full-service medical centers and hospitals, with a majority of them located near the South Hill area of Spokane. Cheney is served by Rockwood Clinic, an out-patient medical facility and EWU health center, offering services such as medical, dental and vision treatment.

Schools

Cheney and its surrounding area are served by the Cheney Public School District, which provides both primary and secondary education. The District operates one high school, one middle school and two elementary schools located within City limits. The district also operates three elementary schools and one middle school (opened in 2012) located outside City limits. In 2010-12, the District replaced the existing Cheney Middle School due to building capacity issues.

Level of Service

In an effort to provide service level standards for a variety of infrastructure, public facilities and emergency service's needs, the City has adopted Level of Service (LOS) standards for capital facilities that are quantifiable as required by the Growth Management Act. Objective LOS standards are developed to aid budgeting and provision of facilities that maintain services on-pace with the city's development. Typically, measures of levels of service are expressed in ratios of facility or service capacity (square feet, for example) to demand (such as current population or potential users). Following this plan's adoption, the LOS guidelines and standards identified will guide future capital facility and service decisions.

Table 9.04 provides an overview of LOS standards not subject to GMA concurrency requirements. Tables 9.05, 9.06, and 9.07 provide an overview of LOS standards that are subject to GMA concurrency requirements. Be advised that the new levels of service standards for Law Enforcement reflect the desire to better correlate level of service standards for enforcement with call priority - instead of a blanket standard based upon number of officers per 1,000 population.

Policy Overview

As the provision of capital facilities are one of the primary roles of government agencies, the range of goals, policies and programs contained in this chapter are quite broad, reflecting both provision and quality of facilities provision, including:

- Working closely with EWU, coordinating facilities and facilities planning efforts
- Boosting the role and use of technology in facilities provision
- Directing infrastructure development in accordance with land use goals, and aiding the provision of low-cost services
- Directing infrastructure development to support economic development objectives
- Maintaining LOS standards for all facilities
- Coordinating with regional agencies for service and service cost improvements for residents
- Addressing stormwater, natural resource, solid waste and other sustainability goals through City leadership.

Over the course of this plan's 20-year horizon, the policies enumerated in this element will serve to achieve far more than merely keep pace with growth and demand, instead working to also help leverage taxpayer investment in services toward Cheney's overall vision of an affordable, small- scaled and vital college community.

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 13.02 in the Implementation element.

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

Goals, Policies & Programs

Capital Facilities & Related Goals

- 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 utilization of the City's fiber-optic network as one 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.

- Keep Cheney's neighborhoods safe, vital, and attractive. (G.05)

Background: Residents prize the overall scale and small-town feel of Cheney neighborhoods, and wish to ensure their neighborhoods are kept safe, active and aesthetically pleasing. Supporting this goal, a diverse set of policies have been provided, including encouraging pedestrian-friendly development, diversity in housing types, and possible future mixed use or activity centers.

- 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.

- **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.

- **Grow and maintain Cheney as a self-reliant community, aiding the provision of necessary health, retail and service needs for citizens. (G.13)**

Background: Cheney’s history and small-town nature is rooted in its independence and self-reliance. Essential goods and services, employment, social activities, and primary and secondary education have always been available within City boundaries. In recent years, transportation and other factors have enabled residents to seek specialized services and establish residence well outside the City, to the point where concern now exists that Cheney is becoming a ‘bedroom community.’ This goal urges the City to develop and enact strategies that help maintain the provision of essential health, retail and service needs within Cheney.

- **Maintain, update, coordinate and implement Cheney’s policy and regulatory documents. (G.14)**

Background: Cheney’s greatest successes have come when united under a shared vision, leaders and citizens have come together to address objectives. This goal serves to recognize and continue Cheney’s tradition of community planning and implementation, carrying it beyond more immediate, reactive efforts to the establishment and regular re-evaluation of long-range civic objectives. This plan is configured to aid periodic updates, and encourages future planning work for specific City departments, topical needs or neighborhoods. Cheney exists in a far more dynamic, diverse environment than at any time in the past, and this trend is likely to continue. Good planning – and just as important, implementation – is key to maintaining Cheney’s essential qualities over time.

- **Sustain and improve Cheney’s natural resources through sound planning, operational and implementation practices. (G.15)**

Background: Cities cannot exist without the availability and provision of clean water and air, access to healthy food supplies, clean energy and facilities to dispose of waste in ways that protect basic resources. But Cheney enjoys more than basic resources - the region is home to rich agricultural areas, exceptional wetlands, forests and waterways. This goal anchors policies and program objectives that promote the conservation and improvement of Cheney’s natural resources, serving current and future needs.

- 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.

Capital Facilities & Related Policies

- (P.12) Coordinate all long-range planning efforts between the City and Eastern Washington University.

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.15) Improve communication and public access to all City services, deliberations and activities.

Discussion: Community success relies on the active involvement and support of residents, in part dependent on transparency and strong communications. Direction: This policy may be acted upon in ways including improving the use of existing and/or using new and innovative technologies to optimize communication and improve public access to various City services, deliberations and activities.

- (P.19) Give first consideration to the downtown core for placement of civic institutional or office buildings, enhancing access, pedestrian activity and reinforcing downtown's prominence.

Discussion: Opportunities to build and place civic buildings are rare, and given the power they have to direct growth, add value and build community identity, their location must be carefully considered. Because most residents still consider downtown the 'heart' of Cheney, it follows that important opportunities supporting downtown be fully evaluated. Direction: This policy may be acted upon in ways including evaluating long-range facilities plans for compliance; making ongoing land use choices supporting identified options.

- (P.20) Minimize land dedicated to parking downtown through the promotion of shared-use, non-allocated and structured parking.

Discussion: On-site parking serves individual business needs, but harms retail continuity and reduces the amount of land available for other development. Shared use and structured parking help optimize financial return on land and aids the attractiveness and viability of Cheney's desired retail mix. Direction: This policy may be acted upon in ways including the development of revised regulations encouraging joint-use and other approaches to maximize parking efficiency.

- (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.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; producing a downtown strategic plan; fostering the growth of organizational capacity promoting downtown; working with EWU on incentives for associated businesses.

- (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.29) Coordinate land uses, transportation access, and civic amenities between new and existing neighboring development.

Discussion: As the community grows and develops, it is essential that the city remain cohesive and well-connected - designed with enough foresight to support overall community value, service efficiencies, and ensure viable transportation options. Direction: This policy may be acted upon in ways including review and update of applicable codes; maintenance and coordination of transportation and land use objectives; investment in civic amenities that support interconnected efficient development patterns.

- (P.30) Ensure that new building and renovation efforts in Cheney are compatible with the City’s overall scale, architectural, transportation and public space objectives.

Discussion: New development, whether infill, greenfield or renovation, needs to occur respecting community objectives as well as private ones, respecting the surrounding community while allowing new development to be successful and profitable. Direction: This policy may be acted upon in ways including maintenance and implementation of related transportation, service and parks plans; updates to codes respecting local character, building scale, size and form; exploring what makes neighborhoods “great places” and adopting appropriate standards that are flexible, consistent and straightforward, yet achieve quality design.

- (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.33) Provide appropriate infrastructure to make walking or bicycling in Cheney a more convenient and safe transportation alternative.

Discussion: Increasingly, communities are looking to alternative modes of transportation, fostering efficient land use patterns, increasing neighborhood vitality - and especially in college towns - improving low-cost mobility options. Direction: This policy may be acted upon in ways including the development of features making non-motorized transportation more viable; consideration of “complete streets” criteria for new construction; shared-lane markings; walking paths; parking reduction incentives; increased provision of bicycle parking.

- (P.35) Increase roadway interconnectivity, creating more transportation type and route options.

Discussion: Cheney’s vision includes growth patterns that are more inter- connected and walkable, providing multiple advantages including resident convenience, greater mobility and service efficiencies. Direction: This policy may be acted upon in ways including code updates ensuring development coordinate new roadways with existing patterns; maintaining compliant City transportation improvement programs; looking for opportunities to improve connectivity in tandem with future roadway projects.

- (P.36) Support truck and rail access to high-intensity commercial and industrial areas.

Discussion: Transportation in all forms is critical to the economic, civic and cultural health of communities, and Cheney should manage its growth to ensure the continued viability of higher-intensity commercial uses within the planning area. Direction: This policy may be acted upon in ways including maintaining freight mobility and access in the City’s transportation improvement planning; managing land use policy and regulations in ways that buffer potentially conflicting uses.

- (P.39) Direct public investment in transportation and other infrastructure within the existing urbanized area, promoting infill, limiting sprawl and helping the City provide affordable services.

Discussion: Growth patterns have significant implications in terms of community character, mobility, land use, livability, and the cost of service provision. Through the planning process, participants urged the City to promote growth and infill within existing urbanized areas. Direction: This policy may be acted upon in ways including maintaining supportive transportation and service improvement plans; minimizing public investment outside the urbanized area.

- (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.43) Improve the clarity of night-time skies, reducing upward light transmission in new and existing development.

Discussion: Cheney's residents prize the setting and the many rural characteristics of the city, including the relative lack of light pollution at night. This policy is provided in support of the aesthetic, economic and resource-conservation benefits of reduced light pollution. Direction: This policy may be acted upon in ways including supporting revisions to development codes; capital facilities investments that minimize upward light transmission.

- (P.44) Discourage growth in sensitive and critical areas, including wetlands, habitat areas, steep slopes and lands with unstable soils.

Discussion: Wetlands and critical habitat areas are an important part of Cheney's ecosystem, and are considered highly important aesthetic, educational and recreational assets by residents. Direction: This policy may be acted upon in ways including the maintenance of supporting land use actions; development of wetland and critical habitat inventories; fostering improved education, protection and enhancement programs.

- (P.45) Maintain and improve Cheney's urban forest.

Discussion: Cheney's urban forest is an important part the quality of life that residents enjoy, improving property values, aiding in energy conservation and reducing stormwater infiltration. Direction: This policy may be acted upon in ways including incorporating trees into improved stormwater runoff management strategies; public awareness programs; improvements to code requirements on planter strips and tree placement; tree-planting programs encouraging native and desirable species.

- (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.48) Acquire, develop and maintain neighborhood parks in new and existing neighborhoods in accordance with adopted LOS standards.

Discussion: As new neighborhoods emerge, residents want neighborhood parks to be included, and want existing parks to be at least as well- maintained as they are today. Direction: This policy may be acted upon in ways including consideration of park dedication fees for acquisition; consideration of new development requirements for park land development; continued updates and implementation of parks planning.

- (P.52) Establish budget and funding methods for City facility and service needs, matching costs with available revenues.

Discussion: As required by State Law, the City of Cheney is required to have a balanced budget. This Comprehensive Plan provides the overarching framework to develop a strategy to prioritize a variety City facility and service needs. Direction: This policy may be acted upon in ways including adopting and maintaining a comprehensive plan; prioritizing facility and service needs; maintaining a reasonable and logical courses for facility and service implementation; consideration of applicable impact fees per RCW 82.02.050.

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

Discussion: Many participants felt the City has a poor track record with long-range planning, often neglecting to implement or budget for planned recommendations. 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.54) Develop and maintain Cheney’s capital facilities, matching adopted LOS standards and overall plan objectives.

Discussion: Development and maintenance of capital facilities is a critical role for city government, matching projected community need and plan objectives with service resources. Direction: This policy may be acted upon in ways including annual review and amendments to capital facilities element and six-year improvement and transportation programs; water system planning; technology plan/investments.

- (P.55) Coordinate with local and regional agencies in developing capital facilities, seeking cost-efficiencies and shared resource opportunities for Cheney.

Discussion: Spokane County's Countywide Planning policies provide the over-arching framework of how development should occur in Spokane County. This policy establishes the basis for inter-jurisdictional cooperation and regional partnerships for large capital facilities, particularly when cost-efficiencies can be achieved. Direction: This policy may be acted upon in ways including adoption and update to capital facilities planning; identification of need and collaboration on potential shared facilities.

- (P.56) Ensure that costs of providing services to new development are borne by such development, except where cost sharing is determined to aid service efficiencies and overall community objectives.

Discussion: Many residents expressed concern that growth pay for itself whenever possible, keeping utility rates economical and reducing effective subsidies for unwanted growth. This urges the City to balance the costs of service and infrastructure provision with community desire and ability to absorb new development, ensuring service investments are either strategically desirable or self-sustaining. Direction: This policy may be acted upon in ways including consideration of related impact fees; strategic land use decision making; financial cost analysis evaluating long-term costs of development versus likely income.

- (P.57) Provide or accept the provision of public facilities and services only if the City or other entities are able to pay for subsequent operation and maintenance costs.

Discussion: Many residents expressed concern that growth pay for itself whenever possible, keeping utility rates economical and reducing effective subsidies for unwanted growth. This urges the City to balance the costs of service and infrastructure provision with community desire and ability to absorb new development, ensuring service investments are either strategically desirable or self-sustaining. Direction: This policy may be acted upon in ways including financial cost analysis evaluating long-term costs of development versus likely income.

- (P.58) Maintain consistency between City planning and code documents.

Discussion: Comprehensive plans establish policy supporting long-range community vision. As essential tools to implement policy, development regulations and other municipal codes must be reviewed and updated to support plan policy. In addition, cross-consistency helps streamline development permitting and ensures community support for proposals. Direction: This policy may be acted upon in ways including updating and maintaining consistency between City plan documents and applicable codes.

- (P.60) Protect, conserve and improve the quality of Cheney's water resources.

Discussion: Water is critical to sustaining life in Cheney. The City must continually look at ways (including technological tools) to provide, conserve and improve the quality of water in Cheney. Direction: This policy may be acted upon in ways including protecting the groundwater resource; carefully considering any groundwater extensions; implementing water conservation measures; maintaining a water system plan.

- (P.61) Protect and improve Cheney’s air quality.

Discussion: Good air quality is critical to the quality of life that Cheney residents enjoy, to resident health, and to the ability to sustain a healthy economy. Direction: This policy may be acted upon in ways including ongoing work with Spokane Regional Clean Air Agency (in collaboration with EWU and others) to improve air quality through energy conservation, alternative energy opportunities, reductions in VMT’s; support of public transit as an alternative mode of travel.

- (P.62) Improve City and community management and treatment of stormwater runoff.

Discussion: Stormwater runoff typically carries pollutants collected on non-permeable surfaces such as parking lots and building roofs into storm sewers or site-specific treatment features. Improved treatment, including natural soil filtration techniques, can help improve water quality while keeping service costs low. Direction: This policy may be acted upon in ways including improving the City’s structural means of managing and treating stormwater; reducing the amount of pollutants entering area groundwater; consideration of opportunities to provide combined amenities to public ROWs; utilization of best management practices.

- (P.63) Encourage the reduction of impervious surfaces in new development and site work.

Discussion: Stormwater runoff typically carries pollutants collected on non-permeable surfaces such as parking lots and building roofs into storm sewers or site-specific treatment features. Site development reducing impervious surfaces can employ natural soil filtration techniques, reducing the need for point-source treatment. Direction: This policy may be acted upon in ways including improvements to building codes; public education/ outreach; technological advancement.

- (P.64) Encourage City and community energy conservation.

Discussion: Energy conservation helps reduce immediate costs and the need for long-term upgrades to system capacity, aids City sustainability goals, encourages compact development patterns, and offers opportunity for technological innovation. Direction: This policy may be acted upon in ways including consideration of conservation incentives; economic development strategies supporting energy-conservative businesses; enactment of City- specific conservation goals.

- (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.66) Increase recycling of household and construction waste in Cheney.

Discussion: The reduction and recycling of household and construction waste is important to community sustainability, service cost and health-related goals. Direction: This policy may be acted upon in ways including the City, primarily through its Solid Waste Division, seeking and implementing strategies to increase the amount of household, commercial, and construction waste recycled in Cheney.

- (P.67) Encourage the use of native plants and those typical of the regional landscape.

Discussion: Being compatible with the regional landscape is important to many Cheney residents, and native species can help achieve water conservation goals, ultimately reducing aquifer depletion and resource development costs. Direction: This policy may be acted upon in ways including code review and updates encouraging native plant usage; community education; collaborative programs with regional agencies; consideration of development incentives.

- (P.68) Maintain and improve Cheney’s police and fire protection services.

Discussion: High-quality public safety services are vitally important to the residents of Cheney, and are one of the critical functions of City government. Direction: This policy may be acted upon in ways including maintenance of police and fire planning efforts; the encouragement of inter-jurisdictional cooperation among law enforcement and corrections agencies to further develop, where practical, shared service and facility use; addressing requirements providing for adequate road access, fire department or district ingress/egress, and water supply for fire protection in commercial and residential developments.

- (P.70) Maintain and improve Cheney’s municipal library system.

Discussion: Today’s libraries have evolved with technologies to offer a broad variety of media beyond books and periodicals. For Cheney, the library is extremely important to the quality of life and intellectual opportunities offered here. Direction: This policy may be acted upon in ways including working with the Spokane County Library District to explore opportunities to ensure the expansion of capacity and service proceeds at a rate comparable to resident needs.

- (P.71) Maintain Cheney’s municipal offices and worker facilities, improving efficiency and access to City services wherever possible.

Discussion: In support of resident desires for improved services and access to ongoing City functions, and expanded off-hours opportunities for civic activities, the maintenance of and improvements to City facilities are needed. Direction: This policy may be acted upon in ways including research and review of opportunities for greater efficiencies in operations; long-range facilities planning; development of multiple-use facilities; public access improvements.

- (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.73) Provide affordable, reliable water and wastewater services for residents and businesses in Cheney.

Discussion: High-quality water and wastewater services are vitally important to the residents of Cheney, and are critical functions of City government. Direction: This policy may be acted upon in ways including maintaining a water system plan consistent with anticipated population growth and plan objectives; a water plan discouraging extension of service resulting in decreases to existing levels of service; adoption of the City’s Comprehensive Wastewater Management Plan (CWMP); consideration for the location and capacity of existing and planned sewer facilities when determining the intensity of land use designations.

- (P.74) Provide affordable, reliable solid waste disposal services for residents and businesses in Cheney.

Discussion: Reliable solid waste collection and disposal services are vitally important to the residents of Cheney, and are one of the critical functions of City government. Direction: This policy may be acted upon in ways including ongoing identification of ways to reduce the costs of solid waste collection and disposal services; implementation of measures improving recycling opportunities and coordination of efforts with existing solid waste collection.

- (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.

- (P.76) Design and place communication facilities to minimize adverse impacts on adjacent land uses and maximize use of existing structures.

Discussion: As communication technology continues to advance, there is a need for the facilities that help manage that communication. These policies urge that such facilities be accommodated in ways that minimize conflict and aesthetic impacts, including consideration for the use of existing structures. Direction: This policy may be acted upon in ways including development of code establishing facilities that minimize the visual, aesthetic, environmental, and wildlife effects of such facilities; establishing standards for facility location, structural integrity, and compatibility.

- (P.77) Promote improved maintenance of both public and private property across the city.

Discussion: Safe, healthy and sanitary housing is a right everyone should enjoy. When owners of properties fail to provide preventative maintenance, the City is obligated to act to protect neighborhoods and surrounding property owners. Direction: This policy may be acted upon in ways including development of strong approaches to deal with properties found in poor condition, possibly through building codes, property maintenance codes or other means; increase in staff resources for enforcement.

Capital Facilities & 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.08) Annexation Policy – Draft and adopt an annexation policy to provide clear criteria and performance measures for considering and approving annexation requests.
- (PR.09) Citizen Involvement Strategy – Draft and adopt a process that ensures early and continuing citizen and neighborhood participation in land use planning.
- (PR.11) Interlocal Agreements – Prepare and adopt agreements with Spokane County and other jurisdictions as appropriate to ensure collaborative planning and development of the City’s UGA.
- (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.
- (PR.13) Planning Budget – Establish and budget for a seven-year review cycle for Cheney’s comprehensive plan.
- (PR.14) Impact Fees – Consideration of an Impact Fee ordinance modification, ensuring fees and dedications are based on system improvements necessary to support proposed development, will not exceed the costs of necessary system improvements, and will be used for system improvements to benefit the new development. Review impact fees as allowed through GMA.