

# Implementation

## Introduction

Planning is a continuous process. Completion of the Comprehensive Plan is by no means an end in itself; rather it is a new beginning. The purpose of this implementation element is to provide direction and a process for enacting the Comprehensive Plan and for continued planning. Adoption of the Comprehensive Plan, including its twenty year vision, is the initial step in achieving City and resident objectives. Early in the visioning process, themes were identified which now serve as the basic framework of the goals, policies and programs - the foundation of this plan. The Comprehensive Plan is the City's guide for government officials and citizens in making decisions regarding: land use, economic development, capital facilities and infrastructure improvements, park enhancements, downtown revitalization and natural assets.

The Growth Management Act (GMA) requires local governments to enact land use regulations consistent with and implementing the



**Figure 13.01** - Like planting trees, comprehensive planning requires long-range vision, but also demands commitment to day-to-day implementation. (Image source: City of Cheney)

comprehensive plan within one year following plan adoption. In addition to tracking this plan's goals, policies and programs, plan implementation includes the following tools:

- Zoning ordinance and subdivision regulations - ensuring these track the plan and the future land use map is a powerful way to help Cheney grow in concert with community objectives and vision.
- The Capital Facilities Plan (CFP) - this document, if developed and maintained to match plan objectives, may guide essential infrastructure investments in transportation, water and sewer facilities, parks and structural improvements.
- The annual budget - this document directs capital towards general operations and maintenance of city facilities, street repair, and other essential services. Though each budget focuses on twelve-month

increments, keeping longer-term investments in mind - and using the plan to do so - is critical.

Table 13.02 – Program Execution Table, contains a list of programs and their related goals recommended in the preceding chapters of this plan. Identifying actions in terms of importance (prioritization) provides an opportunity for the Planning Commission and City Council to consider which actions the City should tackle first. Each action has been carefully considered in terms of the impact it will have balanced with generalized costs and the City’s ability to achieve it. The Program Execution Table will be reviewed annually as part of the development of the Planning Commission annual work plan.

## **Commitment to Implementation**

The many hours devoted by the citizen based Advisory Committee, numerous topic groups, and the Planning Commission to shape the comprehensive plan confirm their desire for attaining the agreed-upon vision for Cheney. In 2010, the City created an Advisory Committee, where City’s leaders sought to involve the entire community in the planning effort. The effort and time contributed by citizens - committed to the betterment of Cheney - require that actions be taken to carry out the recommended goals, policies, and programs.

The most important method of implementing the Cheney Comprehensive Plan comes from the day-to-day commitment by elected and appointed officials, City staff members and citizens. The comprehensive plan must be understood as a useful and capable tool to direct the City’s future.

The comprehensive plan should be referenced in planning studies and planning staff reports as well as informal discussion situations. High

visibility will make the plan successful, dynamic and a powerful tool for guiding Cheney’s future growth.

## **The Continuous Planning Process / Implementation**

This Comprehensive Plan must be scrutinized to ensure that its goals, policies and programs continue to reflect changing community needs and attitudes. Above all, it must be used. Each new development, redevelopment and incentive needs to be considered with the intent of achieving the vision and goals set forth in the plan.

Circumstances will continue to change in the future as the City grows and evolves. To that end, Cheney’s comprehensive plan will require modifications and refinements to be kept up-to-date and current. Some of its proposals may be found unworkable - and new issues and solutions will continue to emerge. Needed refinements and changes should be carefully noted and thoroughly considered as part of the annual review cycle and the seven-Year major plan update. As change occurs, Cheney’s vision should remain the central theme and provide a unifying element. The plan’s true value lies in the commitment of citizens to agree on Cheney’s purposes for the future - and applying that consensus toward efforts that make Cheney a better place to live, work and play.

## **Major Updates to the Comprehensive Plan**

State Law mandates a major review of the comprehensive plan occur every seven years, with annual updates, if desired, according to regulations summarized in Table 13.01. This update will ensure renewal and continued utility of the comp plan for use by City officials

**Table 13.01 – Updating the Comprehensive Plan**

Type of change	Frequency	General criteria for change
Zoning code or zoning map changes not directly involving a comprehensive plan change	As needed	<ul style="list-style-type: none"> <li>■ Consistency with comprehensive plan policies.</li> <li>■ Consistency with standards of Cheney Municipal Code 21.01 and 21.56.</li> </ul>
Comprehensive plan specific map or text changes including subarea plans	Once a year, with exceptions as allowed under law	<ul style="list-style-type: none"> <li>■ Consistency with comprehensive plan policies.</li> <li>■ Consistency with standards of Cheney Municipal Code 21.01.</li> </ul>
Comprehensive plan changes to the capital facilities project list	Once a year, with exceptions as allowed under law	<ul style="list-style-type: none"> <li>■ Consistency with comprehensive plan policies.</li> <li>■ Consistency with standards of Cheney Municipal Code 21.01.</li> </ul>
Review and update the overall comprehensive plan for GMA consistency	Every seven years	<ul style="list-style-type: none"> <li>■ Consistency with GMA and Countywide Planning Policies.</li> <li>■ Consistency with comprehensive plan policy direction.</li> </ul>
Review and update of growth forecasts, land quantity, and Urban Growth Area boundaries	At least every ten years in coordination with Spokane County	<ul style="list-style-type: none"> <li>■ Consistency with GMA and Countywide Planning Policies.</li> <li>■ Consistent with countywide growth forecasts.</li> <li>■ Consistency with comprehensive plan policy direction.</li> </ul>

and staff. Annual plan amendments from the previous years have been incorporated into this plan update. Plan updates will be a significant undertaking involving City officials, departments and citizens, with consultant services if needed. The result of the major plan updates will be a new comprehensive plan for the City, including new identification of up-to-date goals, policies and implementation programs.

## Annual Plan amendment Process

Annual plan amendments can provide opportunity for relatively minor plan updates and revisions - such as changed conditions - in future land use designations, implementation actions and review of the plan for consistency with ordinances and regulations. A plan amendment should be prepared and distributed as an addendum to the adopted comprehensive plan. Identification of potential plan

amendments should be an ongoing process by the Planning Commission and City staff

throughout the year. Citizens, property owners, community organizations and other governmental entities can also submit requests for plan amendments. Proposed plan amendments should be reviewed and approved by the Planning Commission. Plan amendments should be adopted in a manner similar to the plan itself, including public hearings, citizen input and consideration of actions by both the Planning Commission and City Council. Plan amendments should be adopted by resolution.

## Capital Facilities Plan

The Six-Year Capital Facilities Plan (CFP) is a major implementation tool for the plan. The CFP is a six-year plan of capital projects with estimated dates, costs, and proposed methods of financing. The CFP is reviewed and updated annually. Capital facilities are the facilities needed to support growth. They include emergency services (police and fire), parks and



**Figure 13.02** - *The Cheney plan update process engaged an exceptionally large and diverse cross-section of the community, involving topical workgroups, an advisory panel, commissioners, elected officials, and scores of at-large residents. All helped establish the plan's vision, create and refine policy, direct land use patterns, and define future program needs. This wide-angle image, continued on the following page, was taken during the September 30, 2009 "Planning Priorities" workshop. (Image source: Studio Cascade, Inc.)*

open space, roads, sewer, drinking water, stormwater, garbage disposal and recycling, and all government buildings which house public services. The City should periodically review and monitor adopted level of service standards to include additional capital projects that may be necessary to maintain desired service levels.

The GMA requires the CFP, as part of the City's comprehensive plan, to identify specific facilities, include a realistic financing plan, and make adjustments to the plan (e.g. land use assumptions) if funding is inadequate. Capital facilities are important because they support the growth envisioned in the City's comprehensive plan. Planning for capital facilities is a complex task carried out by each department within the City and is the product of separate but coordinated planning efforts, each department focusing on a specific type of facility.

Financial planning and implementation of capital facilities cannot be effectively carried out on an annual basis, since financing often requires multi-year commitments of financial

resources. Therefore, this plan is long-range in scope.

The CFP assumes receipt of some outside grant resources, and if grants are not received, projects may be delayed or removed. The CFP is a planning document - not a budget for expenditures, nor a guarantee that the projects will be implemented. Each capital project listed in the CFP will need to go through a separate future approval and environmental review process. The capital facilities plan is a separate document from the comprehensive plan which describes in more detail each of the capital projects included in the CFP, the basis for selecting projects, criteria used is setting priorities and the capital project list by priority.

## Reporting to Planning Commission and City Council

As a part of their annual work plan, the Planning Commission should annually report to the City Council. Status of implementation for the comprehensive plan should be included in these annual reports. Significant actions and accomplishments during the past year should be recognized, as well as identification and recommendations for needed actions and programs to be developed and implemented in the coming year. The annual report of the comprehensive plan implementation status by the Planning Commission should be coordinated with the City's annual budget development process so that the recommendations will be available early in the budgeting process.

## Implementation Responsibility

The responsibilities for the actual initiation and monitoring the goals, objectives, and actions of the comprehensive plan lie with the following groups:

- *Citizens - are responsible for bringing their concerns and problems to City staff. They should continue to be involved in implementation and maintenance of the comprehensive plan.*
- *City Council - should receive and act upon recommendations in accordance with the vision, goals, and policies of the plan. As an integral participant in the continuous planning process, the City Council should provide overall policy guidance and consider issues and changes when they are a logical extension of the stated purpose of the comprehensive plan.*
- *Planning Commission - should use the comprehensive plan as a tool for decision making for growth, development and*

*redevelopment to assure the projects, proposals and policies are in accordance with the plan. On a yearly basis, they should submit an annual report of the activities and achievements as well as recommendations for future planning initiatives.*

- *City Staff - should review all the development issues associated with zoning and subdivision of land for compliance with the stated objectives and the future land use map. Continuous monitoring of planning activities will aid in identifying the need for revisions and updates. Preparation of the annual budget and capital facilities plan should incorporate the actions and projects recommended in the comp plan. Through advisory committees, public meetings, newsletters, citizen comments, media releases and public notices, the City can inform and involve citizens about planning issues. Methods and activities for public participation should be carefully chosen and designed to achieve meaningful and effective involvement.*

With a new comprehensive plan in place, Cheney has the necessary guidelines and recommended actions that will enable the City to successfully continue its small-town, collegiate tradition.