

# Appendix B

Goal, Policy & Program Matrix

# Introduction

The following pages present the goal, policy and program matrix developed for Cheney’s 2017 Comprehensive Plan.

All goals, policies and programs are numbered sequentially. The numbering and order of items in no way indicate City priority or relative importance.

Goal and Policy sections include a “Chapter Listings” column to the left, indicating those plan chapters where each goal and policy was referenced at the time of plan adoption. For this, a chapter abbreviation key is provided in the matrix footer. A column on the right-hand side of Goal and Policy sections indicate, respectively, related policies and programs. Italicized text below each goal, policy and program is provided to help introduce and describe the source of, and the purpose for, its referenced item. Explanatory text below program listings may also elaborate on the recommended scope of work.

## Goal Set<sup>1</sup>

<sup>1</sup> Chapter key: LU = Land Use; XP = Transportation; SU = Sustainability & Natural Assets; TE = Technology; ED = Economic Development; HO = Housing; CF = Capital Facilities & Utilities; PR = Parks, Open Space & Recreation; CA = Culture & The Arts <sup>2</sup> See Table B.01 for relevant goals listing, priority and timeframe, and recommended departmental/agency involvement listing.

Chapter Listings	Goals	Implementing Policies
SU TE ED HO CA	<p>Grow and sustain a balanced, resilient economy for Cheney, providing community prosperity and fiscal health. (G.01)</p> <p><i>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.</i></p>	<p>P.01, P.02, P.03, P.04, P.05, P.06, P.07, P.08, P.09, P.10, P.11, P.12, P.13, P.14, P.16, P.22, P.23, P.27, P.32, P.36, P.37, P.40, P.41, P.42, P.46, P.47, P.50, P.58, P.60, P.61, P.69, P.72, P.73, P.74, P.75</p>

<p>LU XP TE ED HO CF PR CA</p>	<p><b>Continue Cheney’s relationship with Eastern Washington University, improving economic, educational, facility and cultural opportunities for all. (G.02)</b></p> <p><i>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.</i></p>	<p>P.03, P.04, P.05, P.08, P.09, P.10, P.12, P.14, P.23, P.44, P.50, P.51, P.75</p>
<p>TE ED CF CA</p>	<p><b>Improve Cheney’s use of technology, benefitting the economy, services and civic health. (G.03)</b></p> <p><i>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.</i></p>	<p>P.11, P.13, P.14, P.70, P.75</p>
<p>LU XP SU ED HO CA</p>	<p><b>Sustain downtown as the ‘heart’ of Cheney, enhancing its commercial, service and civic vitality. (G.04)</b></p> <p><i>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.</i></p>	<p>P.10, P.16, P.17, P.18, P.19, P.20, P.22, P.23, P.29, P.30, P.32</p>
<p>LU SU HO CF PR CA</p>	<p><b>Keep Cheney’s neighborhoods safe, vital, and attractive. (G.05)</b></p> <p><i>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.</i></p>	<p>P.01, P.21, P.24, P.25, P.26, P.27, P.28, P.30, P.33, P.45, P.46, P.48, P.49, P.76, P.77</p>

<p>XP ED CF</p>	<p>Maintain and improve Cheney’s transportation network, on pace and in concert with need and plan objectives. (G.06)</p> <p><i>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.</i></p>	<p>P.29, P.32, P.33, P.35, P.36, P.37, P.39, P.54, P.55, P.56, P.57</p>
<p>LU SU ED HO PR</p>	<p>Plan for and establish types and quantities of land uses in Cheney supporting community needs and the City’s long-term sustainability. (G.07)</p> <p><i>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.</i></p>	<p>P.01, P.07, P.16, P.17, P.29, P.31, P.38, P.40, P.41, P.42, P.58</p>
<p>LU SU ED CA</p>	<p>Protect and enhance Cheney’s agricultural economy, sustaining the utility and function of surrounding farmlands. (G.08)</p> <p><i>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.</i></p>	<p>P.01, P.03, P.07, P.32, P.36, P.37, P.38, P.39, P.40, P.42</p>
<p>LU SU ED PR</p>	<p>Protect and enhance Cheney’s open space areas for present and future generations. (G.09)</p> <p><i>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.</i></p>	<p>P.01, P.03, P.38, P.40, P.41, P.44, P.46, P.47</p>

<p>LU PR CA</p>	<p><b>Maintain and improve Cheney’s parks and recreational opportunities on pace with growth. (G.10)</b></p> <p><i>Background: Cheney residents value current parks and recreational services, and wish to retain the same or higher levels of service as the community grows. This goal directs the City to consider parks and recreational needs in all related plans and actions, including land use decisions, regulatory requirements and budgeting.</i></p>	<p>P.01, P.46, P.47, P.48, P.49, P.52, P.53, P.55</p>
<p>TE ED CA</p>	<p><b>Sustain and expand Cheney’s arts, cultural and civic environment. (G.11)</b></p> <p><i>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. These goals, 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.</i></p>	<p>P.03, P.10, P.15, P.29, P.31, P.32, P.37, P.50, P.51, P.59</p>
<p>LU SU ED CF</p>	<p><b>Maintain the City of Cheney’s long-term fiscal health. (G.12)</b></p> <p><i>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.</i></p>	<p>P.38, P.39, P.47, P.52, P.53, P.55, P.56, P.57, P.64, P.66, P.71, P.72, P.73, P.74</p>
<p>LU XP SU TE HO CF PR CA</p>	<p><b>Grow and maintain Cheney as a self-reliant community, aiding the provision of necessary health, retail and service needs for citizens. (G.13)</b></p> <p><i>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.</i></p>	<p>P.01, P.02, P.04, P.05, P.07, P.15, P.31, P.53, P.68, P.69, P.70</p>

<p>LU HO CF</p>	<p><b>Maintain, update, coordinate and implement Cheney’s policy and regulatory documents. (G.14)</b></p> <p><i>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.</i></p>	<p>P.12, P.16, P.17, P.18, P.20, P.21, P.24, P.25, P.26, P.27, P.28, P.29, P.30, P.38, P.40, P.41, P.42, P.43, P.45, P.52, P.54, P.55, P.56, P.57, P.58, P.63, P.73, P.74, P.76, P.77</p>
<p>LU SU CF PR</p>	<p><b>Sustain and improve Cheney’s natural resources through sound planning, operational and implementation practices. (G.15)</b></p> <p><i>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.</i></p>	<p>P.07, P.44, P.45, P.60, P.61, P.65, P.73, P.74</p>
<p>LU XP SU ED HO PR CA</p>	<p><b>Maintain and improve Cheney’s small-town scale, charm and aesthetic beauty. (G.16)</b></p> <p><i>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.</i></p>	<p>P.01, P.07, P.16, P.19, P.21, P.22, P.24, P.25, P.26, P.30, P.38, P.39, P.40, P.41, P.44, P.47</p>
<p>SU TE PR CA</p>	<p><b>Involve the community of Cheney in all local government planning and decision-making. (G.17)</b></p> <p><i>Background: By intent, the development of this plan update has been community-driven, involving scores of residents and participants representing many hundreds more. For plans to succeed, community buy-in and support is critical. Future conditions will certainly require the creation of new objectives and strategies directing Cheney efforts, and this goal supports keeping residents highly involved in such work.</i></p>	<p>P.12, P.15, P.59</p>

LU XP TE ED CF PR	<p>Maintain and improve the provision of affordable, efficient community services in Cheney. (G.18)</p> <p><i>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.</i></p>	P.01, P.12, P.16, P.19, P.29, P.31, P.32, P.34, P.38, P.39, P.52, P.54, P.55, P.56, P.57, P.73, P.74
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## Policy Set<sup>1</sup>

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Chapter Listings	Policies	Implementing Programs
LU ED HO	<p>(P.01) Designate and service a steady and reliable supply of land within the City’s UGA, supporting overall plan objectives.</p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.08, PR.11, PR.12
TE ED HO	<p>(P.02) Expand the number of local living-wage jobs.</p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.07, PR.12

<p>SU ED PR CA</p>	<p><b>(P.03) Build Cheney’s economic base on those geographic, environmental, civic and recreational qualities that make the town unique and desirable.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.07, PR.10</p>
<p>SU TE ED CA</p>	<p><b>(P.04) Position Cheney’s quality of life and assets on regional, state, and national levels through lobbying and collaboration.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.07, PR.11</p>
<p>TE ED</p>	<p><b>(P.05) Support small businesses, entrepreneurship and innovation as a fundamental component of Cheney’s economic resilience.</b></p> <p><i>Discussion: Given its size, relative affordability and the presence of EWU, attracting small, innovative businesses is a particularly suitable economic strategy for Cheney.</i></p> <p><i>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.</i></p>	<p>PR.07, PR.12</p>
<p>LU TE ED CF</p>	<p><b>(P.06) Support the growth and recruitment of industries complementing existing and technology-related business clusters in Cheney.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.07</p>

<p>LU SU ED CA</p>	<p>(P.07) Support Cheney’s agricultural economy for its role in sustaining local lifestyles, community character, and improving community self-reliance.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.07, PR.08, PR.11</p>
<p>TE ED</p>	<p>(P.08) Collaborate with Eastern Washington University on economic development by aligning Cheney’s economic development objectives and opportunities with University programs and research.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.07, PR.12</p>
<p>TE ED</p>	<p>(P.09) Expand opportunities for Eastern Washington University students to find employment and remain in Cheney after graduation.</p> <p><i>Discussion: Strong economies rely on a well-trained workforce, and the presence of EWU provides Cheney with tremendous opportunities to strengthen its economy.</i></p> <p><i>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.</i></p>	<p>PR.07, PR.12</p>
<p>Ed CA</p>	<p>(P.10) Include arts and cultural resources in Cheney’s economic development efforts.</p> <p><i>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.</i></p> <p><i>Direction: This policy may be acted upon in ways including identifying and incorporating arts and cultural resources into all City-led economic development efforts.</i></p>	<p>PR.07, PR.12</p>

TE ED	<p><b>(P.11) Include technology in Cheney’s economic development efforts.</b></p> <p><i>Discussion: Cheney’s economic future - especially given its intent of building a more diverse and knowledge-based economy - depends on attracting compatible businesses.</i></p> <p><i>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.</i></p>	PR.07
LU XP TE ED HO CF PR CA	<p><b>(P.12) Coordinate all long-range planning efforts between the City and Eastern Washington University where applicable.</b></p> <p><i>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.</i></p> <p><i>Direction: This policy may be acted upon in ways including City and EWU efforts to continue a strong partnership.</i></p>	PR.03, PR.05, PR.07
TE ED	<p><b>(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.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.07, PR.12
TE CF PR CA	<p><b>(P.15) Improve communication and public access to all City services, deliberations and activities.</b></p> <p><i>Discussion: Community success relies on the active involvement and support of residents, in part dependent on transparency and strong communications</i></p> <p><i>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.</i></p>	PR.09, PR12

<p>LU CA</p>	<p>(P.16) Designate land uses within City and UGA limits that preserve downtown as Cheney’s essential and defining commercial center.</p> <p><i>Discussion: Downtown is still seen by most as the ‘heart and soul’ of the community, and residents hope to improve downtown’s civic and commercial vitality. Cheney has many tools at its disposal to improve – or damage – the vitality of its downtown, but one of the most powerful involves land use designations within its jurisdiction.</i></p> <p><i>Direction: This policy may be acted upon in ways including ongoing land use decisions that sustain downtown as the commercial and cultural heart of Cheney.</i></p>	<p>PR.10</p>
<p>LU ED HO</p>	<p>(P.17) Encourage compatible mixed-use development on vacant or under-utilized sites in downtown Cheney.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01,</p>
<p>LU HO</p>	<p>(P.18) Encourage residential development on upper floors in existing downtown buildings.</p> <p><i>Discussion: Residents help make ground-floor commerce far more viable, providing a built-in customer base for day-to-day needs and services. A majority of plan participants expressed support for policies to encourage the establishment of a resident population living in the downtown area.</i></p> <p><i>Direction: This policy may be acted upon in ways including the development of code provisions; consideration of targeted incentives supporting upper-floor residential downtown.</i></p>	<p>PR.01, PR.10</p>
<p>CF CA</p>	<p>(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.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.10</p>

XP CF	<p>(P.20) Minimize land dedicated to parking downtown through the promotion of shared-use, non-allocated and structured parking.</p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.01,
SU ED HO CF PR CA	<p>(P.21) Support the preservation, restoration, and adaptive reuse of historic homes, buildings, and properties in Cheney.</p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.01, PR.10
ED CA	<p>Define and support downtown’s unique commercial market, including its present blend of local, small-scale retail and service establishments.</p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.07, PR.12
ED CF	<p>(P.23) Encourage the development of quality office space downtown, fostering commercial growth and improving ties to Eastern Washington University.</p> <p><i>Discussion: Well-outfitted turnkey office space is essential to retaining and attracting the innovators, entrepreneurs, and small businesses envisioned for Cheney’s economic future.</i></p> <p><i>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.</i></p>	PR.10

<p>LU HO</p>	<p>(P.24) Support the development of compatible infill housing in Cheney neighborhoods.</p> <p><i>Discussion: The community’s overall objective to conserve and sustain the qualities enjoyed by residents today mandates that as growth occurs, it generally does so within City limits, including in existing neighborhoods.</i></p> <p><i>Direction: This policy may be acted upon in ways including developing and maintaining land use and code provisions allowing infill housing types; establishment of codes ensuring such development is compatible with neighborhoods; consideration of tax credit or other incentives to spur desired investment; exploring what makes neighborhoods “great places” and adopting appropriate standards that are flexible, consistent and straightforward yet achieve quality design.</i></p>	<p>PR.01, PR.08</p>
<p>LU XP ED HO CF CA</p>	<p>(P.25) Support the development of compatible neighborhood mixed-use and civic activity centers, where suitable.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01</p>
<p>LU HO</p>	<p>(P.26) Encourage a wide variety of residential building types in neighborhoods, consistent with community needs and plan objectives.</p> <p><i>Discussion: Multiple housing types aid the type of efficiency, walkability, affordability and demographic diversity residents hope to foster in Cheney.</i></p> <p><i>Direction: This policy may be acted upon in ways including code updates to allow for a continuum of housing opportunities for residents; establishment of codes ensuring such development is compatible with neighborhoods; consideration of tax credit or other incentives to spur desired investment.</i></p>	<p>PR.01, PR.12</p>
<p>LU SU ED HO</p>	<p>(P.27) Facilitate the provision of housing affordable to local wage-earners, and compatible with Cheney’s existing neighborhoods.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.10, PR.12</p>

<p>LU ED HO</p>	<p>(P.28) Support increased rates of resident home ownership in Cheney.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.07, PR.12</p>
<p>LU XP HO CF PR</p>	<p>(P.29) Coordinate land uses, transportation access, and civic amenities between new and existing neighboring development.</p> <p><i>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 efficiency and ensure viable transportation options.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.03, PR.04, PR.05, PR.11</p>
<p>XP HO CF PR CA</p>	<p>(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.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.03, PR.11</p>

<p>LU XP SU HO PR CA</p>	<p><b>(P.31) Promote land use and growth patterns that ensure all residences are within walking distance of civic and service amenities.</b></p> <p><i>Discussion: Cheney’s vision includes growth patterns that are more interconnected and walkable, providing multiple advantages including resident convenience, greater mobility and service efficiencies.</i></p> <p><i>Direction: This policy may be acted upon in ways including enacting land use and transportation policies that encourage the provision of services within walking distance of residents; working to identify and locate areas well-suited for neighborhood-scale services; working to improve existing proximate service areas.</i></p>	<p>PR.01, PR.05, PR.08, PR.11, PR.12</p>
<p>XP SU ED CF</p>	<p><b>(P.32) Develop a complete transportation system for Cheney, supporting efficient movement of goods and materials including multi-modal options.</b></p> <p><i>Discussion: Transportation in all forms is critical to the economic, civic and cultural health of communities.</i></p> <p><i>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.</i></p>	<p>PR.03, PR.05, PR.14</p>
<p>XP SU CF PR</p>	<p><b>(P.33) Provide appropriate infrastructure to make walking or bicycling in Cheney a more convenient and safe transportation alternative.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.05, PR.12, PR.14</p>
<p>XP SE ED</p>	<p><b>(P.34) Improve public transportation opportunities in Cheney.</b></p> <p><i>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.</i></p> <p><i>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..</i></p>	<p>PR.03, PR.05, PR.12</p>

<p>XP CF</p>	<p>(P.35) Increase roadway interconnectivity, creating more transportation type and route options.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.05, PR.08, PR.11, PR.12</p>
<p>LU XP CF</p>	<p>(P.36) Support truck and rail access to high-intensity commercial and industrial areas.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.05</p>
<p>XP ED</p>	<p>(P.37) Improve access to the regional transportation network, including motorized and non-motorized systems.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.05</p>
<p>LU SU HO</p>	<p>(P.38) Maintain land use strategies favoring growth within the existing urbanized area over development on the perimeter, promoting infill, limiting sprawl and helping the City provide affordable services.</p> <p><i>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.</i></p> <p><i>Direction: This policy may be acted upon in ways including supporting land use actions; collaboration with Spokane County helping reduce development pressures within and near Cheney’s UGA.</i></p>	<p>PR.01, PR.05, PR.08, PR.11, PR.12</p>

<p>XP SU TE CF PR</p>	<p>(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.</p> <p><i>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.</i></p> <p><i>Direction: This policy may be acted upon in ways including maintaining supportive transportation and service improvement plans; minimizing public investment outside the urbanized area.</i></p>	<p>PR.01, PR.03, PR.05, PR.08</p>
<p>LU XP SU</p>	<p>(P.40) Work with neighboring municipalities, Spokane County, State and regional agencies to reduce encroachment and development pressures on agricultural lands.</p> <p><i>Discussion: Agricultural lands surrounding Cheney are important economic and aesthetic features, underpin much of Cheney’s regional image, and are highly prized by residents.</i></p> <p><i>Direction: This policy may be acted upon in ways including collaborating with Spokane County and neighboring jurisdictions to coordinate supporting infrastructure and land use polices; coordinating with the SRTC on supporting transportation policies.</i></p>	<p>PR.07, PR.08, PR.11, PR.12</p>
<p>LU SU ED PR</p>	<p>(P.41) Collaborate with Spokane County, land trusts and others on effective land use strategies conserving natural and open space areas.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.03, PR.07, PR.08, PR.11</p>
<p>LU XP TE ED CF</p>	<p>(P.42) Protect the function and utility of industrial land uses, buffering them from conflicting uses and maintaining necessary access and services.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.05</p>

<p>SU CF PR</p>	<p><b>(P.43) Improve the clarity of night-time skies, reducing upward light transmission in new and existing development.</b></p> <p><i>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 benefit of reduced light pollution.</i></p> <p><i>Direction: This policy may be acted upon in ways including supporting revisions to development codes; capital facilities investments that minimize upward light transmission.</i></p>	<p>PR.01</p>
<p>LU XP SU CF</p>	<p><b>(P.44) Discourage growth in sensitive and critical areas, including wetlands, habitat areas, steep slopes and lands with unstable soils.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.08, PR.11, PR.12</p>
<p>SU CF PR</p>	<p><b>(P.45) Maintain and improve Cheney’s urban forest.</b></p> <p><i>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 infill.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.14</p>
<p>LU XP SU PR</p>	<p><b>(P.46) Maintain, expand and improve parks, greenway and open space areas, in concert with LOS needs and comprehensive plan objectives.</b></p> <p><i>Discussion: Cheney residents care deeply about the City’s natural setting, but also prize their parks, greenway and open space areas, seeing these as integral to the quality of life and value of life in Cheney.</i></p> <p><i>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; working with land trusts and others in acquisition or securing of development rights for key properties; continued updates and implementation of parks planning.</i></p>	<p>PR.08, PR.10, PR.11, PR.14</p>

<p>XP SU ED CF PR</p>	<p>(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.</p> <p><i>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.</i></p> <p><i>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 50-acre park.</i></p>	<p>PR.05, PR.08, PR.11</p>
<p>HO CF PR</p>	<p>(P.48) Acquire, develop and maintain neighborhood parks in new and existing neighborhoods in accordance with adopted LOS standards.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.08, PR.14</p>
<p>PR</p>	<p>(P.49) Balance the provision of passive parks with activity centered-park facilities.</p> <p><i>Discussion: Residents deeply value the city’s parks, including the diversity in park type, balanced between activity-centered parks and more passive, naturalistic parks.</i></p> <p><i>Direction: This policy may be acted upon in ways including maintaining park type inventories and continuing to balancing passive parks (e.g. nature trails, open space, gardens, etc.) with more active-use parks such as the one proposed along Betz Road.</i></p>	<p>PR.03, PR.12</p>
<p>ED CA</p>	<p>(P.50) Grow the organizational capacity of non-profits supporting arts and cultural activities in Cheney.</p> <p><i>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.</i></p> <p><i>Direction: This policy may be acted upon in ways including exploring and helping facilitate the development of organizational capacity supporting arts and culture.</i></p>	<p>PR.07</p>

TE ED CA	<p><b>(P.51) Raise awareness of the arts, and develop arts-related resources in the City.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.07, PR.10, PR.12
XP CF PR	<p><b>(P.52) Establish budget and funding methods for City facility and service needs, matching costs with available revenues.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.12, PR.14
XP TE ED HO CF PR CA	<p><b>(P.53) Budget to implement plans and implementing programs adopted or supported by the City.</b></p> <p><i>Discussion: This policy establishes the basis for Cheney to implement plans and programs developed, adopted or supported by the City.</i></p> <p><i>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.</i></p>	PR.08, PR.13
XP CF PR	<p><b>(P.54) Develop and maintain Cheney’s capital facilities, matching adopted LOS standards and overall plan objectives.</b></p> <p><i>Discussion: Development and maintenance of capital facilities is a critical role for city government, matching projected community need and plan objectives with service resources.</i></p> <p><i>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.</i></p>	PR.05, PR.08, PR.14

<p>XP TE CF PR</p>	<p>(P.55) Coordinate with local and regional agencies in developing capital facilities, seeking cost-efficiencies and shared resource opportunities for Cheney.</p> <p><i>Discussion: Spokane County’s Countywide Planning policies provide the overarching 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.</i></p> <p><i>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.</i></p>	<p>PR.05, PR.11</p>
<p>XP SU CF PR</p>	<p>(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.</p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.08, PR.12, PR.14</p>
<p>XP SU CF PR</p>	<p>(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.</p> <p><i>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.</i></p> <p><i>Direction: This policy may be acted upon in ways including financial cost analysis evaluating long-term costs of development versus likely income.</i></p>	<p>PR.08</p>

<p>LU XP SU HO CF</p>	<p><b>(P.58) Maintain consistency between City planning and code documents.</b></p> <p><i>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.</i></p> <p><i>Direction: This policy may be acted upon in ways including updating and maintaining consistency between City plan documents and applicable codes.</i></p>	<p>PR.01</p>
<p>SU PR CA</p>	<p><b>(P.59) Encourage and support citizen involvement with City boards, commissions, and civic organizations.</b></p> <p><i>Discussion: Community success begins with community involvement and investment of time and energies towards long-term objectives, and plan participants expressed the desire for the City to improve outreach and involvement of residents in decision-making.</i></p> <p><i>Direction: This policy may be acted upon in ways including using improved tools and communication regarding City actions and volunteer needs; outreach to under- represented demographic and group representatives for roles in City and civic organizational matters.</i></p>	<p>PR.09</p>
<p>SU CF</p>	<p><b>(P.60) Protect, conserve and improve the quality of Cheney’s water resources.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.12</p>
<p>SU CF</p>	<p><b>(P.61) Protect and improve Cheney’s air quality.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.12</p>

<p>XP SU CF</p>	<p><b>(P.62) Improve City and community management and treatment of stormwater runoff.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01</p>
<p>XP SU CF PR</p>	<p><b>(P.63) Encourage the reduction of impervious surfaces in new development and site work.</b></p> <p><i>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.</i></p> <p><i>Direction: This policy may be acted upon in ways including improvements to building codes; public education/outreach; technological advancement.</i></p>	<p>PR.01, PR.11, PR.12</p>
<p>XP SU TE CF</p>	<p><b>(P.64) Encourage City and community energy conservation.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.05, PR.12</p>
<p>SU ED HO CF</p>	<p><b>(P.65) Consider incentives for sustainable or 'green' building design, practices and construction.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	<p>PR.01, PR.07, PR.12</p>

SU CF	<p>(P.66) Increase recycling of household and construction waste in Cheney.</p> <p><i>Discussion: The reduction and recycling of household and construction waste is important to community sustainability, service cost and health-related goals.</i></p> <p><i>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.</i></p>	PR.12
SU PF PR	<p>(P.67) Encourage the use of native plants and those typical of the regional landscape.</p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.01
TE CF	<p>(P.68) Maintain and improve Cheney’s police and fire protection services.</p> <p><i>Discussion: High-quality public safety services are vitally important to the residents of Cheney, and are one of the critical functions of City government.</i></p> <p><i>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.</i></p>	PR.05, PR.08, PR.11, PR.12, PR.14
TE ED CA	<p>(P.69) Support the continued provision of high-quality public education in Cheney.</p> <p><i>Discussion: Cheney residents enjoy a good K-12 educational system, and understand the need for the City to help, where possible, its continued provision.</i></p> <p><i>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.</i></p>	PR.12, PR.14

SU CF	<p><b>(P.73) Provide affordable, reliable water and wastewater services for residents and businesses in Cheney.</b></p> <p><i>Discussion: High-quality water and wastewater services are vitally important to the residents of Cheney, and are critical functions of City government.</i></p> <p><i>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.</i></p>	PR.08, PR.14
SU CF	<p><b>(P.74) Provide affordable, reliable solid waste disposal services for residents and businesses in Cheney.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.08, PR.14
TE ED CF	<p><b>(P.75) Improve efficient telecommunication services in Cheney.</b></p> <p><i>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.</i></p> <p><i>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.</i></p>	PR.07
LU CF	<p><b>(P.76) Design and place communication facilities to minimize adverse impacts on adjacent land uses and maximize use of existing structures.</b></p> <p><i>Discussion: As communication technology continues to advance, there is a need for the facilities that help manage that communication. This policy urges that such facilities be accommodated in ways that minimize conflict and aesthetic impacts, including consideration for the use of existing structures.</i></p> <p><i>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.</i></p>	PR.01
SU	<b>(P.77) Promote improved maintenance of both public and private</b>	PR.01, PR.12

HO CF PR	<p>property across the city.</p> <p><i>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.</i></p> <p><i>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.</i></p>	
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## Program Set<sup>1</sup>

<sup>1</sup> Chapter key: LU = Land Use; XP = Transportation; SU = Sustainability & Natural Assets; TE = Technology; ED = Economic Development; HO = Housing; CF = Capital Facilities & Utilities; PR = Parks, Open Space & Recreation; CA = Culture & The Arts 2 See Table B.01 for relevant goals listing, priority and timeframe, and recommended departmental/agency involvement listing

LU XP SU ED HO CF PR	(PR.01) Code Update – Review and update the City’s zoning and development regulations to support the objectives of the comprehensive plan, including: the streamlining and simplification of permitting; the facilitation of infill and adaptive re-use projects; providing for the development of mixed-use areas in Cheney.
LU XP PR	(PR.03) Betz Road Plan – Prepare a streetscape design study for Betz Road, addressing emerging and long-term traffic and circulation issues, transportation needs and other comprehensive plan objectives.
LU XP SU ED CF PR	(PR.05) Transportation Plan – Prepare a city-wide transportation plan, including: Evaluating and mitigating impacts of rail crossings at Cheney-Spangle and Cheney-Plaza; 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.
SU TE ED HO PR	(PR.07) Economic Development Plan – 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.

LU XP HO CF PR	(PR.08) Annexation Policy – Draft and adopt an annexation policy to provide clear criteria for considering and approving annexation requests.
LU XP SU TE ED HO CF PR CA	(PR.09) Citizen Involvement Strategy – Draft and adopt a process that ensures early and continuing citizen and neighborhood participation in land use planning.
SU ED HO PR CA	(PR.10) Historic Preservation Incentives – Establish strategies and incentives as appropriate to encourage the preservation of the community’s historic structures and spaces.
LU XP SU CF PR	(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.
LU XP SU TE ED HO CF PR CA	(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.
LU XP SU HO CF PR	(PR.13) Planning Budget – Establish and budget for a seven-year review cycle for Cheney’s comprehensive plan.
XP SU HO CF PR	(PR.14) Impact Fees - Prepare a draft impact fees ordinance for the City’s consideration, 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.
XP	(PR.15) Residential Parking around EWU – Explore collaborative opportunities between EWU and the community to alleviate the on-street parking issues.

