

framework

COMPREHENSIVE AIRWAY HEIGHTS PLAN UPDATE

2023 UPDATE
Appendix - Goals, Policy Framework

APPENDIX A – GOAL & POLICY FRAMEWORK

Introduction

The Airway Heights Comprehensive Plan follows the framework of Vision, Plan Elements, Goals, Policies, and Actions.

For purposes of this document, the terms "Goal," "Policy", and "Action" are defined as follows:

Goal – Goals are broad statements indicating a general aim or purpose to be achieved. A goal is a direction setter, an ideal future end, condition, or state related to the public health, safety, or general welfare toward which planning and implementation measures are directed.

Policy – Policies are topic-specific statements designed to address a specific objective, providing guidelines for current and future decision-making to make progress towards achieving that objective. A policy indicates a clear commitment of the local legislative body. A policy is an extension of a plan's goals, reflecting topical nuance as well as an assessment of conditions.

Action – Actions are budget-able steps envisioned or undertaken to implement plan policies. Actions may include the development of more detailed and localized plans, work to implement policies, formal agreements, and regulations or other strategies.

Reading the Goals, Policies & Action Tables

The following pages present the goal, policy, and program matrix developed for Airway Heights' Comprehensive Plan. These were developed using the following resources and methodologies:

Existing framework – Goals and policies from the 2020 Airway Heights Comprehensive Plan were a primary resource in developing this matrix. For the purpose of clarity and brevity, each and every 2020 policy was evaluated according to expressed intent, and:

- *Re-categorized* - per the plan's definitions of goals, policies, and actions (see above).
- *Edited* - for clarity, to reduce the use of jargon, and/or to collate objectives under common headings.
- *Combined or removed* - where duplicated or functionally identical goals or policies were discovered.

Public input – This framework was informed by various outreach efforts from 2021 to 2023 for the development of the Comprehensive Plan, including engagement activities, workshops, surveys, and online open houses. Topics such as creating a more walkable

community, preserving the small-town feel, and increasing public safety services were the most mentioned.

GMA Compliance – All goals and policies were reviewed to ensure compliance with Growth Management Act requirements (RCW 36.70A.070(1)).

Other plans – The goal and policy set were influenced by other existing and adopted plans developed for Airway Heights, including the 2021 Parks and Recreation Plan, 2021 Art Plan, 2021 Downtown Sub-Area Plan, 2021 Industrial Sub-area Plan, 2020 Comprehensive Plan, and the 2017 US-2 corridor plan.

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

Goal and Policy sections include an “Element Listings” column to the left, indicating those plan elements 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. Where they appear in multiple elements, the listing deemed most closely associated with the goal or policy topic is listed first. Italicized text below each goal is provided to help introduce and describe the source of, and the purpose for, the referenced item. Explanatory text below action listings may also elaborate on the recommended scope of work.

Goals

ED LU XP PR G.01 Grow and sustain a balanced, resilient economy for Airway Heights, providing jobs, community prosperity, and fiscal health.

Discussion: In seeking long-term prosperity, Airway Heights understands the need to build economic diversity – capitalizing on existing assets such as Fairchild AFB and tribal casinos as well as developing a strong business base within and proximate to City limits. This plan supports strategies that build and sustain a diverse, balanced economic base, retain existing quality of life assets, and help keep Airway Heights prosperous.

CF LU XP PR UT G.02 Maintain and improve the provision of high-quality, affordable, and efficient community services in Airway Heights.

Discussion: Municipalities provide infrastructure and services that would be impossible for individuals to provide. While pooled resources make essential services achievable, they also require strong levels of coordination and management to ensure accountability and efficiency. Some 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 Airway Heights to consider the long-term cost implications of choices including land use, transportation investments, and provision of service infrastructure - maintaining efficiency and accountability for the community it serves.

LU HO XP PR ED G.03 Maintain and improve Airway Heights' small-town scale, unique civic identity, and aesthetic beauty.

Discussion: Residents of Airway Heights often cite the community's "small-town charm," its modest size, and the open space of its west plains setting as 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 growth, support the development of cultural features and activities, and direct land use decisions by encouraging infill and thoughtful expansion.

Goals

LU HO ED XP G.04 Develop the historic city center as the “heart” of Airway Heights, enhancing its commercial, service, and civic vitality through implementation of the Downtown Plan.

Discussion: Despite significant transformation elsewhere, residents believe that the historic city center should still be considered the “heart” of Airway Heights. Improving the city center’s vitality requires supporting its numerous and necessary functions. This includes growing the commercial base, adding community services and public spaces, improving housing options, and creating a more hospitable pedestrian environment. This plan provides policies and programs that help foster conditions in which the city center can thrive, in turn aiding the attractiveness, efficiency, and value of all portions of Airway Heights.

HO LU ED G.05 Support provision of diverse housing types in Airway Heights, serving all residents and keeping neighborhoods safe, vital, and attractive.

Discussion: Housing diversity is key to providing affordable options for residents, and for keeping Airway Heights an attractive place for business growth. Supporting this goal, a number of policies have been provided, including encouraging a mix of housing types in all neighborhoods, promoting pedestrian-friendly design, and creating mixed-use development.

XP LU PR CF G.06 Maintain and improve Airway Heights’ transportation network, on pace and in concert with needs including traffic flow, walking and biking, land use character, and community value.

Discussion: All cities require functional, resilient transportation networks to provide for the flow of people and materials. But it’s also understood that the design of streets and roadways is equally critical, providing infrastructure that fosters the character and types of land uses the community desires. This goal supports transportation designs that address both functional and qualitative needs, providing an interconnected network that improves the efficiency, function, and perceived value of Airway Heights.

Goals

LU HO PR ED CF G.07 Plan for and establish types and quantities of land uses in Airway Heights that support community needs, and promote service efficiency and fiscal sustainability.

Discussion: Cities exercise considerable influence over land use, in turn influencing the type and character of development, patterns of growth, and the short and long-term financial impact of growth on the local economy. Consequently, this plan supports the allocation of land use types and areas sufficient to balance and achieve the full range of community objectives.

CF LU ED UT G.08 Protect and maintain Airway Heights' natural resources including clean air, soils, wetlands and ground water, and minimize light and noise pollution citywide.

Discussion: City livability, health, and value are fully dependent on clean, safe, and sustainable natural resources. This goal underscores Airway Heights' commitment to maintaining its natural resources as a top priority, recognizing them as essential to the community's survival.

PR LU ED G.09 Maintain and improve Airway Heights' parks and recreational opportunities, sustaining an attractive, safe, and functional system for all, with every home located within the service area of a park.

Discussion: Airway Heights residents value existing 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.

PR ED G.10 Sustain and expand Airway Heights' arts, cultural, and civic environment.

Discussion: Residents of Airway Heights value and support local arts, cultural and social organizations, and events and facilities. This goal and supporting policies direct the City to help sustain and expand community arts programming, and historic and cultural resources - benefiting the civic health, quality of life, and economic vitality of Airway Heights.

Goals

CF G.11 Maintain the City of Airway Heights' long-term fiscal health.

ED

UT

Discussion: Services that cities provide cannot be sustained without fiscal balance and accountability. This goal serves to anchor the City of Airway Heights' obligation to sustain its fiscal health - achieved through the gathering of revenue in responsible, equitable ways, and through decisions, investments and actions that provide ratepayers with efficient, effective services now and in the future.

LU G.12 Involve the community of Airway Heights in all local government planning and decision-making, helping develop and implement plans for the City's future.

Discussion: Cities are more likely to succeed when leaders and citizens come together to address a shared vision and set of objectives. This goal serves to affirm Airway Heights' commitment to community planning and implementation. This plan is configured to aid periodic updates, and encourages future planning work by City departments, planning coordination with other agencies, topical or sub-area planning. Good planning – and just as important, implementation – is key to maintaining Airway Heights' essential qualities over time.

Chapter Abbreviation Key: CF = Capital Facilities; ED = Economic Development; HO = Housing; LU = Land Use; PR = Parks & Recreation; UT = Utilities; XP = Transportation

Policies

- LU P.01** Support land use patterns that:
- HO
XP
PR
ED
- Maintain or enhance community levels of service.
 - Foster the long-term fiscal health of the community.
 - Maintain and enhance resident quality of life.
 - Promote compatible, well-designed development.
 - Implement goals and policies of the comprehensive plan, related master plan and/or facility plans.
 - Are compatible with FAFB and airport overlay areas.
 - Support a walkable and bikeable City.
 - Provide a range of housing types and options.
 - Support living wage employment opportunities for its residents.
 - Encourage travel demand reduction through use of mixed-use residential, commercial, and institutional development.
 - Advance multimodal facilities to reduce reliance on single-occupancy vehicles.
 - Promote connectivity between developments.

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- LU P.02** Apply or revise zoning designations with careful consideration of factors including:
- XP
PR
HO
CF
- Future land use mapping.
 - Compatibility with surrounding land uses.
 - Restrictions in FAFB and airport overlay areas.
 - Infrastructure and service plans.
 - Existing and future traffic patterns are supported through a street network classified by function that enforces multimodal design standards on the City and private development.
 - Goals and policies of the Comprehensive Plan, related Master Plan, and/or Facility Plans.
 - Housing needs and affordability for all income ranges.
 - Economic development and implementation of the Downtown Plan.
 - Implementation of the Industrial Sub-Area Plan.
-

Policies

LU P.03 Maintain concurrency between the Comprehensive Plan Land Use
CF Element and available funding, ensuring efficient and timely levels of service
XP (LOS) provision.
PR

To maintain mobility that allows for existing vehicle movements while balancing the need to support traffic growth within a developing community, the City will maintain a concurrency/LOS mobility standard consistent with those proscribed by Airway Heights Traffic Impact Study Standard Guidelines, and required through Airway Height Municipal Code 14.09 for Transportation Concurrency.

CF P.04 Ensure identification and siting of essential public facilities (EPFs) comply
LU with state criteria, including RCW 36.70A.200, RCW 71.09.020(14), Office of
 Financial Management (OFM) EPF listings, and Countywide Planning Policies for
 Spokane County.

**LU P.05 Encourage development patterns that provide suitably-scaled, daily
 XP needs services within ¼ mile of residential areas, allowing a measure of
 PR independence for those who cannot or choose not to drive.**
HO

Strategy:

- Identify small-scale neighborhood commercial sites that are suitable to service existing and planned residential development. These should be located along transit corridors.
- Ensure access to STA transit access is within ¼-mile of multifamily and large-scale single-family residential centers.
- Ensure access to parks within the 10 minute or ¼ mile of residential areas.
- Promote connectivity between developments.

Action:

- Rezone areas suitable for neighborhood commercial development following public outreach engagement.
- Assess, plan, and implement multi-modal transportation needs for neighborhood commercial areas.
- Promote the development of park spaces, including pocket parks, trails, multi-use paths, and more.

Policies

LU P.06 Plan for compact, pedestrian-oriented development patterns in neighborhoods and commercial areas.

XP
HO

Strategy:

- Develop and maintain design standards for pedestrian-oriented environment.
- Ensure access to STA transit within ¼-mile of multifamily and large-scale single-family residential centers.
- Promote the integration of pedestrian-friendly designs into subdivisions, incorporating features such as landscape boulevards, buffers, street art, “pocket” parks, traffic control measures, and pedestrian/bicycle infrastructure, such as benches and bike racks.
- Require private developments to conduct bicycle and pedestrian analyses, along with traffic impact analyses, as determined by the City engineer during scope sessions.
- Enforce Multimodal Level of Service (LOS) goals for private development, incentivizing compliance by offering reductions in the City traffic impact fee for meeting these standards. (See Transportation Section for multimodal LOS standards/definition.)

Action:

- Develop new pedestrian-oriented design standards that will support missing middle housing development and human-scaled neighborhood design with an emphasis on ground-related housing.
- Initiate discussions with SR 2 commercial owners regarding signs and design standards (including street trees) and the need for public intervention in the rejuvenation of SR 2.
- Develop design guidelines for commercial development on SR 2 which is pedestrian friendly, encourages a grouping of like activities, and is architecturally consistent.

Policies

LU P.07 Require, when possible, traditional residential development patterns, typically featuring:
XP
HO

- Housing that faces the street edge.
- Utilization of alleys for parking and service access.
- An interconnected grid or small-block street network of 300~350-foot-long blocks.
- Extension of the arterial and grid street network applied to all development.
- Cul-de-sac and curvilinear street patterns should be limited.
- Street sections designed for safety, traffic calming, and aesthetic appeal, including narrower lanes, sidewalks, bike facilities, landscaping, and lighting.

Strategy:

- Review the development code and best practices to identify updates to the development standards to reinforce traditional residential development patterns.

Action:

- Update development standards in the zoning code to implement traditional residential development patterns.
- Update the public works standards to require connections by development to the existing street network and extend the grid street network into undeveloped and urban growth areas.

Policies

LU P.08 Encourage compatible infill development and redevelopment of vacant and under-utilized properties within City limits, ensuring compatibility with FAFB and airport overlay areas.

XP Strategy:

- Review the development code and best practices to identify infill development standards including lot sizes, access to the roadway and utilities, and design standards for housing for missing middle and high-density housing consistent with the Downtown Plan.

Action:

- Update development standards in the zoning code to implement small-lot development standards and redevelopment in high-density areas consistent with the Downtown Plan.
- Develop a Geographic Information System (GIS) inventory and a Capital Improvement Program (CIP) or Transportation Improvement Program (TIP) strategy to address the infill of missing sidewalks along undeveloped sites, ensuring enhanced pedestrian and bicycle mobility and safety.

LU P.09 Prioritize location of schools in areas with:

XP
HO
CF

- Access to arterial and collector streets.
- Ample sidewalks, bike, and pedestrian access.
- Proximity to residential areas being served.
- Cost-effective access to necessary utilities and services.
- Locations with multiple street access.

LU P.10 Prioritize location of new industrial development in areas that provide:

XP
HO
CF
UT

- Close proximity to major transportation corridors including in the industrial sub-area and along 21st Avenue.
- Siting near existing industrial uses, where possible.
- Cost-effective access to utilities and services.
- Access to transit to reduce employee vehicle trips.
- Paved roadway access to arterials.
- Ability to minimize trucking through residential areas.

Policies

LU P.11 Ensure new industrial uses near residential areas do not create noise, odor, air, or visual pollution beyond that normally associated with residential uses.

LU P.12 With Spokane County and service providers, coordinate development patterns and the transportation network in Airway Heights' Urban Growth Area (UGA), helping prevent adverse consequences for future incorporation.

Strategy:

- Prohibit UGA (Urban Growth Area) boundary adjustments that impose excessive burdens on Airway Heights citizens for extending utilities or transportation infrastructure.
- Require adjacent agencies or private developments to conduct infrastructure needs assessments for land development projects seeking incorporation into the Airway Heights UGA, ensuring the identification and acceptance by City officials of adequate utility or transportation mitigations before incorporating new development.

HO P.13 Ensure that adequate land is available for future housing needs, helping serve residents of all ages, incomes, and abilities through provision of diverse housing types and price levels.

Strategy:

- Monitor land availability and build out results for housing developments to ensure housing goals are being accomplished.

Action:

- Initiate urban growth area modifications as needed to address housing. Annex urban growth areas as needed and able to be served.

HO P.14 Encourage maintenance of housing in an attractive, safe and sanitary condition, helping extend the service life of housing and enhancing the general appearance of the city and its neighborhoods.

HO P.15 Encourage the preservation and rehabilitation of older housing stock throughout the community.

Policies

HO P.16 Encourage housing developments to front on streets or open space and promote clustering of units in new residential development to enhance service efficiencies and create opportunities for shared open space, landscaping, and creative approaches to shared parking solutions.

LU

HO P.17 Ensure regulations apply equally to site-built and manufactured housing types.

LU

HO P.18 Consider location of multi-family development in areas that:

LU
XP

- Can be integrated into existing neighborhood development patterns, ensuring compatibility in building scale and neighborhood character, replicating neighborhood design elements, and supporting a pedestrian-friendly environment. Examples include: limiting number of units in buildings limiting the building height to 1-2 stories requiring buildings to be along street frontages, creating a clear entrance and space related to the street requiring differing building forms built on a neighborhood block scale such as mixes of duplex, triplex, fourplex, courtyard apartments, townhomes and cluster housing.
- Can be designed to minimize large surface parking lots and promote shared parking, requiring parking on the interior of the site, behind buildings.
- Provide a transition between higher- and lower-intensity development patterns.
- Are appropriate and compatible with existing land uses.
- Are part of projects involving mixed-use or master-planned areas.
- Have convenient access to STA transit via use of pedestrian and/or bike accommodations (i.e. sidewalk, pathways, bike lanes, etc.)
- Have access to a collector or arterial.
- Do not concentrate multifamily developments in an area of the city, but rather distributes them throughout the community to avoid concentrations.

Policies

XP P.19 Maintain safe and efficient, multi-modal traffic flows throughout Airway Heights, measured and monitored using adopted Level of Service (LOS) standards.

Strategy:

- Maintain a multi-modal level of service for the City that may differentiate between neighborhoods such as Downtown and residential neighborhoods.
- Encourage complete streets design for roadways and provide design guidelines on street elements configuration.
- Encourage extension of the multiuse path system.
- Provide administrative and financial assistance to support development-borne costs for roadway improvements adjacent to site.
- Encourage street lighting.
- Encourage frontage and landscaping improvements to the roadway edge including for US-2.
- Encourage extension of grid system and connection roadway network in the City and into the UGA.
- Develop safe crossings, multi-modal options, and improve US-2 to slow traffic through downtown.

Action:

- Enforce Multimodal Level of Service (LOS) goals for private development, incentivizing compliance by offering reductions in the City traffic impact fee for meeting these standards. (See Transportation Section for multimodal LOS standards/definition.)
- Leverage and develop the development traffic impact analyses to address multimodal Level of Service (LOS), at the discretion of the City engineer.
- Develop a new multi-modal level of service standard for the City, Downtown, and other neighborhoods as appropriate.

Policies

- XP P.20** Develop and enhance a transportation system in Airway Heights that:
- PR
ED
HO
- Facilitates the safe, efficient movement of people, goods, and services.
 - Supports non-motorized and recreational needs.
 - Supports land use objectives.
 - Promotes livable neighborhoods.
 - Increases access to and encourages the use of public transit.
 - Improves safe pedestrian and bike routes to schools, housing, employment areas, and between communities.
 - Encourages completion of the street grid and improved alley access for development of low density, medium density, and infill housing.
 - Provides a residential grid network that ensures multimodal mobility between developments, recreation, services, and schools along City collectors and arterials.
 - Implements sound access management techniques by providing connectivity between contiguous commercial developments off the street system.

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- XP P.21** Improve year-round access, safety, utility, convenience and service levels for alternative modes of transportation, including:
- PR
- Walking.
 - Bicycling.
 - Public transit services.
 - Rideshare/carpooling.
 - Use of boulevards and landscape buffers designed consistent with City Standards that provide for snow storage that keep roads, bike lanes, and sidewalk/paths accessible year-round.
 - Development that promotes complete streets, improves access to STA transit, and/or provides shelters/storage for active transportation to improve multimodal LOS.
 - Businesses and residential developments that encourage commute trip reduction strategies, which can also improve multimodal LOS.
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Policies

XP P.22 Maintain and improve the continuity of sidewalks, trails, and bicycle paths in Airway Heights.
PR

Strategy:

- Develop and maintain a Master Sidewalk and Pedestrian Network Plan that engineers and planners can use to coordinate the advancement of active transportation facilities.
- Enforce Multimodal Level of Service (LOS) goals for private development, incentivizing compliance by offering reductions in the City traffic impact fee for meeting these standards. (See Transportation Section for multimodal LOS standards/definition.)

XP P.23 Work to improve street and trail connectivity and quality in all areas of Airway Heights, improving walkability, public health and safety, and transportation efficiency.
PR

Strategy:

- Develop and maintain a Master Sidewalk and Pedestrian Network Plan that engineers and planners can use to coordinate the advancement of active transportation facilities.
- Enforce Multimodal Level of Service (LOS) goals for private development, incentivizing compliance by offering reductions in the City traffic impact fee for meeting these standards. (*See Transportation Section for multimodal LOS standards/definition.*)

XP P.24 Coordinate transportation planning and provision efforts with the Washington State Department of Transportation (WSDOT), Spokane Regional Transportation Council (SRTC), Spokane County, the City of Spokane, and other nearby cities.

XP P.25 Participate and coordinate Airway Heights objectives with inter-jurisdictional and regional planning for commercial air travel and air freight services.
ED

LU P.26 Coordinate all long-range community planning objectives with Fairchild Air Force Base (FAFB), minimizing or eliminating operational or land use conflicts.
XP
ED
CF

Policies

CF P.27 Maintain infrastructure and personnel at levels that provide Airway Heights residents with services that are high-quality, effective, and affordable.

XP
PR
ED

CF P.28 On a regular basis, review and update the Capital Improvement Plan (CIP) and all related plans incorporating factors including:

UT
XP

- Population growth.
- Demographic trends.
- Building permit trends.
- Regional facility improvements and projections.
- Capital funding sources, including the transportation benefit district and traffic impact fees.

CF P.29 Support and cooperate with other agencies and providers of public services to maintain identified Levels of Service (LOS).

XP
PR
UT

Strategy:

- Collaborate with adjacent jurisdictions and the Washington State Department of Transportation (WSDOT) to maintain performance and Level of Service (LOS) standards for intersections and roadways. Work to ensure that the LOS needs of these agencies are met for large development projects, including providing potential mitigation for transportation impacts.

Policies

CF P.30 Plan new development to ensure provision of public services at current Levels of Service (LOS) or the LOS identified in City-adopted Master Plans.

XP
PR
UT

Strategy:

- Require development projects to demonstrate transportation concurrency by applying the City's traffic impact analysis standards and process.
- Require development projects to meet the water concurrency requirements as set forth in the Airway Heights Municipal Code (AHMC) chapter 14.
- Enforce Multimodal Level of Service (LOS) goals for private development, incentivizing compliance by offering reductions in the City traffic impact fee for meeting these standards. (See Transportation Section for multimodal LOS standards/definition.)

CF P.31 Promote the use of geographic information systems (GIS) as a means of improving the provision of city services, including:

- Enhancing planning and decision-making through GIS databases.
- Optimizing service delivery efficiency using GIS.
- Enhancing outreach engagement by creating interactive maps and dashboards that enable residents to access city services and provide feedback.

UT P.32 Plan and locate private and public utilities consistent with best management practices.

LU P.33 Provide timely, professional, and efficient processing of building permits, development review, and municipal code administration.

CF P.34 Sustain and enhance the City's fiscal stability through good capital planning and use of a wide array of financial tools to fund infrastructure needs.

CF P.35 Work towards compliance with accessibility requirements in accordance with Americans with Disability Act (ADA).

Policies

- LU P.36** Guide annexation decisions by and considering:
- XP
PR
CF
- Master plans for water, sewer, transportation, parks, and emergency services.
 - Provision of necessary rights-of-way and easements.
 - Studies that evaluate environmental and public service factors.
 - Timing that supports orderly development and/or coordinated extension of public services.
 - Comprehensive Plan goals and policies.

- CF P.37** Continue participation in regional wastewater planning on the West Plains, updating wastewater master plans accordingly.

- XP P.38** Require private development to pay traffic impact fees proportionately to support infrastructure construction as a function of the concurrency and/or SEPA approval processes.

- CF P.39** **Coordinate with and support local emergency service providers.**

- LU P.40** With Spokane County, base determination of Urban Growth Area (UGA) limits considering:
- CF
XP
UT
- Land use forecast and demands.
 - Future service capabilities.
 - Infrastructure planning.
 - Ground and surface water provision and quality.
 - Protection of public health.
 - Transportation impacts.

- CF P.41** Cooperate with regulatory agencies in the identification and abatement of local environmental quality problems.

- CF P.42** Protect the appearance and natural functions of critical areas in Airway Heights, using best available science (BAS) to protect functions and values, developing criteria including grading, setback, and vegetation disturbance.
- LU

Policies

- CF P.43** Promote landscaping guidelines that:
- PR
- Protect wildlife habitats by maintaining existing trees and vegetative cover.
 - Re-vegetate disturbed areas.
 - Beautify streets, roadways, and surface parking lots.
 - Help treat and address stormwater issues.

- CF P.44** Provide storm water collection and treatment through use of landscaped infiltration areas and encourage the use of new or improved technology whenever practical.
- LU

- HO P.45** Develop partnerships and financial incentives to encourage a variety of housing developments.

Action:

- Coordinate with business and housing agencies to site special needs housing close to relevant business.
- Facilitate business and housing agency collaboration to promote economic development and meet diverse housing needs.
- Coordinate with housing nonprofits for development incentives.
- Coordinate with Fairchild Air Force Base and others for funding or other support to make relocation attractive to residents from the Accident Potential Zone II (APZ).
- Consider density bonuses, financial methods, and design standards to encourage mixed-use housing.

Policies

HO P.46 Update regulations to enable a broader range of housing opportunities.

LU **Action:**

- Revise development regulations to expand the types of housing that are permitted in the residential zones with a focus on “missing middle” housing such as accessory dwelling units, townhouses, cottage housing, courtyard apartments, triplexes, and fourplexes.
- Combine the low- and medium-density land use categories to provide for a greater variety of housing opportunities.
- Actively mix housing and commercial uses in and near the Downtown as depicted in the Downtown Plan to provide higher quality, lower cost housing.
- Reduce parking requirements for mixed-uses, especially those designed to serve low-income or senior citizen residents.
- Eliminate redundant and unnecessary requirements for development regulations and standards.
- Review existing and proposed building and development regulations, standards, and permitting processes to increase regulatory efficiency.

ED P.47 Develop marketing programs to support community advancement, future development opportunities, and employment.

Action:

- Implement a public relations campaign using local and regional news media to attract a wider range of visitors to the community.
 - Monitor proposed urban zoning designations and developments elsewhere within the region and determine market requirements and potentials for commercial, office, and industrial uses in order to protect the interest of Airway Heights in the allocation of future development opportunities.
 - Develop an information base that includes the current level and type of employment along with potential job location forecasts.
 - Develop a community branding program.
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Policies

ED P.48 Support revitalization of existing business and commercial districts in Airway Heights

Action

- Develop a business retention program to ensure the continued viability of existing businesses.
- Create parking and business improvement authorities in downtown area north of US-2.
- Create local improvement districts.
- Strengthen existing businesses and support reinvestment in downtown by enhancing the visibility, access, and concentration of local businesses.

PR P.49 Improve the overall community image by creating areas that enhance the sense of civic pride within the City by enhancing the aesthetic qualities of the City through the attractive and memorable design of park and recreation features.

Strategy:

- Identify & encourage areas appropriate for civic areas, town/neighborhood squares, & other public open spaces.
- Encourage the establishment of community civic groups dedicated to improving the community's appearance.
- Identify areas in the community to install public art.
- Invest in streetscape improvements and beautification efforts in downtown to cultivate a stronger identity and sense of place, transforming the streets and sidewalks into the vibrant, lively spaces envisioned by the community.

Policies

- PR P.50** Provide year-round park and recreation features, facilities, and programs, in sufficient quantity and diversity, to provide opportunities for individuals of all age groups and abilities in order to meet the present and future needs of non-driving residents.

Strategy:

- Ensure that every home in the City lies within the service area of a park by pursuing partnerships with developers, by requiring park, trail, and open space dedications with subdivisions according to specified standards, and by actively pursuing funding opportunities from the RCO, Spokane County, and Spokane Parks Foundation.
- Develop both passive and active recreation opportunities on public land including trails, mini exercise and pocket facilities (small scale such as benches and tables).

Action:

- Develop a senior and disability recreation plan for inclusive facilities, when possible, at every location.
- Pursue avenues of funding and partnerships with other government agencies, as well as private and non-profit organizations, to develop the remaining 50 acres at the Recreation Complex, including phase 2 of the Recreation Center Expansion and improving year-round recreational opportunities for the region.

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- PR P.51** Coordinate with agencies and surrounding communities to develop and broaden the variety of and accessibility to recreation, wellness, and open space opportunities available to city residents of all ages and abilities.

Strategy:

- Coordinate with the City of Spokane, Spokane County & surrounding communities to develop and enhance linkages and partnerships to maximize the recreational opportunities for all residents.
 - Coordinate with Cheney School District to maximize recreational opportunities at school facilities.
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Policies

PR P.52 Ensure park & recreation facilities within the community are of a safe & healthy nature.

Strategy:

- Designate & locate park facilities in a manner ensuring compatibility with surrounding uses, especially as new development occurs.
- Provide landscaping, serving to buffer neighboring land uses, and also provide shade and aesthetic amenity for park users.
- Ensure that park sites that are developed in residential neighborhoods are fronted on at least 50% of their perimeter by a public road to allow adequate public access to the site. Ensure visibility into park facilities is maintained from street & other public access areas.

XP P.53 Develop a robust multimodal network that supports land use development, increasing the number of residents who work, live, and recreate in Airway Heights. This will stimulate local commerce and promote outside investment within the City.

XP P.54 Invest in a multimodal transportation network to promote the efficient movement of freight and commuters between residential and commercial centers. Residents and workers that can effectively access services and goods are more likely to invest in Airway Heights, elevating business incomes and promoting the tax base.

XP P.55 The provision of multimodal choices allows Airway Heights citizens to benefit from reduced travel costs and healthier lifestyles via walking, biking, and/or ridership of STA transit. Promotion of mixed-use developments with affordable housing and employment opportunity, in combination with multimodal facilities, allows citizens the opportunity to reduce their transportation footprint on City and regional roadways and highways, which reduces infrastructure costs/impacts and improves air and stormwater runoff qualities.

Policies

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- XP P.56** Require the development or Develop Standards for context-sensitive streets to provide “place” for pedestrian, bicycle, and transit accommodation, incorporating (as appropriate) landscape, artistic, and traffic calming enhancements to affect the community vision for the City. Improvements such as boulevards and landscape buffers, street/pathway art, “pocket” parks, speed control measures, and pedestrian/bike infrastructure (benches, bike racks, etc.) are examples of applications that appeal to commuters and recreational travelers.
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- XP P.57** Anchor the city center with walkable/bicycle facilities, incorporating traffic controls, calming measures, strategically located parking, and wayfinding to slow or divert traffic from the vibrant city center. This approach creates a sense of place for active transportation.
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- XP P.58** Implement downtown zoning with a focus on businesses that promote synergy with nearby residential accessibility, transit, and active commuting. This action aims to reduce the frequency of single-purpose trips to the downtown area.
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- XP P.59** Promote the development of appealing transportation facilities that complement the downtown/civic center by implementing development standards that incorporate context-sensitive designs and landscaping elements.
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- XP P.60** Develop a comprehensive multimodal transportation network that supports the development of commercial and residential land use, promotes the Airway Heights economy by facilitating the efficient movement of freight and goods, and provides transportation options to reduce travel demand, congestion, and reliance on single occupancy vehicles, and encourages healthier lifestyles.
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- XP P.61** Promote mixed commercial, service, and residential land use developments, incorporating transit and active transportation facilities to ease congestion, reduce single-occupancy vehicle use, and encourage healthier lifestyles.
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Policies

XP P.62 Encourage mixed use development in commercial areas with the DNL 65-69 designation, as indicated on the land use map. Promote mixed-use projects in these areas to incorporate multimodal facilities within the development, including trails, bike lanes or paths, and transit facilities, and ensure their integration with existing or planned multimodal projects.

- Encourage travel between the residential, work, and recreational land uses of site.
- Provide the local streets and access easements needed to promote travel off City arterials and collectors.
- Provides active transportation options (walking and biking) between land uses.
- Enforce Multimodal Level of Service (LOS) goals for private development, incentivizing compliance by offering reductions in the City traffic impact fee for meeting these standards.

XP P.63 Maintain a system of federally functional classified roadways to safely and efficiently accommodate projected travel demands for Airway Heights.

Strategy:

- Develop multimodal design standards for respective roadway classes, as defined with Transportation Section 1 of City Design Standards.
 - Assure access management criteria per Section 2E of the Transportation section of City Design Standards is applied to assure the performance and safety of roadways.
 - The Concurrency Standard of Municipal Code 14.09 is established to affirm classified roadways have the capacity to address forecast travel demands.
 - Work to assure the 6-Year Transportation Improvement Program (TIP) is advanced at a pace commensurate with the gain in travel demands.
 - Assure the traffic impact fee program is developed to support the funding of TIP projects.
 - Coordinate with WSDOT and adjacent local agencies to coordinate classifications for shared roadways, and to affirm consistency in design.
-

Policies

XP P.64 Design or encourage development to provide multimodal application in private construction.

Strategy:

- Work with Spokane Transit to identify opportunities for fixed route stops or vanpool.
- Establish active transportation options (walking and biking) along corridors designated by mater pedestrian and bicycle plans.
- Establish context-sensitive designs that fit the character of neighborhoods.
- When appropriate, utilize traffic calming measures (bulb-outs, islands, etc.) to slow traffic on multimodal corridors.
- Update and Maintain a Complete Street plan per City of Airway Heights Municipal Code 14.10.
- Develop context sensitive designs that promote the appeal of transportation facilities.
- Enforce Multimodal Level of Service (LOS) goals for private development, incentivizing compliance by offering reductions in the City traffic impact fee for meeting these standards.

Policies

XP P.65 Encourage development to organize Transportation Demand Management (TDM) strategies.

Strategy:

- Work with developers to establish mixed-use developments advanced with complete street networks.
- Encourage City businesses with 100 or more full-time employees to provide flextime or telecommuting schedule options.
- Provide ride-share options through organizations such as Spokane Transit or Commute Finder Northwest.
- Develop other TDM strategies in compliance with best practices.
- Document a commute trip reduction plan per City of Airway Heights Municipal Code Chapter 10.16.
- Use transportation technology (intelligent transportation systems, variable messaging, etc.) and wayfinding to help maintain the movements of traffic through the City.
- TDM and CTR strategies can result in reduced development trip generation, which could result in a reduction of traffic impact fees, as approved by the City Public Works director.

Policies

XP P.66 Work to develop bicycle facilities with City collectors and private development projects.

Strategy:

- Implement the network of paths and dedicated lanes for bicycle activity as identified in the City Comprehensive Plan.
- Develop multiuse paths, bike paths, or bike lanes along City collectors in accordance with the applicable provisions of the Comprehensive Plan.
- Require private development projects to conduct bicycle and pedestrian analyses and discussion in the traffic impact analyses, as determined by the discretion of the City engineer during scope sessions.
- Require private development to incorporate multiuse paths, bike paths, or bike lanes as part of the frontage improvement in a manner consistent with the bicycle master plan.
- Collaborate with private development to proactively plan for and preserve the right-of-way (ROW) needed for bicycle facilities.

Policies

XP P.67 Employ access management practices throughout the City to help preserve mobility and safety for area roadways.

Strategy:

- Incorporate the spacing guidelines outlined in Section 2E of the Transportation section in the City Design Standards to optimize the spacing of classified roadways within the network that supports mobility.
- Implement the minimum private development approach spacings defined in Section 2E of the Transportation section of City Design Standards to minimize the impact on traffic flow.
- Enforce the requirement for residential developments with more than 30 units/dwellings to provide secondary access through a separate street to meet mobility needs and ensure emergency service accessibility.
- Require adjacent commercial developments to establish connecting cross-easements between sites to provide for mobility off the city street system, particularly along U.S. 2.
- Promote shared access, as possible, to minimize the number of access points along City collectors and arterials.

Policies

XP P.68 Ensure that all City roads are designated as public, unless otherwise specified or approved by the City engineer or as specified in the City Municipal Code.

Strategy:

- An applicant petition for a private road is subject to approval by the City Engineer.
- The maintenance/upkeep of private roads will be the responsibility of the property owner.
- The minimum cross-section of a private road will be a 20-foot paved surface unless approved otherwise by the City engineer.
- A private street serving multi-family, mobile home parks, or commercial uses shall provide a 5-foot sidewalk on one side designed to prevent parking on the sidewalk.
- A private road will be limited to a volume of 300 average daily traffic or 30 trips per hour.
- Further definitions and guidelines for City streets are discussed with Section 2E of the Transportation section of City Design Standards.

Policies

ED **P.69** Invest in drastic streetscape improvements and beautification efforts in Downtown.

Strategy:

- Develop streetscape designs along US-2 and King Street. Use green space, landscaping, street furniture, and pedestrian lighting to establish a multi-purpose, attractive, safe public space.
- Establish a public art program with a downtown focus area. Engage the community and local artists, partner with local nonprofits, and investigate the feasibility of a public art on loan program.
- Review and update zoning overlay districts and identify an opportunity zone to ensure design standards contribute to downtown development and success.
- Incorporate wayfinding and gateway signage throughout the city to improve connections between downtown and other areas. Such signage should include art elements and environmental knowledge, and should communicate a sense of arrival.
- Define a transition into downtown by constructing US-2 to provide traffic calming through the core, and by encouraging a greater density of buildings and activity in the core.

HO **P.70** In the Downtown, integrate a mixture of housing options including
LU affordable and “missing middle” housing.

Strategy:

- Promote new development concepts in housing, retail, restaurants, and the arts, such as mixed-use development, incubators, maker spaces, and other lower-cost start-up spaces for local entrepreneurs.
- Actively pursue housing developments within the downtown subarea and along US-2 that support “missing middle” markets such as young professionals, first-time homebuyers, and downsizing households.
- Ensure land use designations, zoning, subdivision, and development standards are supportive of mixed housing and downtown redevelopment.
- Evaluate the feasibility for a mixed-use housing pilot project.

Policies

ED **P.71** Strengthen existing businesses and support reinvestment Downtown.

Strategy:

- Invest in local businesses with a focus on maintaining existing ones. Partner with businesses, provide resources and education on maintenance requirements and opportunities, and enforce code consistently.
 - Evaluate parking strategies, surface lots, and opportunities for infill and redevelopment as appropriate.
 - Study infrastructure needs and funding for the downtown area south of US-2.
 - Leverage investment with grants, city funds, partnerships, and collaborate to foster downtown development that can be utilized for storefront improvement grants to local businesses.
 - Study the benefits of vacating 13th and 14th avenues as a stimulus to private redevelopment along US-2 .
 - Capitalize on business diversity and culture such as the variety of restaurants, colors, and ethnicity. Support unique designs, colorful buildings, and use of public art downtown.
-

Policies

ED **P.72** Create and improve collaborative, inclusive and safe public spaces in the Downtown.

Strategy:

- Develop a civic campus south of US-2 and study the possibility of relocating city services there. The campus could be a non-profit/government partnership and include a center with health/education services .
- Encourage activation of downtown public spaces. Examples could include community gardens, trails, pocket parks, etc.
- Re -envision Sunset Park as a northern downtown anchor. Develop a Master Park Plan that improves connections and integration with downtown.
- Involve the public in events and programs that get people excited about Downtown Airway Heights such as a public market and collaborative art.
- Utilize tactical urbanism approaches to initiate pilot projects such as parklets, bike lanes, street furniture, plazas, and traffic calming to inspire long-term change and gauge and seek community buy-in.

XP **P.73** Develop safe crossings, multi-modal options, and improve US 2 to slow down traffic through Downtown.

Strategy:

- Collaborate with WSDOT on US-2 design to ensure slower traffic and multi-modal opportunities in the downtown core. Use a boulevard concept to ensure slower speeds, safe crossings, and beautification/shade trees.
- Establish connectivity and walkability north and south of US-2 so residents and visitors can safely explore both sides of downtown.
- Utilize greenspace, bollards, and safe crossing elements to separate motorized traffic from sidewalks, open spaces, and trails.
- Take immediate action to increase pedestrian safety. New crosswalks with signage, pavement tape, flex delineators, and planters are examples of quick and inexpensive changes that could drastically improve safety.

Policies

- PR **P.74** Require an impact fee, land dedication, or fee in lieu of dedication for community and neighborhood parks based upon the adopted LOS standards set forth in the Park Element.
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- PR **P.75** Amend existing development regulations to ensure consistency with the neighborhood level of service standards for parks set forth in the Parks Element.
-
- PR **P.76** New Master Planned Communities should be required to dedicate land for the development of community parks that are available to the general public.
-
- PR **P.77** Require all new residential lots or new residential units on lots of record to pay an impact fee, dedicate land, or pay a fee in lieu of land dedication for the development of local parks. The structure of each of these options shall be correlated to the LOS standards set forth in the Parks Element.
-
- PR **P.78** The required dedication of land within a site to be developed as five units or greater of residential development mixed use shall be 10% of the land. The required dedication for land within a single-family residential development shall be a minimum of 5% of the land. Dedication lands may not be used for other purposes such as stormwater control, storage or another non-park uses.

Chapter Abbreviation Key: CF = Capital Facilities; ED = Economic Development; HO = Housing; LU = Land Use; PR = Parks & Recreation; UT = Utilities; XP = Transportation

Actions

- LU **A.01** Rezone areas suitable for neighborhood commercial development
 XP following public outreach engagement.
 PR
 HO

Actions

LU **A.02** Assess, plan, and implement multi-modal transportation needs for
 XP neighbor-hood commercial areas.
 PR
 HO

LU **A.03** Promote the development of park spaces, including pocket parks, trails,
 XP multi-use paths, and more.
 PR
 HO

LU **A.04** Develop new pedestrian-oriented design standards that will support
 XP missing middle housing development and human-scaled neighborhood design
 HO with an emphasis on ground-related housing.

LU **A.05** Develop design guidelines for commercial development on SR 2 which is
 XP pedestrian friendly, encourages a grouping of like activities, and is
 HO architecturally consistent.

LU **A.06** Initiate discussions with SR 2 commercial owners regarding signs and
 XP design standards (including street trees) and the need for public intervention in
 HO the rejuvenation of SR 2.

LU **A.07** Update development standards in the zoning code to implement
 XP traditional residential development patterns.
 HO

LU **A.08** Update the public works standards to require connections by
 XP development to the existing street network and extend the grid street network
 HO into undeveloped and urban growth areas.

LU **A.09** Update development standards in the zoning code to implement small-
 HO lot development standards and redevelopment in high-density areas consistent
 ED with the Downtown Plan.
 XP

Actions

- LU **A.10** Develop a Geographic Information System (GIS) inventory and a Capital Improvement Program (CIP) or Transportation Improvement Program (TIP) strategy to address the infill of missing sidewalks along undeveloped sites, ensuring enhanced pedestrian and bicycle mobility and safety.
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- HO **A.11** Initiate urban growth area modifications as needed to address housing.
 LU Annex urban growth areas as needed and able to be served.
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- XP **A.12** Enforce Multimodal Level of Service (LOS) goals for private development, incentivizing compliance by offering reductions in the City traffic impact fee for meeting these standards. (See Transportation Section for multimodal LOS standards/definition.)
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- XP **A.13** Leverage and develop the development traffic impact analyses to address multimodal Level of Service (LOS), at the discretion of the City engineer.
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- XP **A.14** Develop a new multi-modal level of service standard for the City, Downtown, and other neighborhoods as appropriate.
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- HO **A.15** Coordinate with business and housing agencies to site special needs housing close to relevant business.
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- HO **A.16** Facilitate business and housing agency collaboration to promote economic development and meet diverse housing needs.
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- HO **A.17** Coordinate with housing nonprofits for development incentives.
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- HO **A.18** Coordinate with Fairchild Air Force Base and others for funding or other support to make relocation attractive to residents from the Accident Potential Zone II (APZ).
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- HO **A.19** Consider density bonuses, financial methods, and design standards to encourage mixed-use housing.
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Actions

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- HO LU **A.20** Revise development regulations to expand the types of housing that are permitted in the residential zones with a focus on “missing middle” housing such as accessory dwelling units, townhouses, cottage housing, courtyard apartments, triplexes, and fourplexes.
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- HO LU **A.21** Combine the low- and medium-density land use categories to provide for a greater variety of housing opportunities.
-
- HO LU **A.22** Actively mix housing and commercial uses in and near the Downtown as depicted in the Downtown Plan to provide higher quality, lower cost housing.
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- HO LU **A.23** Reduce parking requirements for mixed-uses, especially those designed to serve low-income or senior citizen residents.
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- HO LU **A.24** Eliminate redundant and unnecessary requirements for development regulations and standards.
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- HO LU **A.25** Review existing and proposed building and development regulations, standards, and permitting processes to increase regulatory efficiency.
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- HO LU **A.26** Revise development regulations to expand the types of housing that are permitted in the residential zones with a focus on “missing middle” housing such as accessory dwelling units, townhouses, cottage housing, courtyard apartments, triplexes, and fourplexes.
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- HO LU **A.27** Combine the low- and medium-density land use categories to provide for a greater variety of housing opportunities.
-
- HO LU **A.28** Actively mix housing and commercial uses in and near the Downtown as depicted in the Downtown Plan to provide higher quality, lower cost housing.
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Actions

HO LU **A.29** Reduce parking requirements for mixed-uses, especially those designed to serve low-income or senior citizen residents.

HO LU **A.30** Eliminate redundant and unnecessary requirements for development regulations and standards.

HO LU **A.31** Review existing and proposed building and development regulations, standards, and permitting processes to increase regulatory efficiency.

ED **A.32** Implement a public relations campaign using local and regional news media to attract a wider range of visitors to the community.

ED **A.33** Monitor proposed urban zoning designations and developments elsewhere within the region and determine market requirements and potentials for commercial, office, and industrial uses in order to protect the interest of Airway Heights in the allocation of future development opportunities.

ED **A.34** Develop an information base that includes the current level and type of employment along with potential job location forecasts.

ED **A.35** Develop a community branding program.

PR **A.36** Develop a senior and disability recreation plan for inclusive facilities, when possible, at every location.

PR **A.37** Pursue avenues of funding and partnerships with other government agencies, as well as private and non-profit organizations, to develop the remaining 50 acres at the Recreation Complex, including phase 2 of the Recreation Center Expansion and improving year-round recreational opportunities for the region.

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