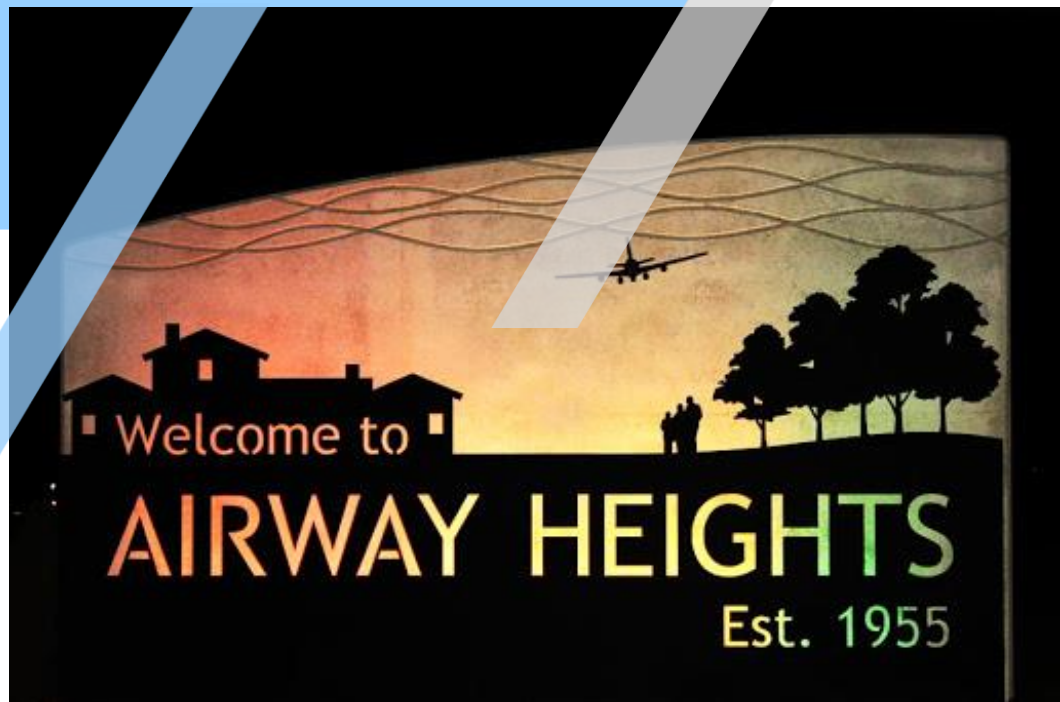


Awaken Airway Heights

City of Airway Heights, Washington

www.cawh.org

STRATEGIC PLAN



Adopted 15 March 2021



ACKNOWLEDGEMENTS

AIRWAY HEIGHTS CITY COUNCIL AND LEADERSHIP

Mayor	Sonny Weathers
Council Position #2	Art Bubb
Council Position #3	Veronica Messing
Council Position #4	Dave Malet
Council Position #5	Larry Bowman
Council Position #6	Doyle Inman
Council Position #7	Jennifer Morton
City Manager	Albert Tripp
Public Works Director	Kevin Anderson
Parks & Recreation Director	J.C. Kennedy
Clerk/Treasurer	Stanley Schubert
Police Department Chief	Brad Richmond
Fire Department Chief	Mitch Metzger
Court Administrator	Kati Dorman
Principal Planner	Heather Trautman

CONTRIBUTING PARTNERS

Former Mayor Kevin Richey, former Councilmember Steve Lawrence, Eva Marquette of FreshVue, and Bill Grimes of SCJ Alliance.

When you articulate your vision, baseline your values, define your mission and establish your goals you are on a compass heading to success, however, if you do not clearly communicate them to personnel, you will have accomplished nothing except a rather exhaustive academic exercise.

THE ART OF THE POSSIBLE, DANIEL M. JACOBS

MESSAGE SUMMARY

Airway Heights has been referred to as a sleepy town on the West Plains of Spokane, but recent growth and development suggests we are awakening. The time is at hand to translate previous efforts into a clear and comprehensive strategic plan.

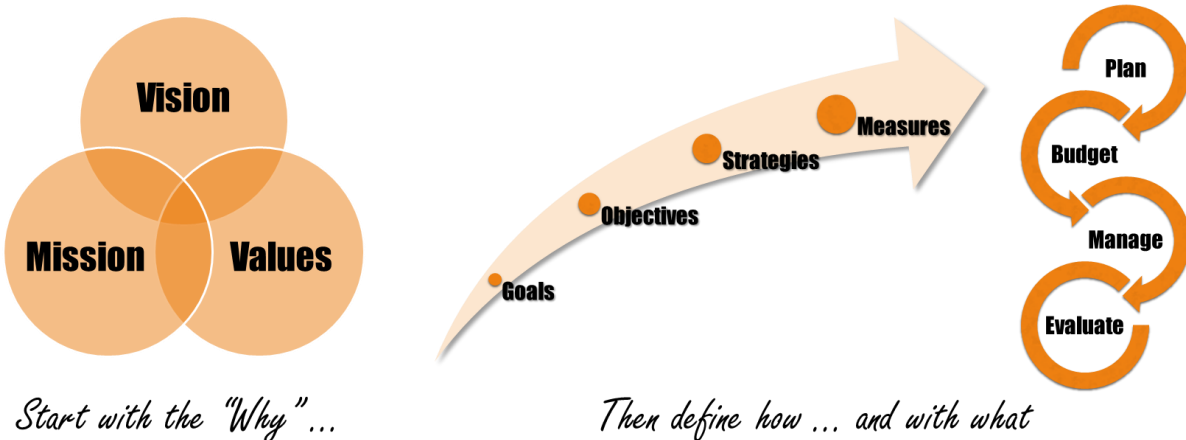
Beginning with the end in mind, consider the following equation for municipal excellence:

better services + effective programs + focused policies + engaged public employees and citizens = improved community conditions + public trust and confidence

City leadership's ability to utilize this formula depends on how effectively we plan, budget, manage, and evaluate our regular efforts. These regular efforts ought to be the result of goals, objectives, strategies, and measures that are informed by a clear and comprehensive vision and mission.

This strategic plan will serve to consolidate the City's vision, mission, values, goals, objectives, strategies, and measures in clearly defined terms.

Roadmap to Improved Community Conditions and Increased Public Trust and Confidence



What we do is proof of what we believe

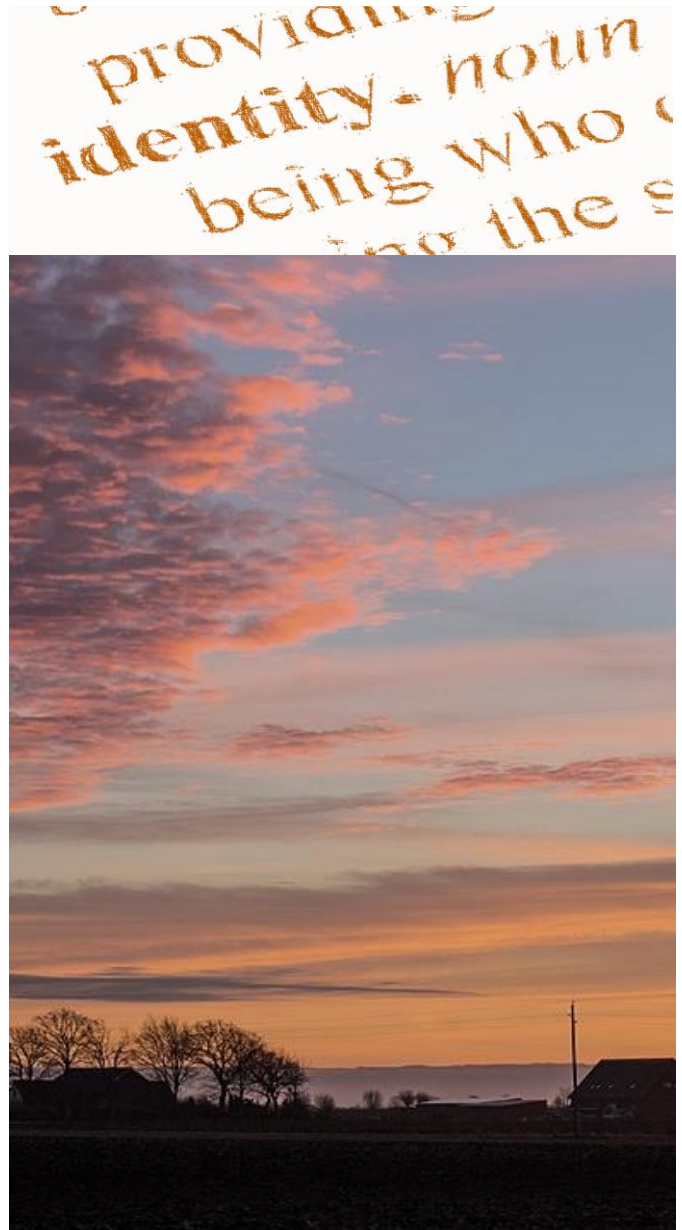
DESIRED OUTCOMES

Airway Heights is ...

... continuously striving toward improved community conditions with a growing public trust and confidence in the holistic approach to planning/place-making that is deeply rooted in a desire to shape our City into the kind of community worth living, working, learning, and playing through retirement.

... growing places to live, work, learn, and play plus shopping, entertainment, and recreation as the fastest growing municipality in Spokane County, surrounded by many of the largest employers in the region, and with tens of millions of dollars worth of new construction added annually.

... connected to community, culture, transportation, employment, education, and nature being situated between Spokane International Airport and Fairchild AFB, with Tribal Trust lands for the Kalispel and Spokane Tribes of Indians, and proximity to U.S. Highway 2 and I-90.



PROCESS

CAST THE VISION

The City of Airway Heights is a great place to raise your family, engage in community, and make memories. We are a safe, interconnected community that cultivates a sense of belonging through maintaining our small town feel where neighbors are friendly, welcoming, and willing to help each other. Airway Heights is a city where individuals, families, and businesses plant roots because they feel connected to the community and they can support the lives they envision.

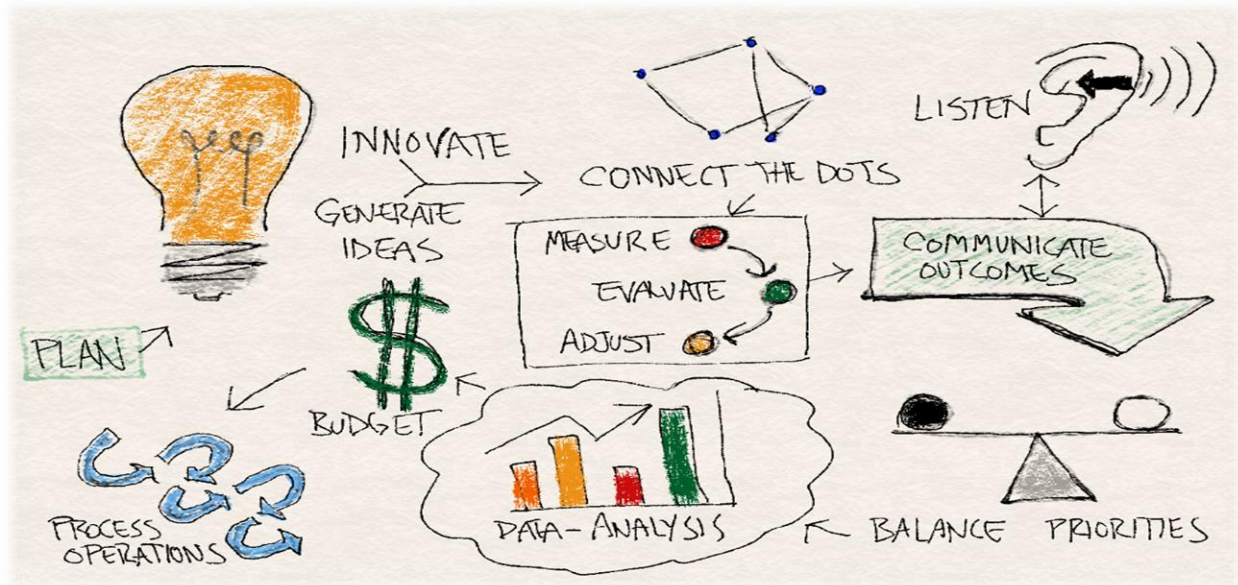
ARTICULATE THE MISSION

Creating an engaged community and enhancing quality of life in the City of Airway Heights by empowering citizens/residents to thrive in quality neighborhoods with great schools and useful parks while encouraging accessible and responsive government with appropriate infrastructure and fiscal responsibility.

DEFINE AND LIVE OUR VALUES

Values are the fundamental, unchanging rules of conduct that will govern all of our actions.

1. ***Accountability.*** In the performance of our duties we are individually and collectively accountable to citizens, customers, and stakeholders. We take responsibility for achieving results and hold ourselves accountable for our actions.
2. ***Inclusion and Diversity.*** We recognize and respect a variety of perspectives, experiences, and approaches that help us achieve our organizational goals.
3. ***Respect.*** We serve our citizens and one another with courtesy and dignity, recognizing the impact our actions have on the quality of life now and in the future.
4. ***Working Collaboratively.*** We will partner with one another and with our community to provide the best service possible.
5. ***Achieving Fiscal Sustainability.*** We accept responsibility for our personal and organizational decisions and actions while delivering cost-effective, efficient services that are done right the first time.



The Strategic Planning Process included information gathered from Council retreats and workshops, staff input, community input, and independent research on community development and municipal excellence.

SET GOALS/TARGETS

It is important for City Council to set goals for our City that can help connect day to day actions to the big picture to assist in the important work of staff, citizen advisory boards, and Council as we strategically and collectively achieve the vision, mission, and values of our fair City.

Although each of our goals stand alone as a worthy cause, all of them together are more important than any one of them alone. The Canadian Urban Institute offers the following appealing and comprehensive set of targets (from their *Smart City Master Planning Guide*, June 2018):

1. *Economic Opportunity*. Thriving local economy fostering innovation and competitiveness.
2. *Environmental Quality*. Achieving a healthy and sustainable environment.
3. *Empowerment and Inclusion*. All residents have the opportunity to participate in community.
4. *Mobility*. Move freely throughout the community.
5. *Healthy Living and Recreation*. Opportunities that encourage and support healthy and active life.
6. *Safety and Security*. Safe and secure environment for all residents.

STATE THE STRATEGIC OBJECTIVES

1.1. Economic Development – *Grow and sustain a balanced, resilient economy for Airway Heights, providing jobs, community prosperity, and fiscal health.*

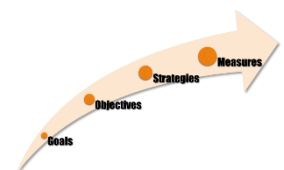
- 1.1.1. Develop and maintain effective economic development plans/strategies and subarea plans/strategies.
- 1.1.2. Facilitate government and local partners to form an effective regional economic health group.
- 1.1.3. Establish workforce development as a long-term strategy for community building and supporting youth and families.

1.2. Government Effectiveness and Efficiency – *Maintain and improve the provision of high-quality, affordable and efficient community services in Airway Heights.*

- 1.2.1. The careful and responsible preparation, implementation, and management of the City's Comprehensive Plan.
- 1.2.2. Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency.
- 1.2.3. Attract, retain, engage, develop, and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- 1.2.4. Leverage data, technology, metrics, and benchmarks to guide decisions, improve results, and enhance service delivery.
- 1.2.5. Proactively influence policy and legislative development at all levels.
- 1.2.6. Sustain and enhance the City's long-term fiscal stability through good capital planning and use of a wide array of financial tools to fund infrastructure needs.
- 1.2.7. Optimize the use of data and technology to improve service, protect mission-critical infrastructure, and enhance cybersecurity effectiveness.

2.1. Quality Neighborhoods – *Maintain and improve Airway Heights' small-town scale, unique civic identity, and aesthetic beauty.*

- 2.1.1. Improve access to quality housing that is affordable to a broad range of income levels.
- 2.1.2. Support the provision of a diverse range of housing options serving all residents and keeping neighborhoods safe, vital, and attractive.
- 2.1.3. Protect and preserve the quality of life in neighborhoods.
- 2.1.4. Evolve and update the land development code to balance neighborhood quality, character, and livability through sustainable development.



2.2. Land Use through a Place-Making Lens – *Plan for and establish types and quantities of land uses in Airway Heights that support community needs and promote service efficiency and fiscal sustainability.*

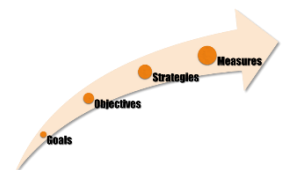
- 2.2.1. Develop the historic city center as the “heart” of Airway Heights, enhancing its commercial, service, and civic vitality.
- 2.2.2. Contextually research, analyze, and implement land use plans and best-practices through a place-making lens.
- 2.2.3. Guide development through community planning and efficient/effective development review.
- 2.2.4. Foster strategic infill and redevelopment that enhances the community’s sense of place with a mix of uses that serve the needs of the community.
- 2.2.5. Integrate art and cultural elements into public places.
- 2.2.6. Protect and maintain Airway Heights’ natural resources including clean air, soils, wetlands, and ground water, and minimizing light and noise pollution city wide.

2.3. Dependable Infrastructure – *Maintain utility systems, services, and infrastructure to meet the functional needs of the community and provide predictable rates.*

- 2.3.1. Invest in utility infrastructure aligned with community development.
- 2.3.2. Secure the community’s water supply.
- 2.3.3. Deploy/acquire GIS related technologies and geospatial data to improve services and operations.
- 2.3.4. Provide geospatial data and services resulting in cost-savings for the delivery of city services, and management of city assets and property.

3.1. Accessible/Responsive Government – *Involve the community of Airway Heights in all local government planning and decision-making, helping develop and implement plans for the City’s future.*

- 3.1.1. Increase public awareness and understanding of the mission, policies, and programs of the City.
- 3.1.2. Improve community involvement, education, and regional partnerships to increase the level of public trust and keep the community safe.
- 3.1.3. Provide excellent municipal services to residents and businesses.
- 3.1.4. Maintain assets to reduce life cycle costs while improving reliability and accessibility.



3.2. Community/Stakeholder Engagement

- 3.2.1. Prepare stakeholders to be credible, informed, and articulate spokespersons for the City.
- 3.2.2. Reinforce our compelling narrative through “At-A-Glance” fact sheets.
- 3.2.3. Provide a clear approach for community engagement by all stakeholders on planning and development matters.

4.1. Integrated Multi-modal Transportation Network – *Advance safe and reliable multi-modal transportation into and throughout the community and region.*

- 4.1.1. Develop and enhance a transportation system that facilitates the safe, efficient movement of people, goods, and services.
- 4.1.2. Improve safety for all modes of travel in an attractive and distinctive streetscape and public realm.
- 4.1.3. Improve transportation options and reduce congestion by working with agency partners.
- 4.1.4. Improve aging and/or missing transportation infrastructure with safe accommodations for people and vehicles.

4.2. Access to Transit

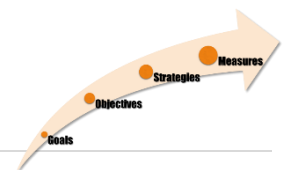
- 4.2.1. Improve transit availability and grow ridership.

5.1. Parks, Trails, and Open Space – *Enhance the City’s identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians.*

- 5.1.1. Plan, design, implement, maintain, and improve the City’s parks and trails systems.
- 5.1.2. Ensure every home is located within the service area of a park.

5.2. Recreation Programs – *Provide recreation and wellness programs and facilities that build community, support the arts, and encourage social connections.*

- 5.2.1. Promote an active and healthy community.
- 5.2.2. Maintain and improve Airway Heights’ parks and recreational opportunities, sustaining an attractive, safe, and functional system for all.
- 5.2.3. Develop recreational programs with pricing and marketing strategies that drive value, attendance, and cost recovery.
- 5.2.4. Offer a diverse range of youth, adult, and senior recreational programming.
- 5.2.5. Celebrate our culture and community through special events and sports.



6.1. Public Health – *Improve the health and well-being of residents through ample and coordinated prevention and treatment of disease.*

6.2. Education – *Support youth and families by investing in educational opportunities from Pre-K to Graduate Studies.*

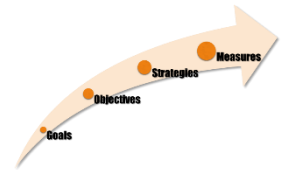
6.2.1. Define the need and pursue a complete K-12 school system in the City.

6.2.2. Collaborate with our partners to elevate our focus on excellent Pre-K through 12th grade quality public and private education.

6.3. Public Safety – *Increase the safety and security of all residents.*

6.3.1. Provide high quality fire prevention, community risk reduction, and emergency response service.

6.3.2. Improve emergency management and preparedness.



IDENTIFY INITIATIVES/STRATEGIES/KEY PERFORMANCE INDICATORS

City staff can align department initiatives and strategies with the City's vision, mission, values, goals, and objectives defined above. City leadership will discuss and agree on the necessary and appropriate Key Performance Indicators (KPIs) and benchmarks that will measure the effectiveness of the initiatives and strategies employed in each of the City's key lines of effort (Public Safety, Public Works, Parks & Recreation, and City Support Services).

COMMUNICATION AND ACCOUNTABILITY

The Awaken Airway Heights Strategic Plan will provide a necessary baseline for a self-assessment program designed to:

1. Clearly identify and define the ultimate goal of each of our lines of effort
2. Decide on how we objectively measure the impact of those efforts
3. Take stock in how we are currently doing
4. Articulate what it is we are working on to improve conditions

TAKE ACTION

Plan – in accordance with the vision, mission, values, goals, and objectives.

Budget – reflecting strategic priorities.

Manage – people, processes, and resources in accordance with identified strategies/initiatives.

Evaluate – measure, improve, and revise.

ACHIEVE SUCCESS ON PURPOSE AND IN HARMONY

As a result of our clear and comprehensive vision, mission, goals, values, objectives, and strategies ... Airway Heights will be positioned to more successfully plan, budget, manage, and evaluate our regular efforts and energy ... leading us toward better services, effective programs, focused policies, and engaged public employees and citizens ... resulting in improved community conditions and increased public trust and confidence!

better services + effective programs + focused policies + engaged public employees and citizens = improved community conditions + public trust and confidence
