



Introduction

The following pages present the goal, policy and actions developed for the City of Airway Heights Comprehensive Plan.

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

Goal – 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 – An objective is a topic-specific statement providing guidelines for current and future decision-making. It 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 budgetable 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, 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 2011 Airway Heights Comprehensive Plan were a primary resource in developing this matrix. For the purpose of clarity and brevity, each and every 2011 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 community input received during development of the 2017 Highway 2 Corridor Plan.

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 most current parks and recreation plan and the US-2 corridor 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 “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 assure 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 its open space 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 encouraging infill and thoughtful expansion.

LU HO ED XP G.04 Develop the historic city center as the "heart" of Airway Heights, enhancing its commercial, service and civic vitality.

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, including 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.

Goals

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- 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.*
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- XP LU PR CF G.06** Maintain and improve Airway Heights' transportation network, on pace and in concert with needs including traffic flow, land use character and community value.
- Discussion: All cities require functional, resilient transportation networks providing 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.*
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- LU HO PR ED CF G.07** Plan for and establish types and quantities of land uses in Airway Heights that support community needs, 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.*
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- CF LU ED UT G.08** Protect and maintain Airway Heights' natural resources including clean air, soils, wetlands and ground water, and minimizing 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.*
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Goals

- 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, events and facilities. This goal and supporting policies direct the City to help sustain and expand community arts programming, historic and cultural resources - benefitting the civic health, quality of life, and economic vitality of Airway Heights.

- CF ED UT G.11** Maintain the City of Airway Heights’ long-term fiscal health.

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

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| LU | P.01 | Support land use patterns that: |
| HO | | |
| XP | | <ul style="list-style-type: none"> • Maintain or enhance community levels of service; |
| PR | | <ul style="list-style-type: none"> • Foster the long-term fiscal health of the community; |
| ED | | <ul style="list-style-type: none"> • 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. |

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| LU | P.02 | Apply or revise zoning designations with careful consideration of factors including: |
| XP | | |
| PR | | <ul style="list-style-type: none"> • Future land use mapping; |
| HO | | <ul style="list-style-type: none"> • Compatibility with surrounding land uses; |
| CF | | <ul style="list-style-type: none"> • Restrictions in FAFB and airport overlay areas; • Infrastructure and service plans; • Existing and future traffic patterns; • Goals and policies of the comprehensive plan, related master plan and/or facility plans. |

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

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

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

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| LU | P.06 | Encourage compact, pedestrian-oriented development patterns in neighborhoods and |
| XP | | commercial areas. |
| HO | | |

Policies

LU XP HO	P.07	Encourage traditional residential development patterns, typically featuring: <ul style="list-style-type: none"> • Housing that faces the street edge; • Utilization of alleys for parking and service access; • An interconnected grid or small-block streets network; • Street sections designed for safety, traffic calming and aesthetic appeal, including narrower lanes, sidewalks, bike facilities, landscaping and lighting.
LU HO ED	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.
LU XP HO CF	P.09	Prioritize location of schools in areas with: <ul style="list-style-type: none"> • Access to arterial and collector streets; • Ample sidewalks and pedestrian access; • Proximity to residential areas being served; • Cost-effective access to necessary utilities and services.
LU XP HO CF UT	P.10	Prioritize location of new industrial development in areas that provide: <ul style="list-style-type: none"> • Close proximity to major transportation corridors; • Siting near existing industrial uses, where possible; • Cost-effective access to utilities and services; • Ability to minimize trucking through residential areas.
LU HO	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 XP PR	P.12	With Spokane County and service providers, coordinate development patterns in Airway Heights' Urban Growth Area (UGA), helping prevent adverse consequences for future incorporation.
HO LU	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.

Policies

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.

HO **P.16** Encourage clustering of units in new residential development, providing service efficiencies and creating opportunities for shared open space, landscaping, and creative approaches to parking.

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

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

- Have access to arterial and collector streets;
- Help buffer higher and lower-intensity development patterns;
- Abut compatible existing uses;
- Are part of projects involving mixed use or master planned areas.

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

XP **P.20** Develop and enhance a transportation system in Airway Heights that:

- Facilitates the safe, efficient movement of people, goods and services;
- Supports non-motorized and recreational needs;
- Supports land use objectives;
- Promotes livable neighborhoods;
- Improves safe pedestrian and bike routes to schools.

Policies

XP **P.21** Improve year-round access, safety, utility, convenience and service levels for
PR alternative modes of transportation, including:

- Walking;
- Bicycling;
- Public transit services;
- Rideshare/carpooling.

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

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

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
ED regional planning for commercial air travel and air freight services.

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

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

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

- Population growth;
- Demographic trends;
- Building permit trends;
- Regional facility improvements and projections.

Policies

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

CF **P.30** Plan new development to ensure provision of public services at current Levels of
XP Service (LOS) or the LOS identified in City-adopted master plans.
PR
UT

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

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

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

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

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

LU **P.36** Guide annexation decisions guided 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.

Policies

CF P.38 Coordinate with the Airway Heights Fire Department to plan for and locate fire stations and provide adequate water flow for fire protection.

CF P.39 Maintain police protection in accordance with the Level of Service (LOS) adopted in the City's Capital Improvement Plan (CIP).

CF P.40 Coordinate with and support local emergency service providers.

LU P.41 With Spokane County, base determination of Urban Growth Area (UGA) limits considering:
CF
XP
UT

- Future service capabilities;
- Infrastructure planning;
- Ground and surface water provision and quality;
- Protection of public health.

CF P.42 Cooperate with regulatory agencies in the identification and abatement of local environmental quality problems.

CF P.43 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

CF P.44 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.45 Provide storm water collection and treatment through use of landscaped infiltration areas and encourage the use of new or improved technology whenever practical.
LU

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Actions

A.01 Study and implement, as appropriate, impact fees.

A.02 Update the City's concurrency ordinance.

A.03 Update the City's parks and recreation plan to:
Further coordinate and link recreation areas throughout Airway Heights.

A.04 Regulations update - Revise development regulations to:

- Actively mix housing and commercial uses in and near the commercial center to provide higher quality, lower cost housing;
- Encourage mixed uses and variety in housing types;
- 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;
- Pursue development of a one-stop development center.

A.05 Develop housing initiatives to:

- Identify possible pilot housing projects for public/private partnerships;
- Coordinate with business and housing agencies to site special needs housing close to relevant business;
- Facilitate business and housing agency collaboration;
- 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;
- Consider density bonuses and financial methods to encourage mixed use housing.

A.06 Develop a business retention program to ensure the continued viability of existing businesses.

Actions

A.07 Develop design standards to:

- 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.

A.08 Develop a Marketing program to:

- 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;
- Identify natural resource-based industries in the area and monitor future job prospects in these industries;
- Develop an information base that includes the current level and type of employment along with potential job location forecasts;
- Develop a community branding program.

A.09 Pursue designation of the City as a "Certified Local Government", allowing technical and financial assistance from the state for the preservation of historic structures.

A.10 Research and consider strategies to aid revitalization of existing business and commercial districts in Airway Heights, such as:

- Creation of parking and business improvement authorities;
- Creation of local improvement districts.

A.11 Conduct research to identify light industries that will be compatible with the City and its surrounding area.

