3.2   GOALS, POLICIES, AND ACTIONS FRAMEWORK

The tables below present the nuts and bolts of the comprehensive plan, listing the goals, policies, and actions that put the plan into motion.

> **Goals** are broad statements indicating a general aim or purpose to be achieved. A goal is a direction setter. It is an ideal future state or condition related to the public health, safety or general welfare toward which planning, and implementation actions are directed. A goal is a general expression of community values and is somewhat abstract in nature. Consequently, a goal is generally not quantifiable, time-dependent, or suggestive of specific actions for its achievement.

> **Policies** are statements providing guidelines for current and future decision-making or position-taking. A policy indicates a clear commitment of the Millwood City Council. It is an extension of the plan's goals, reflecting topical nuance as well as an assessment of conditions and how the City will respond.

> **Actions** are initiatives, projects or programs to put policy into motion. Actions may include the development of more detailed and localized plans, formal agreements, regulations or other strategies necessary to realize community goals. Actions are immediately implementable through staff work programs and annual budget cycles. Every action must be supported by guiding policies, establishing the context within which the action is to be undertaken.

Table columns show how the goals, policies, and actions interrelate. In many cases, a single goal serves the needs of multiple planning topics. For instance, Goal G.03 applies to the Land Use, and Economic Development elements. Also, in many cases, single policies can serve the needs of multiple topics, too. Policy P.05 relates to Land Use, Historic Preservation, Transportation, and Economic Development. This multiple-purpose orientation of goals and policies allows this single compilation to serve the entire plan,

and the tables help users navigate how the goals and policies both serve multiple topics and interrelate with each other. Table 3-1 shows the abbreviations of each chapter listing;

Table ~~1~~3-1: Chapter Listings

Name	Abbreviation
Economic Development	ED
Land Use	LU
Transportation	XP
Historic Preservation	HP
Parks & Recreation	PR
Housing	H
Utilities	U
Essential Public Facilities	EPF
Climate Change & Resiliency	CR

Implementing actions all have direct policy references, demonstrating how these actions will advance the plan's policy objectives. Where a single action has multiple policy references, that single action helps satisfy the needs of multiple objectives. The community can use this table, then, to gauge the relative effectiveness of the various actions and use that as a tool to prioritize what might be most important to implement. NEED TO COMPLETE REVISIONS PER THE PERIODIC UPDATE CHECKLIST FOR MILLWOOD

Goals

Table ~~2~~3-2: Goals

Chapter Listing	Number	Goal	Implementing Policy
ED LU XP HP	G.01	A prosperous, identity-rich central commercial core, with opportunities for local businesses to flourish, walkable and bicycle friendly, and people to remember as a place uniquely Millwood.	1, 2, 5, 6, 15, 28, 31
LU ED XP PR H U	G.02	Types and quantities of land use that support community needs and business development.	3, 4, 36

Chapter Listing	Number	Goal	Implementing Policy
ED LU	G.03	Distinct shopping districts that provide uniquely different shopping experiences.	5
PR XP	G.04	An integral trails system that connects parks and open space for passive and active transportation and activity.	7, 8, 24, 28
PR	G.05	Parks and recreation system that is convenient, enjoyable, and a source of civic pride.	7, 8, 14, 18, 21
HP H LU	G.06	A built environment reflecting Millwood's community character and history.	4, 5, 9, 10, 11, 15, 16, 31
H LU	G.07	A larger variety of housing options.	11, 12, 36
LU H	G.08	Strong neighborhoods and active community groups.	9, 10, 13
U PR LU	G.09	Preservation and stewardship of our natural environment and resources.	14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 36
XP	G.10	An efficient transportation pattern with coordinated land use that supports walking, cycling and use of transit.	6, 26, 27, 28, 29, 30, 36
XP CF U EPF	G.11	Adequate public facilities and utility services that align with desired growth and land use types.	30, 32, 33, 34, 35, 36
HP LU PR ED	G. 12	Identify and encourage the preservation of lands, sites, structures, cultures and social customs that have historic or archaeological significance.	1, 4, 9, 10, 11

Policies

Table 13-3: Policies

Chapter Listing	Number	Policy	Goal Reference	Implementing Action
LU ED	P.01	Coordinate business, City and community efforts, and investment to enhance Millwood's central business district.	G.01 G.12	1, 2, 3, 5, 7, 9, 11, 16, 24, 31, 32
LU HP	P.02	Ensure commercial building design standards are appropriate and effective.	G.01	1, 2, 3, 11, 16, 32
ED LU	P.03	Limit barriers to development caused by development fees or other institutional requirements, as appropriate.	G.02	1, 3, 11, 29, 32, 34
LU HP	P.04	Elevate site and building design expectations for housing and business projects.	G.02 G.06 G.12	1, 2, 3, 6, 7, 11, 13, 16, 23, 32
ED LU HP XP	P.05	Differentiate the CBD along Argonne Rd from the commercial business area along Trent Ave.	G.01 G.03 G.06	1, 2, 3, 7, 25, 32
LU H ED HP	P.06	Allow multi-family housing to be located near CBD and public transit routes, this will increase density and foot traffic in the CBD.	G.01 G.10	1, 2, 3, 5, 7, 9,11, 16, 31, 32
PR LU XP	P.07	Enhance connectivity of parks and open space areas.	G.05	14, 17, 18, 24, 30, 37
PR LU	P.08	Pursue opportunities to expand and enhance the parks system, including pocket parks.	G.04 G.05	1, 5, 9, 15, 16, 17, 18, 20, 21, 30
HP	P.09	Provide opportunities that empower citizens to take part in the conservation of historic districts, sites, and structures	G.06 G.08 G.12	1, 12, 22, 33, 35
HP LU	P.10	Support the preservation, restoration, and adaptive reuse of historic homes, buildings, and properties in Millwood.	G.01 G.03 G.06 G.08 G.12	1, 2, 3, 6, 7, 10, 12, 13, 23, 31, 32, 33, 34

Chapter Listing	Number	Policy	Goal Reference	Implementing Action
H LU HP	P.11	Align new housing design and remodels with the historic fabric of the surrounding neighborhood.	G.06 G.07 G.12	1, 2, 3, 6, 7, 13, 16, 23, 31, 33, 34
H LU	P.12	Encourage the development of low and moderate-income housing in places close to services and easily served by transit.	G.07	1, 2, 6, 7, 11, 14, 32, 34
ED	P.13	Support active local groups and neighborhoods in their work to reinforce community identity, social networks, and community leadership.	G.08	1, 5, 7, 8, ,9, 10, 12, 13, 16, 17, 18, 22, 23, 32, 35
LU CF U	P.14	Protect the sole source Spokane Rathdrum Prairie Aquifer through appropriate siting of land uses and implementation of stormwater management regulations.	G.05 G.09	
PR XP	P.15	Preserve Millwood's tree city designation.	G.01 G.06 G.09	1, 2, 8, 10, 18, 20, 21
PR XP	P.16	Support a comprehensive urban forestry program.	G.06 G.09	10, 18, 20, 21
LU	P.17	Ensure development aligns with and protects natural features and wildlife habitat.	G.06 G.09	3, 27, 28
LU PR	P.18	Align and enforce goals, policies, best available science and best practice with the City of Millwood Shoreline Master Program manual and Shoreline Master Program	G.05 G.09	13, 16, 23, 28
U	P.19	Improve City and community management and treatment of stormwater runoff.	G.09	1, 2, 10, 26, 27, 28
EPF CF U	P.20	Manage stormwater runoff to minimize contamination of drinking water supplies, degradation of habitat, and soil erosion.	G.09 G.11	1, 10, 14, 19, 26, 27, 28
LU PR	P.21	Consider goals and policies incorporated in the City's shoreline master program as part of this comprehensive plan.	G.05 G.09	16, 28
LU	P.22	Incorporate best available science (BAS) in any update to the City's critical areas ordinance (CAO).	G.09	27, 28

Chapter Listing	Number	Policy	Goal Reference	Implementing Action
LU PR	P.23	Conserve fish and wildlife habitat areas to preserve ecological functions and values, maintain public safety, and prevent the degradation of natural resources.	G.09	18, 19, 28
LU	P.24	Restrict or discourage development in potential slide hazard areas.	G.04 G.09	5, 9, 28
LU	P.25	Protect groundwater quality from development impacts.	G.09	1, 2, 19, 27, 28
LU XP	P.26	Prohibit the siting of land uses that are incompatible with aviation operations in the Airfield Influence Areas designated on Comprehensive Plan maps.	G.10 G.11	4
XP	P.27	Routinely engage local and regional agencies and neighboring jurisdictions in developing a holistic transportation system.	G.10	1, 8, 14, 15, 25, 36, 37
XP	P.28	Enhance safety, accessibility, and efficiency for all modes of transportation, ensure the compatibility of motor vehicles, bicycles, bus transit and pedestrians for the benefit of all.	G.01 G.10	1, 2, 3, 8, 9, 14, 15, 16, 17, 18, 24, 25, 36, 37
XP	P.29	Ensure transportation compatibility, connectivity, and enhancement between agencies and jurisdictions through regional coordination.	G.10	1, 14, 15, 24, 25, 36, 37
XP U CF EPF	P.30	Ensure levels of public services and public facilities are adequate to satisfy the community's needs now and as new development occurs.	G.11	8, 15, 18, 19, 25, 36, 37
XP	P.31	Strategically approach street improvements to satisfy transportation, economic development, and community identity needs.	G.01 G.06 G.10	1, 2, 3, 5, 8, 9, 14, 17, 25, 36, 37
U EPF	P.32	Prioritize the list of facility and utility improvement projects using criteria based on this plan.	G.11	8, 14, 15, 18, 19, 25, 36, 37
EPF CF	P.33	Participate in Spokane County's Essential Public Facilities siting process in accordance with County-wide Planning Policies.	G.11	38
CF	P.34	Ensure local budget decisions are consistent with the adopted comprehensive plan.	G.11	8, 14, 18, 39

Chapter Listing	Number	Policy	Goal Reference	Implementing Action
CF LU	P.35	Reassess the land use element and its forecast levels of development if the ability to fund public services falls short.	G.02 G.11	39
CF LU ED XP EPF	P.36	Ensure overall comprehensive plan consistency with applicable Countywide Planning Policies.	G.02 G.07 G.09 G.10 G.11	15, 37

Actions

Table 3-24: Actions

Number	Action	Policy
1	Develop a Central Business District Plan for development along Argonne Road.	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 13, 15, 19, 20, 25, 27, 28, 29, 31
2	Initiate a Parking Study along Argonne Road to better understand how parking is being utilized in the Central Business District and where opportunities exist.	1, 2, 4, 5, 6, 10, 11, 12, 15, 19, 25, 28, 31
3	Adopt design standards for commercial development.	1, 2, 3, 4, 5, 6, 10, 11, 17, 28, 31
4	Provide an interconnected bike and pedestrian trails system that connects to the Spokane River and Millwood's public parks.	1, 6, 8, 13, 24, 28, 31
5	Invite the Millwood Community Association to identify infrastructure opportunities or needs.	13, 15, 27, 28, 30, 31, 32, 34
6	Annually apply for the Tree City USA designation.	10, 13, 15, 16, 19, 20
7	Collaborate with housing agencies to locate and develop affordable housing options, identify partnerships with fiscally responsible agencies to manage and implement the development of housing utilizing public funds.	1, 2, 3, 4, 6, 12
8	Provide public awareness of, and education about, Millwood's rich local heritage through local events that are city led and/or community led.	9, 10, 13
9	Heighten the awareness of land use, development, and nuisance code violations across the city by providing resource brochures and outline process to address each violation type.	4, 10, 11, 13, 18
10	Develop and provide resource information for historic preservation incentives, National Register of Historic Places, Washington Heritage Register, and the Local Register	4, 10, 11, 13, 18

Number	Action	Policy
11	Adopt a Six-Year Transportation Improvement Program (TIP) that adequately develops and maintains a transportation system supportive of multiple modes of travel. The Six-Year TIP should include a multiyear financing plan and analysis of future funding capabilities in order to evaluate needs against probably funding resources.	7, 12, 27, 28, 29, 20, 31, 32, 34, 36
12	Evaluate and adopt level of service standards for public facility and utility services.	8, 27, 28, 29, 30, 32, 36
13	Establish a park plan for the City of Millwood.	7, 8, 13, 15, 16, 23, 28, 30, 32, 34
14	Evaluate the cities dry well system and develop a plan for scheduled replacement and decommissioning of dry wells and other potentially ineffective or harmful practices to protect the Spokane Rathdrum Prairie Aquifer.	19, 20, 23, 25, 30, 32
15	Develop programs which support the maintenance and planting of street trees.	8, 15, 16
16	Update the street tree inventory and vegetation maintenance plan.	8, 15, 16
17	Update and make available resource materials for special events permits, create a community event calendar.	9, 13
18	Enforce the city codes for land use, development and public nuisances impacting neighborhood properties.	4, 10, 11, 13, 18
19	Develop the proposed shared pedestrian/bicycle path on the east side of Argonne Rd from Empire to the Spokane River.	1, 7, 28, 29
20	Develop the two shared roadway sections, on Argonne Road between Trent and Liberty, and on Liberty from Argonne to Vista Road.	5, 27, 28, 29, 30, 31, 32
21	Implement best practices, goals, and policies of the Eastern Washington Stormwater Manual.	17, 19, 20, 22, 25
22	Implement the goals and policies of the Critical Areas Ordinance.	17, 18, 19, 20, 21, 22, 23, 24, 25
23	Evaluate and modify, if necessary, the city's development code fee structure.	3
24	Identify opportunities for expansion and enhancement of the parks systems, including pocket parks.	7, 8
25	Evaluate and modify, if necessary, design regulations for housing and businesses.	1, 2, 6, 10, 11
26	Refine business districts and development strategies to create economically strong districts targeting specific business types.	1, 2, 3, 4, 5, 6, 10, 12, 13
27	Evaluate and improve, if necessary, zoning regulations related to housing density and type to ensure compatibility with historic neighborhoods.	9, 10, 11
28	Evaluate development regulations to remove impediments to the development of low and moderate-income housing.	3, 10, 11, 12

Number	Action	Policy
29	Develop community resource information to support active civic organizations and neighborhoods.	9, 13
30	Identify and prioritize a list of street improvements.	27, 28, 29,30, 31, 32
31	Identify specific actions to achieve transportation LOS standards.	7,27, 28, 29, 30, 31, 32, 36
32	Evaluate the budget process to incorporate comprehensive plan references.	34, 35
33	Millwood to create and adopt a master Bike and Pedestrian Plan.	29, 30, 31, 35,
34	Evaluate transportation demand management (TDM) strategies to be utilized.	29, 30, 31, 35,
35	Adopt a Six-Year Capital Facilities Plan (CFP). The CFP should include a multiyear financing plan and analysis of future funding capabilities in order to evaluate needs against probably funding resources.	7, 12, 27, 29, 20, 31, 32, 34, 36