

CHAPTER 3: HOUSING ELEMENT

Background Information and Analysis...

One of the growth management goals is to promote a variety of housing so that everyone in the community can find a place to live that is affordable. However, housing is a market driven commodity that relies on the supply of land, availability of existing housing and desirability of a neighborhood to influence housing prices. When market conditions result in high prices for housing there is incentive for builders to produce new housing or to remodel older housing to meet that demand. Until the supply meets demand the prices for housing tend to force lower income families out of the market and towards rentals and subsidized housing. Thus, to promote affordable housing the market needs to be closely monitored to assure that adequate land for new housing is available but without resulting in a growth in population that would exceed Cashmere's ability to provide governmental services.

Housing Inventory

As discussed earlier in the Land Use Element, the 2010 US Census identified approximately 1,408 housing units within the Cashmere incorporated and unincorporated areas, and a brief field inventory was conducted by the City in the Spring of 2013. Of these housing units 1,179 are located within the Cashmere incorporated area. Approximately 77% are single family residential dwellings, while 23% are multi-family dwellings (this number includes units in manufactured home parks). According to the 2010 US Census, approximately 74% of these housing units were built before 1980.

Housing Affordability

The Growth Management Act stipulates that each jurisdiction establish a definition of affordable housing. Cashmere adopts a definition that is based upon financial qualifications for obtaining a home mortgage. Affordable housing is that which the person/family pays no more than thirty percent (30%) of their annual income for housing costs (mortgage or rent, taxes). Growth Management planning requires that affordable housing be available for all income levels.

According to the US Census, the median household income for family within the City of Cashmere is \$62,009 annually. At this annual income level, an affordable home would be valued at \$186,027 to allow for home ownership.

Future Housing Needs Analysis

Based upon the above information, observations can be made as to the types of housing most needed in the Cashmere area. With the disparity between median affordable homes and the median value of existing homes, it seems apparent that affordable housing for low to moderate income populations are important for the potential home owner market. It also appears; with over 40% of renters paying 30% or more of their income for housing costs, affordable rental units are needed.

An adequate supply of vacant land that is available for development is an important factor in ensuring that housing costs are kept affordable. Housing costs are a direct example of the supply –vs.- demand theory: With limited supply and increased demand, costs will be higher. Within the city limits of Cashmere, there are not many existing vacant residential lots available, however, recent changes to the Land Use Element, including the Comprehensive Land Use

Designations Map, there is more land available for new residential development, particularly in the Urban Growth Area. Additionally, the City has resolved recent water rights shortages that have made future development more feasible.

Housing Goals and Policies...

HOUSING GOAL: Encourage the availability of affordable housing to all economic segments of the population, promote a variety of residential densities and housing types, and encourage preservation of existing housing.

Policy: Use land use planning and zoning tools to ensure that a variety of housing types and residential densities can be accommodated within the Urban Growth Area.

Policy: Promote construction of affordable housing for low and moderate-income populations by cooperating with local housing authorities, private/non-profit organizations and/or state and federal programs that provide funding assistance for new housing.

Policy: Recognize and accommodate special needs populations within the community, including those requiring residential care facilities, skilled nursing care facilities and/or other long-term or temporary living quarters.

Policy: Ensure that adequate public facilities and services such as public water and sewer systems, transportation facilities and emergency services are available to serve new developments as they occur.

Policy: Recognize that modular and manufactured homes are a viable housing option for some residents, and establish standards that ensure placement of new modular and manufactured homes is consistent with the character of existing neighborhoods.

Policy: Recognize that affordable housing must also be safe and require all new construction and manufactured homes to comply with the most current building, construction and placement codes and standards.

Policy: Encourage flexible and innovative regulatory strategies such as planned unit developments as a method of encouraging the development of affordable and varied housing options.

HOUSING GOAL: Protect the integrity of established residential neighborhoods.

Policy: Provide areas for single-family residential neighborhoods that will remain free of more intensive development.

Policy: Identify areas that are potential candidates for redevelopment, rehabilitation or revitalization and seek methods and incentives for homeowners to make improvements.

Policy: Support and encourage the retention and rehabilitation of existing housing units, thereby more efficiently utilizing the older housing stock.

CHAPTER 4: CAPITAL FACILITIES ELEMENT

Introduction...

Capital facilities are the durable goods portion of governmental service. They have a long-term useable life and can cost considerable amounts of tax dollars to purchase or construct. The process of obtaining capital facilities can require years of design, public involvement, budgeting and construction. Once constructed, capital facilities tend to become permanent, requiring an on going operations/maintenance cost.

As a result of the high cost for capital facilities, it is important for the government to prioritize and plan capital facilities as far ahead as possible. Yet, a community needs an ability to fund projects will continue to change. Lack of funding often results in some worthwhile projects being delayed as more urgent problems are addressed. This element of the comprehensive land use plan was prepared to comply with the Growth Management Act. The Act stipulates that the City must estimate what new or improved capital facilities will be needed for the next twenty years to support the probable growth in population.

Planning future capital facilities involves estimating the future needs for a variety of facilities and services. Each year, as part of the city's budgeting process, the capital facilities projections should be revised to recognize new needs or revised plans/costs. An annual review will assist in updating the highest priority projects.

The Capital Facilities Element (CFE) is intended to serve as an objectively derived guide for the orderly growth and maintenance of the community. It will serve as the framework for coordinating capital improvement projects that implement the vision of the community expressed in the other elements of this comprehensive plan. It is designed to be a valuable tool of the City Council and private citizens, which enables the community to:

- ◆ Gain a better understanding of their existing public works systems and capacities;
- ◆ Identify potential problems associated with limited revenues and increased public demands for better services;
- ◆ Identify potential sources and programs that may be used to fund needed improvements; and
- ◆ Create a continuing process of setting priorities for needed capital improvements, based on consistent background information.

It is understood that some capital needs may go beyond the resources available through the general City revenues. Furthermore, future issues may develop quickly in response to citizens' desires or a change in community standards or circumstances. The CFE is designed to be flexible to these situations by identifying different possibilities for funding beyond the norm, as well as attempting to identify which foreseeable needs will require some future action in order to be completed.

While some departmental accounts are funded with fairly reliable and adaptable revenue sources such as utility fees and legislatively designated taxes, other reserve accounts should be created with regular City revenues when possible. Additionally, the availability of optional funding sources such as bond issues, levies, tax and/or rate increases, loan or grant applications, etc., do exist. If the community is unable to contribute the full amount planned for in the CFP in any one year, the plan is not abandoned but instead reviewed and amended to reflect changing circumstances.

Goals and Policies...

General Capital Facilities Goals and Policies

GENERAL CAPITAL FACILITY GOAL: Ensure that adequate public facilities and services are planned for, located, designed, and maintained to accommodate the changing needs of all residents within the Cashmere urban area.

Policy: Promote multi-jurisdictional cooperation between cities, the county, and special service purveyors for public facility and services planning and development.

Policy: Develop a Capital Facilities Plan, based on existing and future growth and development, which will provide a guide for phased and orderly development of public services and facilities, including expansion and location, within the urban growth boundary.

Policy: Use the phasing schedule for public facilities and services defined in the Capital Facilities Plan as a basis for land use, development approval and annexation decisions.

Policy: Ensure a coordinated process for development and review of the capital facilities element, including participation from all City departments.

Policy: Ensure that capital improvement plans for the City's different capital facilities and services are coordinated and up-to-date.

Policy: Provide needed public facilities in a manner which protects investments in and maximizes the use of existing facilities, and which promotes orderly compact urban growth.

Policy: Promote continued use, maintenance, development, and revitalization of existing public facilities and services whenever possible.

Policy: Encourage compatible, multiple use of public facilities such as schools and parks, thereby increasing their usefulness and cost effectiveness.

Policy: The City should coordinate its land use and public works planning activities with an ongoing program of long range financial planning in order to conserve fiscal resources.

Policy: Provide public facilities and services at levels of service appropriate to the specific area.

Policy: Ensure that the location and design of public facilities does not adversely impact the environment or surrounding land uses.

Policy: Planning for capital improvements will be based on the City's Comprehensive Plan.

Policy: Evaluate capital improvement projects through the comprehensive planning process to ensure consistency with the other elements of the plan.

Policy: Review and update the City's capital facilities element on an annual basis.

Policy: Identified capital improvements should be implemented on a timely basis, as needed.

Water System Goals and Policies

In addition to the general goals and policies listed below, the Cashmere Comprehensive Water System Plan – 2011 contains specific goals, policies and standards affecting construction and operations.

WATER SYSTEM GOAL: The City of Cashmere will provide water of the best possible quality, at needed quantities, and at the lowest cost possible to its citizens.

Policy: Each property owner is responsible for the cost of installing, including meter and tapping, and maintaining the water line from the water meter box to the building.

Policy: The City will make water service connections available to property within the established Urban Growth Area.

Policy: New water mainlines to serve development shall be provided by the land developer and shall conform to city standards.

Policy: Water conservation programs as identified in the 2011 Comprehensive Water System Plan shall be implemented.

Policy: Obtain additional water rights through a variety of methods to provide adequate water supply to the City's projected population and land uses.

Sewer System Goals and Policies

In addition to the general goals and policies listed below, the city of Cashmere 2009 General Sewer System Plan, - contains specific goals, policies and standards for construction and operating policies.

SEWER GOAL: To provide Sewer service of the best possible quality and at the lowest possible cost to the citizens.

Policy: Storm water and sewer shall be collected and conveyed in separate systems. Roof, yard and foundation drains shall not be connected to the sanitary sewer system.

Policy: Developers of new subdivisions shall construct sanitary sewers to City specifications, at no cost to the City

Policy: Sewer main lines shall remain the property of the City of Cashmere.

Policy: Side sewer lines shall be installed, owned and maintained by the property owner.

Policy: No customer/discharger shall introduce to the sewerage system any pollutants that cause "pass-through" or interfere with treatment plant operations.

Policy: All new development within the city limits will be required to connect to the City sewer system.

Policy: The City will make sewer service available to property within the established Urban Growth Area.

Policy: All property that benefits from sewer connection shall share equally in the cost of providing the sewer lines. Each property owner along a sewer main line route may choose to: a) Purchase and make a connection at the time of main line installation. b) Purchase a right for a future connection at the same cost as if the connection was made when the line is installed; or c) Be charged a higher latecomer fee (includes prorated construction costs plus interest) at such time as a connection is requested.

Financing....

There are numerous potential financing options the City will need to consider for implementing the CFP, however the passage of several citizens initiatives and recent legislative actions may have the affect of eliminating some of the potential options by reducing revenues. Regardless, the plan presumes that funding for needed capital improvements will be obtained from a variety of sources, including private, local, state and federal.

Within Washington State there is an organization called the Infrastructure Assistance Coordinating Council that publishes an important resource that can help identify programs that assist communities in meeting their infrastructure needs with grants, loans and technical assistance. In addition, the Rural Community Assistance Corporation and the Washington State Department of Commerce also provides technical assistance for rural community planning . .

Local Funding

Local funding for projects will come primarily from the City's General Fund, or from specific reserves built from utility rate revenues. The City may also need to consider bonds, levies and other revenue sources as needed for specific projects. The City's ability to finance identified improvements through many funding sources will depend partly on its current indebtedness. Revising the rate structures for utilities will also help provide the revenue needed to generate local match for state and/or federal dollars.

State/Federal Funding

Funding from state and/or federal sources, as well as others, may be available to provide portions of the funding necessary to implement improvements contemplated in this plan. Timely and up-front contact with the appropriate agencies should be made early in the planning process for a project to determine the applicability of the proposed funding source. This plan has been prepared with the understanding that the City will most likely be unable to finance significant infrastructure improvements without state and/or federal assistance. To obtain this type of funding it is important for the community to attempt to fund projects on its own to document the need for

this assistance, as well as demonstrating an ability to at least generate some revenues for local matching funds.

Amendment Process...

Because the capital facilities element is not intended to be a static and unchanging document, amendments to it should occur on an annual basis in response to changing conditions within the community. Ideally, the capital facilities element will be amended during the annual comprehensive plan amendment process. However, the Growth Management Act allows for capital facilities elements to be amended outside of an annual process, provided the amendment occurs in conjunction with the City's budgeting process. Amendments can be in many forms, such as the addition or revision of goals, policies or implementation recommendations, the addition of projects that arise as a result of unique opportunities or the unexpected availability of special funding; or deleting projects that are deemed unnecessary. Amendments can be proposed by individual citizens; city staff; the Planning Commission; or City Council, however they must be formally adopted by the City Council through the same process as the initial adoption.

Each year during the budget process the City Council should adopt a new capital budget based on updates to the capital facilities element. Theoretically, the Council will move each year's scheduled projects ahead by one year, while also adding projects that should be completed within 6 years. This would move the second year's projects into the priority position for the coming year's budget. Regardless of the list of projects, the capital facilities element should have an annual capital budget as well as a schedule of projects that extends over a 6-year period.

Because there will almost always be more projects than available funding, a rating system can be used to evaluate projects to determine their relative priority in the overall financial picture. A project's status should be based on a combination of things, primarily the goals and policies of the comprehensive plan, identified deficiencies in the existing systems, citizen input, and the feasibility of obtaining funding. The following criteria and rating system, which is a series of questions posed in a checklist format, is intended to provide at least a beginning quantification of these factors that can be used to initiate discussions on a project's merits.

Reviewing capital facilities projects against the evaluation checklist provides an effective and objective means of determining the relative priority of individual projects. The criteria help bring consistency to the overall decision-making process from year to year and in the face of changing elected officials and staff. However, the checklist is only a tool to be used to evaluate the relative merits of one proposed improvement versus another. If adequate justification exists to ignore the results of the matrix and thus move a proposed project ahead in terms of funding, then that decision can be made at the discretion of City elected officials and staff.

Decision Checklist

Key/Rating	Criteria	Explanation
Life, Health & Safety 5	Is the proposed improvement needed to protect public health, safety and welfare?	This criterion should be considered one of the most important since one of the basic functions of government is to protect the public health, safety and welfare.
Legal Mandate 5	Is the proposed improvement required to comply with a legal mandate?	Compliance with legal mandates is often a prerequisite to obtaining state or federal funding assistance needed for utility improvements and failure to comply can result in severe penalties to the City.
Tax Base 4	Does the proposed improvement contribute to or directly improve the community's tax base?	It is important to judge a proposed improvement's impact on the local tax base. For example, an improvement which extends water service to an area outside the corporate limits in most circumstances does little to improve the City's tax base while upgrading services to an area within the corporate limits that would allow for more commercial or industrial development would.
Funding Available 4	Is funding available?	It is important to separate improvements that have an identifiable and available source of funding from those that require applications for funding, bond issues or other financing mechanisms that may or may not be approved. For example, an improvement which could be directly budgeted out of the City Current Expense or General Fund would rate higher than one which required a lengthy grant or loan application and approval process.
Revenue Generation 4	Is the proposed improvement part of a service that generates revenue?	Improvements to revenue-generating utilities (water and sewer) are better able to pay for themselves or at least generate matching dollars for loans/grants.

Key/Rating**Criteria****Explanation**

<p>Maintenance 4</p>	<p>Does the proposed improvement have a clearly identified source of revenue for ongoing maintenance and operation?</p>	<p>It is important to provide an opportunity to incorporate a project's long-term maintenance needs into the prioritization process. A project with high maintenance costs and no identified funding source for maintenance would rate low, while a project with a clear source of maintenance funds would rate high.</p>
<p>Cost Effective Service 4</p>	<p>Will the proposed improvement result in cost effective service delivery?</p>	<p>There should be some consideration of the proposed improvement's long-term impact on the City's financial situation. For example, an improvement which corrects an existing maintenance problem or a project which results in an improvement with low maintenance requirements should rate better than an improvement which does not correct an existing maintenance or will result in higher maintenance costs.</p>
<p>Coordination 4</p>	<p>Is the proposed improvement a part of another project?</p>	<p>This criterion gives projects that, considered alone would not rate well, a chance to be given a higher priority because it is part of another improvement. For example a street is scheduled for an overlay and there are water and/or sewer lines under the street that are not planned to be upgraded for several more years. These water and/or sewer lines should be upgraded prior to the street overlay and thus become part of that project</p>
<p>Partnership 3</p>	<p>Does the proposed improvement create opportunities for public/private partnerships, intergovernmental cooperation or further existing commitments to private or public parties?</p>	<p>Improvements that involve other private or public entities are important. For example, a developer is extending a City water main to serve a new private development in an area that is presently undeserved. The partnership in this instance could be that the City would participate in increasing the size of the line over that required for the new development as a means of improving service to existing customers.</p>

Key/Rating	Criteria	Explanation
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Consistency 3	Is the proposed improvement consistent with the elements of the comprehensive plan, including the goals and policies of the capital facilities element?	Planned improvements, particularly utility upgrades and expansions, must be consistent with the comprehensive plan. The issue of consistency also comes into play if the City seeks outside funding for all or parts of planned improvements.
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Level of Service 3	Will the proposed improvement enhance the provision of that service for existing residents?	This criterion is used to determine a project's impact on the current residents of Cashmere.
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Forecast Demand 2	Is the proposed improvement needed to help meet forecasted demand?	This criterion is used to determine a project's impact on forecasted demand.
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General Inventory of Existing Municipal and Public Facilities.

Cashmere has a full range of government facilities including city hall, city parks, cemeteries, public water and sewer system, and services for sanitation, fire protection and law enforcement. The following is a summary of the "City of Cashmere Facilities Inventory and Employee Roster" which is reviewed and updated by City staff on a regular basis.

Law Enforcement

The City contracts with Chelan County for the services of the Sheriff's Department, Jails, Courts, and Prosecuting Attorneys.

Fire Protection

The City of Cashmere has an all-volunteer fire department. Additionally the City contracts with Chelan County Fire District Number 6 to provide services in the rural areas around the city, including all of the urban growth area. The fire hall, stationed on Woodring Street, is approximately 3,495 square feet and houses trucks and equipment. Services include fire fighting and emergency medical aid response. The Fire Department's inventory of equipment is contained in the City's Fixed Asset Report that is available for viewing at City Hall.

Health Care

City of Cashmere has the following health care services available.

Dental offices

Wagner Dental Arts
Cashmere Dental
Cashmere Dental Center

Chiropractic office

Pratt Chiropractic Clinic
Cashmere Valley Chiropractic Clinic

Clinic

Cashmere Medical Clinic

Assisted living

Cashmere Convalescent Center (Rest Home)
Epledalen (Assisted Living)

Acupuncture

Harmony Acupuncture

Massage Therapy

Lippert's Massage Therapy
Jenny Delancy L.M.P.
Serenity Spa

Physical Therapy

Cashmere Physical Therapy

Library

Located on the corner of Woodring and Elberta Streets, the Library building, which is approximately 4,435 square feet and owned by the City, is part of the North Central Washington Regional Library System. As a regional library, materials are available from other branches and by mail.

Solid Waste/Recycling Center

Cashmere provides solid waste pick up and recycling services generally within City limits. A private company Waste Management of Greater Wenatchee, Inc., provides subscriber service outside the city limits. Cashmere disposes of its refuse at the regional landfill located in

Douglas County near Pangborn Memorial Airport that is owned and operated by Waste Management.

The City provides a recycling program offering curbside collection of recyclable materials. The recycling center, is located on City-owned property at 314 River Street.

To maintain the solid waste and recycling program within the City, the following equipment is owned and operated by the City:

- 2 garbage trucks
- 1 recycle truck
- 1 forklift
- 1 Baler (at River Street center only)

Public Works Equipment

The Public Works Department inventory of equipment is contained in the City’s Fixed Asset Report that is available for viewing at City Hall.

Public Property

Cashmere has numerous public buildings that provide a broad range of public services. The City Hall building, built in 1927, is located downtown at 101 Woodring Street. This brick structure houses the city offices, council chambers, a maintenance shop and garages, and lab facilities. The City owns the following buildings within the community.

Property	Location	Size
City Hall	101 Woodring	0.40 acres
Public works building	200 Railroad Ave	1.65 acres
Cemetery	Evergreen Drive	14.5 acres
Brisky Cemetery	Wohlers Road	.11 acre
Riverside Center	201 Riverside Drive	1.44 acres
Museum	600 Cotlets Way	2.12 acres
Fire Station	200 Cottage Ave.	.12 acre
Recycle Center	314 River Street	2.00 acres
Main City Lift	Riverfront Drive	.50 acre
East Cashmere Lift	Titchenal Way	.11 acre
West Cashmere Lift	Sunset Highway	.11 acre
Parking lot	Elberta	.61 acre
Parking lot	Aplets Way	1.07 acres
Sewer treatment ponds	Riverfront Drive	26 acres
Water treatment plant	Museum Road	4.14 acres
BVF- Waste Treatment (Tree Top)	Titchenal Way	3.53 acres
Kennedy Reservoir	Rank Road	.76 acre
Sherman Reservoir	Cedar Street	.76 acres

Educational Facilities

The Cashmere School District has five school facilities as identified below. The district also provides playfields for the school and public use at each of the school facilities, as well as at different locations throughout the community. According to the District, it is expected that during the planning horizon of this comprehensive plan, there will be a steady increase of school kids as the population within the UGA increases.

Facility	Location	Size
Cashmere Elementary School	101 Pioneer Street	14.39 acres
Cashmere Middle School	300 Tigner Road	16.76 acres
Cashmere High School	329 Tigner Road	11.15 acres
Cashmere School District Transportation Services	Paton Street	2 acres
Cashmere School District Administration	210 S. Division St.	2.5 acres

Water System

The City of Cashmere adopted, in 2011, a Comprehensive Water System Plan establishing policies, standards, inventory, projected water needs and recommendations for operations and conservation of water resources.

Sewer System

In 2009, Cashmere City Council adopted the Comprehensive Sewer Plan, which documented in detail the existing Sewer system. The plan also identifies City sewer system policies, service standards, system deficiencies, and projected growth in sewer treatment.

Stormwater Facilities

The stormwater drainage system is available throughout a majority of the city. Major components of the system consist of piping, manholes, catch basins and outfalls. Extensions to the stormwater system are primarily done by land development and the cost of the extension is borne by the developer. In the near future, the City of Cashmere will be evaluating the stormwater system in order to comply with the Department of Ecology's Phase II, Stormwater Management Regulations.

Summary of Capital Facilities Proposed Improvements...

Fire Protection

The City along with Fire District 6 will continue applying for grants to purchase fire apparatus equipment and heavy automotive equipment.

Library

Cashmere's Library is in need of minor repairs, such as painting, window sealing and carpet replacement.

Solid Waste/Recycle Center

The City along with Chelan County Solid Waste will continue applying for grants to improve its solid waste and recycling center operations..

Parks and Cemetery

The access roads at the cemetery will need to be paved within the planning horizon. The City will continue applying for grants to make improvements and purchase equipment

Public Works Equipment

Within the next 6 years the City will look into acquiring a new sanitation truck, and a new Dump/Plow truck.

Public Building

2014-2015 the City will look into painting the exterior of City Hall and wallpaper Council Chambers.

Educational Facilities

No major educational facilities proposed within the next six (6) years.

Water System

The 2011 Comprehensive Water System Plan includes a detailed description and analysis of proposed improvements to the City's water system. In general the 6-year projects include implementation of an annual water main replacement program and a conservation/leak detection program, water main extensions, water right acquisitions and the addition of a new pressure reducing station.

Sewer Facilities

The 2012 Comprehensive Sewer System Plan includes a detailed description and analysis of proposed improvements to the City's Sewer system. In general the 6-year projects include sewer main replacements phosphorus treatment at the sewer treatment facility.

Stormwater Systems

Improvements to the stormwater system will occur when buildable properties are developed. The Department of Ecology is in the process of establishing stormwater standards for eastern Washington that the city will need to address in the near future.

Streets

As identified in the City's 6-year Transportation Improvement Program, the street improvements are Aplets Way preservation, River Street preservation, South Douglas improvements Angier Street bridge, Chapel Street improvements, Chase Ave Preservation and Improvements, and Pery Street improvements.

Capital Facilities Six-Year Project List – 2008 through 2019

Department	Time Frame	Estimated Cost	Potential Funding
Water System Projects			
Purchase Water Rights	Continually acquire	\$100,000	Revenue Bond/Rate Increase/Private developer cost
Annual Water Main Replacement Projects as Identified in 6-Year Water Plan	2013-2019	\$150,000	Revenue Bonds/ Rate increase and grants.
Water Treatment Plant Improvements	2016	\$50,000	Revenue bonds/ Rate increase and grants.
Various Pressure Zone Projects as Identified in 6-Year Water Plan	2013-2019	\$80,000 per project.	Revenue Bond/Rate Increase and grants
Various Operations and Maintenance Projects as Identified in 6-Year Water Plan	2013- 2019	\$80,000 per each project.	Revenue bond/Rate increase and grants
Sewer Projects			
Miscellaneous Pipeline Improvements as Identified in 6-Year Sewer Plan	2013-2019	\$100,000 per year	Grants/Rate increase
Wastewater Treatment Facility Improvements as Identified in 6-Year Sewer Plan	2013-2019	\$100,000 per year	Grants/Rate increase
Sewer Plan Update and Rate Study	2018-2019	\$100,000	Grants/Rate increase
Wastewater Work Truck	2015-2018	\$50,000	Rates/Equipment rental fund
Street Projects			
Aplets Way Pavement Preservation Project	2014-2015	\$400,000	TIB/STP (other) Grant/Existing revenues
ADA ramp upgrades and sidewalk repairs and upgrades (City-wide)	2014-2019	\$15,000	Existing Revenues
Railroad Ave improvements	2013-2014	\$281,364	TIB/STP (other) Grant/Existing revenues

Department	Time Frame	Estimated Cost	Potential Funding
River Street pavement preservation project	2014-2015	\$200,000	TIB/STP (other) Grant/Existing revenues
Mission Ave reconstruction: Maple Street to East Parkhill Street	2013-2014	\$529,030	TIB/STP (other) Grant/Existing revenues
Angier Street bridge	2015-2018	\$1,232,200	TIB/STP (other) Grant/Existing Revenues
Chase Ave preservation and improvements	2017-2018	\$100,000	TIB/STP (other) Grant/Existing revenues
South Douglas Street improvements	2018-2019	\$600,000	TIB/STP (other) Grant/Existing revenues
Perry Street improvements	2018-2019	\$140,000	TIB/STP (other) Grant/Existing revenues
Chapel Street preservation and improvements and construct bridge on Chapel Street, Mission Creek over crossing	2018-2023	\$1,600,000	TIB/STP (other) Grant/Existing revenues
Stormwater Projects			
Miscellaneous storm water improvement projects	2014-2019	\$50,000	TIB/STP (other) Grant/Existing revenues
Parks and Cemetery Projects			
Pave Riverside Park east parking lot and miscellaneous landscaping	2014-2016	\$100,000	Existing revenues/ Grants
Develop Kayak Park at River Street.	2018-2019	\$50,000	Capital improvement fund/ Grants
Pave parking lot at Simpson Park	2015	\$50,000	Existing revenues/ Grants
Public Works Equipment			
Refuse truck	2018	\$250,000	Equipment rental fund/ Grants
Dump truck(s)	2014-2018	\$50,000 each	Equipment rental fund/ Grants

Department	Time Frame	Estimated Cost	Potential Funding
Public Buildings/City Hall Equipment			
Miscellaneous improvements to City Hall	2014-2016	\$20,000	Existing revenues/Grants
Public Safety Projects			
Improvement to the Fire Hall	2015-2019	\$15,000	Existing revenues/Grants
Solid Waste Projects			
Regional mulching center and recycling center at wastewater lagoon site cell #3	2015-2017	\$100,000	Existing revenues/Grants

CHAPTER 5: UTILITIES ELEMENT

Background Information and Analysis...

This element incorporates into the land use planning process those utilities that may become impacted by new development and population growth. These utilities listed in Table 8, include telephone, cable TV, and irrigation water, refuse disposal, fiber, electricity and private water systems.

Inventory of Existing Utilities (non-city owned)		
Utility	Provider	Area Served
Natural Gas	No distribution or transmission lines exist in the planning area	None
Telephone	Frontier Communication	Entire planning area
Cable TV	Charter Communications	Entire planning area
Solid Waste	Waste Management City of Cashmere	Areas outside of city limits Within City limits
Electricity	Chelan County Public Utility District	Entire planning area
Community water Systems	2 Class A systems 14 Class B systems (2-14 homes)	County fairground and West Cashmere subdivision Various locations
Irrigation Water	Peshastin Irrigation District Icicle Irrigation District Wenatchee Irrigation District	Planning area/south of Wenatchee River North of Wenatchee River
Fiber Chelan County PUD	See PUD for updated list of service providers.	Entire planning area

TELEPHONE

Frontier has a switching facility located in Cashmere. The ability to offer hard wire service to new customers is dependent upon the number of wire pairs available in any particular service line. Frontier is upgrading their switching facilities and cable as demand for service increases. Cellular telephone service is available through a number of providers; the exact area of coverage is dependent upon locations of transmitters.

CABLE TV

Charter Communications has a franchise agreement with Cashmere to provide service within city limits. Frontier Services includes all areas within the city and the urban growth area able to access cable service.

SOLID WASTE

Waste Management of Greater Wenatchee, Inc. provides refuse pickup services to subscribers outside city limits. Chelan County does not require refuse pickup and residents may elect to haul their refuse to the County's transfer station near Peshastin. State regulations stipulate that if an area that is served by a private refuse service is annexed, then that private provider will continue to serve those neighborhoods for seven years after annexation. The City of Cashmere provides refuse and recycling within City limits.

ELECTRICITY

Chelan County Public Utility District (P.U.D.) provides electrical power to the entire planning area. The P.U.D. completed a Long-Range Transmission Planning Study to identify future facility needs. This planning study will be updated every five years.

COMMUNITY WATER SYSTEMS

Within the urban growth area are a number of shared wells or community water systems. Class A systems serving more than 14 homes (or large populations) include the West Cashmere subdivision and Chelan County Fairgrounds and Expo Center. Class B systems serve from 2 to 14 homes and are in various locations in the planning area.

IRRIGATION DISTRICTS- The Peshastin/Icicle District, Wenatchee Irrigation District

Irrigation water is provided only to those properties that have "water shares" from the respective irrigation provider. The areas serviced include most of the urban growth area and a few neighborhoods within the city.

Utilities Goals and Policies...

UTILITY GOAL: Provide utilities that are consistent with the land use element of this plan.

Policy: Coordinate with utility providers to plan and implement system upgrades or expansions to accommodate projected land use development patterns.

Policy: Consolidate utility transmission and distribution systems into common service corridors, installing new systems underground.

Policy: Require effective and timely coordination of all new utility trenching and combining compatible utilities into common trenches.

Policy: All aboveground utilities shall comply with minimum safety standards for height to protect public safety and prevent damage to property.

Policy: In new residential developments require all new utilities to be installed underground and in cooperation with other compatible utilities.

Policy: Coordinate road construction and reconstruction activities with utility providers to eliminate unnecessary retrenching after roadwork is completed.

Policy: Require new utility crossings in City streets to be pushed under the road instead of trenching across the road.

UTILITY GOAL: Promote conservation and efficient use of utility resources.

Policy: Encourage energy efficiency in heating and cooling of buildings to conserve electrical energy.

Policy: Conserve city water supplies and water rights allocations by avoiding the use of city water for landscape irrigation purposes. Encourage the use of irrigation district water for irrigation when water shares are available.

Policy: Promote recycling and composting activities to reduce the volume of solid waste, which must be picked up and disposed of in sanitary landfills.

CHAPTER 6: TRANSPORTATION ELEMENT

Background Information and Analysis...

The City of Cashmere has prepared a comprehensive transportation plan to address city transportation needs. This plan includes standards for road construction, storm water drainage, and sidewalks. The Growth Management Act requires that the transportation plan must be consistent with all other elements and specifically the land use element of this plan. Land development and transportation system improvements have a cause and effect relationship. Improvements to streets and highways can result in increased land development, and land development can result in traffic problems such as restricted movement of vehicles, higher costs for road improvements and higher risk for accidents. By considering the potential for future growth in and around the community the City can prioritize street construction or improvement projects in an attempt to avoid the adverse side effects that result from more traffic. Likewise, if a significant transportation problem is identified then growth (residential, commercial, and or industrial) can be reassessed and actions taken to prevent problems.

Streets

Cashmere owns and maintains 14 miles of road and 2.3 miles of alleyways. Washington State Department of Transportation is responsible for Highway 2/97 and coordinates with the city at intersections with city streets. Chelan County owns and maintains the roads within the urban growth boundary. Table below lists Cashmere's major streets and traffic volumes.

Arterial Road Inventory (Ave. Daily Traffic Counts) See Appendix I					
Major		Secondary		Collector	
Cotlets Way	7,468	Mission Cr. Rd.	2,268	Woodring St.	1,257
Aplets Way	3,337	Railroad Ave.	2,260	Maple St.	1,716
Cottage Ave.	6,286			Paton St.	1,246
Division St.	4,147			Blue Star Way	861
Pioneer St.	4,313			Olive St.	1,245
Sunset Hwy.	3,979			Tigner Rd.	1,113
Titchenal Way	3,642			Sullivan St	1,500

Public Transportation

LINK currently provides commuter transit service in a loop route between Wenatchee and Leavenworth with stops in Cashmere. Facilities are limited to passenger shelters at the Chelan County Museum, downtown on Cottage Avenue, and on Pioneer Avenue near the Cashmere Convalescent Center, there are a total of sixteen signed bus stops.

Air Transportation

Cashmere-Dryden Municipal Airport - Although located outside of the urban growth area, aircraft approaching the airport fly over portions of the city and on final approach fly directly over sports fields and parking lots at Cashmere Middle School and Cashmere High School. Therefore, it will be necessary to consider flight safety issues should any future development be proposed directly under the landing-takeoff route.

Bridges

There are six (6) bridges within Cashmere City limits and Urban Growth Area.

1. **Cotlets Avenue Bridge** located at the east City limits that crosses a high water channel of the Wenatchee River was built in 1997. The bridge includes pedestrian lane on the south portion, and is secured by jersey barriers.
2. **Aplets Way Bridge** located at the north City limits that cross a high water channel of the Wenatchee River. The bridge includes pedestrian lane on the east and west portions, and is secured by raised sidewalk and curb and gutter.
3. **Angier Street bridge** located within the central portion of city that crosses high water channel of Mission Creek. This bridge was rated 27, in 2006 by a bridge/ transportation improvement committee. The rating of 27 indicates that the bridge is structurally deficient. This bridge is too narrow to accommodate the current traffic safely (motor homes, travel trailers, and large trucks) and does not offer a safe crossing for pedestrian traffic. This bridge is heavily used by school children.
4. **Mission Creek bridge** located south of the city and located on Mission Creek Road. This bridge is too narrow to accommodate the current traffic safely (motor homes, travel trailers, and large trucks) and does not offer a safe crossing for pedestrian traffic. This bridge is heavily used by school children. The bridge needs to be remodeled to allow for a safe lane for pedestrians (According to Washington State Bridge Design Manual)
5. **Mission Creek bridge** located west of the city and located on Sunset Highway. This bridge was reconstructed in 2012 as part of the Sunset Highway improvement project.
6. **Mission Creek and Pioneer bridge** located near Cashmere Elementary School. This bridge is too narrow to accommodate the current traffic safely (motor homes, travel trailers, and large trucks)

Level of Service Standards...

Arterial Streets (Major, Secondary and Collector)

Arterial streets shall be provided where necessary to facilitate traffic flow (average daily counts) which is greater than 1,000 vehicle trips per day, or where significant truck traffic necessitates a higher standard to provide a greater turning radius and safety. Arterial streets are generally used to access other roads and areas. Arterial streets will need to provide parking, bus stops, separation of pedestrians from traffic and a method of controlling storm water runoff. Minimum arterial standards are:

- Minimum right-of-way width shall be 60 feet; additional right-of-way may be required for side slopes, drainage, public transportation turnouts, trees or bicycle lanes.
- Building shall be set back a minimum of 55 feet from the centerline of the right-of-way. Except in the downtown business district where existing structures shall be allowed to be remodeled or replaced to match the street set back of adjacent buildings.

- Curve radius shall be at least 715 feet with allowances for smaller radius to meet topography. PROVIDED that the radius shall not be less than 425 feet.
- Slope/grade shall be as flat as possible to provide line of sight for traffic.
- Road pavement widths shall be a minimum of 12 feet per traveled lane.
- Paved shoulders at least six feet wide shall be provided on both sides of the road in low density and rural areas.
- Curbs and gutters will be required in high-density residential, commercial and industrial areas, and where necessary to control storm water runoff.
- Sidewalks or approved pedestrian paths at least five feet wide will be required along both sides of the street in high-density residential areas. Sidewalks shall be ten feet wide in commercial and industrial areas. Handicap access ramps shall be included into all pedestrian street crossings. Sidewalks are not required in rural areas or low-density areas provided that paved shoulders are adequate to safely allow pedestrian use.
- Parking lanes at least eight feet wide shall be provided along both sides of the street.
- Bike lanes when provided shall be at least five feet wide.
- A bike lane and/or a landscape strip totaling at least eight feet in width may be provided in lieu of one parking lane, when approved by the City or designated City Official.
- Bus stops shall be coordinated with the Regional Transportation Board a.k.a. LINK. Designation of bus stops will consider traffic and pedestrian safety.

Local Access Streets - high-density areas.

Streets accessing high-density residential and multi-family residential areas, access at least 16 dwelling units or building lots, or commercial and industrial areas where traffic is less than 1,000 vehicles per day (average daily traffic count). Minimum standards shall be:

- Right-of-way width shall be a minimum of 50 feet. Additional right-of-way may be required for side slopes, drainage, sidewalks, trees or bicycle lanes.
- All structures shall be set back at least 55 feet from the centerline of the right-of-way.
- Traffic lanes shall be at least 11 feet wide.
- Parking lanes at least eight feet wide shall be provided along both side of the street
- Curbs and gutters will be required to control storm water runoff.
- Sidewalks at least five feet wide will be required along both sides of the street.
- A landscape strip at least eight feet in width may be provided in lieu of a parking strip or sidewalk when approved by the City or designated City Official.
- On-street parking will be allowed in those neighborhoods where existing lot sizes are not adequate to provide off-street parking.

Local Access Streets - low density residential (15 or fewer) and rural residential (6 or fewer homes). Minimum standards shall be:

- Right-of-way shall be at least 40 feet wide, additional right-of-way may be required for side slopes or drainage. A narrower road right-of-way of not less than 32 feet in width may be considered when the following conditions are met:
 - a steep slope is stable and does not require reinforcement or special drainage;
 - when cut and fill slopes become so extensive as to make additional width unobtainable at a reasonable cost or without significant environmental impact;
 - adequate off-street parking for at least four vehicles per dwelling is available;
 - on-street parking shall be prohibited where road widths do not provide a parking lane.

- All buildings shall be set back at least 55 feet from the centerline of the right-of-way.
- Road pavement widths shall be 11 feet per traveled lane.
- Paved shoulders at least six feet wide will be required along both sides of the street when sidewalks and parking lanes are not provided.
- Parking lanes at least eight feet wide shall be required on one side.
- Bike lanes, if provided, will be at least five feet wide.
- Sidewalks, if provided, shall be at least five feet wide.

Transportation Goals and Policies...

TRANSPORTATION GOAL: Encourage efficient transportation systems that are based on regional priorities and coordinated with county and city comprehensive plans.

Policy: Participate in regional transportation planning efforts to provide and improve services and infrastructure.

Policy: Collaborate in projects with other agencies.

Policy: Encourage use of public transportation for commuting and local mobility.

Policy: Encourage pedestrian and bicycle use for local mobility by adopting and implementing street standards that embrace these forms of travel.

Policy: The level of service standard for this facility is as follows, as established by the Washington State Department of Transportation: LOS "C" in rural areas, LOS "D" in urban areas.

Policy: The following are recognized as transportation facilities and services of statewide significance (including Highways of State-wide Significance) within the Cashmere Urban Growth Area: Highway 2/97 and the Burlington Northern Railroad. These facilities are shown on the Transportation Map included in this Comprehensive Plan.

Policy: The level of service standards for these facilities are as follows, as established by the Washington State Department of Transportation: Highway 2/97 as in Policy EE-6.

Policy: The following are recognized as part of the Regional Roadway System within the Cashmere Urban Growth Area, as established in the NCW RTP Regional Transportation Plan: Highway 2/97, Sunset Highway, Cashmere Dryden Airport. These facilities are shown on the Transportation Map included in this Comprehensive Plan.

Policy: The level of service standards for these facilities are as follows, as established by the North Central Washington Regional Transportation Planning Organization: Highway 2/97 as in Policy EE-6; Sunset Highway Minimum acceptable ranking is 47; Cashmere Dryden Airport is GA (general aviation).

Policy: For the purposes of identifying estimated traffic impacts to state-owned transportation facilities resulting from the land use assumptions and designations found within this plan, the Chelan County Transportation Element, completed in October, 1997 is hereby adopted by reference.

TRANSPORTATION GOAL: Implement the city's transportation plan, making improvements to infrastructure.

Policy: Maintain existing roads to provide safe travel for all modes of transportation. On a priority basis improve existing roads to meet applicable standards specified in the city's transportation plan.

Policy: Require new roads in developments to meet the applicable road standards contained in the city's transportation plan.

Policy: Require existing private roads to be improved to city standards before they will be accepted as city roads.

Policy: Private roads serving residential land uses will not be approved within city limits.

Policy: In the event that funding to complete identified transportation improvements is not adequate to address those needs, a discussion of how additional funding will be raised or how land use assumptions will be reassessed to ensure that level of service standards are met.

Policy: If a proposed development causes the level of service on a locally owned transportation facility to decline below the standards adopted in this comprehensive plan, said development shall be denied unless transportation improvements or strategies to accommodate the impacts of the development are made concurrent with the development. For the purposes of this comprehensive plan, "concurrent with development" shall mean that improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years.

CHAPTER 7: PARKS & RECREATION ELEMENT

Background Information and Analysis...

Cashmere's parks provide recreation opportunities mostly to residents in and near the city. People living around Cashmere also utilize city parks for swimming programs, sports leagues, school and youth programs, and community events. Thus, public involvement and support is generally received from people residing within the school district boundaries. The City has an existing Park Plan that identifies the following current park facilities within Cashmere:

This section on parks is intended to provide a summary of park facilities within the Town. The parks and recreational plan includes proposals for improvements to the present parks as well as proposal for the future parks and a future trail system.

City of Cashmere has six (6) park sites designated on the comprehensive plan. Due to Cashmere's strategic location in relation to the Valley and Highway 2/97 it is important that adequate park sites be developed not only for the tourist but also for the citizens of the city. Therefore, it becomes apparent that the parks should be developed to perform two different and distinctive functions:

1. Provide facilities for the City's residents, therefore making Cashmere a more desirable place to live.
2. Provide facilities for the visitors who come into the area, thereby enhancing the City's economy.

- | | |
|------------------------|------------|
| 1. Riverside Park | 7.32 acres |
| • Restrooms | |
| • River Access | |
| • Playground Equipment | |
| • Picnic sites | |
| • Sports fields | |
| • Community Center | |
| • Kayak Staging area | |
| 2. Cashmere Water Park | 1.26 acres |
| • Restrooms | |
| • Playground Equipment | |
| • Picnic sites | |
| • Pool | |
| 3. Simpson Park | 4.82 acres |
| • Playground Equipment | |
| • Picnic sites | |
| • Sports fields | |
| 4. Cottage Avenue Park | 0.76 acres |
| • Playground Equipment | |
| • Picnic sites | |

- 5. Ardetta Park 0.056 acres
 - Landscaped open space
- 6. River Street Park 0.68 acres
 - Landscaped open space
- 7. Railroad Park 0.25 acres
 - Picnic Sites

Pedestrian Trails

This would be a system of trails that would provide pedestrian access to all areas of the city and connecting all areas of the city within the various park sites and including trail along the Wenatchee River. This system of trails would provide access along the Wenatchee River and would provide a scenic view of the city and the surrounding valley. An effort should be made to locate these trails in a series of loops so as to provide variety to the users experience. Local residents as well as visitors to the city who are currently seen walking along the busy streets for recreation and exercise would use this system.

Planning/design should be made to locate the majority of this trail system away from our busiest streets. To add variety to the user’s experience the trail system should cover areas that would be nature walks and areas that offer scenic views.

Parks & Recreation Goals and Policies...

Purpose: To reference the City’s Park and Recreation Plan

PARKS & RECREATION GOAL: Encourage the retention of open-space and development of recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks.

Policy: Provide public parks to enhance recreational opportunities for the enjoyment of all residents and visitors.

Policy: Establish a plan for eventual replacement of the city swimming pool

Policy: Provide quality maintenance at all city parks, pursuing quality in development for cost effectiveness, durability and low maintenance costs.

Policy: Support efforts by private business ventures that provide recreational facilities and activities to area residents.

Policy: Support tourism business efforts in Cashmere by providing facilities, information, and services to enhance a visitor’s experience.

Policy: Establish a “land bank” of properties for future generations to utilize for recreation, open space, and public facility needs.

Policy: Plan for a recreational trail along the Wenatchee River from Goodwin Road to the East End of the Sewage treatment plant.

Policy: Encourage support by private entities to help development of parks (adopt a park program).

Policy: Establish a plan for improvement of the kayak park and improve river access at Riverside Park.

Policy: Provide efforts to support or develop a river trail access plan on dike.

Policy: Plan for a recreational trail along the Wenatchee River from Goodwin Road to the East End of the Sewage treatment plant.

Policy: Establish a plan to develop a park at the mulch site, and connect a trail system on dike to connect to Riverside Park.

Policy: Cooperate with and support Cashmere School District in making school property available for public recreational use.

CHAPTER 8: ECONOMIC DEVELOPMENT ELEMENT

Background Information and Analysis...

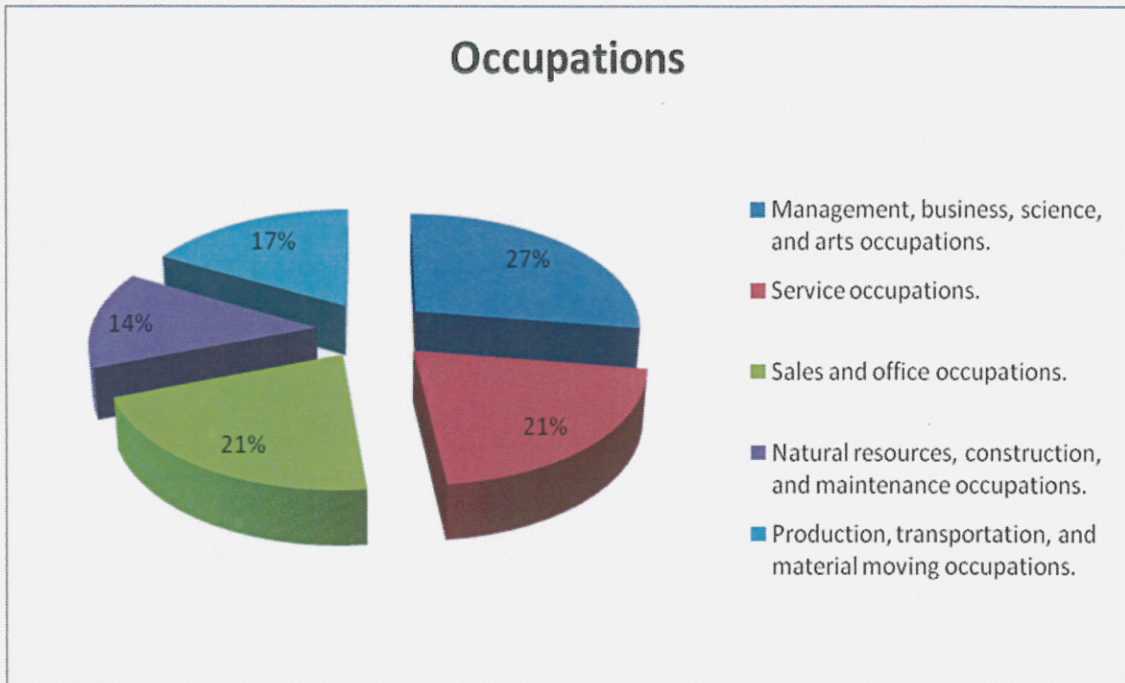
The purpose of this element is to provide Cashmere with the planning guide to assist in its future economic growth. It is a guide for the community leaders as they work to position Cashmere for successful growth, encouraging sustainable services and development.

The Cashmere valley enjoys some wonderful assets, which provide a solid foundation for long-term economic vitality. The following are key examples:

- **Natural Amenities-** The area has clean air, an abundance of clean water, fertile soil, a warm dry summer climate and cold, snowy winters.
- **Topography-** The area's topography varies from gently rolling hills to steep mountainous valleys.
- **Pre-existing Development-** In place infrastructure includes multiple transportation systems, water, sewer, power, governmental agencies, housing, commercial and retail enterprises.
- **Fruit Industry-** The industry grows and markets some of the worlds highest quality fruit, including apples, pears, cherries, apricots, and peaches.
- **Tourism Industry-** the area receives moderate tourist activity with visitors primarily coming to experience the Cashmere Pioneer Museum, Liberty Orchards candy factory, the Chelan County Fair, antique malls, or participate in outdoor recreation activities such as river rafting and mountain biking. Recent trends show positive growth in the overall economic growth and development of the community.

According to US Census Bureau, 2007-2011 American Community Survey, Cashmere occupation/economy is almost equally balanced with the highest being "management, business, science, and arts occupations" at 27% and the lowest occupation of "natural resource, construction, and maintenance" occupants at 13.60%. Cashmere's employment by occupation statistics are displayed below:

	Estimate	Margin of Error	Percent	Percent of Margin of Error
Occupation: Civilian employed population 16 years and over.	1,319	+/-144	1,319	(X)
Management, business, science, and arts occupations.	361	+/-67	27.40%	+/-5.5
Service occupations.	276	+/-78	20.90%	+/-5.2
Sales and office occupations.	278	+/-79	21.10%	+/-5.8
Natural resources, construction, and maintenance occupations.	180	+/-74	13.60%	+/-5.1
Production, transportation, and material moving occupations.	224	+/-71	17.00%	+/-4.7



Another indicator of local economic conditions is found by examining assessed property values and tax levy rates. The bulk of property is in residential uses, with very little manufacturing or commercial values.

Assessed Values All Property Within Cashmere City Limits		
Year Assessed	Total Regular Assessed Value	Total Parcels of Land
1992	\$77,063,721	
1993	\$100,804,042	
1994	\$102,086,354	
1995	\$102,948,306	
1996	\$105,792,793	
1997	\$125,792,793	1,054
2006	\$154,753,776	1,245
2008	\$164,383,533	1,150
2010	\$230,068,376	1,175
2012	\$259,523,929	1,170

Real Property Assessed Values by Land Category		
Land Use	Parcels in year 2012	Total Assessed Value
Residential	1,067	\$ 96,825,258
Multi Family	65	\$25,456,856
Manufacturing/ Warehouse	36	\$59,990,197
Commercial/Light Industrial	61	\$49,577,835
Agricultural	3	\$5,986,258
Other	13	\$21,687,525
Total	1,170	\$259,523,929

Economic Development Goals and Policies...

ECONOMIC GOAL: Encourage economic development that is consistent with adopted comprehensive plans, promotes economic opportunity for all citizens, especially for unemployed and for disadvantaged persons, and encourage growth, all within the capabilities of the city's natural resources, public services, and public facilities.

Policy: In a cooperative venture between the public and private sectors promote the qualities of Cashmere to serve industry and business.

Policy: Maintain and build upon the orchard industry in the areas of new economic development, fruit processing opportunities or tourism.

Policy: Maintain a viable commercial district that is profitable for the merchants and serves the needs of the residents of Cashmere.

Policy: Ensure sufficient parking, on and off-street to serve the downtown business district.

Policy: Promote the downtown business district as a unit, to encourage residents and visitors to shop in Cashmere.

Policy: Encourage business development in locations that will not conflict with adjacent land uses.

Policy: Maintain and enhance existing industrial areas to further diversify the economy while promoting development compatible with surrounding land uses.

Policy: Promote revitalization of existing vacant industrial sites, and vacant structures.

Policy: Locate industrial areas where such development is compatible with adjacent land uses and access roads.

Policy: Promote economic development, which will be compatible with existing city water, sewer and transportation systems or which can be accommodated through incremental and affordable modifications to existing systems

Policy: Encourage and develop a plan to promote or assist the city's agricultural environment through agricultural tourism

Policy: Prior to amending or adopting regulations the City will consider and minimize the financial impacts that may impact existing businesses or discharge a business from opening.

CHAPTER 9: IMPLEMENTATION STRATEGIES

The following procedures will assist in implementing the goals, policies and standards contained in this comprehensive plan.

- Continually update Cashmere's zoning ordinance.
- Periodically review and update the comprehensive plan elements to reflect actual changes in the City's population growth, economic factors and to provide adequate land for housing, commercial or industrial activities. City shall make updates/amendments to be considered no more often than once a year.
- Amend the subdivision ordinance to reflect new policies included in the comprehensive land use plan.
- Amend the building code ordinance to reflect new policies included in the comprehensive plan.
- Periodically review the inventory of land available within each zone that is available for each type of land use. Making adjustments to comprehensive plan and zoning maps as necessary to provide adequate land will be available to provide for housing, commercial and industrial activities.
- Seek economic incentives for revitalization and redevelopment of existing residential areas. These may include finding sources of low interest funding, public private partnerships or other innovative financing.
- Establish as soon as possible a standard annexation agreement requirement for all future annexations that include provisions for transfer water rights from domestic wells to the City of Cashmere.
- Update the City's Park and Recreation plan to incorporate new park inventory, standards, parks, trails, and funding source
- Update the critical areas ordinance to incorporate new standards for protecting shorelines, wetlands, fish and wildlife. Each ordinance shall include provisions for the city to make use of the best available science and information as required by RCW 36.70A.172 as it provides for the protection of critical areas within city limits.
- Update the city's environmental policy ordinance.
- Implement Chelan County's approach for providing affordable housing on a county wide basis including these factors:
 - ✓ Market demand for housing;
 - ✓ Inventory of existing housing;
 - ✓ Substandard housing in the community, multi-family units, manufacture homes, and seasonal units;
 - ✓ Population growth projections;
 - ✓ Existing and projected housing needs;
 - ✓ Housing needs for special populations;
 - ✓ Availability of suitable sites and adequate public facilities;
 - ✓ A community's unique role in serving housing needs with related services that cannot be easily replicated in another community.
- Update the capital improvement budget portion of the comprehensive plan as part of the annual city budget process.
- Establish within land development ordinances a requirement that proponents of new water and sewer utility services must include a method for providing adequate financing of those improvements, including a method to assess late connections.

- As an ongoing effort seek grant funding, donations, and volunteer efforts to assist in accomplishing park and recreation improvement projects.
- Coordinate with Chelan County, North Central Washington Economic Development District, Chelan County Port District, Cashmere Chamber of Commerce and state or regional agencies to promote commercial and industrial development that is consistent with the goals and policies of the comprehensive land use plan.
- Coordinate with those governmental entities that own or manage land in Cashmere to obtain approval of master site development and use plans for their respective properties