



Chapter 10. Action Plan

The Action Plan is a compilation of all the City objectives that are contained in each element. The objectives are specific tasks stated in measurable terms that, if undertaken and accomplished, will lead to fulfillment of the goals. Assembling the City objectives into a checklist format allows a cumulative review of tasks, assignment of responsibility, and periodic assessment of progress of carrying out the objectives.

The objectives are listed in Table 10-1 in the order of the elements, and not in any order of priority. The plan's policies and background text provide direction as to how the City objectives should be carried out. Table 10-2 provides a summary of the objectives by year and responsible department.

Goal AP-A. To implement the Comprehensive Plan through strategic actions.

Objective AP-A.1. At the time of the biennial budget, ensure City departments outline the progress made in implementing the objectives of this Comprehensive Plan. Update the action plan no less frequently than every 7 years in conjunction with Objective LU-A.1.

Policy LU-A.1.1 Monitor the implementation of the Comprehensive Plan, and update objectives as actions are complete and as new issues require city attention.

Table 10-1. Comprehensive Plan Objectives

Objectives	Likely Resources	Responsible Parties	Time Frame
Land Use Element			
<p>LU-A.1. Establish a process to comprehensively review and revise the Comprehensive Plan and land development regulations no less frequently than every 7 years. Allow for individual area specific requests more frequently to adapt to changing conditions.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Community Development, Planning Division</p>	<p>No less frequently than every 7 years</p>
<p>LU-B.1. By the end of 2007, prepare regulations addressing desired and acceptable buffering of uses and other design techniques that soften impacts, ensure compatibility, and provide a transition between uses.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop design guidelines and development regulations 	<p>Community Development, Planning Division</p>	<p>By end of 2007</p>
<p>LU-B.2. By the end of 2009, adopt and amend development regulations to ensure that all applications for planning project approval are evaluated for consistency with the Comprehensive Plan and compliance with all applicable City codes. Requirements should provide for appropriate standards and review processes to achieve developments that integrate into surrounding neighborhoods and link to City facility and utility systems. Phase the preparation of regulations according to City priorities established in annual work programs, as appropriate, consistent with Objective LU-C.1.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to assist with development of new/updated development regulations 	<p>Community Development, Planning Division</p>	<p>By the end of 2009</p>
<p>LU-C.1. By December 2009, adopt and implement Citywide development and/or design standards that improve the quality of residential, commercial, mixed-use, industrial, and public developments. As appropriate, include flexible land use management techniques such as “form-based zoning” when necessary to meet specific design goals in unique areas. Topics to address in standards should include building location and height; building modulation, access and circulation; landscaping and lighting; and other related topics. Design standards could be incorporated into zoning regulations and reviewed through a site plan review process. Phase the preparation of development/design standards according to city priorities established in annual work programs. Phases include:</p> <ul style="list-style-type: none"> ▪ Industrial developments by the end of 2007; ▪ Residential developments by the end of 2008; and ▪ Commercial, mixed use, and public developments by the end of 2009. 	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop design guidelines and development regulations 	<p>Community Development, Planning Division</p>	<p>By December 2009</p>

Objectives	Likely Resources	Responsible Parties	Time Frame
<p>LU-C.2. For streetscapes, develop gateway and boulevard plans by 2011, consistent with the Economic Development Element. Develop local streetscape standards by 2009. Consider the following landscaping and signage features in the streetscape plans for local and arterial streets:</p> <ul style="list-style-type: none"> ▪ Support a comprehensive street and landscaping plan that will enhance the City's streetscape, provide identity and continuity, soften the appearance of pavement, and separate pedestrians from vehicular traffic; and ▪ Develop a public signage and wayfinding system throughout the City that reinforces the identity of Longview and its distinct neighborhoods. 	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to prepare streetscape guidelines that include landscaping and a signage and wayfinding system ▪ Potential consultant to facilitate business and public outreach efforts 	<p>Primary: Public Works, Traffic Division</p> <p>Secondary: Community Development, Planning Division</p> <p>Assistant City Manager</p>	<p>By end of 2010 and end of 2008</p>
<p>LU-D.1. Hold public meetings and/or conduct outreach to neighborhoods to develop planning strategies that will preserve and revitalize Longview's neighborhoods. These meetings or outreach activities can be rotated annually based on priorities the City may develop in the biennial budget. The outreach may be combined with other programs such as neighborhood block watches.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Primary: Community Development, Planning Division</p> <p>Secondary: Public Information Officer</p>	<p>Annually based on biennial budget priorities</p>
<p>LU-D.2. By 2010, adopt housing maintenance standards for residential structures regarding basic equipment, facilities, sanitation, fire safety, and maintenance. These should include establishing and enforcing minimum standards of maintenance of outdoor areas and adjacent rights-of-way.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop housing maintenance standards 	<p>Community Development, Building Division</p>	<p>2010</p>
<p>LU-D.3. Amend the Longview Municipal Code Title 19 – Zoning, by the beginning of 2008, to provide regulations and standards, which allow for a wide range of housing choices to meet the changing needs of the community. Consider the following when revising residential regulations:</p> <ul style="list-style-type: none"> ▪ Consider establishing minimum densities for different residential zoning districts as appropriate to ensure that the intended residential types are developed and to avoid sprawl, ▪ Allow "exceptions" from minimum density requirements where there are significant critical areas, and ▪ Allow for project phasing or "shadow plats" where the first use of the land is at very low densities but arranged in a manner to allow future development when the demand is there. 	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to amend residential development regulations 	<p>Community Development, Planning Division</p>	<p>December 2007</p>
<p>LU-D.4. By December 2008, develop a handbook that provides design standards, in text and illustrations, for alternative lot and subdivision design, including single-family houses on small lots, second units, cottage clusters, courtyard housing, and townhouses.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop and illustrate design standards for housing alternatives 	<p>Community Development, Planning Division</p>	<p>December 2008</p>

Objectives	Likely Resources	Responsible Parties	Time Frame
<p>LU-E.1. By December 2007, the City should prepare updated land use regulations consistent with the Comprehensive Plan that will guide the appropriate type, density and design of land uses in industrial, commercial, and mixed-use districts in conformance with the Land Use, Natural Environment, and Economic Development Elements.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to amend development regulations 	<p>Community Development, Planning Division</p>	<p>December 2007</p>
<p>LU-F.1. By December 2008, the City should coordinate with Cowlitz County and revise existing agreements or enter into a new agreement with the County to ensure that consultation and review of proposed development within the Planning Area is consistent with the City's Vision and Comprehensive Plan.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Prime: Community Development, Planning Division Secondary: Executive</p>	<p>December 2008</p>
<p>Housing Element</p>			
<p>HO-A.1 Conduct an inventory of affordable housing units by December 2007.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Technical assistance from CWCOG ▪ Potential consultant support to conduct inventory of affordable housing units 	<p>Community Development, Planning Division</p>	<p>December 2007</p>
<p>HO-A.2 Evaluate the potential for adoption of the International Existing Building Code by December 2008.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Community Development, Building</p>	<p>December 2008</p>
<p>HO-A.3 and HO-C.4 Examine alternative housing and ownership models as well as innovative land use techniques. Recommend appropriate types and approaches for city neighborhoods, downtown and mixed-use developments by December 2007.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ CWGOG support ▪ Potential consultant support to examine models and techniques 	<p>Community Development, Planning Division</p>	<p>December 2007</p>
<p>HO-A.4 Review existing subdivision and land use codes to identify revisions that would allow expansion in housing types by December 2007.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to assist with development of new/updated development regulations 	<p>Community Development, Planning Division</p>	<p>December 2007</p>
<p>HO-A.5 and HO-B.1 Develop design standards for high density, mixed-use projects, and alternative housing models by December 2008.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop design guidelines and development regulations 	<p>Community Development, Planning Division</p>	<p>December 2008</p>

Objectives	Likely Resources	Responsible Parties	Time Frame
HO-A.6 Identify incentives and regulatory tools to encourage excellence in housing design, housing affordability, preservation of critical areas, and provision of open space by 2010.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support 	Community Development, Planning Division	December 2010
HO-B.2 Review existing subdivision and land use codes to identify revisions that would allow expansion in housing types. Examine alternative housing and ownership models, as well as innovative land use techniques. Recommend appropriate types and approaches for city neighborhoods, downtown and mixed-use developments by December 2007.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential planning/economic development/housing consultant support to develop design guidelines and development regulations 	Community Development, Planning Division	December 2007
HO-B.3 Adopt housing maintenance standards relating to sanitation, safety, and appearance of buildings and lots by 2010.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop housing maintenance standards 	Community Development, Building Division	By 2010
HO-C.1 Review existing codes and permitting processes to identify improvements and amendments that would remove barriers to affordable housing production by December 2007.	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOG technical assistance ▪ Potential consultant support 	Community Development, Planning Division	December 2007
HO-C.2 Develop design standards for manufactured housing and manufactured housing parks to bring them in line with other residential standards and to improve compatibility with adjacent residential areas by June 2007.	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOG technical assistance ▪ Potential consultant support to develop design guidelines and development regulations 	Community Development, Planning Division	June 2007
HO-C.3 Identify a package of tools and incentives to promote production of affordable housing by July 2009.	<ul style="list-style-type: none"> ▪ City staff support ▪ Technical assistance from CWCOG ▪ Potential consultant support to identify tools and incentives 	Community Development, Planning Division	July 2009

Objectives	Likely Resources	Responsible Parties	Time Frame
Economic Development			
<p>ED-A.1. Biennially monitor the City's strengths and weaknesses for various economic sectors and promote industrial, commercial, office, and mixed uses that capitalize on Longview's strengths. Measure progress by new jobs created within key economic sectors and new employers located in Longview. Benchmarks and monitoring should involve the following:</p> <ul style="list-style-type: none"> ▪ Establish a well-defined set of economic development benchmarks that can be readily monitored through the biennial monitoring process. These benchmarks could include such items as employment and wage change by sector, workforce development training needs and results, retail sales and tourism expenditures, and absorption versus remaining inventory of industrial, commercial, and mixed use designated lands. ▪ Biennially convene a forum involving key business, industry, and public/non-profit stakeholders to review monitoring report results and to identify emerging issues and opportunities for economic development. Include means for soliciting input from the interested public in addition to key stakeholders. 	<ul style="list-style-type: none"> ▪ City staff support 	Executive, Assistant City Manager	Biennially
<p>Objective ED-A.2. Establish a public capital improvement budget (or suballocation) within the existing Capital Improvement Plan (CIP) for economic development, including a means for prioritizing projects based on Comprehensive Plan consistency and ability to respond to new opportunities that will make a difference for community economic vitality. This public capital improvement budget could be prepared at the time of the biennial City budget.</p>	<ul style="list-style-type: none"> ▪ City staff support 	Executive, Assistant City Manager	Biennially
<p>ED-A.3. Develop a marketing and branding program by 2011 in conjunction with economic development partners.</p> <ul style="list-style-type: none"> ▪ Identify and coordinate activities of organizations involved in economic development marketing, extending from the industrial recruitment and expansion focus of CEDC to also encompass opportunities for tourism, retail, office, and mixed use related business and development marketing. ▪ Establish a program to "brand" Longview in a manner that can encompass the industrial/port, gateway and planned city heritage attributes of the community to prospective visitors, residents, and businesses. ▪ Identify and promote tourism opportunities within the City as a means to support Longview's commercial sector. 	<ul style="list-style-type: none"> ▪ City staff support ▪ Agency partners: Port of Longview Cowlitz County Economic Development Council Kelso-Longview Chamber of Commerce Cowlitz-Wahkiakum Regional Council of Governments. Longview Downtowners Pathways 2020 Lower Columbia College 	Executive, Assistant City Manager	By 2011

Objectives	Likely Resources	Responsible Parties	Time Frame
<p>ED-A.4. Continue to aggressively market City-owned property in industrial areas, such as the Mint Farm, in collaboration with major businesses and economic development partners. Revise actions and strategies through the City Council goal setting and budgeting process. The City could include the creation of a formula that would reward a capital-intensive business or industry that brings in new jobs and tax base to the City of Longview.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Executive, Assistant City Manager</p>	<p>Annual goal setting</p>
<p>ED-A.5. By December 2007, update City zoning regulations for Downtown, Regional, Commercial, and Neighborhood Commercial districts. Consider implementation of flexible land management techniques such as form-based zoning. Commercial locations, development standards, and permitted uses should reflect the intended intensity of the business districts and ensure each district contributes to City goals for an attractive, flexible, and economically vibrant commercial base.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to update development regulations 	<p>Community Development, Planning Division</p>	<p>December 2007</p>
<p>ED-A.6. Create incentives to encourage a mix of both downtown multi-level and campus low-rise office and business park development through zoning and marketing. By December 2007, revise the Zoning Code to match the Future Land Use Plan office related districts. Monitor office demand and development needs as part of the biennial monitoring process.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to update development regulations 	<p>Community Development, Planning Division</p>	<p>December 2007</p>
<p>ED-A.7. By the end of 2007, update the Zoning Code to implement new and revised Future Land Use Map residential and mixed-use categories to provide a variety of housing including live-work choices for different household types and incomes. "Live-work" means a building containing a business establishment and serving also as the principal residence of the business operator.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to update development regulations 	<p>Community Development, Planning Division</p>	<p>End of 2007</p>
<p>ED-B.1. Continue the implementation of the Downtown Plan through City staff support, development code updates, and coordination with Longview business groups. Key activities and programs should be identified biennially in conjunction with the adoption of the City's budget.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Prime: Executive, Assistant City Manager</p> <p>Secondary: Community Development, Planning Division</p>	<p>Biennially</p>

Objectives	Likely Resources	Responsible Parties	Time Frame
<p>ED-C.1. By 2011, develop a Longview Gateway and Boulevard Plan for each entrance to the City. Plans may be staggered in a priority order as determined by the City Council through the budgeting process. The plans should address development quality, signage standards, landscape treatments, and public investment actions.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to prepare streetscape guidelines that include landscaping and a signage and wayfinding system. 	<p>Prime: Public Works, Traffic Division</p> <p>Secondary: Community Development, Planning Division</p> <p>Assistant City Manager</p>	<p>By 2011</p>
<p>Natural Environment Element</p>			
<p>NE-A.1 Assess city properties by 2009 to identify areas or sources of pollution. Based on this assessment, develop a schedule for cleanup, as appropriate.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Public Works</p>	<p>December 2008</p>
<p>NE-A.2 Promote and lead education and involvement programs to raise the public awareness about environmental issues, and demonstrate how individual and community actions can create significant improvements to the environment. Key activities and programs shall be identified biennially in conjunction with the adoption of the City's budget.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Prime: Community Development, Planning Division</p> <p>Secondary: City Public Information Officer</p>	<p>Biennially set priorities</p>
<p>NE-A.3 Fund programs annually for the acquisition, preservation, restoration, and/or beautification of valuable critical area, open space, and shoreline resources to result in a net increase in ecological functions. This objective may be accomplished through updates of the City's Park/Recreation/Open Space plan or by the City's capital facility plan being updated every 6 years.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Grants available from state agencies 	<p>Parks</p>	<p>Every 6 years</p>
<p>NE-B.1 Review and update (as necessary) the City's Critical Areas Ordinance to promote the City's quality of life, and, as required by state and federal mandate, to ensure protection of known critical areas. This review and update shall occur no less than every 7 years consistent with RCW 36.70A.130(4)(b), or as amended.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to review and recommend amendments 	<p>Community Development, Planning Division</p>	<p>No less than every 7 years</p>

Objectives	Likely Resources	Responsible Parties	Time Frame
NE-B.2 Prepare clearing and grading regulations by 2009 to help prevent unnecessary stripping of vegetation and loss of soils and to reduce the need for additional resources to be brought in from offsite.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support 	Prime: Community Development, Planning Division Secondary: Public Works	December 2008
NE-C.1 In the application of wetland and stream regulations and restoration programs, strive for no net loss of ecological function within the City of Longview. This objective should be assessed biennially based on permit records and any regional restoration plans and activities.	<ul style="list-style-type: none"> ▪ City staff support 	Community Development, Planning Division	Biennially
NE-C.2 In the next update of the City's critical area regulations following the adoption of the Comprehensive Plan update in 2006, designate and provide for the protection and management of groundwater and aquifer recharge areas based on Best Available Science.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop regulations that protect the City's groundwater and aquifer recharge areas. 	Community Development, Planning Division	Next update of the critical area regulations
NE-C.3 Protect lives and public and private property from flooding by continued participation in the National Flood Insurance Program.	<ul style="list-style-type: none"> ▪ City staff support 	Community Development, Building Division	Ongoing
NE-D.1 By 2011, after mapping of geological hazards within the City and its Planning Area has been completed consistent with Policy NE B.1.3, the City Manager should form a staff task force to review new mapping information of the areas within the City identified as geologically hazardous areas to ensure that current performance standards are adequate.	<ul style="list-style-type: none"> ▪ City staff support ▪ Consultant support with mapping 	Community Development, Planning Division	By 2011
NE-E.1 Identify remaining linked habitat in the City and incorporate this in the Parks/Recreation/Open Space Plan. Establish an open space target for preservation of key habitat for fish and wildlife in the next update of the Open Space Plan, which is updated every 6 years.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential environmental consultant support to identify fish and wildlife habitat for preservation and provide a habitat plan ▪ State grants 	Parks	Update every 6 years
NE-F.1 Coordinate with Cowlitz County and the City of Kelso to determine if a joint Shoreline Master Program will be prepared to meet the Shoreline Management Act deadline of December 2012. Coordination should occur by the end of 2009 in order to ensure that a work program can be prepared, grants and funding can be secured, and adequate time is available to conduct either a joint program update or create an individual city program if a coordinated program is not prepared.	<ul style="list-style-type: none"> ▪ City staff support 	Community Development, Planning Division	End of 2009

Objectives	Likely Resources	Responsible Parties	Time Frame
Energy and Telecommunications Utilities Element			
<p>UT-A.1. Furnish updates of population, employment, and development projections to energy and telecommunication utilities and service providers in order to ensure appropriate services will be available as needed. Provide projection updates in conjunction with the review of the Longview Comprehensive Plan as provided in Objective LU-A.1, no less frequently than every 7 years.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOG support ▪ Cowlitz Economic Development Council support 	<p>Community Development, Planning Division</p>	<p>No less frequently than every 7 years</p>
<p>UT-B.1. Review and update codes as necessary regarding State Energy Code requirements, solar energy and other alternative energy sources. Conduct the periodic review in conjunction with Comprehensive Plan review in Objective LU-A.1 at least every 7 years, or more frequently based upon State code updates.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Community Development, Building Division</p>	<p>No less frequently than every 7 years</p>
Public Facilities, Utilities, and Services Element			
<p>PF-A.1 Conduct long-range capital improvements programming and financing through comprehensive plans for land use, parks, and utilities to ensure that facilities and services are available to meet future needs and that existing facilities and services are maintained and improved. Regularly update these plans no less frequently than every 7 years when the Comprehensive Plan is reviewed. Implement long-range plans through the annual Capital Improvement Plan and the biennial budget processes.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Public Works</p>	<p>No less frequently than every 7 years</p>
<p>PF-A.2 Reserved for inclusion of pending Parks Plan.</p>	<p>TBD</p>	<p>Parks</p>	<p>Spring 2007</p>
<p>PF-A.3 By December 2007, study the feasibility of a joint public safety building for police and fire services to serve as the headquarters for these departments.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Police and Fire Departments</p>	<p>December 2007</p>
<p>PF-A.4 Match the level of police services to the public safety needs and conditions of the Longview community. As part of the biennial budget, work toward achieving a police level of service at the U.S. average ratio, of one officer per 565 citizens.</p>	<ul style="list-style-type: none"> ▪ City staff support 	<p>Police Department</p>	<p>Biennially</p>
<p>PF-A.5 By December 2009, include "Crime Prevention through Environmental Design" components in site design guidelines or regulations for new development in coordination with Objective LU-C.1. Where appropriate, techniques may include promoting mixed-use development, visibility of activity areas from surrounding residences and uses, increased pedestrian-level lighting, use of low fences, see-through landscaping, visible building entrances, and other techniques. Ensure appropriate training for public safety and/or planning personnel to implement the design guidelines/regulations.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to amend development regulations 	<p>Prime: Community Development, Planning Division Secondary: Police Department</p>	<p>December 2009</p>

Objectives	Likely Resources	Responsible Parties	Time Frame
<p>PF-A.6 Establish and maintain levels of service that meet the fire suppression and emergency medical needs of the Longview Community. Implement a level of service equal to a 6-minute response time 90% of the time. Measure the level of service periodically as part of the Fire Department's annual reports and consider service and facility needs at the time of the biennial budget.</p>	<ul style="list-style-type: none"> ▪ City staff support 	Fire Department	<p>Annually measure; biennially review needs</p>
<p>PF-A.7 Evaluate the need for fire suppression and EMS services and facilities in West Longview in conjunction with Cowlitz County Fire and Rescue District 2. Adopt the joint plan through the City and District when completed. Implement plan recommendations for the City of Longview Fire Department through the biennial budget.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Cowlitz County Fire and Rescue District 2 assistant 	Fire Department	Biennially
<p>PF-A.8 Support Longview School District and Longview Community College master plans and capital improvement and education programs. In conjunction with the review of the Longview Comprehensive Plan as provided in Objective LU-A.1, no less frequently than every 7 years, provide updated growth projections to the Longview School District and Lower Columbia Community College to assist in their planning needs.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOC support ▪ Longview School District ▪ Longview Community College 	Community Development, Planning Division	<p>No less frequently than every 7 years</p>
<p>PF-A.9 Strive to achieve and maintain a library level of service at the 2005 Washington State Average:</p> <ul style="list-style-type: none"> ▪ Paid full-time equivalent staff per 25,000 persons in service area: 13.8, and ▪ Paid FTE Librarian per 25,000 persons in service area: 5.2. <p>Assess the level of service with the biennial budget.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ City Council support 	Library	Biennially
<p>PF-A.10 Maintain and expand library capital facilities as needed based on community needs and growth. Capital facility needs and costs should be included in the annual Capital Improvement Program and addressed in the biennial budget.</p>	<ul style="list-style-type: none"> ▪ City staff support 	Library	Annually
<p>PF-B.1 Implement the approved Water System Plan for the Longview-Kelso Urban Area, through inclusion in the City Capital Improvement Program and biennial budget, as appropriate.</p>	<ul style="list-style-type: none"> ▪ City staff support 	Public Works, Water Operations	Annual CIP and Biennial Budget
<p>PF-B.2 Complete the General Sewer Plan by the end of 2007. Implement the approved plan through inclusion in the City Capital Improvement Program and biennial budget, as appropriate.</p>	<ul style="list-style-type: none"> ▪ City staff support 	Public Works, Sewer Operations	End of 2007
<p>PF-B.3 Respond to National Pollutant Discharge Elimination System (NPDES) permit requirements regarding stormwater detention and water quality requirements after the permit is issued. The permit is expected in 2007.</p>	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to amend standards 	Public Works, Stormwater Division	2007

Objectives	Likely Resources	Responsible Parties	Time Frame
PF-B.4 Continue the County/City partnership in the joint Comprehensive Solid Waste Management Plan. Participate in the periodic Solid Waste Master Plan Update.	<ul style="list-style-type: none"> ▪ City staff support ▪ Waste Control Inc. ▪ Cowlitz County support 	Public Works, Solid Waste Division	Ongoing
Transportation Element			
TR-A.1 By the end of 2009, consistent with Objective LU-B.2, evaluate and amend, as needed, development regulations to ensure that planning project approval are consistent with transportation goals, objectives, and policies.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to assist with development of new/updated development regulations 	Prime: Public Works, Traffic Division Secondary: Community Development, Planning Division	By end of 2009
TR-A.2 The City of Longview will identify long-term deficiencies for inclusion in the MPO Area Metropolitan Transportation Plan and use the annual Six-Year Transportation Improvement Program (TIP) to plan improvements for the City's street, trail, pedestrian, and bicycle systems.	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOC support 	Public Works, Traffic Division	Annual
TR-B.1 Develop a Citywide truck route network that best serves the comprehensive plan land use designations.	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOC support 	Public Works, Traffic Division	Ongoing
TR-B.2 Decrease through truck traffic movement on Ocean Beach Highway by working closely with WSDOT to designate SR 432 as the City's primary through truck route by the end of 2008.	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOC support ▪ WSDOT 	Public Works, Traffic Division	End of 2008
TR-C.1 By 2009, develop boulevard plans and local streetscape standards consistent with Land Use Element Objective LU-C.2 and the Economic Development Element.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to prepare streetscape guidelines. ▪ Potential consultant to facilitate business and public outreach efforts 	Prime: Public Works, Traffic Division Secondary: Community Development, Planning Division Assistant City Manager	December 2008

Objectives	Likely Resources	Responsible Parties	Time Frame
TR-C.2 Improve traffic safety through a comprehensive program of education, enforcement and engineering.	<ul style="list-style-type: none"> ▪ City staff support 	Prime: Public Works, Traffic Division Secondary: Community Development, Planning Division Public Information Officer	Ongoing
TR-C.3 Develop and adopt an Access Management Ordinance by the end of 2007.	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOG support ▪ Potential consultant support to develop Access Management Plan 	Public Works, Traffic Division	End of 2007
TR-C.4 By the end of 2009, revise existing street standards to safely accommodate pedestrian and bicyclists, as well as different vehicular uses, while enhancing the aesthetics and overall quality of life along the street.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support 	Prime: Public Works, Traffic Division Secondary: Community Development, Planning Division	End of 2009
TR-D.1 Update City regulations by December 2007 to include level of service standards.	<ul style="list-style-type: none"> ▪ City staff support 	Public Works, Traffic Division	December 2007
TR-D.2 Update zoning and development codes by December 2007 to support mixed-use development and circulation requirements that effectively reduce vehicle trip generation and improve connectivity.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support develop amendments 	Prime: Community Development, Planning Division Secondary: Public Works, Traffic Division	December 2007

Objectives	Likely Resources	Responsible Parties	Time Frame
TR-E.1 By the end of 2009, in conjunction with Objectives LU-C.1 and LU-C.2 in the Land Use Element, explore design standards for new development that minimizes the amount of pavement required.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop design guidelines and development regulations 	Prime: Community Development, Planning Division Secondary: Public Works, Traffic Division	End of 2009
TR-F.1 By the end of 2008, consistent with Objective LU-F.1, coordinate with Cowlitz County to develop a consistent approach for access and urban development standards between Cowlitz County and the City for unincorporated areas within the planning area boundary.	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOG support 	Prime: Public Works, Traffic Division Secondary: Community Development, Planning Division Executive	End of 2008
TR-F.2 Through ongoing membership in the Cowlitz-Wahkiakum Council of Governments (CWCOG) MPO, coordinate with the City of Kelso, Cowlitz County, Port of Longview, Cowlitz Transit Authority, and Washington State Department of Transportation (WSDOT) in planning regional transportation network improvements for all modes by actively participating in updating the Metropolitan Transportation Plan by July 1, 2007.	<ul style="list-style-type: none"> ▪ City staff support ▪ CWCOG support 	Public Works, Traffic Division	By July1, 2007
TR-G.1 Participate in the development of the MPO Area project criteria and selection process to obligate federal funds for transportation projects within the urban area by June 2007.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop MPO project criteria and selection process 	Public Works, Traffic Division	June 2007
TR-G.2 Develop Transportation Mitigation Fee (TMF) system ordinance by the end of 2008 to support transportation network improvements that promote safety and access management and enhance the performance of the transportation network.	<ul style="list-style-type: none"> ▪ City staff support ▪ Potential consultant support to develop MPO project criteria and selection process 	Public Works, Traffic Division	End of 2008
Historic Preservation Element			
Objective HP-A.1 By the end of 2010 develop a commercial historic district for the downtown area along Commerce Avenue.	<ul style="list-style-type: none"> ▪ Longview Historic Preservation Commission ▪ City staff support ▪ Potential consultant support 	Community Development, Planning Division	End of 2010

Objectives	Likely Resources	Responsible Parties	Time Frame
Objective HP-A.2 By the end of 2012 inventory all potential historic sites in residential, commercial, and industrial areas for future historic registration.	<ul style="list-style-type: none"> ▪ Longview Historic Preservation Commission ▪ City staff support ▪ Potential consultant support 	Community Development, Planning Division	End of 2012
Objective HP-B.1 By the end of 2010, develop a program to implement and maintain an inventory of historic sites and potential historic sites electronically on a Geographic Information System database.	<ul style="list-style-type: none"> ▪ City planning staff support ▪ City GIS services 	Community Development, Planning Division	End of 2010
Action Plan			
Objective AP-A.1 At the time of the biennial budget, ensure City departments outline the progress made in implementing the objectives of this Comprehensive Plan. Update the action plan no less frequently than every 7 years in conjunction with Objective LU-A.1.	<ul style="list-style-type: none"> ▪ City staff support 	Executive	Biennial budget

Table 10-2. Summary of Actions by Year and Department

Time Frame	Community Development	Public Works	Parks	Police	Fire	Library	Executive
Annual	Neighborhood preservation and revitalization activities (LU-D.1)	Address water and sewer capital needs annually in the Capital Improvement Program and address in the biennial budget (PF-B.1 and B.2) Identify long-term deficiencies in the MPO Area Metropolitan Transportation Plan and use the annual TIP to plan improvements for the city's street, trail, pedestrian, and bicycle systems. (TR-A.2)	—	—	Measure the level of service periodically as part of the Fire Department's annual reports and consider service and facility needs at the time of the biennial budget. (PF-A.6)	Address capital needs annually in Capital Improvement Program and address in biennial budget (PF-A.10)	Market City owned industrial property. (ED-A.4)
Biennial	Raise public awareness on local environmental issues. (NE-A.2) Assess wetland and stream regulations and programs (NE-C.1)	—	—	Work toward U.S. average officers per population (PF-A.5)	Implement joint plans for West Longview with District 2 through budget (PF-A.7)	Assess library level of service in conjunction with budget (PF-A.9)	Monitor City's strengths and weaknesses by economic sector. (ED-A.1) Capital Improvement Allocation for economic development (ED-A.2) Implementation of Downtown Plan (ED-B.1) Action Plan monitoring and progress (AP-A.1)

Time Frame	Community Development	Public Works	Parks	Police	Fire	Library	Executive
Every 6 years	—	—	Fund critical area, open space, and shoreline acquisition, preservation, and restoration through Park, Recreation, and Open Space Plan (NE-A.3) Identify remaining linked habitat. Establish an open space target and update every 6 years (NE-E.1)	—	—	—	—
No less than every 7 years	Comprehensive Plan and regulation review (LU-A.1) Review/Update Critical Area Ordinance. (NE-B.1) Provide growth projections to service providers (UT-A.1, PF-A.8) Review and revise energy code (UT-B.1)	Conduct long-range capital improvement program (PF-A.1)	—	—	—	—	—
2006	—	Participate in the development of the MPO Area project criteria and selection process to obligate federal funds for transportation projects within the urban area by June 2007. (TR-G.1)	—	—	—	—	—

Time Frame	Community Development	Public Works	Parks	Police	Fire	Library	Executive
2007	<p>Buffer and transition regulations (LU-B.1)</p> <p>Adopt/amend regulations promoting a range of housing choices. (LU-D.3, HO-A.3, HO-A.4, HO-B.2, HO-C.4, ED-A.7)</p> <p>Updated Industrial, commercial and mixed-use district regulations. (LU-E.1, ED-A.5, ED-A.6, ED-A.7, TR-D.2)</p> <p>Affordable housing inventory. (HO-A.1)</p> <p>Remove barriers to housing production (HO-C.1)</p> <p>Design standards for manufactured housing (HO-C.2)</p>	<p>Complete sewer plan (PF-B.2)</p> <p>Respond to NPDES permit requirements (PF-B.3)</p> <p>Develop and adopt an Access Management Ordinance (TR-C.3).</p> <p>Update City regulations to include level of service standards (TR-D.1)</p> <p>Participate in updating the Metropolitan Transportation Plan by July 1, 2007 (TR-F.2)</p>	—	<p>Study feasibility of joint public safety building (PF A.3)</p>	<p>Study feasibility of joint public safety building (PF-A.3)</p>	—	—

Time Frame	Community Development	Public Works	Parks	Police	Fire	Library	Executive
2008	<p>Handbook with residential design standards for alternative lot and subdivision design. (LU-D.4)</p> <p>Coordinate with County on development in Planning Area. (LU-F.1)</p> <p>Design standards for high-density, mixed-use projects and alternative housing models. (HO-A.5, HO-B.1)</p> <p>Evaluation of International Existing Building Code. (HO-A.2)</p> <p>Clearing and grading regulations. (NE-B.2)</p>	<p>Local streetscape standards (LU-C.2, TR-C.1)</p> <p>Identify areas or sources of pollution on city properties (NE-A.1)</p> <p>By the end of 2008, work with WSDOT to designate SR 432 as the primary truck route into the city. (TR-B.2)</p> <p>Coordinate with Cowlitz County to develop a consistent approach for access and urban development standards (TR-F.1)</p> <p>Develop Transportation Mitigation Fee (TMF) system ordinance (TR-G.2)</p>	—	—	—	—	—

Time Frame	Community Development	Public Works	Parks	Police	Fire	Library	Executive
2009	<p>Evaluate regulations and ensure project consistency with Comprehensive Plan (LU-B.2)</p> <p>Design standards and form based zoning. (LU-C.1)</p> <p>Identify a package of tools/incentives to promote affordable housing (HO-C.3)</p> <p>Coordinate with County on joint shoreline master program (NE-F.1)</p> <p>"Crime Prevention through Environmental Design" in regulations (PF-A.5)</p> <p>Design standards that minimize pavement required (TR-E.1)</p>	<p>Evaluate regulations and ensure project consistency with Comprehensive Plan (TR-A.1)</p> <p>Revise existing street standards to safely accommodate pedestrian and bicyclists, as well as different vehicular uses (TR-C.4)</p>	—	—	—	—	—

Time Frame	Community Development	Public Works	Parks	Police	Fire	Library	Executive
2010	Housing Maintenance Standards (LU-D.2, HO-B.3) Identify incentives and regulatory tools to encourage high quality housing and preservation of critical areas (HO-A.6) Commercial historic district for the downtown area (HP-A.1) Inventory historic sites and potential historic sites electronically on a GIS database (HP-B.1)	Gateway and Boulevard Plans (LU-C.2, ED-C.1)	—	—	—	—	—
2011	Task Force to review geologic mapping and performance standards (NE-D.1)	—	—	—	—	—	Marketing and Branding program (ED-A.3)
2012	Inventory all potential historic sites (HP-A.2)	—	—	—	—	—	—

Time Frame	Community Development	Public Works	Parks	Police	Fire	Library	Executive
Other	<p>In next update of critical area regulations, provide for aquifer protection (NE-C.2)</p> <p>Continued participation in flood insurance program (NE-C.3)</p>	<p>Participate in periodic Solid Waste Master Plan Update (PF-B.4)</p> <p>Develop a citywide truck route network (TR-B.1)</p> <p>Improve traffic safety through a comprehensive program of education, enforcement and engineering. (TF-C.2)</p>	—	—	—	—	—