

# Philomath Strategic Plan

FY2023– FY2027





**The City of Philomath's Mission Is**  
*to promote ethical and responsive municipal government  
which provides its citizenry with high quality municipal  
services in an efficient and cost effective manner.*

## City Manager Message

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Creating a vibrant city is a delicate balance of art and science. Success requires thoughtful deliberation, collaboration, a willingness to listen and learn as well as an ability to share knowledge and build capacity. By providing good information, analysis, and input, we can broaden the conversations the city has about its priorities, introduce new ideas that generate creativity, and advance an agenda that is rooted in ensuring a high quality of life for all.

This Strategic Plan is an affirmation of who we are and why we are here. It is about reaffirming our commitment to the City's mission of promoting ethical and responsive governance and providing citizens with quality services in an efficient and cost effective manner. It is also about adding clarity: clarity about what matters most, how we will work, and who we will work with to meet our goals and objectives as a City.

A series of key cultural shifts identified during the strategic planning process helped shape this Strategic Plan. These key cultural shifts call on the City to:

- Reinvent engagement to broaden participation in city governance and planning;
- Provide a healthy environment where the economy can grow and thrive;
- Create and carry out plans for future infrastructure needs throughout the City;
- Promote transit services, parks, trails, and other quality of life essentials; and
- Inspire and continually pursue a culture safety and wellbeing.

Ultimately, we must show what we do, its value and relevance to Philomath residents, and its importance to the City's success. We must be more nimble in how we work and embrace new ways to bring citizens into the conversation about the City's future. By embracing these key cultural shifts, I believe we can strengthen our impact as a City. This Strategic Plan is the playbook for moving our City forward. I look forward to sharing the journey ahead with all of you.

-Chris Workman

## Why Do Strategic Planning?

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If our Mission Statement is to have any meaning, it must be accompanied by deliberate planning efforts to move the organization and the community toward a desired future. This requires clearly defined goals, proactive objectives, committed leadership, and effective management. Above all, it requires managing the forces of change. Those forces include community demographics, state and federal mandates, fiscal constraints, economic conditions, emerging technologies, and many other influences on our service delivery efforts. High performing organizations are those that learn to anticipate and adapt to change by creating value for those we serve, and motivation and meaning for those who serve them. The best tool for accomplishing these objectives is strategic planning.

# Strategic Plan Themes

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Our Strategic Plan has five primary themes that reflect our Mission Statements:

- Responsive, Effective & Transparent Governance
- Healthy Economy
- Strong & Resilient Infrastructure
- Great Neighborhoods
- Safe Community

Specific goals, objectives, and actions move the organization toward our themes and mission of the future.

Mission → Themes → Goals for Theme → Objectives of Goal → Action Items

Each theme is followed by the City's primary goals in that subject area for the foreseeable future. The goals should remain constant over time and should only be revised to reflect significant community changes or unanticipated events.

A list of measurable objectives with benchmarks helps us track progress toward the goals. Objectives are generally identified to cover the five-year planning period from the date they are adopted or revised.

Actions are the steps needed to meet the objective. Many more strategies and actions will be developed at the department and division level to align the entire organization with the goals and objectives.

The Strategic Plan is intended as a work in progress. While the mission and goals should remain constant, the objectives and actions will need periodic review and refinement. We will track progress through regular reporting on the measures, and they will be incorporated into department, organization, and community publications. The annual Budget and Capital Improvement Program will serve as reporting and implementing policy documents, identifying relationships with the Strategic Plan. Comprehensive Plan, Transportation System Plan, Water Master Plan, Wastewater Master Plan, Storm Drain Plan, Parks Master Plan and other related planning documents are reviewed to ensure support for the Strategic Plan.

The Strategic Plan, although adopted near the beginning of the calendar year, is based on the Fiscal Year schedule. For example, a plan objective adopted in 2019 is meant to be completed during Fiscal Year 2019-20. The timing of the adoption of the plan allows the City Council to have a mid-year check in with how the prior year's plan objectives are progressing, and also assists City staff with preparing the budget to assist with the Council's priorities adopted in the Plan.

# Strategic Plan Themes and Goals

## **Theme 1: Responsive, Effective & Transparent Governance**

- Goal 1.1: Maintain a budget with appropriate reserves within each fund
- Goal 1.2: Enhance current levels of operations and city services
- Goal 1.3: Regular Council and Staff Engagement with Citizens
- Goal 1.4: Cyber-Security Resiliency Plan

## **Theme 2: Healthy Economy**

- Goal 2.1: Advance the Downtown Safety & Streetscapes Project
- Goal 2.2: Support and Expand Economic and Community Development
- Goal 2.3: Develop and Expand Philomath Tourism

## **Theme 3: Strong and Resilient Infrastructure**

- Goal 3.1: Update, Adopt and Implement all Master Plans
- Goal 3.2: Preserve and Enhance the Sewer Infrastructure
- Goal 3.3: Preserve and Enhance the Water Infrastructure
- Goal 3.4: Preserve and Enhance the Stormwater Infrastructure
- Goal 3.5: Preserve and Enhance the Street Infrastructure
- Goal 3.6: Improve Resiliency of Public Infrastructure

## **Theme 4: Great Neighborhoods**

- Goal 4.1: Address Affordable Housing in Philomath
- Goal 4.2: Maintain optimal level of transit services
- Goal 4.3: Implement the Park Master Plan and encourage community events
- Goal 4.4: Support the Philomath Community Library
- Goal 4.5: Promote Healthy and Clean Neighborhoods
- Goal 4.6: Reduce Energy Usage in City Buildings and Vehicles

## **Theme 5: Safe Community**

- Goal 5.1: Ensure Public Safety by Protecting People, Their Property, and Enforcing Traffic Laws.

# Theme 1: Responsive, Effective & Transparent Governance

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## Goal 1.1: Maintain a Budget with Appropriate Reserves within Each Fund

**Objective 1.1.1:** Maintain a General Fund ending balance equivalent to at least five months' operating expenses.

*Action: Hold a budget planning meeting with the city council (2022-23)*

**Objective 1.1.2:** Maintain appropriate reserves in each of the enterprise funds.

**Objective 1.1.3:** Promote City efforts and accomplishments in managing finances.

*Action: Provide clear reports in the City newsletter each publication (12 per year), highlighting an area of City operation that reduced an expense or saved the City money (Annual)*

## Goal 1.2: Enhance Current Levels of Operations and City Services

**Objective 1.2.1:** Implement appropriate technology to improve efficiency and expand transparency.

*Action: Explore ways to post the budget and other financial information on the website (2025-26)*

**Objective 1.2.2:** Ensure City's Fee Schedules are fair and equitable, being specifically considerate of low-income households.

*Action: Conduct a planning fee schedule analysis and update the schedule (2022-23)*

*Action: Hire a consultant to perform a full utility rate study and update utility rates (2023-24)*

*Action: Analyze all rates on how they specifically effect low-income households (2023-24)*

*Action: Complete a fee schedule analysis and update the City Fee Schedule (2024-25)*

**Objective 1.2.3:** Strengthen Regional Cooperation by *contacting appropriate regional partners and affiliates when implementing an action item. Affiliates include but are not limited to: Benton County, Corvallis Area Metropolitan Planning Organization (CAMPO), Willamette Criminal Justice Council, Oregon State University, Oregon Cascade West Council of Governments, Thriving Communities Initiative, League of Oregon Cities, etc.*

**Objective 1.2.4:** Save money each year for future building renovations and construction.

*Action: Allocate money in the budget each year toward renovation and construction of City buildings within the Land Building and Equipment Fund (Annual)*

**Objective 1.2.5:** Increase awareness of equity, diversity, and inclusivity throughout the community, including the members of the Council, staff, and the public.

*Action: Allocate money in the budget each year for equity, diversity and inclusivity training and hold trainings (Annual)*

**Objective 1.2.6:** Look for opportunities to respond to residents' requests and experiences with small, incremental, timely, low-cost solutions rather than responding with large analyses or program development.

### **Goal 1.3: Regular Council and Staff Engagement with Citizens**

**Objective 1.3.1:** Administer a satisfaction survey for city-provided services.

*Action: Scope the cost and expected results of a survey (2022-23)*

*Action: Complete a satisfaction survey and analyze results after previous action item (2023-24)*

**Objective 1.3.2:** Engage with the public on a regular basis.

*Action: Update residents about state legislative process and matters (Annual)*

*Action: Establish a kiosk at City Hall (2023-24)*

**Objective 1.3.3:** Hold in-person sessions with the public throughout the year.

*Action: Have "Coffee with a City Council Member" sessions (Annual)*

*Action: Hold a quarterly Town Hall meeting (Annual)*

*Action: Schedule and hold Citizens Academy (Annual)*

*Action: Complete internal review of public outreach and compare findings to other communities and recommended best practices (2023-24)*

### **Goal 1.4: Cyber-Security Resiliency Plan**

**Objective 1.4.1:** Adopt and maintain a relevant Cyber-Security Resiliency Plan.

*Action: Test the plan against a likely attack at the staff level and report the findings of the test to the Council (2023-24)*

## **Theme 2: Healthy Economy**

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### **Goal 2.1: Advance the Downtown Safety & Streetscapes Project**

**Objective 2.1.1:** Revitalize Downtown.

*Action: Revamp the Façade Improvement Program, adding a match-required forgivable loan aspect. Create and implement a private property incentive program for redevelopment/structural repair of downtown buildings once Streetscape project is complete (2022-23)*

*Action: Utilize any remaining Urban Renewal dollars to maximize redevelopment efforts in Downtown Philomath with strategic public investments to spur private investments following completion of the Streetscape project (2024-25)*

*Action: Establish Design Standards for the downtown area to complement the streetscapes theme (2023-24)*

*Action: Enable and promote events in the downtown area (Annual)*

## **Goal 2.2: Support and Expand Economic and Community Development**

**Objective 2.2.1:** Create and maintain a dialogue between city officials and local businesses in regards to things that the City can do to assist local businesses.

*Action: Establish a Downtown Vitalization Advisory Committee 2023-24*

*Action: Re-evaluate time/place/manner restrictions that prohibit targeted businesses (2023-24)*

**Objective 2.2.2:** Create an encouraging environment for the development and expansion of desired businesses. Collaborate with organizations focused on business retention, expansion, startup development, and entrepreneurship to establish new firms and strengthen existing businesses.

*Action: Conduct regular visits to businesses and industries as an ambassador to address regulatory barriers and provide resources that enable development and retention of businesses. Connect local businesses with available resources including the Chamber, Cascades West Council of Governments (CWCOG), Small Business Administration (SBA), and Small Business Development Center at (Linn-Benton Community College (LBCC) (Annual)*

**Objective 2.2.3:** Participate in meetings of partner organizations. Share and communicate our economic development goals and policies with our partners. Maintain positions on any boards of our partner organizations.

*Action: Participate in the strategic planning process of Rural Economic Alliance (REAL) 2022-23*

**Objective 2.2.4:** Maintain strong interoffice communication to deliver prompt and accurate responses to economic development information requests. Apprise the City Council of economic development projects and identify regulatory barriers to these projects.

**Objective 2.2.5:** Utilize a formal committee to assist with economic development.

*Action: Partner with other entities such as Oregon State University (OSU), LBCC and other businesses or nonprofits to further economic development outreach (Annual)*

*Action: Approve language in the municipal code to establish the committee including organizational structure, appointments, terms, responsibilities, etc. Select members and assign a Council representative to attend committee meetings with regular reporting (2023-24)*



*Action: Consider forming an Economic Development Committee to take the lead on business outreach (2024-25)*

**Objective 2.2.5:** Determine uses of city-owned property in the downtown area (2023-24)

## **Goal 2.3: Develop and Expand Philomath Tourism**

**Objective 2.3.1:** Support the Marys Peak to Pacific Scenic Byway.

*Action: Select a Council liaison to take the lead at regularly scheduled meetings of the Byway Maintenance Committee (2022-23)*

**Objective 2.3.2:** Support efforts to improve Skirvin Park, home of the Philomath Frolic & Rodeo.

*Action: Task the Council liaison to participate in the Stakeholder Committee meetings for the master plan project and provide updates of the committee's progress (2022-23)*

*Action: Partner with the Frolic & Rodeo to apply for an Oregon Parks and Recreation Department grant in 2023 to improve Skirvin Park (2022-23)*

**Objective 2.3.3:** Support efforts that service or promote tourism in the city.

*Action: Promote completion of the Streetscapes project*

*Action: Replace wayfinding signs in downtown (2024-25)*

*Action: Replace holiday decorations in the downtown (2023-24)*

## **Theme 3: Strong and Resilient Infrastructure**

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### **Goal 3.1: Update, Adopt and Implement all Master Plans**

**Objective 3.1.1:** Update the Stormwater Master Plan by 2023.

**Objective 3.1.2:** Become familiar with the various tools available for funding local improvements such as water, sewer, and streets as alternatives to local improvement districts.

*Action: Review requirements for reimbursement districts to prioritize public notification early in the process and equitable assessments to benefiting property owners (2022-23)*

*Action: Review funding sources for infrastructure and the code language for local improvement districts; amend as needed (2023-24)*

**Objective 3.1.3:** Update the Water Conservation Plan (2024-25)

### **Goal 3.2: Preserve and Enhance the Sewer Infrastructure**

**Objective 3.2.1:** Move conflicting utilities for Benton County Chapel drive improvement Project.

*Action: Lower existing sewer force main on Chapel Drive (2022-23)*

**Objective 3.2.2:** Reduce excessive Inflow and Infiltration (I & I) in the sewer collection system to prevent excessive flows in the Wastewater Treatment facility by following the Capital Improvement Plan (CIP).

*Action: Replace sewer lines on S 16<sup>th</sup>, S 17<sup>th</sup>, and S 18<sup>th</sup> streets (2023-24)*

**Objective 3.2.3:** Expand capacity to spread effluent through land application.

*Action: Construct irrigation line from lagoons to the east side of Bellfountain Road (2025-26)*

**Objective 3.2.4:** Sewer installation on upper and lower Benton View Drive - Creating a Local Improvement District to pay for the construction.

*Action: Complete engineer's report and hold the public hearing (2025-26)*

### **Goal 3.3: Preserve and Enhance the Water Infrastructure**

**Objective 3.3.1:** Replace undersized and end-of-service water lines in conjunction with street projects.

**Objective 3.3.2:** Analyze water availability from other sources.

*Action: Meet with Adair Village, Corvallis, Monroe and Benton County to consider possibility of a region-wide water district (2023-24)*

**Objective 3.3.3:** Construct new water treatment plant.

*Action: Keep the community up to date on new water treatment plant project progress through construction and completion >2022-23*

**Objective 3.3.4:** Update meter reading system to reduce staff time and add hourly information for customers.

*Action: Seek bids for full-remote reading system and add project to the Capital Improvement Plan and Budget.*

### **Goal 3.4: Preserve and Enhance the Stormwater Infrastructure**

**Objective 3.4.1:** Renew pipe sections of the Storm Sewer System listed in the Capital Improvement Plan to more effectively remove standing water from our streets.

*Action: Complete stormwater portion of the Downtown Safety and Streetscapes Project (2023-24)*

*Action: Complete stormwater improvements as part of S 16<sup>th</sup> Street project > 2023-224*

### **Goal 3.5: Preserve and Enhance the Street Infrastructure**

**Objective 3.5.1:** Keep existing streets in good repair with chip sealing, crack sealing and overlays when available, following the Transportation System Master Plan priority list of projects.

**Objective 3.5.2:** Modernize or improve undeveloped streets and streets in disrepair by appropriately widening, adding sidewalks, bike lanes, lighting, trees, striping and other improvements as funding allows.

*Action: Consider establishment of a local gas tax (2024-25)*

*Action: Complete the S 16<sup>th</sup> Street Project, including widening, adding sidewalks, and extending the road to Cedar Street (2023-24)*

*Action: Coordinate completion of the Downtown Safety and Streetscapes Project with ODOT (2024-25)*

*Action: Install Phase III EV charging stations within the downtown area (2024-25)*

*Action: Consider additional projects along the Downtown Safety and Streetscapes Project to improve streets and expand or improve on-street parking > 2022-24*

*Action: Replace street lighting on N 13<sup>th</sup> Street to match new street lights, (2023-24)*

*Action: Work with the F Street (N 12th Street) Road District on the formation of a Local Improvement District. City recognizes that the Road District should have at least a 50% majority in favor of proceeding before the City becomes involved in the planning effort of forming a LID (2024-25)*

**Objective 3.5.3:** Monitor traffic counts on local streets and maintain counts over time.

*Action: Utilize radar signs for land use application and public safety issues (Annual)*

**Objective 3.5.4:** Encourage development of N 9<sup>th</sup> Street to current City standards from Pioneer Street north with Benton County and CAMPO.

**Objective 3.5.5:** Increase on-street parking in downtown area

*Action: Complete downtown parking analysis (2024-25)*

*Action: Repave and restripe side streets to maximize parking (2025-26)*

**Objective 3.5.6:** Work with the School District to implement the recommendations of the School Safety and Circulation Report (2023-24)

## **Goal 3.6: Improve Resiliency of Public Infrastructure**

**Objective 3.6.1:** Complete seismic upgrades to water reservoir identified in the Water Master Plan.

*Action: Procure a grant for seismic upgrades (2023-24)*

**Objective 3.6.2:** Add backup power generators at Starlight Village pump station and Neabeack booster pumps as well as Neabeack fire pump.

*Action: Procure project bids and grants to cover the costs (2023-24)*

## Theme 4: Great Neighborhoods

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### **Goal 4.1: Address Affordable Housing in Philomath**

**Objective 4.1.1:** Ensure the City's housing policies encourage housing options for low to med-income households.

*Action: Perform a code audit to remove barriers to low-income housing options and allow for various housing types such as tiny homes, cottage clusters, and other high-density, low impact housing (2023-24)*

*Action: Review year-end statistics on residential, commercial, and industrial growth; inventory levels; building permits, etc. (Annual)*

**Objective 4.1.2:** Support applications for higher density housing options through conditions of approval and development agreements that favor more affordable housing options.

**Objective 4.1.2:** Look for opportunities to support low- and median-income housing.

### **Goal 4.2: Maintain Optimal Level of Transit Services**

**Objective 4.2.1:** Improve bus service to residents and businesses.

*Action: Complete ridership needs assessment and adjust routes and schedules as needed (2024-25)*

### **Goal 4.3: Implement the Park Master Plan and Encourage Community Events**

**Objective 4.3.1:** Provide support for community events, including funding, resources, and staff time.

**Objective 4.3.2:** Follow the Park Master Plan and install projects from the Capital Project list.

*Action: Complete Cochran Park Design and begin Construction (2022-23)*

*Action: Complete feasibility study for active sports park (2022-23)*

*Action: Flossie Overman Park – Shade trees and tree protection, and trash/recycling cans (2023-24)*

**Objective 4.3.3:** Preserve natural areas within the park system.

*Action: Hold the inaugural Heritage Tree Program selection process (2022-23)*

*Action: Using the Park Master Plan as a reference, analyze the Development Code to ensure requirements adequately preserve natural spaces (2024-25)*

**Objective 4.3.4:** Coordinate efforts relating to Music in the Park through the Park Advisory Board.

**Objective 4.3.5:** Maintain annual Tree City USA certification.

*Action: Hold Arbor Day Event with schools (Annual)*

**Objective 4.3.5:** Encourage planting of native trees and vegetation where appropriate in the parks and streets.

*Action: Update allowed tree list and create a “recommended” list that is provided on the website and in the City Newsletter (2024-25)*

## **Goal 4.4: Support the Philomath Community Library**

**Objective 4.4.1:** Support the cultural and social impact of the library.

*Action: Complete a feasibility study for library expansion (2023-24)*

## **Goal 4.5: Promote Healthy and Clean Neighborhoods**

**Objective 4.5.1:** Follow programs that focus on improving and maintaining existing neighborhoods.

*Action: Provide Spring Clean-Up free of charge to residents (Annual)*

*Action: Hire a new, part-time code compliance officer to focus on noncompliance (2022-23)*

## **Goal 4.6: Reduce Energy Usage in City Buildings and Vehicles**

**Objective 4.6.1:** Procure grants targeted at lowering utility usage for commercial/governmental buildings.

**Objective 4.6.2:** Consider low- and lower-emission vehicles when looking to replace city vehicles

## **Theme 5: Safe Community**

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### **Goal 5.1: Ensure Public Safety by Protecting People, their Property, and Enforcing Traffic Laws.**

**Objective 5.1.1:** Ensure the Safety of Philomath Community Members.

*Action: Expand Crime Prevention and Community Outreach efforts; hold 4+ events (Annual)*

*Action: Provide periodic walk through of the schools with Officer Percy (Annual)*

*Action: Coordinate National Night Out efforts (Annual)*

*Action: Report to the Council about the PD-Philomath School District relationship (Annual)*

**Objective 5.1.2:** Ensure the Security of Public and Private Property.

*Action: Reduce property crime by continuing proactive policing approach (Annual)*

**Objective 5.1.3:** Make Philomath a safe place to walk, bike and drive.

*Action: Provide proactive traffic enforcement in high traffic areas to reduce accidents and improve traffic safety (Annual)*

*Action: Reduce drug crimes and drug trafficking by proactive traffic enforcement (Annual)*

*Action: Reduce impaired driving using state DRE enforcement approach (Annual)*

*Action: Complete School Safety and Circulation Study and identify targeted improvement areas (2022-23)*

**Objective 5.1.4:** Maintain a highly trained, state accredited department.

*Action: Maintain and expand Advanced Officer Training to improve service delivery*

*Action: Continue support and implementation of State of Oregon Law Enforcement Accreditation Program (Annual)*

*Action: Maintain records and follow training schedule and other requirement of accreditation (Annual).*

**Objective 5.1.5:** Educate Public on emergency management and emergency preparedness.

*Action: Provide educational opportunities for the community on how to best prepare for and react to fires, earthquakes, floods, and other disasters (Annual)*

*Action: Support and encourage Community Emergency Response Team (CERT) training (2025-26)*

## Appendix A

### Objectives and Action Items Completed in Previous Years

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#### Theme 1: Effective Governance

##### FY2017/2018

Objective 1.2.4 Identify and eliminate unincorporated territories within City limits. Action: Identify and annex unincorporated territory within the corporate limits of the city through the island annexation procedures. Annexed all but two properties on 11/13/2018. Objective completed.

Objective 1.2.1 Action Completed October 2018: Revise the land use public hearings code to expand use of the website and reduce printed public notice expense.

##### FY2018/2019

Objective 1.1.1 Action: Earmark revenue over and above budgeted revenue toward PERS side account deposit. Deposited \$1 million plus 25% state match on 12/3/2019. Action completed.

##### FY2019/2020

Action: Post all meetings to Facebook for live stream and playback; Updated website and added content. Action completed.

Objective 1.2.6: Consider amending the City Charter to allow for staggered four-year city council terms. Completed in 2020.

##### FY2020/2021

Action: Enact and maintain a fee to increase revenue coming into the general fund. Maintained General Fund Fee for five year, Sunset at the end of FY2020/2021. Action Completed.

Action: Converting to live-stream on YouTube, adding closed captions. Action Complete

Action: Have a Town Hall meeting on the topic of Emergency Management. Fire District held a meeting in Nov. 2020

Action: Hold a second town hall meeting. Meeting on Housing held 1/28/2021.

Action: Work with Benton County Emergency Management, CityCounty Insurance Services (CIS) and Oregon Cascades West Council of Governments (OCWCOG) to identify best practices in cyber-security resilience and customize a plan for the City. Policy adopted 4/2020

##### FY2021/2022

Objective 1.1.1: Bring General Fund's ending fund balance up to \$600,000 or the equivalent of five month's operating expenses, whichever is greater. Dollar amount was attained; objective modified to hold five months' expenses as a reserve.

Action: Adopt annual budgets that add to the ending fund balance each year. Annual function.

Action: Notify the public once the annual audit is placed on the city website

Action: Notify the public of budget meetings and when the approved budget is available on the city website in effort to communicate the City's financial transparency.

Objective 1.1.3: Continue practice of having an annual audit performed.

Action: Review the audit thoroughly and publish the results.

Action: Utilize and report on new technologies implemented to make work more efficient

Action: Provide written content of material from the Council for use in the local paper, city newsletter.

## Theme 2: Healthy Economy

### FY2017/2018

Objective 2.2.1 Action: By the end of 2018, City Manager updates the zoning map to reflect commercial and industrial sites. Completed October 2018.

### FY2018/2019

Objective 2.1.2 Action: Join the nationally-sponsored Mainstreet Program and look for grant opportunities. Completed September 2019.

### FY2020/2021

Action: DSL received funding for wetland study; city manager provided testimony.

### FY2021/2022

Objective 2.2.1: Current Assessment of City Business/Industrial Sites

Action: Apply for a grant funding to complete an analysis of all businesses and industrial sites currently operating within Philomath. List includes name of business/industry; years in business (in total and within Philomath) number of employees; property tax generated; other relevant information. Contracted with Chamber of Commerce to complete this item.

Action: Established Small Business Grant in response to COVID-19.

Action: City Manager became active CWEDD board member (Cascades West Economic Development District)

Objective 2.2.2: Establish a business toolkit to make it easier for new business to get established in town and support existing businesses.

Action: Update website with information including important contacts, available lenders, small business resources, permit estimates, zoning information and basic startup information. Completed with new website design in 2021.

Action: Awarded grant to study public wetland mitigation banks for the Wetlands Consortium.

Action: Add information about RAIN Oregon to the City website, including links to resources. Completed with new website design in 2021.

Action: Establish a Council Liaison position with the Benton County Economic Development Committee. This committee does not exist in the same format it once was.

Action: Participate in the official ribbon-cutting event in the spring of 2020. No event due to COVID.

### FY2022/2023

Objective 2.1.1: Approve a final design that includes access to businesses and increased parking. Completed in 2022; construction started 2023

Action: Establish a Stakeholders Committee to advise on design by May 2022. Completed 2022.

Action: Main Street Plan adopted, building materials standards updated to reflect streetscapes theme.

Action: Enable and promote events in the downtown area. Supported 13th St block party 2022.

Action: Provided info on how to survive streetscapes construction to each business in downtown

Objective 2.2.5: Consider an enterprise zone in the industrial zones to encourage development; established enterprise zone in 2022.

Action: Establish a policy and program for distributing tourism grants to local organizations.

Objective 2.3.4: Consider implementation of a transient lodging tax (TLT) to fund future investments in tourism; established contract with Dept. of Revenue.

## Theme 3: Strong Infrastructure

### FY2017/2018

Objective 3.1.1: Complete the Wastewater Master Plan by October of 2017. Adopted Nov. 2017.



Objective 3.1.2: Complete the Water Master Plan including options for additional water acquisition and treatment and a comprehensive list of required capital projects by 2018. Adopted Oct. 2018.

Objective 3.1.3: Complete the Transportation System Plan by April 2018. Adopted Aug. 2018. (City should plan to update all system master plans every 5-7 years)

Objective 3.2.1: Downtown Urban Renewal 2017 Sewer Line Replacement Project. Action: Sewer line upsize and replace-15th Street College to Pioneer-URD; Main Street and Applegate Street 7th to 14th Completed Feb. 2018.

Action: By year-end 2019, Public Works identifies the sewer mains that require replacement and provides a report to Council detailing what needs to be done, along with estimated/recommended completion dates, and estimated expense. Included in the Wastewater Master plan adopted Nov. 2017.

Action: Secure easement for wastewater irrigation line to east side of Bellfountain Rd. Completed Aug. 2018

Action: Update Recycled Water Use Plan with DEQ and gain approval from DEQ. Completed Aug. 2018

Action: Downtown Urban Renewal water line replacement Applegate and Main St. 7th to 14th Street. Completed Oct. 2018

Action: N12th St Waterline replacement upsize. Completed Oct. 2018

Action: Overlay on Cedar Street, between 13th and 15th, and Cedar Place. Completed Sept. 2018.

FY2018/2019

Action: In 2019, Budget Committee and Council acts on approving expense for initial expenses. Completed 2019.

Objective 3.3.1 Action: N15th and Pioneer Water Line replacement and abandonment. Completed Oct. 2019.

Objective 3.3.3 Action: Public Works to provide a report to Council outlining the steps, and time frame required to complete a new water treatment plant. Completed 2019.

FY2019/2020

Action: Consider advanced treated recycled water for direct potable reuse as a new water source option. Abandoned due to constraints in 2020

Objective 3.3.4: Abandon water line on Chapel Drive from 13<sup>th</sup> to 15<sup>th</sup> street upon completion of 3.2.2 by 2020. Completed 2020.

FY2020/2021

Action: Purchase radar signs that control speed limits and capture traffic count data. Completed.

Action: Map all sewer lines, manholes, service laterals, cleanouts, air/vac valves, etc. Completed.

Action: Map all water lines, valves, hydrants, meters, air/vac valves, Claval valves, sample sites (all), backflows and other appurtenances. Completed 2021.

Action: Map of all storm lines, manholes, catch basin laterals, cleanouts, catch basins, outfall locations, sample locations and other appurtenances. Completed 2021.

Action: Map all sidewalks, street signs, crosswalks, easements, ROW, street type, street lights and other appurtenances. Completed 2021

FY2021/2022

Action: Utilize remote camera and other new technology to identify problem areas. This is an ongoing work item done by staff and removed from the plan.

Action: replace sewer line on Landmark Drive. Project completed

Objective 3.2.5: Cleanout locating project; annual maintenance item removed from the Plan

Action: TV all new sewer lines before acceptance and at the 11 month mark of each project.

Objective 3.2.6: Smoke test a third of sewer system each year for 3 years, then as needed.  
Action: Complete asphalt overlay on Mt. Union.  
Objective 3.5.3: Form a local improvement district (LID) and build N. 12<sup>th</sup> Street to current city standards from Pioneer to the north terminus; objective replaced with action item.  
Objective 3.5.4: Form a local improvement district (LID) and build N. 11<sup>th</sup> Street to current city standards from Pioneer to the north terminus. Project minimized to sidewalk on west side of the street and street improvements on city-adjacent property only.  
Goal 3.6: Implement GIS Tools and Services into Public Works; completed.

## Theme 4: Great Neighborhoods

### FY2017/2018

Action: Develop, implement and review a security policy for the sewer, water, and storm utility GIS information. Completed Mar. 2018. Should be reviewed again in 2022.  
Action: Contract with engineer and landscape architect for final design work.

### FY2018/2019

Action: Contract with engineer and landscape architect for final design work. Completed 2019  
Action: Solicit donations of materials, funds, and volunteer hours. Completed 2019  
Action: Contract with construction firm to complete the project spring/summer. Completed 2019  
Action: Triangle Park -replace play equipment and install new fall surface. Repainted 2019

### FY2019/2020

Objective 4.3.1: Complete design and construction on the new park on N 11<sup>th</sup> Street  
Action: Hold groundbreaking and project completion ceremonies. Completed 8/15/2020

### FY2020/2021

Action: Promote a free ridership week at the start of the school year. Removed due to fare free program  
Action: Consider Fare-free transit service. Approved by Council in 2021

### FY2021/2022

Action: Update Park Master Plan and capital project list. Completed 1/2022  
Objective 4.4.1: Complete all needed analysis needed for the comp plan update. Completed.  
Action: Allocate money in the budget for comp plan consulting services. Completed.  
Action: Complete Buildable Land Inventory analysis. Completed.  
Action: Complete Economic Opportunities analysis. Completed.  
Action: Complete Housing Needs analysis. Completed.  
Action: Complete Main Street Plan analysis. Completed.

### FY2022/2023

Goal 4.1: Support inclusive community outreach to improve communication channels; moved to 1.3  
Objective 4.1.1: Provide Citizens' Academy to connect with and educate residents; moved to 1.3  
Objective 4.1.2: Complete internal review of public outreach and compare findings to other communities and recommended best practices; moved to 1.3.  
Action: Create a bus service promotion plan to encourage ridership.  
Action: Complete ridership survey and adjust routes as necessary.  
Action: City Park -replace restroom #1 with ADA compliant restrooms.  
Action: Apply for grant funding for a skate park feasibility and design study.  
Goal 4.5: Update the City's Comprehensive Plan.

Action: Form a stakeholder committee to hold public meetings and discuss the various elements/chapters of the comprehensive plan. Approve updated elements/chapters through review and approval by the Planning Commission, followed by review and approval by the City Council.

Action: Share newsletter space for summer reading and event information; staff function completed annually.

## Theme 5: Safe Community

### FY2017/2018

Action: City Park –add sound deadening at Kugler Shelter. Completed Jun. 2018.

### FY2019/2020

Action: Attending management meetings & threat assessment meetings; Attend Fire and Active Shooter Drills; Participate in Homecoming Parade/ Provide traffic control.

### FY2020/2021

Action: Update website with relevant information and links to appropriate agencies to gather information regarding natural disasters. Completed with website update in 2021.

Action: Participate in Homecoming Parade/ Provide traffic control; Participated in Threat Assessment meetings

Action: 2 Officers Advanced Interviewing Techniques; 2 Officers to Advanced Roadside DUII; 1 Officer to DPSST; Certified Firearms Instructor; 2 Officers INSTRUQ Detectives Academy.

### FY2021/2022

Action: Promote Business Watch Program and increase participation to 50% of businesses.

Action: Participate in New OSP Threat Assessment Team; Participate in All Parades/Special Events.

Action: Continue positive community outreach using social media by posting something of value at least once a week, staff task completed each year.

Action: Created Neighborhood Traffic Safety Program.

Action: Respond to all property code violations, unsafe housing and building conditions.

Action: Collect data on safety concerns and prioritize projects; staff task completed annually.

Action: Action: Provide training for racial sensitivity.

Action: Provide educational opportunities for the community on how to best prepare for and react to fires, earthquakes, floods, and other disasters; wildfire town hall held.