

DATE: January 7, 2021  
TO: Philomath Project Advisory Committee  
CC: Chris Workman, City of Philomath  
FROM: Beth Goodman and Sadie DiNatale, ECONorthwest  
SUBJECT: Philomath Economic Development Policies and Actions DRAFT

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The City of Philomath contracted ECONorthwest to develop an Economic Opportunities Analysis and an Economic Development Strategy for Philomath. The Economic Opportunities Analysis (EOA) will determine whether the City of Philomath has enough land to accommodate twenty years of commercial and industrial job growth. The EOA will provide the basis for an update to the City's Comprehensive Plan Economic Element, as well as development of an action plan to implement the economic development policies (i.e., the Economic Development Strategy).

## Economic Development Strategy for Philomath

The City of Philomath's existing Comprehensive Plan Housing Element policies have not been updated since Philomath last completed its periodic review in 1998. A key objective of the EOA and accompanying Economic Development Strategy is to identify options for changes to the City's Comprehensive Plan and land use regulations needed to address commercial and industrial land needs. This memorandum presents Philomath's existing economic development policies for discussion with the Project Advisory Committee (PAC) at their July and November 2020 meetings. The expectation is that these policies may be revised or substituted based on additional work from the City of Philomath's Planning Commission or City Council.

This Economic Development Strategy focuses on land use tools to ensure there is adequate land planned and zoned to provide opportunities for employment growth on sites with a variety of characteristics (e.g., site sizes, locations, visibility, and other characteristics). This strategy ties into the *Philomath Strategic Plan* for 2020 to 2024. The goals, objectives, and actions are aligned with Theme 2: Healthy Economy in the *Strategic Plan*. Where appropriate, we incorporate other information from the *Strategic Plan*, such as information about City Council priorities.

This was conducted from February to December of 2020. Throughout the project, the COVID-19 virus has created a global pandemic that resulted in entire sectors of the economy being put on pause. Short- to intermediate-term impacts on the economy remain uncertain, although disruptions in commercial and industrial market fundamentals are expected. Over the 20-year planning period for this project, prevailing long-term economic and demographic trajectories will have greater influence than cyclical variation or economic shocks. As such, in this analysis we assume a return to long-term economic stabilization.

Appendix A presents the full text of Philomath's existing Comprehensive Plan policies for commercial and industrial development. Appendix B presents the information about economic development tools commonly used by cities in Oregon.

## Summary of Actions

The exhibit below summarizes the policy and action implementation schedule. While some of the actions may take longer than a year to implement, the check marks in the table represent the year implementation of each action should commence. In addition, some actions may be implemented together, such as recommended changes to the Development Code.

Once the Planning Commission and City Council have reviewed and provided input on the Housing Strategy and the implementation schedule, City staff should begin to develop a work plan for implementation of the actions in the Housing Strategy, grouping like actions together for implementation.

Exhibit 1. Summary of Philomath’s Economic Development Strategy and Implementation Schedule

Policies, Objectives, and Actions	Implementation Schedule				
	2021	2022	2023	2024	2025 +
<b>Policy 1. Land Supply: Ensure an adequate supply of land is available and serviced.</b>					
<b>Objective 1.1: Continue to provide for an adequate supply of commercial and industrial land to accommodate the types and amount of economic development and growth anticipated in the future, as described in the City’s most recent EOA.</b>					
<b>Action 1.1a:</b> Identify land to rezone (and re-designate) to provide for an adequate supply of commercial land and make efficient use of land.	✓				
<b>Objective 1.2: Provide for an adequate short-term supply of suitable commercial and industrial land to respond to economic development opportunities as they arise.</b>					
<b>Action 1.2a:</b> As commercial and industrial sites develop, especially sites larger than five acres, the City should plan for replenishment of land in the short-term supply through the capital improvement planning process.					✓
<b>Objective 1.3: Monitor and replenish the total supply of commercial and industrial land on a regular, periodic basis.</b>					
<b>Action 1.3a:</b> Update the Economic Opportunities Analysis every five to seven years, in coordination with other infrastructure master plans.					✓
<b>Policy 2. Infrastructure Planning: Provide adequate infrastructure efficiently and fairly to support growth.</b>					
<b>Objective 2.1: The City will coordinate capital improvement planning to ensure infrastructure availability on employment land and continue to pursue funding for needed infrastructure to support economic development activities.</b>					

Policies, Objectives, and Actions	Implementation Schedule				
	2021	2022	2023	2024	2025 +
<b>Action 2.1a:</b> Identify how to fund upgrades to sanitary sewer lines and other infrastructure required to service vacant industrial land in the north part of Philomath.		✓			
<b>Action 2.1b:</b> Identify commercial sites where lack of services is the primary barrier to development.		✓			
<b>Objective 2.2: The City will identify opportunities to reduce infrastructure costs without negative impacts on the health, safety, or service obligations of the City.</b>					
<b>Action 2.2a:</b> Advocate for State funding for infrastructure. Work with Business Oregon on this issue.		✓			
<b>Objective 2.3: Coordinate development proposals and need for private infrastructure with private infrastructure providers, such as electrical companies, natural gas companies, or telecommunications service providers.</b>					
<b>Objective 2.4: Address safety, access, and resiliency by coordinating land use, Main Street, and transportation system planning.</b>					
<b>Action 2.4a:</b> Work with ODOT to evaluate the north-south transportation needs and feasibility of various solutions to improve the availability and safety of pedestrian and bicycle highway crossings.			✓		
<b>Policy 3. Development, Infill Development, and Redevelopment: Support and encourage development, infill development, and redevelopment, especially in areas with existing infrastructure, as a way to use land and existing infrastructure more efficiently.</b>					
<b>Objective 3.1: Work with regional partners to plan for development of industrial land within Philomath.</b>					
<b>Objective 3.2: Evaluate zoning map amendments in the Main Street planning area as part of a larger community conversation.</b>					
<b>Action 3.2a:</b> Consider extending the C-1 zone slightly west and east to expand the highly active commercial area to attract more people driving through on Highway 20.	✓				
<b>Action 3.2b:</b> Consider rezone O-R zoned areas in the Downtown Area to a Mixed-Use Residential zone and C-1.	✓				
<b>Objective 3.3: Update Philomath’s allowed uses in its commercial designated zones to support active ground floor uses; a close-knit building fabric; and the restriction of certain uses that are highly auto oriented, require large areas for outdoor vehicle or materials storage, or that generate little customer/visitor activity.</b>					
<b>Action 3.3a:</b> Modify the zoning code to prohibiting drive-through uses in the C-1 zone.	✓				

Policies, Objectives, and Actions	Implementation Schedule				
	2021	2022	2023	2024	2025 +
<b>Action 3.3b:</b> For land currently zoned O-R with existing residential development, evaluate allowing for replacement of existing single-family detached housing with single-family attached housing (rowhouses) to provide for more housing opportunities near downtown.	✓				
<b>Action 3.3c:</b> Clarify the definition and treatment of breweries, wineries, and distilleries that mix on-site production of alcohol with retail sales and consumption by listing them separately or clearly including them in the definition of “light manufacture.”	✓				
<b>Objective 3.4: Support commercial development and local retail as part of Philomath Downtown Safety and Streetscape projects.</b>					
<b>Action 3.4a:</b> Update Philomath’s zoning code to ensure that development standards in the Main Street planning area match those necessary to support the vision for the area.	✓				
<b>Action 3.4b:</b> Consider gateway treatments and working with property owners to encourage special landscaping to enable more attractive entrances to the downtown.		✓			
<b>Action 3.4c:</b> Redesign 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 the Streetscape project is complete and the Downtown Design Manual is in place.				✓	
<b>Action 3.4d:</b> Evaluate formation of a new Urban Renewal district that is focused on funding projects in the existing Urban Renewal Plan that were not able to be funded, such as façade improvements.					✓
<b>Action 3.4e:</b> Establish Design Standards for the downtown area to complement the streetscapes theme.	✓				
<b>Action 3.4f:</b> Enable and promote events in the downtown area, specifically on N 13 <sup>th</sup> Street and other streets not controlled by ODOT.		✓			
<b>Objective 3.5: Develop policies and programs to encourage commercial and mixed-use development in key commercial areas.</b>					
<b>Action 3.5a:</b> Identify opportunities for development (including infill and redevelopment) in key areas and work with landowners to address issues preventing development.		✓			
<b>Action 3.5b:</b> Encourage development of multifamily housing in mixed-use buildings through lowering barriers to mixed-use development and/or rezoning industrial land to commercial mixed-use to support multifamily housing development.		✓			

Policies, Objectives, and Actions	Implementation Schedule				
	2021	2022	2023	2024	2025 +
<b>Policy 4. Existing Business Retention, New Business Development, and Attraction of New Businesses: Support retention and expansion of existing businesses, growth and creation of entrepreneurial business, and attraction of new businesses.</b>					
<b>Objective 4.1: Ensure that the City’s planning for economic development increases economic resiliency, mitigating long-run economic risks such as future disruptions.</b>					
<b>Action 4.1a:</b> As City staff capacity increases, consider developing a five-year Economic Development Strategy and Economic Resiliency Plan, with assistance from the new economic development committee or taskforce in Action 4.1b.	✓				
<b>Action 4.1b:</b> Form an economic development committee or taskforce with the charge of developing the five-year Economic Development Strategy and Economic Resiliency Plan	✓				
<b>Action 4.1c:</b> Establish a framework for decision making about future economic development investments, with the goal of making investments which will make the best use of economic assets and provide additional economic development benefits.		✓			
<b>Objective 4.2: Coordinate economic development efforts with local and regional economic development organizations.</b>					
<b>Action 4.2a:</b> Evaluate opportunities to boost the Main Street planning area in downtown Philomath.				✓	
<b>Objective 4.3: Retain and encourage growth of existing businesses, including retention of small businesses and entrepreneurs.</b>					
<b>Action 4.3a:</b> City staff should reach out to businesses and entrepreneurs in Philomath and identify problems and barriers to economic development, as well as identifying opportunities to assist local businesses.	✓				
<b>Action 4.3b:</b> Continue to develop the business toolkit to make it easier for new businesses to get established in Philomath and support existing businesses.	✓				
<b>Objective 4.4:</b> Promote and support diversification of Philomath’s economic base by focusing on opportunities to develop potential growth industries identified in the EOA.		✓			
<b>Action 4.4a:</b> Evaluate creation of an enterprise zone to incentivize industrial development.		✓			
<b>Action 4.4b:</b> Identify opportunities to streamline the development process to make development of commercial and industrial sites easier on property owners, less expensive, and more expeditious.		✓			

Policies, Objectives, and Actions	Implementation Schedule				
	2021	2022	2023	2024	2025 +
<b>Action 4.4c:</b> Identify appropriate incentives to support business development, such as assistance with off-site development costs and discounts or deferral of development fees that may be offered to industrial development projects that create new jobs within the city.		✓			
<b>Action 4.4d:</b> Work with economic development stakeholders and regional partners to market industrial sites in Philomath to encourage economic growth.	✓	✓	✓	✓	✓
<b>Action 4.4e:</b> Evaluate other incentives the City could implement to support business growth that diversifies Philomath’s economic base.		✓			
<b>Objective 4.5: Support development of an additional grocery store or market to support local community needs, such as a specialty market that focuses on fresh produce, baked goods, and prepared foods.</b>					
<b>Action 4.5a:</b> Build relationships with grocery store site selectors using and building on the marketing materials developed in the Economic Opportunities Analysis project.			✓		
<b>Action 4.5b:</b> Evaluate potential incentives, such as site preparation assistance, local tax credits, fee waivers, streamlining the development process, marketing and promotions assistance, or other assistance.			✓		
<b>Objective 4.6: Support growth of tourism in Philomath by identifying opportunities to encourage pass-through travelers on Highway 20 to stop in Philomath and promote access to recreational opportunities near Philomath.</b>					
<b>Action 4.6a:</b> Consider implementation of a TLT to fund future investments in tourism.	✓				
<b>Action 4.6b:</b> Encourage specialty retailers to locate along Main Street.	✓	✓	✓	✓	✓
<b>Action 4.6c:</b> Explore development of a new destination in downtown Philomath – a central park, plaza, or activity center that allows group gatherings.			✓		
<b>Action 4.6d:</b> Support efforts to improve Skirvin Park through efforts that include development of infrastructure, facility, and ADA improvements that can expand and improve use of the rodeo grounds.		✓			
<b>Action 4.6e:</b> Coordinate with the Philomath Frolic and Rodeo to identify additional uses of Skirvin Park to support activities and events for residents and visitors to Philomath.	✓				
<b>Action 4.6f:</b> Work with partners to develop, promote, and host events that will draw visitors to Philomath in the off-season.	✓	✓	✓	✓	✓

Policies, Objectives, and Actions	Implementation Schedule				
	2021	2022	2023	2024	2025 +
<b>Objective 4.7: Manage parking in downtown Philomath to balance needs of businesses, customers, and residents of downtown.</b>					
<b>Action 4.7a:</b> Evaluate establishment of a downtown parking district, public parking lot, and/or development agreements to share off-street parking within the downtown area.				✓	
<b>Action 4.7b:</b> Extend the off-street parking exemption in C-1 to new buildings and expansions, at least for retail and restaurants/food service.	✓				
<b>Action 4.7c:</b> Reduce minimum parking ratios for residential development in the downtown and adjacent areas (but do not change maximum parking standards).	✓				
<b>Action 4.7d:</b> Provide a parking exemption for small restaurants, bars, etc.	✓				
<b>Action 4.7e:</b> Coordinate private property owners' efforts to form shared parking lots behind buildings. Provide flexibility in using public ROW behind buildings in this effort.		✓			
<b>Action 4.7f:</b> Explore on-street parking management strategies.			✓		
<b>Objective 4.8: Ensure there are opportunities for parking trucks and RVs in Philomath.</b>					
<b>Action 4.8a:</b> Identify parking opportunities for trucks and RVs, to allow and encourage them to stop as they drive through Philomath.		✓			
<b>Action 4.8b:</b> Install signs that direct trucks and RVs where they can park in Philomath.		✓			
<b>Policy 5. Workforce development: Support workforce development through collaboration with regional partners and businesses.</b>					
<b>Objective 5.1: Support discussions about workforce needs between businesses and regional partners involved in workforce development.</b>					
<b>Action 5.1a:</b> Work with partners and larger employers to understand existing gaps in workforce skills.		✓			
<b>Action 5.1b:</b> Ensure that Philomath's development code and other policies accommodate development of childcare centers.	✓				
<b>Action 5.1c:</b> Work with Linn Benton Community College to provide more training opportunities in Philomath.				✓	

# Revised Commercial and Industrial Policies

## Policies, Objectives, and Actions

### Policy 1. Land Supply

The City will plan for a 20-year supply of suitable commercial and industrial land on sites with a variety of characteristics (e.g., site sizes, locations, visibility, and other characteristics).

**Objective 1.1:** Continue to provide for an adequate supply of commercial and industrial land to accommodate the types and amount of economic development and growth anticipated in the future, as described in the City’s most recent Economic Opportunities Analysis. The supply of commercial and industrial land should provide a range of site sizes and locations to accommodate the market needs of a variety of commercial and industrial employment uses.

**Action 1.1a:** Identify land to rezone (and re-designate) to provide for an adequate supply of commercial land and make efficient use of land. Land to be considered should include the following areas:

North side of Highway 20 from west of Boulevard Apartments to 24<sup>th</sup> Street

All properties between Main Street and Applegate Street within the couplet, focusing on the north side of Applegate Street

**Objective 1.2:** Provide for an adequate short-term supply of suitable commercial and industrial land to respond to economic development opportunities as they arise.

“Short-term supply” means suitable land that is ready for construction usually within one year of an application for a building permit or request for service extension.”

**Action 1.2a:** As commercial and industrial sites develop, especially sites larger than five acres, the City should plan for replenishment of land in the short-term supply through the capital improvement planning process (consistent with Policy 2).

**Objective 1.3:** Monitor and replenish the total supply of commercial and industrial land on a regular, periodic basis. Ensure that urban infrastructure (such as water, wastewater, and transportation) services can be extended to commercial and industrial land to maintain the short-term supply of land for development.

**Action 1.3a:** Update the Economic Opportunities Analysis every five to seven years, in coordination with other infrastructure master plans. As part of this process, evaluate development of Philomath’s target industries and the City’s buildable lands inventory. Track employment growth/changes, improvements to infrastructure, and changes in the regional economy.



## Policy 2. Infrastructure Planning

Provide adequate infrastructure efficiently and fairly to support business and employment growth.

**Objective 2.1:** The City will coordinate capital improvement planning to ensure infrastructure availability on employment land and continue to pursue funding for needed infrastructure to support economic development activities.

**Action 2.1a:** Identify how to fund upgrades to sanitary sewer lines and other infrastructure required to service vacant industrial land in the north part of Philomath.

**Action 2.1b:** Identify commercial sites where lack of services is the primary barrier to development. Work with the landowner to determine whether the landowner is interested in developing the site and, if so, identify options for extending services to the site.

**Objective 2.2:** The City will identify opportunities to reduce infrastructure costs without negative impacts on the health, safety, or service obligations of the City.

**Action 2.2a:** Advocate for State funding for infrastructure. Work with Business Oregon on this issue.

**Objective 2.3:** Coordinate development proposals and need for private infrastructure with private infrastructure providers, such as electrical companies, natural gas companies, or telecommunications service providers.

**Objective 2.4:** Address safety, access, and resiliency by coordinating land use planning, Main Street Planning, and transportation system planning.

**Action 2.4a:** Highway 20 divides Philomath, resulting in transportation and public safety challenges. Work with the Oregon Department of Transportation (ODOT) to evaluate the north-south transportation needs and feasibility of various solutions to improve the availability and safety of pedestrian and bicycle highway crossings.

### Policy 3. Development, Infill Development, and Redevelopment

The City will support and encourage development, infill development,<sup>1</sup> and redevelopment,<sup>2</sup> especially in areas with existing infrastructure, as a way to use land and existing infrastructure more efficiently.

**Objective 3.1:** Work with regional partners to plan for development of industrial land within Philomath. Partners include Philomath Chamber of Commerce, Benton County Economic Development, Small Business Development Center Linn-Benton, Oregon Cascades West Economic Development District, Mid-Valley Partners,<sup>3</sup> and Business Oregon.

**Objective 3.2:** Evaluate zoning map amendments in the Philomath Main Street planning area as part of a larger community conversation.

**Action 3.2a:** Consider extending the C-1 zone slightly west and east to expand the highly active commercial area to attract more people driving through on Highway 20. The C-1 zone currently comprises four half-blocks (fronting Main Street and on both sides of 13th Street). This node is in an appropriate location but could be extended to elongate the “high activity zone” to adjacent blocks that already resemble the kinds of uses appropriate for such a zone. The potential locations for a change to the C-1 zone include (1) the half block fronting Main Street between 11th Street and 12th Street, currently zoned C-2 and (2) the half-block fronting Main Street between 14th Street and 15th Street, currently zoned C-2. The purpose of this change is to encourage these areas to contribute to the downtown storefront environment.

**Action 3.2b:** Consider rezone O-R zoned areas in the Downtown Area to a Mixed-Use Residential zone and C-1. A Mixed-Use Residential zone would continue to emphasize residential uses but would allow somewhat denser and varied residential development to complement the C-1 zone. It would also continue to allow some professional offices and other commercial uses. The name would more clearly communicate the intent of the zone. Because this plan is focused on the Main Street area, we have not evaluated whether applying this change to other land zoned O-R would be appropriate, but the City could consider replacing O-R entirely with Mixed-Use zones (there could be a second, lower-intensity Mixed-Use zone in areas further from the downtown) and, where appropriate, residential zoning. Some areas

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<sup>1</sup> “Infill” is additional development on the vacant portion of a tax lot with existing development (i.e., putting a new building on a 2-acre tax lot where the existing building occupies one-half of an acre).

<sup>2</sup> “Redevelopment” occurs when an existing building is demolished and a new building is built, adding additional capacity for more employees. Redevelopment could also include substantial renovations of an existing building that increases the employment capacity of the building.

<sup>3</sup> Mid-Valley Partners is a collective of small cities in rural Linn and Benton Counties that work together on economic development issues.

currently zoned O-R may be more suited to be re-zoned C-1.

**Objective 3.3:** Update Philomath’s allowed uses in its commercial designated zones to support active ground floor uses; a close-knit building fabric (i.e., limit gaps between buildings); and the restriction of certain uses that are highly auto oriented, require large areas for outdoor vehicle or materials storage, or that generate little customer/visitor activity.

**Action 3.3a:** Based on best practices identified in the Philomath Main Street Plan, modify the zoning code to prohibiting drive-through uses in the C-1 zone.

**Action 3.3b:** For land currently zoned O-R with existing residential development, evaluate allowing for replacement of existing single-family detached housing with single-family attached housing (rowhouses) to provide for more housing opportunities near downtown.

**Action 3.3c:** Based on best practices identified in the Philomath Main Street Plan, clarify the definition and treatment of breweries, wineries, and distilleries that mix on-site production of alcohol with retail sales and consumption by listing them separately or clearly including them in the definition of “light manufacture”, which is allowed as a conditional use in the C-2 zone today. These uses should be permitted outright when they meet certain standards (e.g., the amount of square footage that is devoted to retail sales or on-site consumption vs. production) in the C-2 zone and, with further limitations on the scale of the production space, in the C-1 zone.

**Objective 3.4:** Support commercial development and local retail as part of the Philomath Downtown Safety and Streetscape projects. This includes retaining public uses such as the post office, city hall, and library within the Main Street area.

**Action 3.4a:** Update Philomath’s zoning code to ensure that development standards in the Main Street planning area match those necessary to support the vision for the area (consider options bulleted below, identified in the Philomath Main Street Plan). Coordinate potential updates with recommendation coming from the Main Street Streetscaping project. Some recommendations of the Main Street Plan include:

- Require parking to be located behind buildings in the C-1 zone (i.e., prohibiting parking located to the side of buildings), taking advantage of alley access whenever possible.
- Other parking recommendations discussed in Objective 4.7.
- Prohibit side facing entrances in the C-1 zone.

**Action 3.4b:** Consider gateway treatments and working with property owners to encourage special landscaping to enable more attractive entrances to the downtown. The exact location and treatment of gateways can be discussed in future public processes.

**Action 3.4c:** Redesign 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 the Streetscape project is complete and the Downtown Design Manual is in place.

**Action 3.4d:** Evaluate formation of a new Urban Renewal district that is focused on funding projects in the existing Urban Renewal Plan that were not able to be funded, such as façade improvements.

**Action 3.4e:** Establish Design Standards for the downtown area to complement the streetscapes theme. Consider the following:

- Establish window coverage requirements for the C-1 zone (and potentially more flexible requirements for the C-2 and/or O-R or new Mixed-Use zones).
- Apply more pedestrian-oriented sign standards in the C-1 zone.
- Clarify existing pedestrian and transit amenity requirements; in particular, the requirements if property owners/developers wish to provide different amenities that are not on the existing list but still meet the intent of the requirement.
- Establish building materials standards, particularly for the C-1 zone, that will complement the streetscape theme, with a focus on prohibiting materials that do not align with the desired look for downtown.
- Establish an architectural theme and corresponding design guidelines that will complement the streetscape theme (but note that implementing a discretionary design review process can be cumbersome and burdensome for a small town).

**Action 3.4f:** Enable and promote events in the downtown area, specifically on N 13<sup>th</sup> Street and other streets not controlled by ODOT.

**Objective 3.5:** The City will develop policies and programs to encourage commercial and mixed-use development in key commercial areas.

**Action 3.5a:** Identify opportunities for development (including infill and redevelopment) in key commercial areas and work with landowners to address issues preventing development (e.g., needed zoning change, infrastructure investments, etc.).

**Action 3.5b:** Encourage development of multifamily housing in mixed-use buildings through lowering barriers to mixed-use development and/or rezoning industrial land to commercial mixed-use to support multifamily housing development, consistent with Objective 2.3 in the Housing Strategy.

## Policy 4. Existing Business Retention, New Business Development, and Attraction of New Businesses

With a focus on long-term resilience, the City will support retention and expansion of existing businesses, growth and creation of entrepreneurial business, and attraction of new businesses. Supporting business expansion and growth is an important means to expand the City's property tax base.

**Objective 4.1:** Ensure that the City's planning for economic development increases economic resiliency, mitigating long-run economic risks such as future disruptions including: infrastructure issues, technological disruptions, natural disasters, or national economic recessions.

**Action 4.1a:** As City staff capacity increases, consider developing a five-year Economic Development Strategy and Economic Resiliency Plan, with assistance from the new economic development committee or taskforce in Action 4.1b. The Strategy could use data on local and regional economic trends gathered through the Economic Opportunity Analysis; from goals established in the Comprehensive Plan; and from interviews with local citizens, business owners, schools, and professionals. The Plan should emphasize economic resiliency and should have a broader focus than land use, considering issues such as workforce development and collaborating with business to support business growth. The Plan should help the City prioritize goals around long-term economic resiliency.

**Action 4.1b:** Form an economic development committee or taskforce with the charge of developing the five-year Economic Development Strategy and Economic Resiliency Plan (Action 4.1a) and assisting with on-going economic development efforts.

**Action 4.1c:** As part of developing the Economic Development Strategy and Economic Resiliency Plan, establish a framework for decision making about future economic development investments, with the goal of making investments which will make the best use of Philomath's economic assets and provide additional economic development benefits.

**Objective 4.2:** Coordinate economic development efforts with local and regional economic development organizations, including but not limited to the Philomath Area Chamber of Commerce, Corvallis-Benton County Economic development, Mid-Valley Partners, the Small Business Development Center Linn-Benton, Oregon State University's Advantage Accelerator, Oregon Cascades West Economic Development District, the Regional Solutions team, and Business Oregon.

**Action 4.2a:** Evaluate opportunities to boost the Main Street planning area in downtown Philomath. Work with existing businesses and other partners to support programmatic efforts including coalition and leadership capacity building, storytelling initiatives, and buy-local programs to cultivate a strong entrepreneurial network.

**Objective 4.3:** Retain and encourage growth of existing businesses in Philomath, including retention of small businesses and entrepreneurs.

**Action 4.3a:** City staff should reach out to businesses and entrepreneurs in Philomath and identify problems and barriers to economic development, as well as identifying opportunities to assist local businesses.

**Action 4.3b:** Continue to develop the business toolkit to make it easier for new businesses to get established in Philomath and support existing businesses. This toolkit may include information about local contacts, lenders, small business resources, permit estimates, zoning information, and other information.

**Objective 4.4:** Promote and support diversification of Philomath's economic base by focusing on opportunities to develop potential growth industries identified in the economic opportunities analysis. Potential growth industries include machinery manufacturing, electronics and related manufacturing, food and beverage manufacturing, wood product and secondary manufacturing, tourism and services for visitors, and services for locals in an around Philomath. As the City is working with landowners and businesses to locate or expand businesses in Philomath, the City should coordinate with Public Works and the City's engineers to ensure that sufficient water is available to provide water services to new businesses.

**Action 4.4a:** Evaluate creation of an enterprise zone to incentivize industrial development in Philomath.

**Action 4.4b:** Identify opportunities to streamline the development process to make development of commercial and industrial sites easier on property owners, less expensive, and more expeditious.

**Action 4.4c:** Identify appropriate incentives to support business development, such as assistance with off-site development costs and discounts or deferral of development fees that may be offered to industrial development projects that create new jobs within the city.

**Action 4.4d:** Work with economic development stakeholders and regional partners to market industrial sites in Philomath to encourage economic growth.

**Action 4.4e:** As part of development of the five-year Economic Development Strategy and Economic Resiliency Plan (Action 4.1a) evaluate other incentives the City could implement to support business growth that diversifies Philomath's economic base.

**Objective 4.5:** Support development of an additional grocery store or market to support local community needs, such as a specialty market that focuses on fresh produce, baked goods, and prepared foods.

**Action 4.5a:** Build relationships with grocery store site selectors using and building on the marketing materials developed in the Economic Opportunities Analysis project.

**Action 4.5b:** Evaluate potential incentives, such as site preparation assistance, local tax credits, fee waivers, streamlining the development process, marketing and promotions assistance, or other assistance.

**Objective 4.6:** Support growth of tourism in Philomath by identifying opportunities to encourage pass-through travelers on Highway 20 to stop in Philomath and promote access to recreational opportunities near Philomath.

**Action 4.6a:** Consider implementation of a transient lodging tax (TLT) to fund future investments in tourism.

**Action 4.6b:** Encourage specialty retailers to locate along Main Street. Specialized retailers (e.g., home furnishing and accessories, gifts, books, bike shop, apparel and accessories, etc.) can attract visitors and support local entrepreneurship opportunities.

**Action 4.6c:** Discuss development of a new destination in downtown Philomath – a central park, plaza, or activity center that allows group gatherings. Explore funding opportunities and other partnerships.

**Action 4.6d:** Support efforts to improve Skirvin Park, home of the Philomath Frolic & Rodeo, through efforts that include development of infrastructure, facility, and ADA improvements that can expand and improve use of the rodeo grounds. The City may partner with the Frolic & Rodeo Board on grant applications and requests for Transient Lodging Tax Funds, which are intended to support growth of tourism in Philomath.

**Action 4.6e:** Coordinate with the Philomath Frolic and Rodeo to identify opportunities for additional uses of Skirvin Park to support activities and events for residents and visitors to Philomath.

**Action 4.6f:** Work with partners to develop, promote, and host events that will draw visitors to Philomath in the off-season. The event could be a holiday market, a crafts market, farmer’s market, or some other culturally appropriate event. The event would need to be championed by a nonprofit or other organization, where the City has a supporting role in the event.

**Objective 4.7:** Manage parking in downtown Philomath to balance needs of businesses, customers, and residents of downtown.

**Action 4.7a:** Evaluate the establishment of a downtown parking district, development of a public parking lot, and/or development agreements to share off-street parking within the downtown area. The City could offer incentives to encourage agreements for shared-off street parking.

**Action 4.7b:** Extend the off-street parking exemption in C-1 to new buildings and expansions, at least for retail and restaurants/food service.

**Action 4.7c:** Reduce minimum parking ratios for residential development in the downtown and adjacent areas (but do not change maximum parking standards).

**Action 4.7d:** Provide a parking exemption for small restaurants, bars, etc. (e.g. the first 2,000 sq. ft. of gross floor area).

**Action 4.7e:** Coordinate private property owners' efforts to form shared parking lots behind buildings. Provide flexibility in using public rights-of-way behind buildings in this effort.

**Action 4.7f:** To address parking concerns in the downtown, the City could explore on-street parking management strategies (e.g., establish and enforce parking space time limits or develop an on-street parking management plan) as a compliment to addressing parking requirements.

**Objective 4.8:** Ensure there are opportunities for parking trucks and RVs in Philomath.

**Action 4.8a:** Identify parking opportunities for trucks and RVs, to allow and encourage them to stop as they drive through Philomath.

**Action 4.8b:** Install signs that direct trucks and RVs where they can park in Philomath to access commercial businesses.

## Policy 5. Workforce development

The City will support workforce development through collaboration with regional partners and businesses.

**Objective 5.1:** Act as a convener to support discussions about workforce needs between businesses and regional partners involved in workforce development, such as the Philomath School District; Oregon State University; Linn Benton Community College; Worksource Oregon Employment Department; the Community Services Consortium of Linn, Benton, and Lincoln counties; Benton County human services; and other partners.

**Action 5.1a:** Work with partners and larger employers to understand existing gaps in workforce skills. Identify existing or potential new training and workforce readiness opportunities. Address gaps by connecting residents to these opportunities as a missing link.

**Action 5.1b:** Ensure that Philomath's development code and other policies accommodate development of childcare centers.

**Action 5.1c:** Work with Linn Benton Community College to provide more training opportunities in Philomath, such as bringing technical training back into the high school or establishing a LBCC extension in Philomath.



# Appendix A: Philomath's Existing Economic Development Comprehensive Plan Policies

The following presents the City of Philomath's Economic Development Policies in the City's Comprehensive Plan.<sup>4</sup> The City currently has 25 policies for economic development.

1. The retention and possible expansion of lumber and wood product employment within the Philomath area shall be encouraged by providing for an adequate supply of appropriately zoned land with necessary public facilities and services to meet the needs of current and potential new lumber manufacturers and associated businesses.
2. Economic diversification shall be encouraged by promoting suitable serviced sites for development by non-timber dependent industries and secondary wood product manufacturing industries.
3. Benton County and the City of Philomath shall cooperate with Economic Development Partnership, utility companies and other federal, state and regional agencies in coordination resources and activities toward promoting economic development and attaining economic development objectives.
4. Compatibility between future land uses surrounding designated industrial areas and existing and future industrial uses shall be attained through the use of setbacks, vegetative screening requirements and tiered zoning techniques which would isolate low density residential uses from heavy industrial uses.
5. The review of applications for industrial development shall be coordinated with the Department of Environmental Quality in order to assure compliance with DEQ environmental protection standards.
6. Public facility improvement projects shall be programmed for development in areas targeted and needed for industrial and commercial development.
7. Commercial and industrial development shall be encouraged as a means of expanding the tax base.
8. Appropriate incentives, including assistance with off-site development costs and discounts or deferral of development fees, may be offered to industrial development projects that create new jobs within the area. (Amended by Ord. #720 on 9/22/03.)

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<sup>4</sup> Philomath Comprehensive Plan, Adopted March 30, 1983 and revised on December 20, 1990 and September 22, 2003. See page 21 through 23 of 62 total pages.

9. The 237-acre industrial site north of the Southern Pacific Railroad, south of West Hills Road, and east of 19th Street, shall be reserved in large tracts for future industrial development projects which require the attributes of a large site.
10. Areas designated for industrial development are also appropriate for low- intensity commercial uses, offices, warehousing, and other similar non- manufacturing uses.
11. The orderly development of frontage along Highway 20/34 between 19th Street and the eastern urban growth boundary, particularly on the north side of the road, shall be provided for by limiting and consolidating accesses onto the highway, providing for adequate urban facilities, promoting the acquisition or retention of open space at the old Willamette Mill site, providing for internal traffic circulation, controlling freestanding signs, and requiring landscaping.
12. The City of Philomath shall promote the viability of the downtown area by providing for the development of off-street parking to offset the loss of on- street parking caused by the restriping of Main Street.
13. The City of Philomath shall support the efforts of the County Historical Society to improve the grounds of the historic Philomath College building in order to enhance the property as a focal point of the downtown area.
14. The City of Philomath shall support the efforts of the Philomath “200” project to acquire and develop riverfront property in an effort to link the downtown area with the Mary’s River.
15. Traffic congestion on Main Street is reaching undesirable levels. The City favors the development of a one-way couplet utilizing college, Main, and Applegate Streets as the preferred alternative over a bypass or a single Main Street as alternative for alleviating traffic problems. (Amended by Ord. 615, June 14, 1993)
  - (a) The City shall support improvements to Highway system that addresses and results in improving the City’s locational disadvantages relating to transportation and access to markets from U.S. Highway 101 and Interstate 5. (15a Added by Ord. #720 on 9/22/03.)
16. The City of Philomath shall support the continued viability of the Main Street core area as the community’s shopping area by retaining appropriate public uses including the post office, city hall, and library within the core area.
17. The City shall require any new commercial development to provide sufficient off-street parking and improvements (or a covenant consenting to participate in the improvements) of adjoining substandard streets.
18. The City shall limit commercial development of properties along College Street between 12th and 19th Streets prior to the programming and construction of couplet road

improvements in order to preserve the residential character of the area, minimize the damage to and maintenance requirements for the existing roadway, and enhance the utility of existing commercial properties along Main Street.

19. The City shall apply commercial zoning designation to areas not designated commercial only when an applicant provides an adequate market analysis which demonstrates that the convenience shopping and service establishments are needed and cannot be located in other areas zoned for commercial use.
20. The City shall encourage the concentration of commercial uses within and adjoining the developed commercial areas of the City In order to preserve the viability of commerce within the City.
21. In order to provide visual breaks along Main Street and minimize the character of the community as a commercial strip, the City shall provide for a variety of commercial development styles by requiring landscaped front yards in the newer shopping areas (Main Street between 14th to 19th Streets), permitting zero setback development in the historic downtown area (Main Street between 12th and 14th Streets) and requiring planned development of designated shopping centers.
22. The City should encourage the development and expansion of businesses which serve tourists who travel through and visit the community.
23. The City should encourage the design of proposed new commercial buildings and remodeling projects be compatible with other surrounding commercial structures.
24. The City and the County should support community events, festivals, and activities and exhibits at the County Museum which attract visitors to Philomath.
25. The City will amend the Comprehensive Plan map as part of its Periodic Review process to resolve deficiencies in its commercial inventories, to meet local needs, and diminish the reliance on automobiles. This includes adopting planning efforts associated with the North Philomath Plan to provide for commercial nodes outside the highway corridor and downtown commercial area and amending the comprehensive plan and zoning maps as appropriate. (Added by Ord. #720 on 9/22/03.)

## Appendix B: Economic Development Tools

The City of Philomath is in the process of developing an economic opportunities analysis (EOA) and updating its Comprehensive Plan policies for economic development. This appendix presents potential economic development actions that cities take to increase economic activities. **The purpose of this appendix is to provide information and ideas to Philomath staff and stakeholders.** This appendix is not intended to be adopted into the Philomath Comprehensive Plan.

A wide range of economic development policies and actions are available to cities for influencing the level and type of economic development. It is useful to make a distinction between economic development policies, which are typically adopted by ordinance into local comprehensive land use plans, and a local economic development strategy. While policies and economic development strategies should be aiming to achieve the same outcomes, they are not the same thing. The key differences are (1) economic development strategies are typically presented in the form of a strategic plan that covers a five-year time horizon while policies use the longer 20-year horizon in most comprehensive plans, (2) strategies are more broad reaching and may identify actions that extend outside the capacity of local government while policies focus on land use and infrastructure; and (3) strategies are more agile in the sense that they provide a framework rather than legal guidance.

While many of the actions identified in this appendix could be included either as policies or strategies, the focus is primarily on policies and actions that implement those policies.

Local economic development policy usually has a fundamental goal of supporting businesses that align with a jurisdiction's long-term vision for the community.<sup>5</sup> Economic development broadly focuses on three strategies: (1) business recruitment; (2) business retention and expansion (BRE); and (3) innovation and entrepreneurship. Historically, many cities focused on recruitment as their foundational strategy; however, many cities and economic development are rethinking this approach and local governments are increasingly implementing policies that focus on support for entrepreneurs, especially those starting new businesses.<sup>6</sup>

Recent research on the effectiveness of local economic development efforts support this focus on innovation and entrepreneurship to attract new, young businesses. Providing support for institutions and firms where innovation happens allows for businesses to grow and new businesses to form as industries evolve. Local jurisdictions can specifically provide support for

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<sup>5</sup> Based on Leigh and Blakley's definition for sustainable economic development as follows, "Local economic development is achieved when a community's standard of living can be preserved and increased through a process of human and physical development that is based on principles of equity and sustainability. There are three essential elements in this definition, detailed below: First economic development establishes a minimum standard of living for all and increases the standard over time. Second, economic development reduces inequality. Third, economic development promotes and encourages sustainable resource use and production." Leigh, N. and Blakeley, E. *Planning Local Economic Development: Theory and Practice*. 2013.

<sup>6</sup> Kauffman Foundation. "Entrepreneurship's Role in Economic Development." *Entrepreneurship Policy Digest*. June 2014.

accelerators and incubators, especially those that provide connections between research institutions, established firms, and entrepreneurs. Entrepreneurs are also increasingly mobile with improved access to high-speed internet. Local jurisdictions can promote quality of life and access to amenities as a way to attract these new businesses.<sup>7</sup> Moreover, every start up is also a BRE opportunity.

Economic development is also about collaboration and identifying partnerships that can make the most of the resources available for economic development activities. Local jurisdictions should focus on their role in economic development, as there are factors that the jurisdiction can and cannot control. As identified in a 2017 University of Oregon report on the “Perceptions and Needs of Economic Development Programs in Oregon,” organizations and jurisdictions involved in economic development activity supported the importance of coordination between entities, but that implementation of coordinating efforts is difficult due to lack of capacity, unbalanced effort, or trust issues.<sup>8</sup> To help overcome these barriers to coordinating economic development efforts, a key component to developing local economic development policies is identifying which policies and actions that the City is well-suited to be a lead partner, and those better suited for a partner organization to lead. It is important to develop policies and actions that identify other organizations as the lead partner. Successful implementation of these policies and actions will depend on an understanding of an organization’s capacity and access to resources.

The focus of the actions listed in this appendix is primarily on the City’s role: what resources can the City commit to economic development and what roles are most appropriate for the City. Following are foundational assumptions about the City’s role:

- The City plays a support role in economic and business development
- The City is one of several organizations that provide and maintain infrastructure
- The City has limited staff and financial resources that can be invested in appropriate economic development activities
- The City has an obligation to adopt an economic development strategy, policies to manage employment lands, and maintain a 20-year supply of commercial and industrial sites under Goal 9 and OAR 660-009.
- The City is not the ideal organization to coordinate BRE and entrepreneurship activities or to house staff that are coordinating BRE and entrepreneurship activities.

The policy and action examples provided in this appendix are organized by broad policy categories, with cross-references to the factors of production that influence business location and expansion. The factors of production are discussed in detail in the EOA document. While it

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<sup>7</sup> Leigh, N. and Blakeley, E. *Planning Local Economic Development: Theory and Practice*. 2013.

<sup>8</sup> University of Oregon, Department of Planning, Public Policy & Management, Community Services Center. “Perceptions and Needs of Economic Development Programs in Oregon.” Final Report. December 2017.

is important to understand how the factors of production influence economic development activity, it is more useful to group policies and actions in broad categories such as, Land Use, Public Facilities, Business Assistance, etc.

The effectiveness of any individual actions or combination of actions depends on local circumstances and desired outcomes. Local strategies should be customized not only to meet locally defined objectives, but also to recognize economic opportunities and limitations (as defined in the Economic Opportunity Analysis). Positive outcomes are not guaranteed: even good programs can result in limited or modest results. It is important to remember that effective economic development requires a long-term view—immediate results are not guaranteed. Thus, maintaining a focus on implementation is essential.

Economic development is a team activity—no single entity can implement all the activities that are necessary for a robust economic development program. Many municipal economic development strategies include actions that rely on other entities to implement. For example, many municipal strategies we have reviewed include strategies and actions around workforce development. Workforce development is not a municipal service, so cities must coordinate with external entities for this function. The main points here are (1) be deliberate about policies / strategies /actions that rely on external partners, and (2) if these are included in the plan, be sure that resources are committed to execute them—understanding that coordination is time-consuming and challenging.

Exhibit 2 identifies a range of potential economic development strategies that Philomath could consider implementing. These strategies range from those closely associated with the basic functions of government (provision of buildable land and public services) to those sometimes viewed as outside the primary functions of government (such as financial incentives and business assistance). The primary action categories in Table 1 are Land Use, Public Facilities, Business Assistance, Workforce, and Other. As stated above, it is important for Philomath to identify the policies and actions they are well-suited to lead, and where collaboration with, and leadership from, partner organizations is necessary. Table 1 also includes suggestions for potential partners and whether Philomath should take on a lead or support role.

Exhibit 2. Potential Economic Development Actions Organized Categorically

Source: ECONorthwest.

Policy Category & Examples	Description and Examples	Potential Partners	City Role	Relevant Factors of Production
<b>Land Use: Policies regarding the amount and location of available land and allowed uses.</b>				
<b>Provide adequate supply of land</b>	Provide an adequate supply of development sites to accommodate anticipated employment growth with the public and private services, sizes, zoning, and other characteristics needed by firms likely to locate in Philomath.	County, adjacent cities, State, landowners, and key stakeholders	Lead	Land, infrastructure
<b>Increase the efficiency of the permitting process and simplify city land-use policies</b>	Take actions to reduce costs and time for development permits. Adopt development codes and land use plans that are clear and concise.	County, if they assist with the permitting or building inspection process	Lead	Regulation, taxes, financial incentives
<b>Public Facilities: Policies regarding the level and quality of public and private infrastructure and services.</b>				
<b>Provide adequate infrastructure to support employment growth</b>	Provide adequate public services (i.e. roads, transportation, water, and sewer) and take action to assure adequate private utilities (i.e. electricity and communications) are provided to existing businesses and development sites.	Public works department, special service districts, utilities, State and Federal partners who may provide grants, developers and landowners	Lead	Local infrastructure, Access to markets, suitable land to serve
<b>Focused public investment</b>	Provide public and private infrastructure to identified development or redevelopment sites.	Public works department, special service districts, utilities, State and Federal partners who may provide grants, developers and landowners	Lead	Regulation, taxes
<b>Communications infrastructure</b>	Actions to provide high-speed communication infrastructure, such as developing a local fiber optic network.	Communication utilities and public works department	Lead/Support	Local infrastructure, Access to markets
<b>Business Assistance: Policies to assist existing businesses and attract new businesses.</b>				

Policy Category & Examples	Description and Examples	Potential Partners	City Role	Relevant Factors of Production
<b>Business retention and growth</b>	Targeted assistance to businesses facing financial difficulty or thinking of moving out of the community. Assistance would vary depending on a given business' problems and could range from business loans to upgrades in infrastructure to assistance in finding a new location within the community.	Chamber of Commerce, Business Oregon, Regional ED Corporation	Support	Local infrastructure, Access to markets, Materials, Regulation, Taxes, Financial incentives, Industry clusters
<b>Recruitment and marketing</b>	Establish a program to market the community as a location for business in general, and target relocating firms to diversify and strengthen the local economy. Take steps to provide readily available development sites, an efficient permitting process, well-trained workforce, and perception of high quality of life.	Chamber of Commerce, Business Oregon, Regional ED Corporation	Support	Labor, Land, Local infrastructure, Regulation, Taxes, Industry clusters, Quality of life
<b>Development districts (enterprise zones, renewal districts, etc.)</b>	Establish districts with tax abatements, loans, assist with infrastructure, reduced regulation, or other incentives available to businesses in the district that meet specified criteria and help achieve community goals.	Business Oregon, taxing districts, special districts, county	Lead	Local infrastructure, Regulation, Taxes, Financial incentives, Quality of life
<b>Business clusters</b>	Help develop business clusters through business recruitment and business retention policies. Encourage siting of businesses to provide shared services to the business clusters, businesses that support the prison and hospital and agricultural industry, including retail and commercial services.	Business Oregon, Educational/research institutions	Support	Industry clusters, Innovative capacity
<b>Public/private partnerships</b>	Make public land or facilities available, public lease commitment in proposed development, provide parking, and other support services.	Developers, businesses, and landowners	Lead and/or Support	Land, Financial incentives



Policy Category & Examples	Description and Examples	Potential Partners	City Role	Relevant Factors of Production
<b>Financial assistance</b>	Tax abatement, waivers, loans, grants, and financing for firms meeting specified criteria. Can be targeted as desired to support goal such as recruitment, retention, expansion, family-wage jobs, or sustainable industry.	County, special service districts, other taxing districts	Lead	Regulation, Taxes, Financial incentives
<b>Business incubators</b>	Help develop low-cost space for use by new and expanding firms with shared office services, access to equipment, networking opportunities, and business development information. Designate land for live-work opportunities.	Education/research institutions, Chamber of Commerce, Small Business Administration (Federal)	Support	Entrepreneurship, Innovative capacity, Access to markets
<b>Business/start-up accelerators</b>	Provide similar services and opportunities as a business incubator but using a specific timeframe for businesses to meet certain benchmarks. Help connect businesses with funding at the end of the time period of the program to continue product development.	Education/research institutions, Chamber of Commerce, Small Business Administration (Federal), venture capitalists	Support	Entrepreneurship, Innovative capacity, Access to markets
<b>Mentoring and advice</b>	Provide low-cost mentors and advice for local small businesses in the area of management, marketing, accounting, financing, and other business skills.	Chamber of Commerce, local businesses, and other potential mentors	Support	Entrepreneurship, Innovative capacity
<b>Export promotion</b>	Assist businesses in identifying and expanding into new products and export markets; represent local firms at trade shows and missions.	State, Chamber of Commerce, regional economic development partners	Support	Entrepreneurship, Innovative capacity, Access to markets
<b>Workforce: Policies to improve the quality of the workforce available to local firms.</b>				
<b>Job training</b>	Create opportunities for training in general or implement training programs for specific jobs or specific population groups (i.e. dislocated workers).	School districts, education/research institutions, businesses	Support	Labor
<b>Job access</b>	Provide transit/shuttle service to bring workers to job sites.	Businesses, transit agency	Support	Labor, Local infrastructure

Policy Category & Examples	Description and Examples	Potential Partners	City Role	Relevant Factors of Production
<b>Jobs/housing balance</b>	Make land available for a variety of low-cost housing types for lower income households, ranging from single-family housing types to multifamily housing.	Developers, landowners, businesses, affordable housing developers, other housing agencies or developers	Support	Land, Labor, Quality of life
<b>Other</b>				
<b>Regional collaboration</b>	Coordinate economic development efforts with the County, the State, and local jurisdictions, utilities, and agencies so that clear and consistent policies and objectives are developed.	Regional economic development partners, county, nearby cities, Business Oregon	Lead initiation of the coordination, participate in the coordination process	Innovative capacity
<b>Quality of life</b>	Maintain and enhance quality of life through good schools, cultural programs, recreational opportunities, adequate health care facilities, affordable housing, neighborhood protection, and environmental amenities.	School district, recreational districts, hospitals and medical providers, affordable housing providers, and other stakeholders	Lead on city programs, support on other programs	Local infrastructure, Labor, Land, Quality of life