



Philomath Strategic Plan for Community and Economic Development

Adopted by the Philomath City Council April 27, 2004
Amended by the Philomath City Council Feb. 14, 2005

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Introduction

In October 1992, the City of Philomath, Oregon, began a coordinated, six-month strategic planning process that was facilitated by Rural Development Initiatives, Inc. (RDI). RDI is a private, nonprofit corporation founded by the Oregon Legislature and the Oregon Economic Development Department for the purpose of promoting rural economic development statewide. The Philomath Community Response Team (CRT), other members of the Philomath community, and Tom Markgraft, a consultant to RDI, participated in the half-year process.

Milena Novy of Economic Development Associates, under contract to RDI, then produced a document entitled, "Philomath Strategic Plan for Economic Development" It summarized the ideas that had been developed during the planning process. In 1998-99, the CRT reviewed, revised, and updated the Strategic Plan, and retitled it, "Philomath Strategic Plan for Community and Economic Development".

In 2002 the Community Response Team was reorganized, and a new name was selected, "Imagine One Philomath"(IOP). A greater emphasis is now being placed on involving local organizations in implementing the Strategic Plan. A public forum, held in October 2003 included special invitations to local organizations with many attending. Subsequently many have agreed to work on the projects. This most recent plan revision was approved in 2004 and incorporates the ideas from the forum.

1. Strategic Plan Background - 1992

Overview

Many communities in rural Oregon have suffered economic decline in recent years, largely due to changing trends in resource-based industries such as timber and agriculture. The economy of Philomath, which has been linked to the timber industry for most of the twentieth century, has been impacted by the recent downturn of that industry. Several Philomath mills have closed, while others have reduced work shifts and/or personnel. Only three mills remain open in the area in 2004.

In January 1992, the City of Philomath and Philomath Area Chamber of Commerce, with the assistance of RDI, initiated an economic development planning effort that was directed toward diversifying the local economy beyond its traditional timber base. Residents of Philomath and the surrounding area worked with RDI to complete an assessment of the community's *strengths, weaknesses, opportunities, and threats* (a "SWOT analysis"). As part of the SWOT analysis, members of the community first examined the City's existing economic conditions, and then discussed economic development strategies for the future.

The City of Philomath formed an all-volunteer Community Response Team (CRT) in October 1992. The original eighteen members represented local businesses, government, and civic interests. The goal of the CRT was to design economic strategies for the next two decades that would raise the City's standard of living and improve the community's overall quality of life.

The Strategic Planning Process

From October 1992 through March 1993, the CRT and a consultant for RDI met one to two times each month to design a strategic plan. Using a planning process developed by RDI, the CRT:

- Created a **Vision Statement** -- a vivid picture of the community's ideal future;
- Set **Specific Goals** for realizing the vision that were based on the four building blocks of development of jobs, people, infrastructure, and quality of life;
- Developed **Strategies** to reach those goals; and,
- Designed a practical **Action Agenda** to implement the strategies.

Implementation

The end product of the planning process was a set of decisions and commitments to action that were agreed to by members of the Philomath community. These decisions, and an action agenda for their implementation were developed in the "Philomath Strategic Plan for Economic Development". Many of the projects included in the Strategic Plan involved collaboration with RDI and State agencies, such as the Oregon Economic Development Department.

After completing the Strategic Plan, the CRT formed implementation committees ("teams") composed of members of the community. Those committees were directed to execute the strategies according to specific steps outlined in the action agenda.

2. Community Profile

Overview

The City of Philomath, with a population of about 4200, is located in the mid-Willamette Valley, just west of Corvallis. Beginning as a pioneer college town in a rural agricultural setting, Philomath later evolved into a timber community. The community is implementing a comprehensive economic development plan in order to diversify and strengthen its economy, to expand employment opportunities, and improve its quality of life.

History

The Kalapuya

The Kalapuya, a native people of the Pacific Northwest, lived in the tributary river valleys of the Willamette River, and along the middle fork of the Umpqua River. The Kalapuya were not a tribe, but a number of distinct bands that spoke different languages and dialects having similar linguistic roots. They spent the winter months in permanent villages. During the rest of the year, the Kalapuya traveled throughout their respective territories, harvesting plant foods, and hunting and fishing.

The Chepenefa, the Marys River band, inhabited the fertile valley of the Marys River. The valley, including the future town site of Philomath, and the foothills of the Coast Range

provided the Indians with a great variety of plant and animal foods. Marys Peak, called Tcha Teemanwi, was the Chepenefa's spirit power place.

In the late 1700s, maritime explorers and fur traders brought smallpox to the Pacific Northwest. Lacking immunity from the disease, many Northwest Native Americans died. In the mid-1830s, the Kalapuya, already weakened by the earlier epidemic, were all but wiped out by malaria. An estimated ninety percent of the population perished. When the early pioneers arrived in the Willamette Valley, they found only the traumatized remnants of this once proud people. By 1856, the Federal Government had driven nearly all of the surviving Kalapuya from their ancestral lands and herded them onto reservations populated by a number of unrelated Oregon tribes. Most of the Kalapuya were sent to the Grande Ronde Indian Reservation (western Yamhill County), although some from the Marys River area ended up on the Siletz Indian Reservation (Lincoln County). Forced to live under terrible conditions, many of these Native Americans succumbed to disease, starvation, and exposure.

Fur Trappers and Traders

The earliest non-Native Americans to enter the valley of the Marys River were fur trappers and traders; many were French Canadian voyageurs. In search of beaver pelts, they probably frequented the area as early as the 1810s. They traveled by boat and by land on the Hudson's Bay Company Pack Trail, also called the Oregon-California Pack Trail. The Pack Trail was the major north-south route on the west side of the Willamette River. In the vicinity of Philomath (from north to south), this historic route skirted the east side of Bald Hill, followed the alignment of Corvallis' 72nd Street (north of Highway 20/34), then passed along the east and west sides of Neabeack Hill (historically called Mt. Union). In 1846, settlers began entering the Willamette Valley from the south on a new route called the Applegate Trail. In Benton County, the Applegate Trail followed the route of the earlier Pack Trail.

Euro-American Settlers

Beginning in 1845, significant numbers of Euro-Americans started to arrive in Benton County in search of choice farmland. The area of pioneer farms that was bounded on the east and west by the Willamette River and the Coast Range, and on the north and south by the Oak Creek Hills and the Marys River was known as the Marys River Settlement.

Anna Hughart, an early pioneer in the Marys River Settlement who died in 1846, reportedly was the first Euro-American buried in Benton County. She, and later about a dozen other persons, were interred in what became the old Philomath Cemetery. This graveyard, probably the first in the County, was located northeast of the intersection of Pioneer and North 8th streets. The bodies later were moved elsewhere.

David Henderson, Anna Hughart's brother arrived in the Oregon Territory in 1846 and settled on a Donation Land Claim on the north bank of the Marys River. Two decades later, Henderson's Claim became the site of the newly platted City of Philomath.

In 1849, George Bethers, an early Benton County pioneer and a member of the United Brethren Church wrote a now-famous letter to the Church's official publication headquartered in Dayton, Ohio. He requested that a missionary be sent to the Marys River Settlement. In response, an entire wagon train of the faithful set off for the Oregon Territory in 1853. Many of those ninety-six pioneers, who included two missionaries and three other ministers, settled on farms in the Marys River Settlement.

Philomath College and the College of Philomath

In 1865, the residents of the Marys River Settlement, in conjunction with the United Brethren Church, decided to build an “institution of learning” to be called Philomath College (“Philomath” means “lover of learning”). The newly formed Philomath College Corporation purchased the Donation Land Claim of pioneer David Henderson and proceeded to plat the City of Philomath on that tract, setting aside eight centrally located acres on Main Street for a college campus. This sequence of development was unusual, for the presence of a town usually predates the building of a college. To raise money for the construction of the college building, the Trustees of the Corporation sold the City lots to local settlers. The handsome Georgian-style structure is Philomath’s most important landmark. Today, it houses the Benton County Historical Museum. The central part of the building, including the bell tower, was completed in 1867. The west and east wings were added in 1905 and 1907, respectively.

In October 1867, Philomath College officially opened its doors to about 100 students. At first, the College assumed Philomath’s public school responsibilities, offering only a preparatory or secondary school curriculum. In time, college courses were added.

A schism arising from doctrinal differences overwhelmed the national United Brethren Church in the 1880s. The two groups, the liberals and the radicals, soon were at odds with one another in churches and affiliated colleges throughout the country, including Philomath College. In 1889, the Trustees of the Philomath College Corporation, as well as the faculty members sided with one faction the other. The courts eventually awarded the college building to the liberals.

The radicals organized a new college, eventually naming it the College of Philomath. In 1890, they constructed a building on the northwest corner of the intersection of Pioneer and North 10th streets. The structure burned in 1892. It was rebuilt later that year. Sarah Keezel, second president of the College of Philomath (1890-1897), was an anomaly for her time, for she served as the female president of a coeducational college during the Victorian Period. In 1906, the second College of Philomath building was destroyed by fire. It was rebuilt in 1909 as a two-story structure with an imposing bell tower, since removed.

The College of Philomath, always the smaller of Philomath’s two United Brethren colleges, permanently closed in 1913. In 1922, Philomath College purchased the third College of Philomath building for use as its Conservatory of Music. In the end, the bitter conflict between the two factions, and the competition for money and students severely weakened these early colleges and contributed to the demise of both institutions. Philomath College, which had had financial problems throughout much of its existence, closed in 1929.

In the 1930s and 1940s, the College of Philomath building was leased by the Philomath School District for use as an additional primary school, the Hill School. The historic structure, currently used as an apartment building, recently was sold. The newly formed College of Philomath Community Corporation plans to rehabilitate the building for use by the Philomath Senior Center and the Philomath Montessori School.

The City of Philomath

Throughout its existence, Philomath College shaped the life of the town. The deed to each city lot directed that “...there shall never be located, erected, or allowed, upon said premises, Any Theatre, Grog-Shop, Tippling-House, Gambling Saloon, or Spirituous or Malt-Liquor Vending establishment, of any Kind...” The development of factories and the industrial workforce that those factories would attract was discouraged. Such growth was viewed as not in keeping with the ideals of a Christian college town.

The Oregon Pacific Railroad, which eventually connected the Willamette Valley to the Oregon Coast, reached Philomath in 1884. In 1904, a Philomath-based newspaper, the *Benton County Review*, was founded. That paper, and its successors, continued to exist for most of the twentieth century. Ever so briefly, Philomath was the rodeo capital of Oregon. For two years, 1916 and 1917, the short-lived Philomath Roundup surpassed the Pendleton Roundup in attendance.

Several sawmills, with ready access to timber in the Coast Range, operated within a few miles of Philomath during the nineteenth century. During the period, 1920-1940, the timber industry became firmly established in central Benton County. A number of new mills were clustered in the Philomath area, reflecting the fact that marketable timber had displaced the grasslands of the 1850s.

Community Description

Philomath, a mid-Willamette Valley town with a population of about 4200, is located just west of Corvallis, 85 miles southwest of Portland, and 45 miles northwest of Eugene. The City is nestled among tree-covered hills and farm fields. Marys Peak, the highest peak in the Oregon Coast Range, is about eleven air miles southwest of Philomath. From its 4,097-foot summit, which is accessible by car and a short trail, one can look west to the Pacific Ocean and east to the Willamette Valley and the Cascade Range.

Philomath is located on the north bank of the east-flowing Marys River, a tributary of the Willamette River. Marys River Park, a City park in the southwest part of the town, is a peaceful natural area that attracts residents and visitors alike. The privately owned rodeo grounds, adjacent to the park property, are host to the annual Philomath Frolic and Rodeo.

Philomath's beautiful natural surroundings, and its location between Corvallis and the coastal city of Newport, provide an attractive site for business and tourist development. The City's commercial district, located north and south of Main Street (Highway 20/34), includes a variety of businesses, as well as the Benton County Historical Museum, City Hall, the Philomath Community Library, the local fire station and police station, and several churches. Philomath's older buildings reflect its history as an early college town. The historic Philomath College building (1867), now home to the Benton County Historical Museum, is the City's most important landmark. The imposing structure is located on a grassy knoll on the north side of Main Street.

Applegate Street, located one block south of and parallel to Main Street, transects several of Philomath's residential neighborhoods, and passes by the Philomath Elementary School and High School, and pastoral City Park. Some of the older residential areas of the City are located along historic College Street and Pioneer Street, both of which are north of and parallel to Main Street.

Philomath-area mills and wood products manufacturers provide employment. Other local employers are the Philomath School District, the City of Philomath, a variety of retail businesses, and utility cooperatives. Many of Philomath's residents commute to jobs in Corvallis, Albany, and Lebanon. Large local employers in the Corvallis area include Oregon State University, Hewlett-Packard, and other high-technology firms, the U.S. Forest Service (Siuslaw National Forest), and Samaritan Health Services, the Corvallis Clinic and other medical groups.

3. Community Vision

Overview

In 1992 members of the Community Response Team (CRT), and other Philomath-area residents collaborated during the planning process to formulate a vision for the community in the year 2010. Participants took into consideration the unique qualities of Philomath, hopes for the community's future, the physical appearance of the community, and the size and makeup of the population. The CRT incorporated these ideas into a comprehensive vision statement that described all aspects of life in Philomath in 2010, including job and educational opportunities, infrastructure and appearance, and general quality of life. In 1998, the CRT and the community reviewed and updated the vision.

A Vision for Philomath

Philomath combines the best of both urban and rural settings by offering the pleasures of small town living with the benefit of close proximity to the larger city of Corvallis.

Philomath's highly livable environment is the result of a successful strategy developed by the community during the 1990s. This strategy promotes economic development while preserving Philomath's safe, hometown ambiance. Broad community representation is involved in the continuing development and implementation of Philomath's strategic action agenda. Philomath citizens, young and old, and newcomers and old-timers, with diverse racial and ethnic backgrounds, and differing political viewpoints, contribute their strengths to achieving Philomath's vision. New partnerships have formed to ensure the success of this community's development.

As part of its development strategy, Philomath has diversified its economy by promoting light industry. It has preserved its heritage as a producer of wood products, and has added a second industrial park to attract high tech industry to the area.

Philomath is marketed as a gateway to both the Oregon Coast and the Willamette Valley: the place where history, culture, arts, and learning come together at the base of Marys Peak. The Benton County Historical Museum, housed in the historic Philomath College building (1867), features historic collections and exhibits, changing art exhibits, and special events. The City and Museum have developed an informal relationship that benefits both.

Many businesses have located in Philomath for a variety of reasons, including quality of life and a strong school system that offers lifelong educational opportunities. A cooperative partnership between Newport and Philomath has enhanced retail sales in both communities.

The highway system has been improved to make Philomath a friendlier and more convenient place to stop by providing more business opportunities for shops that cater to tourists. In the heart of Philomath lies the attractive, historic commercial district and pedestrian friendly square that invites travelers and residents to stop and shop. Here, predominantly volunteer work groups built a new City Hall, library, and community center.

Philomath offers a number of attractions to visitors. The nationally recognized events, Philomath Frolic and Rodeo and the Shrewsbury Renaissance Faire, and concerts, plays, and other special events provide entertainment and educational opportunities for visitors and residents throughout the year. Visitors to Philomath can choose from a variety of available overnight accommodations.

The community has developed an educational Natural Resources Interpretive Center on the site of the former Willamette Industries millponds. The Center features the local wetlands and a scenic view of Marys Peak, and highlights the history of the area, including the development of agriculture and the timber industry. The site also incorporates open green spaces, bike and jogging paths, and tourist-oriented businesses.

Local government has met the challenge to maintain and improve Philomath's physical infrastructure. To ensure that all citizens have access to quality, affordable housing, the City encourages the construction of new, low-cost, owner-occupied homes. By implementing development standards and creating a city improvement plan, Philomath has created an aesthetically attractive environment. Design guidelines have directed new development and the refurbishment of existing properties. The City has secured outside funding to pave streets and expand water and sewer systems to accommodate the moderate growth of the 1990s. New energy and communication systems in Philomath provide state-of-the-art technology to residents and businesses. Local media fosters good communication, a hallmark of small town friendliness among residents.

Philomath is a small town with many of the benefits of a big city. The friendly people of Philomath are committed to volunteering their time and resources to improve the community. Coordination of the many volunteer efforts provides efficiency and effectiveness, thereby sustaining the most important community resource, its citizens.

4. Program Implementation

Imagine One Philomath will organize local organizations and form task groups of area residents to carry out the projects and strategies outlined in the Action Agenda of the "Strategic Plan for Community and Economic Development". During implementation "Imagine One Philomath" will monitor and evaluate the community's progress and make necessary changes or additions to the Strategic Plan.

The "Success Indicators" included in the Action Agenda will help the Philomath community evaluate its progress toward improving jobs, human resources, infrastructure, and quality of life.

Imagine One Philomath brings organizations and other interested residents together annually during the implementation process to review and update the goals, strategies, and actions outlined in the Strategic Plan. At these meetings, the community assesses how well the Strategic Plan is working and makes necessary or appropriate changes. New goals and projects are incorporated into the Strategic Plan, so that it remains an updated, working document, adapted to the changing needs and aspirations of the community.

5. Action Agenda

Overview

The Action Agenda is made up of goals, strategies, actions, and tasks. The four goals address the building blocks of economic development: jobs, people, infrastructure and quality of life. To attain these goals, Philomath has developed a number of strategies. Each strategy is carried out according to a detailed agenda. The terminology used for the Action Agenda is defined as follows:

Action- A part of the work needed to complete a particular Strategy.

Task- A smaller amount of work needed to complete a particular Action.

Timeline- The approximate date of completion of an Action or Task as determined by a Success Indicator.

Projected budget- The estimated cost of a particular Action or Task, excluding volunteer time.

Responsible parties- Organizations that are directly responsible for the implementation of a particular Strategy, Action, and/or Task.

Potential Collaborators- Organizations that may be able to provide assistance to the Responsible Parties in the form of volunteer time, financial assistance, technical assistance, information, or completion of part of a project, etc.

Success indicators- The points in a project where an Action or Task has been completed.

The following section briefly describes and explains the significance of each goal. Strategies and their justifications are listed below each goal, and actions and tasks are presented in tables following each of the strategies.

GOAL 1: JOB CREATION

Create quality jobs in the industrial, retail, and tourism sectors to diversify Philomath's economy and make it a unique economic center in the Willamette Valley.

Significance

Job creation is a vital component of successful economic development that occurs when a community creates, retains, and reinvests wealth. A number of factors contribute to creating community wealth, including entrepreneurial activity, the export of goods and services, and outside investment. Job creation is a vital step toward increasing the standard of living and quality of life in Philomath. To promote economic development, Philomath will work to diversify the economy and create family-wage jobs, i.e., positions that offer benefits such as health insurance, adequate salaries, opportunities for advancement, and career security.

Job Creation; Strategy 1

Develop an industrial/business park that provides family wage jobs.

An assessment of the Willamette Industries Mill Site has been completed. Approximately 60 acres are available for development. Recent highway improvements between I-5 and Corvallis should make this property more marketable. The remaining acreage has been classified as wetlands (see Quality of Life, Strategy 3). A developer has purchased the property and is making development plans.

<p>Action A</p> <p>Apply for infrastructure improvement funds needed to service the properties.</p> <p><i>Status:</i></p> <p>6/03 State to provide \$815,000 Bond Fund Loan.</p>	<p>Time Frame: July 2004</p> <p>Budget: \$815,000</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Property owner</p> <p>Success Indicators: Funding received; construction completed.</p>
<p>Action B</p> <p>Market the business/industrial park to high tech, specialty products, and value-added industries.</p>	<p>Time Frame: January 2005</p> <p>Budget:</p> <p>Responsible Parties: Property owner</p> <p>Potential Collaborators: City of Philomath, Corvallis-Benton County Economic Development Partnership, Marys Peak Natural Resources Interpretive Center</p> <p>Success Indicators: New businesses on site.</p>

<p>Action C</p> <p>Obtain funding to construct a flexible use building.</p>	<p>Time Frame: September 2004</p> <p>Budget: \$1,000,000</p> <p>Responsible Parties: Property owner</p> <p>Potential Collaborators: City of Philomath, Corvallis-Benton County Economic Development Partnership</p> <p>Success Indicators: Funding received; building constructed.</p>
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Job Creation; Strategy 2

Create an environment conducive to existing and new retail business development that will attract local customers and tourists.

With an improved retail sector, more Philomath residents will shop locally. Philomath will take advantage of its location on Highway 20/34, encouraging travelers to stop and shop in Philomath before continuing on their journeys.

<p>Action A</p> <p>Encourage the development of diverse dining choices.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Retail & Beautification Action Team, Oregon Downtown Development Association</p> <p>Success Indicators: Businesses open.</p>
<p>Task 1:</p> <p>Update business packet.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Retail & Beautification Action Team</p> <p>Potential Collaborators: City of Philomath, Philomath Area Chamber of Commerce, Cascades West Council of Governments, Rural Development Initiatives</p> <p>Success Indicators: Business packet updated and distributed.</p>

<p>Task 2:</p> <p>Identify potential sites; contact potential developers.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Retail & Beautification Action Team</p> <p>Success Indicators: Sites identified.</p>
<p>Task 3:</p> <p>Assist and encourage interested parties to develop.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: Philomath Area Chamber of Commerce, City of Philomath</p> <p>Potential Collaborators: Retail & Beautification Action Team</p> <p>Success Indicators: New businesses opened.</p>
<p>Action B</p> <p>Encourage rehabilitation or replacement of rundown buildings on Main Street.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath, Retail & Beautification Action Team, Philomath Historic Resources Commission, Property owners</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Oregon Downtown Development Association</p> <p>Success Indicators: Buildings rehabilitated.</p>
<p>Action C</p> <p>Determine amenities needed for downtown; purchase amenities, such as trash receptacles, benches, bike racks, and bus shelters.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath, Retail & Beautification Action Team</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Philomath Rotary Club, Oregon Downtown Development Association</p> <p>Success Indicators: Amenities purchased and installed.</p>

<p>Action D</p> <p>Evaluate commercially zoned property. Rezone as needed.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Imagine One Philomath, Oregon Downtown Development Association, Businesses</p> <p>Success Indicators: Zoning implemented.</p>
<p>Action E</p> <p>Develop Saturday Market to bring artisans and other participants to Philomath.</p>	<p>Time Frame: June 2004</p> <p>Budget:</p> <p>Responsible Parties: Philomath Area Chamber of Commerce, Retail & Beautification Action Team</p> <p>Potential Collaborators: City of Philomath, Marys Peak Natural Resources Interpretive Center, Corvallis Tourism, Oregon Downtown Development Association, Oregon Crafted, Marys River Quilt Guild, Businesses, Existing Saturday markets</p> <p>Success Indicators: Saturday Market operating.</p>
<p>Action F</p> <p>Encourage use of the “Philomath Design Guidelines”.</p>	<p>Time Frame: Ongoing</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath, Retail & Beautification Action Team</p> <p>Potential Collaborators: Philomath Planning Commission</p> <p>Success Indicators: Guidelines in use.</p>

<p>Action G</p> <p>Develop a plan to promote tourism.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Retail & Beautification Action Team, Rural Development Initiatives, Oregon Downtown Development Association, Corvallis Tourism, Benton County Historical Museum, Oregon Crafted, Businesses</p> <p>Success Indicators: Plan adopted.</p>
<p>Action H</p> <p>Develop ongoing incentives for area residents to buy locally.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Oregon Downtown Development Association, Businesses</p> <p>Success Indicators: Incentives in place.</p>
<p>Task 1:</p> <p>Evaluate incentives, such as discounts, “green” stamps, and “visitor” stamps.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Oregon Downtown Development Association, Businesses</p> <p>Success Indicators: Incentives developed.</p>
<p>Task 2:</p> <p>Obtain business collaboration.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Oregon Downtown Development Association, Businesses</p> <p>Success Indicators: Program operating.</p>

<p>Task 3:</p> <p>Develop shopping brochures.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Benton County Historical Museum, Oregon Downtown Development Association</p> <p>Success Indicators: Brochures published.</p>
<p>Action I</p> <p>Evaluate and possibly develop community theme or brand.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Imagine One Philomath, City of Philomath, Oregon Downtown Development Association, Businesses</p> <p>Success Indicators: Decision made.</p>

Job Creation; Strategy 3

Develop overnight accommodations for tourists and other visitors in Philomath.

Philomath plans to increase the economic impact of travelers passing through the community. Accommodations need to be developed for special events that draw large numbers of participants. Currently, there is only one small motel in Philomath. The development of additional overnight accommodations will encourage travelers to spend more time in Philomath.

<p>Action A</p> <p>Encourage development of an RV park and campground.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Imagine One Philomath, City of Philomath</p> <p>Success Indicators: RV park and campground in operation.</p>
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<p>Action B</p> <p>Encourage the development of additional overnight lodging, such as another motel, or a bed and breakfast facility. If needed, amend City ordinance to allow for such lodging.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: City of Philomath, Imagine One Philomath, Businesses</p> <p>Success Indicators: Motel, or Bed & Breakfast in operation.</p>
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Job Creation; Strategy 4

Develop destination attractions, in addition to the Benton County Historical Museum.

Destination attractions in Philomath will encourage tourists to stop and spend time. In 1998, the Community Response Team completed a feasibility study that indicated a natural resources interpretive center in Philomath was indeed feasible. Plans for the Marys Peak Natural Resources Interpretive Center, which will educate the public about the natural environment and the historic timber industry, are now being developed.

<p>Action A</p> <p>Build the Marys Peak Natural Resources Interpretive Center in Philomath.</p>	<p>Time Frame: June 2006</p> <p>Budget: \$10,000,000</p> <p>Responsible Parties: Marys Peak Natural Resources Interpretive Center</p> <p>Potential Collaborators: Property owners, City of Philomath, Oregon Downtown Development Association</p> <p>Success Indicators: Marys Peak Natural Resources Interpretive Center open.</p>
<p>Task 1:</p> <p>Develop business/master plan.</p>	<p>Time Frame: June 2004</p> <p>Budget: \$5,000</p> <p>Responsible Parties: Marys Peak Natural Resources Interpretive Center</p> <p>Potential Collaborators: Marys River Watershed Council, Benton Soil & Water Conservation District</p> <p>Success Indicators: Plan completed.</p>

<p>Task 2:</p> <p>Secure funding and construct the Interpretive Center.</p>	<p>Time Frame: June 2005</p> <p>Budget: \$10,000,000</p> <p>Responsible Parties: Marys Peak Natural Resources Interpretive Center</p> <p>Potential Collaborators:</p> <p>Success Indicators: Center open.</p>
<p>Action B</p> <p>Develop family entertainment in Philomath.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Philomath Youth Activities Club, Philomath School District, Benton County 4-H, Philomath Community Library, City of Philomath, Philomath Frolic & Rodeo, Oregon Downtown Development Association</p> <p>Success Indicators: Entertainment offered.</p>
<p>Action C</p> <p>Develop a plan for promoting the Benton County Historical Museum.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Benton County Historical Museum</p> <p>Potential Collaborators: Marys Peak Natural Resources Interpretive Center, City of Philomath, Imagine One Philomath, Philomath School District, Oregon Downtown Development Association</p> <p>Success Indicators: Plan in place.</p>

<p>Action D</p> <p>Identify and produce additional events.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Area Chamber of Commerce</p> <p>Potential Collaborators: Benton County Historical Museum, Marys Peak Natural Resources Interpretive Center, Imagine One Philomath, Philomath Community Library, Philomath Frolic & Rodeo, Oregon Downtown Development Association, City of Philomath, Marys River Quilt Guild, Benton County Genealogical Society</p> <p>Success Indicators: New events scheduled.</p>
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GOAL 2: INVESTING IN PEOPLE

Develop programs that meet the educational, self-enhancement, and vocational needs of Philomath-area residents.

Significance

A community that invests in its people invests in its future. By expanding educational opportunities for residents, the Philomath community will help to prepare its citizens for future challenges at work, at home, and in the community. By helping young people improve their leadership and professional skills, the Philomath community will prepare the next generation to become future leaders.

Investing in People; Strategy 1

Develop lifelong-learning programs for residents of the Philomath community. Improve coordination and collaboration, and eliminate duplication of these programs.

Lifelong-learning programs will benefit all Philomath residents. As technology advances, education will help local residents become move valuable employees.

<p>Action A</p> <p>Identify community-based education needs and interests, including the arts; provide opportunities.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: Philomath Community School Partnerships, Linn-Benton Community College</p> <p>Potential Collaborators: Philomath School District, Marys Peak Natural Resources Interpretive Center, Philomath Area Chamber of Commerce, Philomath Community Library, Oregon Downtown Development Association, Benton County Historical Museum, Marys River Quilt Guild, Benton County Genealogical Society, Benton County Cultural Coalition</p> <p>Success Indicators: Needs identified.</p>
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<p>Task 1:</p> <p>Survey community.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Community School Partnerships</p> <p>Potential Collaborators: Philomath School District, Philomath Community Library, Marys Peak Natural Resources Interpretive Center, Philomath Area Chamber of Commerce, Benton County Historical Museum, Linn-Benton Community College</p> <p>Success Indicators: Educators and facilities secured.</p>
<p>Task 2:</p> <p>Obtain educators and sites for training, then provide classes.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Community School Partnerships, Linn-Benton Community College</p> <p>Potential Collaborators: Philomath School District, Philomath Community Library, Philomath Area Chamber of Commerce, Benton County Historical Museum, Benton County Extension Service</p> <p>Success Indicators: Classes being provided.</p>
<p>Action B</p> <p>Provide natural resources lifelong-learning opportunities for all ages, i.e. 4-H Wildlife Stewards program</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Marys Peak Natural Resources Interpretive Center</p> <p>Potential Collaborators: Benton County 4-H, Philomath Community School Partnerships, Greenbelt Land Trust, Philomath School District, Philomath Scout Lodge, Philomath Area Chamber of Commerce, Oregon Downtown Development Association, Benton Soil & Water Conservation District</p> <p>Success Indicators: Programs operating.</p>

Investing in People; Strategy 2

Promote child, family, and community wellness through the implementation of a horticultural therapy program.

Use gardening as a pivotal aspect of the Philomath Garden Project. Collaborate with community professionals, promote intergenerational interactions, teach and inspire healthy and positive behaviors, and develop parenting and other social life skills.

<p>Action A</p> <p>Obtain site for the Philomath Garden Project.</p>	<p>Time Frame: April 2004</p> <p>Budget:</p> <p>Responsible Parties: Planting Seeds</p> <p>Potential Collaborators: Imagine One Philomath, City of Philomath</p> <p>Success Indicators: Project site selected.</p>
<p>Action B</p> <p>Develop the garden through hands-on service learning and therapeutic gardening opportunities.</p>	<p>Time Frame: July 2004</p> <p>Budget:</p> <p>Responsible Parties: Planting Seeds</p> <p>Potential Collaborators: Philomath Community School Partnerships, Philomath School District, Philomath Community Foundation, Philomath Montessori School, Benton County Mental Health, Benton County Juvenile Department, Benton County Health Department, Philomath Parenting Program, Philomath Community Services, Youth Garden Project, Jackson Street Youth Shelter, Local farms and nurseries, City of Philomath</p> <p>Success Indicators: Services are provided.</p>

Investing in People; Strategy 3

Place additional emphasis on the needs of Philomath area youth.

Philomath has a tradition of providing for the needs of younger area residents. The Philomath School District and the Philomath Youth Activities Club, as well as many other youth organizations provide fine programs. Philomath must continue these great programs, and also identify and address currently unmet needs.

<p>Action A</p> <p>Develop program to employ high school students in local businesses.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Community School Partnerships</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Philomath Youth Activities Club, Oregon Downtown Development Association, Businesses</p> <p>Success Indicators: Students hired.</p>
<p>Action B</p> <p>Provide teen social facility.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Youth Activities Club</p> <p>Potential Collaborators: Philomath Community School Partnerships, Philomath School District, City of Philomath, Philomath Area Chamber of Commerce, Benton County 4-H, Philomath Fire & Rescue, Philomath Community Library</p> <p>Success Indicators: Facility open.</p>
<p>Action C</p> <p>Complete Philomath Scout Lodge Project.</p>	<p>Time Frame: June 2007</p> <p>Budget:</p> <p>Responsible Parties: Philomath Scout Lodge</p> <p>Potential Collaborators: Philomath Troop 161 Boy Scouts of America, Benton County 4-H, Philomath Youth Activities Club, Marys Peak Natural Resources Interpretive Center, Philomath Community School Partnerships, Philomath Girl Scouts of the Santiam Council</p> <p>Success Indicators: Lodge built.</p>

<p>Action D</p> <p>Secure needed funding to preserve school programs, such as the arts.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Community School Partnerships</p> <p>Potential Collaborators: Philomath Booster Club, Philomath Area Chamber of Commerce, Marys Peak Natural Resources Interpretive Center, Philomath Youth Activities Club, Philomath School District, Benton County Historical Museum, Benton County Cultural Coalition</p> <p>Success Indicators: Funding secure.</p>
<p>Action E</p> <p>Support Healthy Philomath Forum.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Community School Partnerships</p> <p>Potential Collaborators: City of Philomath, Philomath Area Chamber of Commerce, Philomath Youth Activities Club, Philomath School District, Philomath Community Library, Benton County Commission on Children and Families</p> <p>Success Indicators: Program operating.</p>
<p>Action F</p> <p>Provide “Service Learning” opportunities for Philomath youth such as a natural resources program.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Community School Partnerships</p> <p>Potential Collaborators: Marys Peak Natural Resources Interpretive Center, Philomath Youth Activities Club, Greenbelt Land Trust, Marys River Watershed Council, Philomath Community Foundation, Philomath School District</p> <p>Success Indicators: Program operating.</p>

Investing in People; Strategy 4

Identify senior needs and provide services.

Philomath's senior citizens have played a major role in shaping the community. Their collective wisdom is invaluable. The development of a Philomath Senior Center to provide services and a meeting place for older residents is long overdue.

<p>Action A</p> <p>Support development of the Philomath Senior Center as a part of the College of Philomath project.</p>	<p>Time Frame: 2009</p> <p>Budget: Part of College of Philomath \$1,250,000 project</p> <p>Responsible Parties: College of Philomath Community Corporation</p> <p>Potential Collaborators: Philomath Community School Partnerships, Philomath Montessori School, Philomath Fire & Rescue, Philomath Community Library, City of Philomath, Philomath Senior Meals/Meals on Wheels, Cascades West COG Senior & Disability Services, Linn-Benton Retired & Senior Volunteer Program</p> <p>Success Indicators: Center open.</p>
<p>Action B</p> <p>Develop inter-generational programs using the knowledge of longtime Philomath area residents.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: College of Philomath Community Corporation</p> <p>Potential Collaborators: Philomath Community School Partnerships, Benton County 4-H, Philomath Community Library, Philomath Montessori School, Philomath Community Foundation, Philomath Senior Meals/Meals on Wheels, Benton County Historical Museum, Cascades West COG Senior & Disability Services, Marys River Quilt Guild, Benton County Genealogical Society, Linn-Benton Retired & Senior Volunteer Program</p> <p>Success Indicators: Programs operating.</p>

GOAL 3: INFRASTRUCTURE IMPROVEMENT

Modernize Philomath's physical infrastructure in order to provide improved services for residents, and to accommodate future growth.

Significance

The quality of a community's physical infrastructure is vital to its economic growth. Infrastructure includes water, sewer, storm drains and utilities, as well as transportation and communication networks. These, and other amenities provide services for residents, and allow businesses and industries to function efficiently and productively. A viable community also provides the capacity for future growth.

Infrastructure Improvement; Strategy 1

Construct, and maintain streets, storm drains and sidewalks in Philomath.

Philomath's existing water and sewer systems adequately meet the current needs of the community, although older areas of the City lack storm sewers and sidewalks. Those City streets that still are unpaved are dusty in the summer and muddy in the winter. These weaknesses in the City's infrastructure detract from the quality of life and impede economic growth. Improvements in Philomath's physical infrastructure will make the City a better place to live and invest.

<p>Action A</p> <p>Identify streets that need pavement and storm drains; identify opportunities to fully improve them.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Philomath Transportation & Traffic Safety Commission, Cascades West Council of Government, Oregon Downtown Development Association</p> <p>Success Indicators: Streets identified and plan developed.</p>
<p>Action B</p> <p>Continue sidewalk installation program.</p>	<p>Time Frame: Ongoing</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Philomath City Council</p> <p>Success Indicators: Sidewalks improved.</p>

Infrastructure Improvements; Strategy 2

Ensure that water, sewer, energy, and communications systems meet future demands of the community.

Philomath's physical infrastructure must be maintained, and expanded when necessary to accommodate both the current and future growth needs of the community. By preparing and planning for growth, Philomath will be in a better position to fund improvements in its water and sewer systems.

<p>Action A</p> <p>Conduct a scientific, ridge top to ridge top Marys River Watershed study, identifying quantity and quality of surface and ground water resources.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Marys River Watershed Council</p> <p>Potential Collaborators: City of Philomath, Benton County, Benton Soil and Water Conservation District, City of Corvallis, Oregon Department of Water Resources</p> <p>Success Indicators: Study completed.</p>
<p>Action B</p> <p>Evaluate telecommunication infrastructure needs and opportunities</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Cascades West Council of Government, Pioneer Telephone Cooperative</p> <p>Success Indicators: Evaluation complete.</p>

Infrastructure Improvement; Strategy 3

Work with the Oregon Department of Transportation to plan and construct improvements approved by the City.

Highway 20/34, an Access Oregon Highway to the coast, bisects Philomath's retail sector and skirts part of Philomath's industrial land. At times, the two-lane highway is congested with commuter and tourist traffic. The City has approved a modernization plan; funding is secure.

<p>Action A</p> <p>Design and construct highway improvements.</p>	<p>Time Frame: July 2008</p> <p>Budget: \$13,000,000</p> <p>Responsible Parties: Oregon Department of Transportation, Corvallis Area Metropolitan Planning Organization</p> <p>Potential Collaborators: Philomath Fire & Rescue, City of Philomath, Philomath Transportation & Traffic Safety Commission</p> <p>Success Indicators: Project constructed.</p>
<p>Action B</p> <p>Place utility wires underground during highway construction.</p>	<p>Time Frame: July 2008</p> <p>Budget:</p> <p>Responsible Parties: Oregon Department of Transportation</p> <p>Potential Collaborators: City of Philomath, Philomath Transportation & Traffic Safety Commission</p> <p>Success Indicators: Utilities underground.</p>

Infrastructure Improvements; Strategy 4

Ensure compatibility between a well-planned community and the natural environment.

Many people choose to live in Oregon because of the natural environment. As Philomath grows, we need to be good stewards of the surrounding natural setting, so that the residents continue to benefit from its existence.

<p>Action A</p> <p>Construct bike paths and trails identified in the Philomath Transportation System Plan.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Greenbelt Land Trust, Oregon Downtown Development Association, Philomath Transportation & Traffic Safety Commission, Benton County, Corvallis Area Metropolitan Planning Organization</p> <p>Success Indicators: Bike paths and trails constructed.</p>
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<p>Task 1:</p> <p>Develop priority list.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Greenbelt Land Trust, Marys River Watershed Council, Philomath Transportation & Traffic Safety Commission, Benton County, Corvallis Area Metropolitan Planning Organization</p> <p>Success Indicators: List complete.</p>
<p>Task 2:</p> <p>Obtain funding and construct.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Greenbelt Land Trust, Cascades West Council of Government, Philomath Transportation & Traffic Safety Commission, Benton County, Corvallis Area Metropolitan Planning Organization</p> <p>Success Indicators: Bike paths and trails constructed.</p>
<p>Task 3:</p> <p>Plan and construct trail from Marys Peak Natural Resources Interpretive Center to Benton County Trail System north of Philomath.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Property owners</p> <p>Potential Collaborators: Marys Peak Natural Resources Interpretive Center, Greenbelt Land Trust, Marys River Watershed Council</p> <p>Success Indicators: Trail constructed.</p>

<p>Action B</p> <p>Explore feasibility of train service for commuters, tourists, and enhancement for goods.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Cascades West Council of Government, Oregon Downtown Development Association, Philomath Transportation & Traffic Safety Commission, Benton County, Corvallis Area Metropolitan Planning Organization, Oregon Department of Transportation, Willamette & Pacific Railroad</p> <p>Success Indicators: Service provided.</p>
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Infrastructure Improvements; Strategy 5

Develop a “cultural corridor” from the Marys River to the Benton County Historical Museum.

An area that draws people together is important to the well being of a community. Philomath has the beginnings of such an area with the Marys River Park, Philomath Community Library and City Hall at one end, and the Benton County Historical Museum and Fire Station at the other. Development of the area in-between with similar community services will complete the “cultural corridor.”

<p>Action A</p> <p>Identify ownership of properties and interest to participate.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Benton County Historical Museum, Oregon Crafted</p> <p>Success Indicators: Parties indicate interest.</p>
<p>Action B</p> <p>Purchase properties.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce</p> <p>Success Indicators: Properties purchased.</p>

Infrastructure Improvements; Strategy 6

Maintain open space in the City, and between Philomath and Corvallis, and encourage residents to spend time in the natural surroundings.

Open space, which provides opportunities for walking, biking, and viewing in the area’s natural surroundings, is important to the health and well being of Philomath’s citizens.

<p>Action A</p> <p>Continue implementation of Parks Master Plan.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Greenbelt Land Trust, Marys River Watershed Council, Camas Evening Garden Club, Oregon Downtown Development Association</p> <p>Success Indicators: Projects implemented</p>
<p>Task 1:</p> <p>Identify improvements needed in current parks, such as lighting, benches, and trees.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Greenbelt Land Trust, Marys River Watershed Council, Camas Evening Garden Club, Philomath Rotary Club, Benton Soil & Water Conservation District</p> <p>Success Indicators: Improvements identified.</p>
<p>Task 2:</p> <p>Develop plans for low-cost park maintenance and design for new parks.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Greenbelt Land Trust, Marys River Watershed Council, Camas Evening Garden Club</p> <p>Success Indicators: Maintenance plan approved.</p>

<p>Action B</p> <p>Evaluate open space needs in and near the City, and between Philomath and Corvallis.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath, Greenbelt Land Trust</p> <p>Potential Collaborators: Oregon Downtown Development Association</p> <p>Success Indicators: Open space needs identified.</p>
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Infrastructure Improvements; Strategy 7

Improve entrances to the City.

Visitors entering Philomath will be tempted to stop and shop if their first impression of the City is a positive one.

<p>Action A</p> <p>Evaluate current appearance of entrances to the City; develop plan for improvement.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Camas Evening Garden Club, Retail & Beautification Action Team, Philomath Area Chamber of Commerce, Philomath Girl Scouts of the Santiam Council, Philomath Rotary Club, Oregon Downtown Development Association, Property owners</p> <p>Success Indicators: Evaluation completed; plan developed.</p>
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<p>Action B</p> <p>Obtain funding and make improvements.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Camas Evening Garden Club, Retail & Beautification Action Team, Philomath Area Chamber of Commerce, Philomath Rotary Club, Oregon Downtown Development Association</p> <p>Success Indicators: Funding obtained; improvements made.</p>
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GOAL 4: QUALITY OF LIFE

Create a sense of community that makes living in Philomath the "best in the valley" by promoting home ownership, by providing open space, bike paths, trails, and by developing an understanding of the City's heritage.

Significance

The residents of a community enjoy a high quality of life when they are ensured access to adequate housing, health care, social services, and leisure activities, and when they are represented by competent government. A high quality of life helps to sustain economic growth by encouraging people to stay and invest in the community. To stimulate business, Philomath will work to improve housing, facilitate home ownership, provide open space and promote leisure activities.

Quality of Life; Strategy 1

Evaluate growth issues in the community.

For many years, members of the Philomath community have struggled with a variety of issues pertaining to growth. A survey of the City's residents will clarify the wide range of concerns and solutions.

Action A Survey community needs and interests regarding growth issues.	Time Frame: Budget: Responsible Parties: City of Philomath Potential Collaborators: Imagine One Philomath, Philomath Area Chamber of Commerce, Marys River Watershed Council, Philomath Community Library, Oregon Downtown Development Association Success Indicators: Survey completed.
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Quality of Life; Strategy 2

Create affordable housing program for households at or below 80% of the median-income, in order to enhance self-sufficiency and stabilize neighborhoods.

Households earning the annual median income in Philomath cannot afford the average purchase price of local housing. In 1995 the Community Response Team created an affordable housing program for Philomath households that were at or below 80% of the area's median income. Access to affordable homes enhances self-sufficiency and creates stable neighborhoods. There is interest in reviving this once successful program.

<p>Action A</p> <p>Reactivate affordable housing program to develop a plan.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: An affordable housing task group</p> <p>Potential Collaborators: Imagine One Philomath, Linn-Benton Housing Authority, Corvallis Neighborhood Housing Services, Benton Habitat for Humanity, Community Services Consortium</p> <p>Success Indicator: Task group operating.</p>
<p>Action B</p> <p>Develop a program for linking families to lending sources.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: An affordable housing task group</p> <p>Potential Collaborators: Linn-Benton Housing Authority, Corvallis Neighborhood Housing Services, Benton Habitat for Humanity, Community Services Consortium</p> <p>Success Indicators: Program organized.</p>
<p>Action C</p> <p>Link families to funding sources; offer home buying classes.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: An affordable housing task group</p> <p>Potential Collaborators: City of Philomath, Linn-Benton Housing Authority, Corvallis Neighborhood Housing Services, Community services Consortium, Benton Habitat for Humanity, US Rural Economic and Community Development, Oregon Department of Housing and Community Services, Realtors, Local banks</p> <p>Success Indicators: Eight families receive funding and are in homes.</p>

<p>Action D</p> <p>Create a land trust for affordable housing.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: An affordable housing task group</p> <p>Potential Collaborators: City of Philomath, Linn-Benton Housing Authority, Corvallis Neighborhood Housing Services, Benton Habitat for Humanity, Community Services Consortium, US Rural Economic and Community Development, Oregon Department of Housing and Community Services, Realtors, Local banks</p> <p>Success Indicators: Land trust in operation.</p>
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Quality of Life; Strategy 3

Enhance the Newton Creek drainage.

Enhancing Newton Creek and the former Willamette Industries mill site ponds will improve Philomath's quality of life by providing open space and views of the natural surroundings.

<p>Action A</p> <p>Identify property owners who are considering development.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Greenbelt Land Trust, Marys River Watershed Council, Oregon Division of State Lands, US Army Corps of Engineers</p> <p>Success Indicators: Owners identified.</p>
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<p>Action B</p> <p>Work with owners to identify opportunities for enhancing their properties.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Greenbelt Land Trust, Marys River Watershed Council, Benton Soil & Water Conservation District, Corvallis-Benton County Economic Development Partnership, Property owners</p> <p>Success Indicators: Opportunities identified.</p>
<p>Action C</p> <p>Support the Marys Peak Natural Resources Interpretive Center and the Philomath Scout Lodge in their efforts to enhance Newton Creek and the former millponds on the Martin and Desler properties.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Marys Peak Natural Resources Interpretive Center, Philomath Scout Lodge, Property owners</p> <p>Potential Collaborators: Marys River Watershed Council, Philomath School District, Greenbelt Land Trust, Benton Soil & Water Conservation District, Oregon Division of State Lands, Philomath Planning Commission</p> <p>Success Indicators: Newton Creek and former millponds enhanced.</p>

Quality of Life; Strategy 4

Build a Philomath community center for area residents and visitors.

For many years local residents have hoped to build a community center for use by area residents and visitors.

<p>Action A</p> <p>Hold community meetings to review previous work, obtain input, and develop a consensus about the type of facility needed.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: A community center task group</p> <p>Potential Collaborators: Imagine One Philomath, Philomath Area Chamber of Commerce, Philomath Community School Partnerships, City of Philomath, Philomath Community Foundation, Philomath Community Library, Rural Development Initiatives, Oregon Downtown Development Association</p> <p>Success Indicators: Consensus reached by community.</p>
<p>Action B</p> <p>Finalize plans for the facility and determine cost of construction.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: A community center task group</p> <p>Potential Collaborators: Imagine One Philomath, Philomath Community Foundation, Philomath Area Chamber of Commerce, Philomath Community Library, City of Philomath</p> <p>Success Indicators: Plans and cost estimate completed.</p>
<p>Action C</p> <p>Raise funds for construction.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: A community center task group</p> <p>Potential Collaborators: Imagine One Philomath, Philomath Community Foundation, Philomath Area Chamber of Commerce, Cascades West Council of Government, Philomath Community Library, City of Philomath</p> <p>Success Indicators: Funds raised.</p>

<p>Action D</p> <p>Construct facility.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: A community center task group</p> <p>Potential Collaborators: Imagine One Philomath, Philomath Community Foundation, Philomath Area Chamber of Commerce, Philomath Community Library</p> <p>Success indicators: Community center built.</p>
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Quality of Life; Strategy 5

Recruit and train community volunteers. Encourage coordination between local organizations.

Philomath is known as a “City of Volunteers”. Well-organized and trained volunteers help enhance the livability of the Philomath community.

<p>Action A</p> <p>Support community development and leadership training, such as <i>Leadership Corvallis</i>.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Philomath Community School Partnerships, Imagine One Philomath, Philomath School District, Benton County 4-H, United Way of Benton County, Rural Development Initiatives, Oregon Downtown Development Association</p> <p>Success Indicators: Volunteers trained.</p>
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<p>Action B</p> <p>Complete an Asset Inventory of local volunteers and their skills and publish a directory.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Community School Partnerships</p> <p>Potential Collaborators: Philomath Youth Activities Club, Philomath Area Chamber of Commerce, Imagine One Philomath, Oregon Downtown Development Association</p> <p>Success Indicators: Inventory completed; directory published.</p>
<p>Action C</p> <p>Develop coordination between local organizations.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Imagine One Philomath</p> <p>Potential Collaborators: Philomath Youth Activities Club, Philomath Area Chamber of Commerce, Philomath Community School Partnerships, Oregon Downtown Development Association</p> <p>Success Indicators: Organizations working cooperatively.</p>

Quality of Life; Strategy 6

Promote an understanding of Philomath’s unique history, in partnership with the Benton County Historical Museum. Encourage and support local historic preservation efforts.

Develop an informal, mutually beneficial relationship with the Benton County Historical Museum. Create public awareness of Philomath’s unique heritage by involving local residents in a variety of history-related projects. Encourage area residents to record local history and preserve local historic resources. Because historic tourism is very popular in Oregon, this strategy will bring economic benefits to the community.

<p>Action A</p> <p>Develop an informal relationship with the Benton County Historical Museum that benefits both the City and the Museum.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath, Benton County Historical Museum</p> <p>Potential Collaborators: Philomath City Council, Philomath Historic Resources Commission, Benton County Cultural Coalition</p> <p>Success Indicators: Communication lines opened up.</p>
<p>Task 1:</p> <p>Schedule regular meetings each year between the City and the Museum, in order to share information and explore ideas that will complement and benefit both parties.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath, Benton County Historical Museum</p> <p>Potential Collaborators: Philomath Historic Resources Commission</p> <p>Success Indicators: Several meetings held.</p>
<p>Task 2:</p> <p>Encourage Philomath-area residents, including students, to volunteer at the Museum.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: Benton County Historical Museum, City of Philomath</p> <p>Potential Collaborators: Imagine One Philomath, Philomath Community School Partnerships</p> <p>Success Indicators: Philomath-area residents added to Benton County Historical Museum list of active volunteers.</p>

<p>Action B</p> <p>Promote and support historic preservation efforts in Philomath.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Historic Resources Commission, City of Philomath</p> <p>Potential Collaborators: Benton County Historical Museum, Oregon Downtown Development Association</p> <p>Success Indicators: Increase in public awareness of and support for historic preservation projects.</p>
<p>Task 1:</p> <p>Amend Philomath Historic Resources Commission Ordinance, as follows: establish a Philomath Register of Historic Resources; specify criteria for placement on the Register; and, specify criteria and procedures for review of historic resources prior to alteration and demolition.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath, Philomath Historic Resources Commission</p> <p>Potential Collaborators: Benton County Historical Museum, Oregon State Historic Preservation Office</p> <p>Success Indicators: Ordinance amended.</p>
<p>Task 2:</p> <p>Encourage owners of eligible historic resources to place their properties on the Philomath Register of Historic Resources, and, if appropriate, in the National Register of Historic Places.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Historic Resources Commission</p> <p>Potential Collaborators: Benton County Historical Museum, Oregon State Historic Preservation Office, City of Philomath</p> <p>Success Indicators: Addition of some of Philomath's historic resources to the City Register and perhaps, to the National Register.</p>

<p>Task 3:</p> <p>Develop a plan for educating the public about the value of historic preservation; raise awareness about existing historic resources in the Philomath area.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Historic Resources Commission</p> <p>Potential Collaborators: Philomath Community School Partnerships, Benton County Historical Museum, Oregon State Historic Preservation Office</p> <p>Success Indicators: Positive public response to actively promoted plan.</p>
<p>Task 4:</p> <p>Establish annual City award for promotion of Philomath’s history and historic preservation; participate in annual area observance of National Historic Preservation Week.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Historic Resources Commission</p> <p>Potential Collaborators: Benton County Historical Museum, Oregon Downtown Development Association, Benton County Historic Resources Commission, Corvallis Historic Preservation Advisory Board</p> <p>Success Indicators: First annual award given.</p>
<p>Task 5:</p> <p>Support purchase and rehabilitation of the College of Philomath building (1909).</p>	<p>Time Frame: 2009</p> <p>Budget: \$1,250,000</p> <p>Responsible Parties: College of Philomath Community Corporation</p> <p>Potential Collaborators: City of Philomath, Benton County Historical Museum</p> <p>Success Indicators: Purchase and rehabilitation completed.</p>

<p>Action C</p> <p>Produce a Philomath historic context statement and historic resources survey. Data collected during these two projects will identify existing historic resources in the area and their relative significance.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: Philomath Historic Resources Commission, City of Philomath Cultural resources specialist</p> <p>Potential Collaborators: Benton County Historical Museum, Philomath Community Foundation</p> <p>Success Indicators: Context statement and survey completed.</p>
<p>Task 1:</p> <p>Apply for a grant from the State Historic Preservation Office. Seek matching funds for historic context statement.</p> <p><i>Status:</i></p> <p>Completed.</p>	<p>Time Frame: Spring 2002</p> <p>Budget: 0</p> <p>Responsible Parties: City of Philomath, Philomath Historic Resources Commission</p> <p>Potential Collaborators: Benton County Historical Museum, Philomath Community Foundation</p> <p>Success Indicators: Grant received; matching funds identified.</p>
<p>Task 2:</p> <p>Hire a professional cultural resources specialist to produce an historic context statement; recruit committed volunteers to work on the project.</p> <p><i>Status:</i></p> <p>In progress.</p>	<p>Time Frame:</p> <p>Budget: \$10,000</p> <p>Responsible Parties: City of Philomath, Cultural resources specialist</p> <p>Potential Collaborators: Benton County Historical Museum, Philomath Historic Resources Commission, Volunteers</p> <p>Success Indicators: Context statement completed.</p>

<p>Task 3: Apply for a grant from the State Historic Preservation Office; seek matching funds for historic resources survey work.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath, Philomath Historic Resources Commission</p> <p>Potential Collaborators: Benton County Historical Museum</p> <p>Success Indicators: Grant received; matching funds identified.</p>
<p>Task 4: Hire a professional cultural resources specialist to conduct and complete survey work; recruit committed volunteers to work on the project.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: City of Philomath, Historic cultural resources specialist</p> <p>Potential Collaborators: Benton County Historical Museum, Philomath Historic Resources Commission, Volunteers</p> <p>Success Indicators: Survey work completed.</p>
<p>Action D</p> <p>Develop an oral history project for Philomath and adjacent rural Benton County.</p> <p>Preserve the recollections of older residents for the benefit of future generations, focusing on such themes as early settlement, transportation, agriculture, logging, social structures, education, etc.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: An historic resources task group</p> <p>Potential Collaborators: Benton County Historical Museum, Marys Peak Natural Resources Interpretive Center, Philomath Community School Partnerships, Benton County Genealogical Society, Historians, Longtime residents,</p> <p>Success Indicators: Oral histories preserved.</p>

<p>Task 1:</p> <p>Identify longtime residents; select crew to conduct interviews, and appropriate sites for interviews.</p>	<p>Time Frame:</p> <p>Budget: 0</p> <p>Responsible Parties: An historic resources task group</p> <p>Potential Collaborators: Benton County Historical Museum, Historians, Longtime residents</p> <p>Success Indicators: Preliminary arrangements in place.</p>
<p>Task 2:</p> <p>Set up pilot program, and then proceed with series.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: An historic resources task group</p> <p>Potential Collaborators: Site personnel, Interview crew, Media</p> <p>Success Indicators: Interview series accomplished.</p>
<p>Task 3:</p> <p>Make series available to the public through presentations, audiotapes and videotapes, transcriptions, published records, internet, and other means.</p>	<p>Time Frame:</p> <p>Budget:</p> <p>Responsible Parties: An historic resources task group</p> <p>Potential Collaborators: Interview crew, Printers, Video and audio experts.</p> <p>Success Indicator: Information from interviews made available to interested citizens.</p>

<p>Action E</p> <p>Develop a series of self-guided walking tours to raise awareness of the history and historic resources of the Philomath area. For each tour, design a brochure about the resources passed en route, including text, sketches and/or historic photographs.</p>	<p>Time Frame:</p> <p>Budget: \$700 (for each tour brochure)</p> <p>Responsible Parties: Benton County Historical Museum, City of Philomath,</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Marys Peak Natural Resources Interpretive Center, Philomath Community School Partnerships, Oregon Downtown Development Association</p> <p>Success Indicators: Brochures completed; historic photographs and/or historic markers installed where appropriate.</p>
<p>Task 1:</p> <p>Develop a self-guided walking tour for Philomath’s downtown commercial district that highlights the recent Downtown Revitalization Project. Design the route so that it begins and ends at the Benton County Historical Museum. Provide owners of historic commercial buildings with brief written histories and historic photographs for public display.</p>	<p>Time Frame:</p> <p>Budget: \$700</p> <p>Responsible Parties: Benton County Historical Museum, City of Philomath</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Oregon Downtown Development Association</p> <p>Success Indicators: Brochure completed; brief histories and photographs installed.</p>
<p>Task 2:</p> <p>Develop self-guided walking tours for other historic areas of Philomath.</p>	<p>Time Frame:</p> <p>Budget: \$700 (for each tour brochure)</p> <p>Responsible Parties: Benton County Historical Museum, City of Philomath</p> <p>Potential Collaborators: Philomath Area Chamber of Commerce, Oregon Downtown Development Association</p> <p>Success Indicators: Brochures completed; historic markers installed, where appropriate.</p>

1992 Strengths, Weaknesses, Opportunities and Threats (SWOT) Summary

In January 1992, residents of Philomath and RDI conducted an assessment of the community's *strengths, weaknesses, opportunities and threats* "SWOT analysis". Through personal interviews with representatives of a variety of business, government and civic interests, RDI made a number of preliminary observations and recommendations which it presented for review at a community briefing in April 1992. The following represents a summary of the SWOT analysis conducted for the Philomath community:

1992 Strengths

- Philomath has developed a strong forest products base that has adapted to rapid changes in the industry.
- Water and sewer systems in Philomath have the capacity to support residential, industrial, and commercial development.
- Philomath is well connected to major transportation routes, including Coastal Highway 101 and Interstate 5 via Highway 20/34 and to regional rail lines.
- Industries in Philomath benefit from the mid-Willamette Valley's diverse and skilled labor force.
- Philomath residents have access to abundant educational opportunities. Most notably, a community endowment provides graduating high school seniors with scholarships to attend college.
- Philomath offers a small town quality of life as well as the benefits of proximity to the urban services of Corvallis.
- A tradition of volunteerism and supportive public services has strengthened the Philomath community.

1992 Weaknesses

- Changes in the forest products industry are undermining local economic stability and community confidence.
- Planning and infrastructure constraints limit the development of industrial and residential sites.
- Unresolved transportation issues involving Highway 20/34 have resulted in business uncertainty and a poor community self-image.
- The local work force is unprepared for changes in the forest products industry.
- Proximity to Corvallis and a tendency for residents to shop outside of town have eroded Philomath's sense of identity.
- Members of the established wood products community and newer professionals have not achieved consensus on the direction for future growth.

- Limited financial resources in the community make Philomath reliant on volunteerism and outside funding.

1992 Opportunities

- Stabilization and diversification of the forest products industry.
- Housing development.
- Promotion of tourism.
- Development and diversification of local businesses.

1992 Threats

- Limited timber supply.
- Diminished local-government funding due to Ballot Measure 5.

1992 Trends and Issues

Demographic information indicates that between 1980 and 1990, the population of Philomath increased by 11.6%, from 2,673 to 2,983. This increase is somewhat higher than the 9.3% increase in the population of nearby Corvallis, and significantly higher than the 3.8% increase in the population for Benton County over the same period. Philomath's population increase was also higher than that of the state, whose population increased by nearly 8% over the same period.

Compared with the state, a larger portion of the population in Philomath is made up of children, young adults, and people under age 45. Enrollment in the Philomath school district increased by 8% per year between 1989 and 1992.

Although unemployment data is not collected at the community level, countywide statistics offer an indication of regional employment trends. The unemployment rate in Benton County in 1990 was 3.8%, somewhat lower than the statewide rate of 5.5%, and much improved over the area's 6.7% unemployment rate in 1980. By December 1991, the unemployment rate in Benton County had decreased further to 2.8%, a rate that may not reflect the less favorable economic conditions in Philomath.

Many residents of Philomath still find employment in the timber industry, at mills, secondary wood products manufacturers, and a number of independent logging contractors located in the area. Other residents find employment in the public sector, including the school district, the U.S. Forest Service and local government. Overall, employment opportunities outside the timber industry are limited. A significant part of the community relies on welfare and unemployment benefits as a main source of income.

1998 Strengths, Weaknesses, Opportunities and Threats (SWOT) Review

During the April 8, 1998, Strategic Plan review session, the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis developed in January 1992 as a part of the original Strategic Plan development was reviewed. There was no formal update of the 1992 SWOT summary. Results of a community survey and significant comments received at the community meeting are noted below.

1998 Strengths

The community survey noted, “What’s Good About Philomath”, mentioning small, friendly, quiet, safe, and knowing the neighbors. This coincided with a 1992 strength describing a small town quality of life. Other qualities in the survey included good schools, volunteers, and good community. These supported strengths of 1992 regarding schools and volunteers.

At the community meeting, suggestions included dropping the forest products base and connection to major transportation from the Strengths. A number of participants noted that the Benton County Historical Museum was a Strength in education, preservation, tourism, and the centerpiece of our community.

- Water and sewer systems in Philomath have the capacity to support residential, industrial, and commercial development.
- Industries in Philomath benefit from the mid-Willamette Valley's diverse and skilled labor force.
- Philomath residents have access to abundant educational opportunities.
- Philomath offers a small town quality of life, as well as the benefits of proximity to the urban services of Corvallis.
- A tradition of volunteerism and supportive public services has strengthened the Philomath community.
- The old Philomath College building, which now houses the Benton County Historical Museum, is the “centerpiece of our community.”

1998 Weaknesses

The community survey noted traffic problems, an unappealing downtown, rundown residential areas, and contention among citizens as unappealing in the community. These supported 1992 weaknesses.

Comments at the community meeting suggested deleting “Changes in the forest products industry are undermining economic stability”; “Planning and infrastructure constraints”; and “local workforce unprepared for changes in the forest industry”. They supported 1992 transportation concerns and agreed with the community survey regarding the downtown and contention among citizens. They also noted the need for more youth activities.

- Changes in the forest products industry are undermining local economic stability and community confidence.

- Infrastructure constraints limit the development of industrial sites.
- Unresolved transportation issues involving Highway 20/34 have resulted in business uncertainty and a poor community self-image. The downtown is unappealing.
- Proximity to Corvallis and a tendency for residents to shop outside of town have eroded Philomath's sense of identity.
- Members of the community have not achieved consensus on the direction for future growth.
- Limited financial resources in the community make Philomath reliant on volunteerism and outside funding.

1998 Opportunities

The community survey noted tourism and the Benton County Historical Museum as opportunities. Tourism was seen as an opportunity in 1992 as well.

At the community meeting, comments suggested deleting the "Stabilization and diversification of the forest products industry". They agreed that tourism, the Benton County Historical Museum, and development and diversification of local businesses were opportunities for Philomath.

- Housing development.
- Promotion of tourism.
- Development and diversification of local commercial businesses and industry.
- Philomath is in a position to be well connected to major transportation routes, including Coastal Highway 101 and Interstate 5 via Highway 20/34, and to regional rail lines.
- The Benton County Historical Museum can assist our community in historic education and preservation, as well as tourism.
- There is support for continued expansion and improvement of youth activities.

1998 Threats

Unresolved traffic issues and lack of current business development appeared to be concerns in both the community survey and meeting.

- International and domestic market fluctuations affect the local economy.
- Restrictions in public funding have created significant challenges.
- A continued lack of highway improvements and strip development will continue to affect our community image negatively.

As mentioned in the beginning of this (SWOT) review, no formal update of the 1992 SWOT analysis was done. However, the CRT felt it appropriate to have an informal update to

provide a 1998 perspective. The CRT also recommended that at the next community-wide Strategic Plan Review, the SWOT analysis be appropriately reviewed.

1998 Trends and Issues

Between 1990 and 1999, Philomath's population increased from 2,983 to 3,770, of which 437 were from new development and 350 were due to annexations. This is a total population increase of 26%, compared to the following increases:

- Corvallis – 11%
- Benton County – 12%
- Statewide – 12%
- 1980-1990 Philomath – 12%

The unemployment rate in Benton County continues to be low at 2.4%.

Fewer residents in Philomath find employment in the timber industry, mills, and secondary wood products manufacturers. Increased numbers of Philomath residents find employment in the high tech industries, many of which are located in Corvallis. High employment continues in the public sector, including schools and universities, federal, state, and local governments.

COMPLETED STRATEGIC PLAN ACTIONS

<u>SUMMARY</u>	<u>DATE COMPLETED</u>	<u>PROJECT</u>
GOAL 1: JOB CREATION		
Develop and market an industrial / business park at the east edge of Philomath, focusing efforts on the high tech. industry.	1995	Complete assessment of Willamette Mill Site.
	2000	Develop an industrial wetlands strategy
	2002	Willamette Industries property sold and annexed
Improve and further develop the retail sector in Philomath to attract local and tourist traffic	1996	Develop a partnership program with Newport.
	2000	Developed and completed an improvement plan for downtown commercial district between 12 th and 14 th Streets, north of Main Street
Encourage the development of a family restaurant	1996	Prepare business packet.
Downtown assessment	1994	Downtown assessment complete
Develop the Philomath Natural Resource Interpretive Center as a destination attraction to encourage tourists to stop and educate the public on the natural environment and local timber industry	1999	Feasibility study complete; project feasible.
	2003	Location secured at the former Willamette Industries property
GOAL 2: INVESTING IN PEOPLE		
Identify current regional labor requirements. Identify skill base needs. Develop curriculum for high school and community college.	1996	Developed chemical handling safety curriculum for Philomath High School.

Determine what facilities are needed by the school district to expand life-long learning opportunities. Assist the school district in acquiring these facilities.	1996	The CRT demonstrates its support by letter to the school district.
Develop plans for adult education and job search programs.	1996	Computer classes ongoing.
Youth Community Service Award	1998	Establish award.
GOAL 3: INFRASTRUCTURE IMPROVEMENT Work with ODOT and OTC to make needed improvements to Highway 20/34 through Philomath.	1993 2001 2002	Identify and contact likely allies to support Philomath's desired improvements to Highway 20/34. Funding secured for highway EIS Funding secured for highway improvements
Prioritize construction needs and develop a ten-year Capital Improvement Plan for infrastructure improvements	1998 2000	Master plans for parks, water and sewer, sidewalks, storm drains and transportation completed and construction needs prioritized.
Fully improve N. 13 th Street as a part of the Philomath Urban Renewal Plan	1999	Street improvement complete
Construct a bridge over Newton Creek on Applegate Street	2000	Funding received and construction completed
Complete Transportation System Plan	1999	Plan complete

<p>Extend water & sewer to north side of Highway 20/34 and east to Clemens Mill Road</p> <p>Design and install underground infrastructure and street between N12th and 19th on College</p> <p>Complete Transportation System Plan</p>		<p>Completed design with RIB Grant</p> <p>Construction complete</p> <p>Adopted Transportation System Plan</p>
<p>GOAL 4: QUALITY OF LIFE</p> <p>Create a community vision that will assist with comprehensive planning efforts within the City of Philomath, and anticipate development to the year 2020. Facilitate diverse community discussions that identify quality livability characteristics to be considered when developing the City of Philomath's Comprehensive Plan.</p> <p>Evaluate the park needs of the City; identify area potentially available for new parks</p> <p>Work with Property owner to determine appropriate future use of Mill Ponds</p> <p>Organize community volunteers</p>	<p>1996</p> <p>1999</p> <p>2002</p> <p>2001</p>	<p>2020 Vision complete</p> <p>Parks Master Plan complete</p> <p>Ponds to be used by the Scouts and Natural Resource Interpretive Center</p> <p>City hired volunteer coordinator</p>
<p>Develop a creative program to encourage the development of owner-occupied family homes.</p>	<p>1996</p> <p>1996</p>	<p>Organize housing groups and interested parties to develop plan.</p> <p>Create a program for linking families to lenders.</p>

Integrate the bike paths of Philomath with those of Benton County and the USFS.	1993	Seek input from cycling organizations and citizens regarding the best locations for additional bike paths, and design a plan accordingly. Bike path master plan approved.
Support City efforts to develop a plan for the enhancement of the Newton Creek drainage	2000	Wetlands Strategy complete
Support construction of PYAC youth center	2001	Construction complete
Establish a Philomath Historic Resource Commission	1999	Commission established and operating
Apply for a grant from SHPO for context statement	2000	Funding received

ADDENDUM “A”

The Philomath Strategic Plan for Community and Economic Development was amended on February 14, 2005, by action of the Philomath City Council to add the following projects:

1. Take business advantage of changes from the development of highway improvements through Philomath
2. Improve communication in the community.
3. Promote a healthy community.