

DATE: August 20, 2018  
TO: Technical Advisory Committee (TAC) and Citizen Advisory Committee (CAC)  
CC: Carrie Brennecke  
FROM: Beth Goodman  
SUBJECT: SHERWOOD ECONOMIC DEVELOPMENT STRATEGY

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The City of Sherwood contracted ECONorthwest to develop an economic opportunities analysis (EOA). The EOA will determine whether the City has enough land to accommodate 20-years of employment growth. The EOA provides 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 policies.

This memorandum presents a draft of Sherwood's Economic Development Strategy. The Policies and Objectives consider the existing policies in existing Comprehensive Plan, reflect the information in Sherwood's EOA, and will be updated based on feedback from the TAC and CAC at meetings on August 29.

In addition, draft actions have been added for some Objectives, based on discussions between ECONorthwest and City staff. These actions will also reviewed and revised through discussion with the TAC and CAC, as well as addition of more actions.

Appendix A presents the City's existing Comprehensive Plan policies. Appendix B presents potential economic development actions that cities take to increase economic activities. The purpose of the appendix is to provide information and ideas to Sherwood staff and stakeholders for development of economic development objectives and actions.

## Economic Development Vision

The following is Sherwood's draft Vision for economic development.

*In 2040, the Sherwood economy has grown to include a variety of businesses big and small that offer stable employment opportunities, family-wage jobs and expand the tax base. Sherwood is a gateway to wine country and capitalizes on a robust tourism industry.*

Note to reviewers: The vision above is a portion of the City's draft vision, resulting from the Sherwood Vision Summit #1 on July 30<sup>th</sup>. The vision will be revised with continued discussion of the City's vision.

The red underlined text represents ECONorthwest's suggested addition to the vision, consistent with the City Council's goal to balance the City's tax base.

Through the discussion of economic development policies at the August meetings, the TAC and CAC may contribute ideas to the Vision but the discussions at the meetings will not focus on revising the Economic Development Vision.

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## Economic Development Policies and Actions

**Policy 1: Land Availability and Management:** 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) and manage the supply of employment land to make most efficient use of commercial and industrial land.

**Objective 1.1:** 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.

**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. “

**Objective 1.3:** Support and encourage infill and redevelopment, especially in existing commercial areas, as a way to use land and existing infrastructure more efficiently. The City will develop and implement policies and programs to encourage commercial and mixed-use development in downtown.

**Action 1.3a:** The City will update and implement policies and programs for infill and redevelopment in Old Town that fit with the character of Old Town, such as small-scale and locally owned businesses in mixed use buildings, as described in the Sherwood Town Center Plan.

**Action 1.3b:** The City will develop and implement policies and programs for infill and redevelopment in its existing commercial areas, focusing on the Langer Drive Commercial District and the Central Neighborhoods, as described in the Sherwood Town Center Plan.

**Objective 1.4:** Provide flexibility in Sherwood’s development code to support commercial and industrial development with the Target Industries identified in the EOA, most of which will need space in an existing building, a site smaller than five acres, or a site between five and 15 acres in size.

**Action 1.4a:** Identify sites 50 acres and larger in Sherwood for future industrial development and work with landowners to determine whether a master plan should be developed to allow the parcel(s) to be developed for more than one use, consistent with Metro’s Title 4 section 3.07.430(d)(2).

**Objective 1.5:** Develop criteria to identify industrial or commercial areas that are more appropriate for other uses (e.g., industrial land redesignated for commercial

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uses) based on their site characteristics (e.g., location, size, configuration, or transportation access).

**Action 1.5a:** Evaluate and develop criteria to guide up-zoning (or redesignating) industrial or commercial land for more appropriate uses.

**Action 1.5b:** Identify areas to up-zone (or redesignate), based on the criteria in Action 1.5a.

**Policy 2: Infrastructure Support:** Provide adequate infrastructure efficiently and fairly to support employment growth, with a focus on the Tonquin Employment Area.

**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.

**Objective 2.2:** The City will develop infrastructure across the city to support employment growth, ensuring availability of water and wastewater service and improving transportation access to the broader Portland Region.

**Action 2.2a:** Plan improvements to Tualatin Sherwood Road to address traffic issues.

**Objective 2.3:** The City will develop infrastructure in the Tonquin Employment Area to support employment growth, consistent with the recommendations in the *Tonquin Employment Area Market Analysis, Business Recruitment Strategy, and Implementation Plan* report (June 5, 2015).

**Action 2.3a:** Support and encourage development of a Master Plan for the Tonquin Employment Area to implement the *Implementation Plan*, working with landowners, interested developers, and other stakeholders.

**Action 2.3b:** Incorporate plans for the infrastructure upgrades in Phase 1 of the *Implementation Plan* for areas C, E, and G into the City's Capital Improvement Plan, prioritizing infrastructure development that will make the most land developable at the lowest costs and in the fastest time period.

**Action 2.3c:** Evaluate and adopt funding strategies to support infrastructure development in the Tonquin Employment Area. The *Implementation Plan* recommends considering funding options such as: use of System Development Charge funds, Urban Renewal/Tax Increment Financing, establishing a Local Improvement District (LID), and seeking regional and statewide grants.

**Objective 2.4:** Seek funding to support infrastructure development in the Tonquin Employment Area and in other areas of Sherwood through grants and other programs to support infrastructure development. The *Tonquin Employment Area Market Analysis, Business*

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*Recruitment Strategy, and Implementation Plan* report identifies a range on grants and other programs that support infrastructure development from Washington County, Metro, and the State of Oregon.

**Action 2.4a:** Identify projects that are likely to be awarded grants for infrastructure development, such as areas that would support substantial employment development and could be make development ready with specific, achievable infrastructure investments.

**Action 2.4b:** Identify grant funding opportunities for the areas in Action 2.4a and work with funding partners to develop grant requests.

**Policy 3: Existing Business Retention, New Business Development, and Attraction of New Businesses:** The City will support retention and expansion of existing businesses, growth of entrepreneurial business, and attraction of new businesses that align with Sherwood’s revised Comprehensive Plan goals. The types of businesses the City wants to attract most are non-polluting businesses with wages at or above the Washington County average, such as the industries identified in the Economic Opportunities Analysis.<sup>1</sup>

**Objective 3.1:** Support business growth in Sherwood to diversify and expand commercial and industrial development in order to provide employment opportunities, and expand the tax base.

**Action 3.1a:** Consider hiring a staff person charged with directing economic development activities in Sherwood, with the goal of working directly with existing business and entrepreneurs in Sherwood to grow and expand business and with businesses considering locating in Sherwood.

**Action 3.1b:** Work with local stakeholders and businesses to establish an Economic Development Committee, possibly lead by the economic development staff person in Action 3.1a.

**Action 3.1c:** Develop a 5-year broader Economic Development Strategy using data on local and regional economic trends gathered through the Economic Opportunity Analysis, from policies and objectives established for the Comprehensive Plan (this document) and with feedback and input from stakeholders, such as the Economic Development Committee, business owners and managers in Sherwood, people involved in economic development in Sherwood and the Portland Region, and residents of Sherwood. The purpose of

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<sup>1</sup> The Economic Opportunities Analysis identifies the following potential growth industries for Sherwood: Technology and Advanced Manufacturing, Machinery Manufacturing, Clean Tech, Outdoor Gear and Active Wear, Professional and Business Services, Wholesale, Services for Visitors, and Services for Residents.

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the Strategy is to develop detailed actions to support economic development in Sherwood, going beyond the issues identified in this memorandum.

**Objective 3.2:** Retain and encourage growth of existing businesses in Sherwood.

**Action 3.2a:** Working with the Economic Development Committee (3.1b), reach out to businesses in Sherwood and identify problems and barriers to economic development. Addressing these issues could be part of the actions taken in the Economic Development Strategy (3.1c).

**Action 3.2b:** Revise land use and other City policies to address local barriers to economic development for existing businesses, where appropriate.

**Action 3.2c:** Refine existing processes to assist businesses with complying with city regulations. In addition to existing pre-application conferences staff will work to establish a user's guide for development and to develop an expedited land use application process for commercial and industrial developments.

**Action 3.2d:** Review the City's system development charges (SDCs) to determine if there are opportunities for revisions to SDCs to encourage existing business growth and retention. .

**Objective 3.3:** Support growth, development, and retention of small, entrepreneurial businesses in Sherwood.

**Action 3.3a:** Identify opportunities to support growth of small businesses, such as business incubators or buildings with flexible space for small businesses.

**Action 3.3b:** Support and encourage home-based businesses and identify barriers in the City's policies to growth of home-based businesses.

**Action 3.3c:** I'll get more actions in for this a bit later.

**Objective 3.4:** Attract businesses, such as businesses in industries identified as Potential Growth Industries in Sherwood's Economic Opportunities Analysis, to develop in Sherwood, in areas such as the Tonquin Employment Area.

**Action 3.4a:** Coordinate economic development efforts with local and regional economic development organizations, such as the Sherwood Chamber of Commerce, Sherwood Main Street, Westside Economic Alliance, and Greater Portland Inc..

**Action 3.4b:** Evaluate development of incentives to attract businesses to Sherwood, such as an Enterprise Zone (tax abatement), low-interest loans, fee waivers, and other incentives.

**Objective 3.5:** Support growth of tourism and tourism-related businesses.

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Note to reviewers: This is an objective we should discuss more. Tourism has long been thought of as a driver of economic development in Sherwood. While Sherwood's employment data (shown in the EOA) shows that the City does have comparatively large amounts of employment in tourism-related industries (most notably Retail and Accommodations and Food Services), these industries have much lower-than-average pay. The City should consider whether this continues to be a desirable economic development strategy and what resources the City will put into implementing this strategy.

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## Appendix A: Existing Comprehensive Plan Policies

This appendix presents the Sherwood Economic Development policies from the City's Comprehensive Plan.

### Economic Development Vision

In 2006, the Sherwood Urban Renewal Policy Advisory Committee (SURPAC) led an update to the City's Economic Opportunities Analysis, a part of a greater Economic Development Strategy (EDS). During this process, a vision for economic development in Sherwood was developed:

The City of Sherwood will drive economic development and support businesses that provide jobs for our residents by building on our assets and developing the necessary infrastructure to retain existing businesses and support new businesses. Economic development also will be supported by maintaining our livability and character as a clean, healthy, and vibrant suburban community where one can work, play, live, shop and do business.

### Economic Development Policies and Strategies

**Policy 1:** The City will coordinate on-going economic development planning with involved public and private agencies at the state, regional, county and local level.

**Strategy:**

- The City will cooperate with the Washington County OEDP Committee through the exchange of data and the development and implementation of a County Economic Development Plan.
- The City will develop and update an economic database through a two-way sharing of information between public and private agencies involved in economic planning.

**Policy 2:** The City will encourage economic growth that is consistent with the management and use of its environmental resources.

**Strategy:**

- The City will adopt and implement environmental quality performance and design standards for all industrial, commercial and institutional uses.
- The City will seek to attract non-polluting industries to the urban area.
- The City will acquire and preserve the Cedar Creek and Rock Creek greenways and provide bikeway and pedestrian linkages between residential and non-residential areas.

**Policy 3:** The City will direct public expenditures toward the realization of community development goals by assuring the adequacy of community services and facilities for existing and future economic development.

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**Strategy:**

- The City will develop and implement a 5-year capital improvements program and budgeting system for land acquisition and capital facilities development consistent with the Comprehensive Plan.
- The City will coordinate planning with special districts providing services to the urban area to assure the adequacy of those services to support economic development.
- The City will continue to develop plans and improvement programs for parks, libraries and other “soft” services, recognizing that adequate facilities in these areas are an important component in business attraction and retention.

**Policy 4:** The City will seek to improve regional access to the urban area as a means to encourage local economic development.

**Strategy:**

- The City will work with the cities of Tualatin, Tigard, and Wilsonville, MSD, and Tri-Met to improve local access to the Planning Area via Highway 99W and I-5. See transit policies in Chapter 6.
- The City will encourage the maximum use of the railroad corridor, encourage the development of spur service lines where needed and evaluate the feasibility of passenger service.

**Policy 5:** The City will seek to diversify and expand commercial and industrial development in order to provide nearby job opportunities, and expand the tax base.

**Strategy:**

- The City will encourage the revitalization of the Old Town Commercial area by implementation of 1983’s “Old Town Revitalization Plan” and the Old Town Overlay Zone.
- The City will encourage the development of light industrial and office parks.
- The City will seek to attract industries that are labor and capital intensive.
- The City will seek to attract “target” industries which will expand industrial sectors inadequately represented in the urban area in order to diversify and stabilize the local economy.

**Policy 6:** The City will seek funding through EDA or HUD for the rehabilitation of the Old Town and Washington Hill neighborhoods.

**Strategy:**

- The City will seek implementation of new and rehabilitated housing goals set in the Regional Housing Opportunity Plan.

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- The City will encourage the provision of affordable housing by designating areas within the City for medium density and high density developments, and by participating in State and Federal housing subsidy programs.

In addition to the policies and strategies developed by the Community with the 1990 Comprehensive Plan, the Economic Development Strategy (EDS) developed in 2006 includes the following policies and strategies (referred to as goals and objectives in the EDS).

**Policy 1:** Support existing businesses and recruit additional businesses that provide local family-wage jobs. Replace any employment land rezoned for other uses with other employment land.

Strategy 1.1: Capture existing workers in Sherwood who now work elsewhere.

Strategy 1.2: Provide locations and support for local jobs for local residents.

Strategy 1.3: Support and build upon manufacturing and other industries likely to produce family-wage jobs.

**Policy 2:** Support tourism as an economic engine.

Strategy 2.1: Promote the cultural arts and historical attractions as tourism generators.

Strategy 2.3: Continue to promote sporting events (i.e., Sports Town USA) as a tourism engine for Sherwood.

Strategy 2.4: Leverage the presence of the Tualatin River National Wildlife Refuge, and its anticipated 50 to 60 visitors per day, to increase tourism in Sherwood.

Strategy 2.4: Promote Sherwood as the “Gateway to the Oregon wine country.”

Strategy 2.5: Address the lack of hotels or other bed and breakfast lodging within the city limits to increase Sherwood’s tourism potential.

**Policy 3:** Develop the infrastructure and services necessary to support economic development in Sherwood.

Strategy 3.1: Identify and protect strategic industrial and other employment sites.

Strategy 3.2: Prioritize infrastructure improvement projects according to their anticipated economic benefit.

Strategy 3.3: Calculate the employment land mix necessary to help the city be self-sustaining in terms of the provision of adequate utilities and services.

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Strategy 3.4: Encourage the growth of a variety of restaurants and retail establishments that would cater to business people.

Strategy 3.5: Improve transportation access to support tourism and other economic development strategies.

**Policy 4:** Develop a local workforce of residents whose skills are compatible with the needs of local businesses.

Strategy 4. 1: Identify the workforce needs of local employers.

Strategy 4.2: Provide workforce training for Sherwood residents.

## Commercial Planning Designations

### General Objectives

1. To provide for commercial activities which are suitable to regional, community and neighborhood demand.
2. To locate commercial activities with safe and convenient access by consumers.
3. To encourage the location of commercial uses in well-planned commercial centers.
4. To provide an adequate amount of serviceable commercial land that meets market demand.

### Policies and Strategies

In order to address the above general objectives the following policies are established.

**Policy 1.** Commercial activities will be located so as to most conveniently service customers.

**Strategy:**

- Community wide and neighborhood scale commercial centers will be established.
- Commercial centers will be located so that they are easily accessible on major roadways by pedestrians, auto and mass transit.
- Neighborhood commercial centers will be designated in or near residential areas upon application when need and compatibility to the neighborhood can be shown.

**Policy 2.** Commercial uses will be developed so as to complement rather than detract from adjoining uses.

**Strategy:**

- Commercial developments will be subject to special site and architectural design requirements.
- The number and locations of commercial use access will be limited along major streets in accordance with the City's Transportation Plan.

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- Non-Retail and primarily wholesale commercial uses will be separated from retail uses where possible.
  - The older downtown commercial area will be preserved as a business district and unique shopping area.
  - A buffer between commercial uses and adjoining greenways, wetlands, and natural areas shall be established.

**Policy 3.** Highway 99W is an appropriate location for commercial development at the highway's intersections with City arterial and major collector roadways.

**Policy 4.** The 1983 "Sherwood Old Town Revitalization Plan" and its guidelines and strategies are adopted as a part of the Sherwood Comprehensive Plan.

- The City will continue to encourage implementation of the goals, objectives, strategies and improvement projects outlined in the "Old Town Revitalization Plan."

## Industrial Planning Designations

### General Objectives

1. To encourage the development of non-polluting industries in designated, well planned industrial areas.
2. To locate industrial development so as to assure its compatibility with the natural environment and adjoining uses.
3. To establish criteria for the location of designated classes of industrial uses.
4. To promote diversification of the City's economic base by promoting business retention and expansion, business recruitment and marketing.
5. To assure that public facilities are extended in a timely and economic fashion to areas having the greatest economic development potential.

### Policies and Strategies

In order to address the above general objectives, the following policies for industrial development are established.

**Policy 1.** Industrial uses will be located in areas where they will be compatible with adjoining uses, and where necessary services and natural amenities are favorable.

#### Strategy:

- Only non-polluting industries meeting specific performance standards relating to noise, glare, vibration, water, air and land pollution will be allowed. Industrial uses will be subject to special design and site review standards including those assuring proper access, landscaping, buffers, setbacks and architectural design. Buffers shall be established between industrial uses and designated greenways, wetlands and natural areas.

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- Industrial uses will be encouraged to locate in industrial planned unit developments.
  - Industrial development will be allowed only on suitable land and soils which have adequate support strength.
  - Industrial development will be restricted to those areas where adequate major roads, and/or rail, and public services can be made available.

**Policy 2.** The City will encourage sound industrial development by all suitable means to provide employment and economic stability to the community.

**Strategy:**

- The City will allocate land to meet current and future industrial space needs which will provide an appropriate balance to residential and commercial activities.
- The City will encourage clean capital and labor intensive industries to locate in Sherwood.
- The City will prohibit the development of large-scale retail uses with significant traffic impacts and large parking requirements on industrially zoned land.

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## Appendix B: Potential Economic Development Actions<sup>2</sup>

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 Sherwood staff and stakeholders, as they develop economic development policies and actions. This appendix is not intended to be adopted into the Sherwood Comprehensive Plan.

A wide range of economic development policies and actions are available to cities for influencing the level and type of economic development. Local economic development policy usually has a fundamental goal of attracting, retaining, and expanding businesses within the boundaries of the implementing jurisdiction. The presumption is that growing businesses will provide things that voters want: jobs, income, and revenues for the operation of local government and the additions to quality of life such operation provides. If economic development is about accommodating, creating, and expanding businesses, then it makes sense to think of how local economic development policies will affect factors that matter to business decisions about location and expansion. In the jargon of economics, any policy or action must affect a factor of production that influences business locations and expansion. The typical factors of are:

- **Entrepreneurship.** Trained, creative, effective management.
- **Capital.** Financing, venture capital.
- **Labor.** Better trained and educated work force; more reliable; lower cost.
- **Land and built space.** Entitled; buildable; development ready; in the right locations, sizes and configurations.
- **Local Infrastructure.** Not just lowest cost, but best value
- **Access to markets and materials.** Proximity, yes, but also connections
- **Agglomerative economies (clusters).** Proximity to related businesses, a more diverse and redundant labor market.
- **Quality of life.** The wage and salary costs of attracting and retaining both management and labor can be reduced if they have a larger “second paycheck” from the surrounding natural and built environment and community services.
- **Taxes and fees.** Again, value matters. Businesses want the public sector’s help with most of the items above, but they would like the costs of that assistance to be low.

Not all factors are equally important to businesses in general, and their importance differs by type of business. The *location* decisions of businesses are primarily based on the availability and cost of labor, transportation, raw materials, and capital. In the words of professional site selectors, businesses typically do a *regional* screening first (“Which are the two or three best regions for our business?”) and then work down to sites in the region as part of the final

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<sup>2</sup> This section is summarized from other work completed by ECONorthwest.

selection process. The availability and cost of these production factors are broadly similar within a region. Most economic development strategies available to local governments only indirectly affect the cost and quality of these primary location factors.

Local governments can most directly affect the other factor in the list above: for example, tax rates (within the bounds of Measures 5 and 50), land supply and permitting, the quality of public facilities and services and their costs to businesses and their employees, and workforce training.

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.

Table B-1 identifies a range of potential economic development strategies that the City of Sherwood 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 B-1 are Land Use, Public Facilities, Business Assistance, Workforce, Other.

**Table B-1. Potential economic development actions**

<b>Category/Policy Examples</b>	<b>Description and Examples</b>
<b>Land Use</b>	<b>Policies regarding the amount and location of available land and allowed uses.</b>
Provide adequate supply of land	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 Sherwood.
Increase the efficiency of the permitting process and simplify city land-use policies	Take actions to reduce costs and time for development permits. Adopt development codes and land use plans that are clear and concise.
<b>Public Facilities</b>	<b>Policies regarding the level and quality of public and private infrastructure and services.</b>
Provide adequate infrastructure to support employment growth	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.
Focused public investment	Provide public and private infrastructure to identified development or redevelopment sites.
Communications infrastructure	Actions to provide high-speed communication infrastructure, such as developing a local fiber optic network.
<b>Business Assistance</b>	<b>Policies to assist existing businesses and attract new businesses.</b>
Business retention and growth	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.

<b>Category/Policy Examples</b>	<b>Description and Examples</b>
Recruitment and marketing	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.
Development districts (enterprise zones, renewal districts, etc.)	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 clusters	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.
Public/private partnerships	Make public land or facilities available, public lease commitment in proposed development, provide parking, and other support services.
Financial assistance	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.
Business incubators	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.
Mentoring and advice	Provide low-cost mentors and advice for local small businesses in the area of management, marketing, accounting, financing, and other business skills.
Export promotion	Assist businesses in identifying and expanding into new products and export markets; represent local firms at trade shows and missions.
<b>Workforce</b>	<b>Policies to improve the quality of the workforce available to local firms.</b>
Job training	Create opportunities for training in general or implement training programs for specific jobs or specific population groups (i.e. dislocated workers).
Job access	Provide transit/shuttle service to bring workers to job sites.
Jobs/housing balance	Make land available for a variety of low-cost housing types for lower income households, ranging from single-family housing types to multifamily housing.
<b>Other</b>	
Regional collaboration	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.
Quality of life	Maintain and enhance quality of life through good schools, cultural programs, recreational opportunities, adequate health care facilities, affordable housing, neighborhood protection, and environmental amenities.

Source: ECONorthwest.