



Collaboration Corvallis  
Steering Committee Meeting Agenda  
March 18, 2013  
2:30-5:00pm  
Downtown Fire Station  
400 NW Harrison Boulevard

- I. Call To Order
- II. Opening Remarks – President Ray and Mayor Manning
- III. Review of November 29, 2012, Meeting Summary Notes
- IV. Brief Overview of Work Group Recommendations
- V. Public Comment Opportunity \*\*  
(*Oral testimony may be limited to no more than three minutes*)
- VI. Project Management Update
  - a. Tentative April 11, 2013, Steering Committee Meeting
  - b. City/OSU Staff Involvement
  - c. Work Group Summaries
  - d. Overview of Recommendation Matrices
- VII. Selections for Recommendation Consent Agenda
- VIII. Workgroup Strategy Recommendations
  - a. Neighborhood Planning
  - b. Parking and Traffic
  - c. Neighborhood Livability
- IX. Spring Work Group Meeting Schedule and June Steering Committee Meeting
- X. Other Business
- XI. Adjournment

\*\*Written testimony can be submitted via email addressed to [pm.corvallis.osu@gmail.com](mailto:pm.corvallis.osu@gmail.com), or mailed to Community Development Dept., City of Corvallis, PO Box 1039, 500 SW Madison Avenue, Corvallis, OR 97339

**COLLABORATION CORVALLIS  
STEERING COMMITTEE MEETING SUMMARY  
November 29, 2012**

**Present**

Julie Manning, Mayor, Co-Chair  
 Ed Ray, President, OSU, Co-Chair  
 Hal Brauner, Councilor, Ward 9  
 Roen Hogg, Councilor, Ward 2  
 Jay Dixon, Benton County Commissioner  
 Jim Patterson, City Manager  
 Mark McCambridge, Vice President for Finance and Administration, OSU  
 Steve Clark, Vice President for University Relations and Marketing, OSU  
 Jock Mills, Director of Government Relations, OSU  
 Patricia Daniels, Community volunteer  
 Jim Moorefield, Executive Director, Willamette Neighborhood Housing Services  
 Dolf Devos, President and Principal, Investors Property Management Group

Dan Schwab, Director of Student Conduct and Community Standards, OSU  
 Amelia Harris, President, ASOSU  
 Lexie Merrill, Director Community Resources, ASOSU  
 Keturah Taylor, Interfraternity Council

**Staff**

Eric Adams, Project Manager  
 Ken Gibb, Community Development Director  
 David Dodson, Senior Planner, OSU  
 Terry Nix, Recorder

**SUMMARY OF DISCUSSION**

	Agenda Item	Summary of Recommendations/Actions
I.	Call to Order	
II.	Opening Remarks - President Ray & Mayor Manning	
III.	Review of August 13, 2012, Meeting Summary Notes	Approved as presented.
IV.	Public Comment Opportunity	
V.	Project Management Update a. City/OSU Staff Involvement b. Workgroup Meeting Overview c. Benton County Strategic Prevention Framework Update	
VI.	Workgroup Strategy Recommendations a. Neighborhood Livability b. Neighborhood Planning c. Parking and Traffic	Accept the recommendations of the workgroups with the exception of Neighborhood Livability's recommendation #1 which will be returned to that workgroup for further development.
VII.	Winter Workgroup Meeting Schedule	
VIII.	Scheduling of Next Meeting and Workgroup Social	The next meeting will be in February, date TBD
IX.	Other Business	
X.	Adjournment	The meeting was adjourned at 7:10 p.m.

## **CONTENT OF DISCUSSION**

**I. CALL TO ORDER:** Mayor Manning called the meeting to order at 5:00 p.m.

### **II. OPENING REMARKS – PRESIDENT RAY AND MAYOR MANNING**

Mayor Manning drew attention to a letter in meeting packets from herself to the Sigma Alpha Epsilon Fraternity, commending them for the leadership and service shown through their post-game neighborhood clean-up activity following home football games. She said this service project is a wonderful example of students being part of the community and working to make it an even better place to live.

Mayor Manning acknowledged the tremendous amount of work done by the workgroups since the last Steering Committee meeting and their very thoughtful recommendations.

OSU President Ray added his appreciation to the workgroup members. He said that a number of thoughtful recommendations have been brought forward including recommendations to the university about how housing issues might be addressed; the advice is right on the mark and it is welcomed.

President Ray said he appreciates the Mayor's acknowledgment of the SAE Fraternity's efforts; this is a reminder that the overwhelming majority of students are wonderful contributors to our community. With the policy requiring freshmen to live on campus, the challenge is whether there is a way to allow even freshmen to have a fraternity experience of the kind that we would like them to have and in a way that does not impose unreasonable costs or risks to the university.

President Ray suggested that, at the next meeting in February, all of the workgroup recommendations come forward in a matrix which identifies the potential actions, responsible parties, timelines, expected outcomes, and resource requirements for each. He thinks that progress can be made on many of the recommendations by doing things differently or intelligently redirecting existing resources, and not necessarily identifying more resources.

### **III. REVIEW OF AUGUST 13, 2012, MEETING SUMMARY NOTES**

**MOTION:** Ms. Daniels moved to approve the August 13 meeting summary notes as presented. Mr. Clark seconded the motion and it **passed** unanimously.

### **IV. PUBLIC COMMENT OPPORTUNITY**

**Kent Daniels** said he is a landlord and he urged the Neighborhood Livability Workgroup to consider the Housing Code and regular enforcement of that Code. He noted the workgroup recommendation to increase the number of police officers to a standard comparable to other university communities, and he urged that the group be very careful with such recommendation. He said we are dealing with social and behavioral issues and he would like to look for ways to solve the problems other than hiring some of the most expensive public employees. He expressed concern about shrinking City resources and about prioritizing one City service over another.

**Betty Griffiths** submitted and read a written statement (Attachment A). She encouraged the Steering Committee to send the recommendation from the Neighborhood Livability Workgroup to "...increase the number of sworn officers employed with the Corvallis Police Department to be consistent with other university communities that have a total population comparable to that of Corvallis" back to the workgroup for further exploration. Her concerns are detailed in the attachment.

**Tom Jensen** referred to the three workgroups and said that both the university and the City have groups that cover those topics in their areas of control and jurisdiction. A lot of the work of these groups could be completed by replacing them with representatives from the City and the university who would communicate each entity's plans and desires. For the most part, the recommendations being considered tonight are covered by policies that already exist and simply need to be enforced. Brief discussion followed.

## V. PROJECT MANAGEMENT UPDATE

### City/OSU Staff Involvement

Project Manager Eric Adams expressed appreciation to members of City and OSU staffs for their continuing assistance.

### Workgroup Meeting Overview

Mr. Adams said the three workgroups have met twice a month for the last several months. The Neighborhood Livability Workgroup has focused on potential amendments to the Municipal Code and the Student Code of Conduct, Police Department staffing, and the potential benefits of a property maintenance and rental licensing code. The Parking and Traffic Workgroup has focused on the transit system, the interrelationship between CTS and the OSU shuttle and opportunities for better optimizing and coordinating those systems; they are now working through the process of establishing an assessment matrix to help determine strategies moving forward. The Neighborhood Planning Workgroup has focused on how to best provide student housing both on and off-campus, the interrelationship within the neighborhoods, and provision of student housing on campus; the group is now working on neighborhood design standards to provide housing for all segments of the community.

Mr. Adams said the Neighborhood Planning Workgroup feels it has fully addressed Objective 3 and has touched on Objective 2 with the recommendations; the group will continue to work on Objective 2 and address Objective 1 over the coming months. The Parking and Traffic Workgroup has fully addressed Objectives 1, 2 and 4; Objectives 3 and 5 will be addressed through a broad set of recommendations that will come forward in February. The Neighborhood Livability Workgroup feels that Objective 2 has been fully addressed, Objectives 1 and 3 have been responded to partially with additional work yet to be done, and Objectives 4 and 5 will be addressed over the coming months.

### Benton County Strategic Prevention Framework Update

Mr. Adams said the project team continues to coordinate with staff from the Benton County Strategic Prevention Framework. He invited Kelly Locey and Lydia Riley to speak about opportunities to help achieve common goals between the two projects. Ms. Locey said the BCSPF project comes from a grant received about a year ago to look at

reducing excessive underage and binge drinking among 18 to 25 year olds in Benton County. The first steps included a needs assessment and convening of an advisory group to review the data and help determine activities going forward. The following have been identified as areas of potential collaboration with this group:

- 1) A social host ordinance: Literature provided in meeting packets explains the concept and how it can be valuable in reducing underage drinking.
- 2) An off-campus living guide: One concept discussed is a City/OSU webpage that provides a one-stop resource for students.
- 3) Connection with Dr. Bob Saltz of the Safer California Universities project.

In response to inquiries, Ms. Locey and Ms. Riley provided additional information about the Safer California Universities project and the qualifications of Dr. Saltz.

## VI. WORKGROUP STRATEGY RECOMMENDATIONS

Mayor Manning suggested that the Steering Committee consider the recommendations from each workgroup as a set, pulling any items that need additional consideration. There was general agreement with the proposed process.

### Neighborhood Livability Workgroup

Mr. Schwab reviewed the recommendations as detailed in the written report.

The following comments were made with regard to recommendation #1, that the City place a priority on increasing the number of sworn officers to be consistent with other university communities with comparable populations:

- The recommendation could offer more clarity if the intent is to increase effectiveness of enforcement.
- The recommendation should address implementation and resource needs.
- There have been concerns raised about budgetary implications and potential impacts on other City services.
- Several members suggested this item be sent back to the workgroup for additional work.

**MOTION:** Ms. Daniels moved to accept the recommendations from the Neighborhood Livability Workgroup with the exception of #1. Mr. Clark seconded the motion.

Mayor Manning clarified that accepting the recommendations keeps them in play. Some would move forward to the City Council or university for consideration and others would continue to be fine-tuned by the workgroups and brought back in February.

Ms. Harris said she feels uncomfortable having the Student Code of Conduct enforced off-campus.

The motion **passed** by a majority vote with Mr. Devos, Ms. Harris, Ms. Merrill, and Ms. Taylor voting no.

**MOTION:** Mr. Clark moved to send recommendation #1 back to the workgroup for further development. Mr. Patterson seconded the motion and it **passed** unanimously.

### Neighborhood Planning Workgroup

Ms. Daniels reviewed the recommendations as detailed in the written report and brief discussion followed.

Councilor Brauner referred to the recommendation to potentially exempt multifamily affordable housing development from parking requirements for four- and five-bedroom units; he can only support this if the record is clear that it applies only to federally subsidized housing. Ms. Daniels noted that the direction to staff on this issue would come from the City Council.

**MOTION:** Mr. Brauner moved to accept the recommendations from the Neighborhood Planning Workgroup. The motion was seconded and **passed** unanimously.

### Traffic and Parking Workgroup

Mr. Clark reviewed the recommendations as detailed in the written materials and brief discussion followed.

**MOTION:** Mr. Dixon moved to accept the recommendations from the Parking and Traffic Workgroup. The motion was seconded and **passed** unanimously.

## **VII. WINTER WORKGROUP MEETING SCHEDULE**

Mr. Adams said that each of the workgroups will continue to meet twice a month. Items under consideration will include parking districts, a property maintenance and rental licensing code, and an effort to develop recommendations regarding neighborhood design standards. Each of these issues will include at least one public outreach meeting and public input received will factor into any recommendations coming forward.

## **VIII. SCHEDULING OF NEXT MEETING AND WORKGROUP SOCIAL**

The next meeting of the Steering Committee will be held in February, 2013, date to be determined. In response to a suggestion from Mr. Adams, it was agreed to invite all workgroup members to a social following the meeting.

President Ray again requested that the recommendations come forward in a matrix which evolves over time to show the status of each. Mr. Adams said the project management team agrees with that approach.

## **IX. OTHER BUSINESS**

Mayor Manning called attention to a draft off-campus living guide that has been prepared in response to a previous workgroup recommendation. She thanked Mr. Clark and Mr. Schwab for their work on this effort.

## **X. ADJOURNMENT:** The meeting was adjourned at 7:10 p.m.

TO: Collaboration Corvallis  
Steering Committee

CC: Eric Adams

From: Betty Griffiths

Date: November 29, 2012

I am a member of the Neighborhood Planning Work Group, but I am here today representing myself and no other groups. I really appreciate all of the work that has gone into the recommendations before you today, the work of the staff, and your work in reviewing these many recommendations. I am in favor of most of the recommendations with the understanding that many of them need further work by OSU and city staff in the months to come.

However, I encourage you to send the first recommendation from the Neighborhood Livability Workgroup to "...increase the number of sworn officers employed with the Corvallis Police Department to be consistent with other university communities that have a total population comparable to that of Corvallis" back to the work group for further exploration. While there may be a need for an increase in our City Police force, I believe that this recommendation requires further investigation and work on the part of the livability workgroup. Some of my concerns about this recommendation and the reasons that I believe it needs further work are:

- Just comparing cities on number of officers based on a simple population ratio does not give a complete picture of the need. We should also look at other factors such as the location of the cities, the housing situations, poverty rates, proportion of students and permanent residents and actual crime rate comparisons.
- The workgroup heard only from the Corvallis Police Department on this issue and not from other law enforcement agencies in the area or from other perspectives
- We need information on the effectiveness of increasing the police numbers with other strategies. Does this really have an impact on the situation?
- Do we have data from the comparator cities that indicates that having a larger police force is an effective tool for dealing with student issues in the neighborhoods?
- Who is going to pay for this potential large increase in the city expenses, when we already have a severe short fall in revenues from property taxes? If we have a large increase in one department, then other property tax funded services such as fire, parks and recreation, development services and the library will suffer.
- We have a very efficient and effective police force and I understand that they have felt that they are understaffed for years, just as our other city departments have felt. However, we have not seen data to support the need other than population ratio data. In the city survey the majority of the residents answered that they felt safe in our community.
- We need to have an opportunity to have the other set of recommendations implemented from this and other work groups to determine the effectiveness of these strategies before we add additional costs to the overburdened city budget.

- For instance, the livability work group should look at strategies to utilize any increase in police. If there is to be an increase in police staff in the hope of improving the situation in the neighborhoods, they need to be specialized with targeted duties like our traffic control officers. Just adding officers without having a strategy in place to target the officers for the police to work the days and places that they are need does not help. They will just get absorbed in to the general police duties. They are needed Thursdays to Sundays for ten hours each day. With 2 per shift, plus 2-3 backup officers this would require only 4-5 new officers. This strategy needs to be considered by the workgroup.

Thank you again for the work you are accomplishing on this important project and for taking my testimony.



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MEMORANDUM

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**TO: Collaboration Corvallis Steering Committee**

**FROM: Eric Adams, Project Manager**

**DATE: March 13, 2013**

**SUBJECT: Requested Recommendation Tracking Matrix**

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In response to requests made by the Steering Committee at its November 29, 2012, meeting, attached to this memorandum are two matrices summarizing the recommendations that have been accepted by the Steering Committee to date.

The first, entitled "Collaboration Corvallis Workgroup Recommendation Summary", provides the full text of each recommendation in relation to the corresponding Scope of Work objectives. The second, entitled "Collaboration Corvallis Workgroup Recommendation Disposition", provides greater detail on the cost, implementation time frame, magnitude of difficulty, and implementation status of each recommendation.

Both matrices will be expanded to include any new recommendations accepted by the Steering Committee at the March 18, 2013, meeting.

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Neighborhood Livability	1. Create a sustainable program to mitigate issues associated with having a large student population within neighborhoods.	1. Production and distribution of an “Off-campus Living Guide” modeled after similar documents in use at Michigan State University, Colorado State University, the University of Florida, the University Colorado Boulder, and the University of California at Davis.	Increased awareness of information essential for OSU students to successfully transition to living off-campus.
	a. Develop livability standards that can be used as a guide for municipal code enactment and OSU Student Conduct standards.	2. The Corvallis Police Department, Oregon State Police, and the Oregon State University Office of Public Safety should find new and improved ways to collaborate in order to decrease incident response times, and increase law enforcement presence in the neighborhoods near Oregon State University.	Increased efficiencies in providing consistent community policing and proactive education on local and state laws that address alcohol use, nuisances and disorderly conduct, and other factors affecting neighborhood livability.
		3. The Corvallis Police Department no longer issue warnings for Special Response Notices (SRN), but issue the citation upon the first response instance instead.	In comparison to 2011 totals, a substantial increase in number of SRNs issued between September and June, resulting in fewer calls for service related to disruptive social gatherings, excessive noise, etc.
		4. Oregon State University should amend the Student Code of Conduct to clearly state that the Student Code of Conduct applies to behavior occurring off campus in the Corvallis community. The University should proactively notify students of the aforementioned change.	Increased awareness by OSU students that the Code of Conduct applies to behavior that occurs off-campus, and that the possible sanctions can be imposed in response to incidents that occur off-campus. This knowledge is anticipated to act as a deterrent of behaviors that impact neighborhood livability.
		5. Oregon State University should increase staffing in the Office of Student Conduct and Community Standards to allow for effective enforcement of the Student Code of Conduct against behavior occurring off-campus. It is estimated that it would require an additional two FTE’s to accomplish effective off-campus enforcement.	More effective management of off-campus student conduct; including expanded education programs and more efficient implementation of corrective response.
		6. Oregon State University and the City of Corvallis should establish and maintain membership in the International Town Gown Association; and  Oregon State University and the City of Corvallis should send delegates to the next annual International Town Gown Association conference.	Improved access to national research on policies and programs designed to improve the social relationships between a university and its host community.

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Neighborhood Livability (cont.)	<p>1. Create a sustainable program to mitigate issues associated with having a large student population within neighborhoods.</p> <p>a. Develop livability standards that can be used as a guide for municipal code enactment and OSU Student Conduct standards.(cont.)</p>	<p>7. Oregon State University and the City of Corvallis should commit resources necessary to fund Dr. Robert Saltz to provide Oregon State University and the City of Corvallis consultation on best practices for enforcement of underage drinking laws and nuisance statutes.</p> <p>Following the Safer California Universities Project guidelines developed by Dr. Saltz, the Neighborhood Livability Workgroup recommends that the Corvallis Police Department and the Oregon State Police perform targeted, publicized, enhanced enforcement weekends.</p>	<p>Through partnering with the Benton County Strategic Prevention Framework, development of strategies that would be applied community-wide to decrease existing rates of underage and high-risk drinking. This would include the creation of strategy effectiveness metrics that would be periodically measured.</p>
	<p>2. Prepare associated municipal code amendments and student conduct standards and move them through the enactment process.</p>	<p>1. The Neighborhood Livability Workgroup recommends that the City of Corvallis amend Municipal Code Section 5.03.040.010.02 as follows, which would impose minimum fines that are consistent with Oregon Revised Statute section 471.410.</p>	<p>Increasing the existing minimum monetary penalties for providing alcohol to a minor to be consistent with State law is expected to serve as a better deterrent of this behavior than existing minimum fines.</p>
		<p>2. The City of Corvallis should amend Corvallis Municipal Code section 5.03.040.010.10 to be consistent with the attached model Social Host ordinance (see Nov. 26, 2012, memo to Steering Committee). The provisions that impose an escalating fine schedule for repeat offenses, and that clearly state each person who contributes to a violation of the ordinance is subject to the associated penalties are critical for addressing neighborhood livability concerns. It is concurrently recommended that the Corvallis Police Department respond to calls for Social Host violations as a top priority call.</p>	<p>Revising the existing Corvallis Municipal Code Section 5.03.040.010.10, as described, is expected to serve as a better deterrent of this behavior than existing penalties.</p> <p>It should be noted, however, that consistent police response to suspected Social Host violations as a top priority call will likely require an increase in the number of sworn officers employed by the Corvallis Police Department.</p>

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Neighborhood Livability (cont.)	<p>2. Prepare associated municipal code amendments and student conduct standards and move them through the enactment process. (cont.)</p>	<p>3. The City of Corvallis Police Department should continue to monitor the effectiveness of the Special Response Notice (SRN) ordinance and recent decisions to impose SRN cost recovery fees more frequently rather than informal “warnings”, and continue to share citation reports with the Oregon State University Office of Student Conduct and Community Standards. It is further recommended that, before November 2013, the Corvallis Police Department assess whether the perception of improved neighborhood livability conditions exists in those areas of the city currently experiencing frequent disturbances from social gatherings, and consider the potential effectiveness of increasing the existing SRN 30-day probation period and increasing the fees and/or fines currently imposed through the ordinance.</p>	<p>By November 2013, a determination of whether modifications to the SRN ordinance are necessary to improve neighborhood livability. If modifications are required, it is anticipated that implementation would require up to six months.</p>
		<p>4. The Corvallis City Council should direct Community Development Department staff to devise a plan that facilitates effective and consistent enforcement of Corvallis Municipal Code Section 6.10.040.040(6).</p>	<p>Creation of an accurate physical survey of existing gravel parking areas that would be used to enforce against the creation of additional gravel parking areas, as prohibited by Corvallis Municipal Code Section 6.10.040.040(6).</p>
		<p>5. The City of Corvallis should amend Corvallis Municipal Code Section 4.01.070 by removing the words “promptly” and “before it becomes offensive”, and revise the associated language so it is clear and objective.</p>	<p>Increased ease of enforcing Corvallis Municipal Code 4.01.070, making the regulation more effective at controlling the improper management of refuse on private property.</p>
Neighborhood Planning	<p>2. Review current development standards, and identify potential measures that would minimize potential impact from the creation of high density housing in or near lower density residential areas.</p>	<p>1. In order to encourage affordable housing built specifically for low-income residents, who typically have lesser needs for parking, the City Council should direct City Planning staff to develop Land Development Code language that would exempt multifamily affordable housing development, defined as units made available for rent or purchase by households at or below 60 percent of the Area Median Income, from the parking requirements for four- and five-bedroom units.</p>	<p>Removal of a potential disincentive for developing additional housing in Corvallis consistent with Federal regulations pertaining to affordable housing for low-income individuals and families.</p>

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Neighborhood Planning (cont.)	<p>2. Review current development standards, and identify potential measures that would minimize potential impact from the creation of high density housing in or near lower density residential areas. (cont.)</p>	<p>2. The definition of “Family” contained in Chapter 1.6 of the Corvallis Land Development Code should be amended to include the term “domestic partnership”, and be inserted after the word “marriage” as it appears in the current definition.</p>	<p>Clarification that the term “Family” includes domestic partnerships.</p>
		<p>3. A definition for the term “Residential Home” should be added to Land Development Code Chapter 1.6, and that the term be added to the existing list of residential use classifications contained in Chapter 3.0. The language for each should be consistent with the definition provided in Oregon Revised Statute Section 197.600(2).</p>	<p>Clarification that a “Residential Home”, as defined in Oregon Revised Statute Section 197.600(2), is a permitted use.</p>
		<p>4. The off-street parking standards in Land Development Code Section 4.1.30 should be amended to address duplex, attached, and multi-family dwellings with more than three bedrooms. Units with four bedrooms should require the provision of 3.5 parking spaces, and units with five bedrooms should require 4.5 parking spaces. Similar adjustments to standards for on-site bicycle parking should also be made.</p>	<p>Revising the Land Development Code to include parking standards for multi-family units with four or five bedrooms is expected to reduce the potential for additional neighborhood parking impacts, as well as promote infill development that is more compatible with existing neighborhoods.</p>
	<p>3. Review opportunities to provide housing for OSU students that are compatible within the community.</p> <p>a. Evaluate ways to increase on-campus housing, such as on-campus living requirements, public-private partnerships, etc.</p> <p>b. Consider the merits and means to incentivize off-campus housing in preferred target areas such as downtown Corvallis, greenfield sites, etc.</p>	<p>1. OSU should strive to increase the percentage of undergraduate students living on campus through means such as entering into public-private partnerships to develop housing that is closer to market rates, and developing housing that is attractive to upper division students and allows more independence and autonomy for students. New housing should be designed so students don’t have to bring cars to campus and reserves land for future housing demand. Based on a review of on-campus housing supply at comparator institutions identified by OSU in its Strategic Plan, as well as consideration of other factors, it is recommended that 28-30 percent of OSU undergraduate students are able to live on campus by 2019.</p>	<p>Provision of on-campus housing for up to an additional nine percent of the undergraduate student population. Based on data available in the 2011 Housing Study commissioned by University Housing &amp; Dining Services and the number of new multi-family units permitted by the City of Corvallis as of June 2012, the rental housing vacancy rate is expected to increase to roughly 4-5 percent if 28 percent of the undergraduate student population lives on campus. This additional amount of housing on campus would minimize pressure on existing neighborhoods surrounding the OSU campus to accommodate increased student housing.</p>

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Neighborhood Planning (cont.)	3. Review opportunities to provide housing for OSU students that are compatible within the community.  a. Evaluate ways to increase on-campus housing, such as on-campus living requirements, public-private partnerships, etc.  b. Consider the merits and means to incentivize off-campus housing in preferred target areas such as downtown Corvallis, greenfield sites, etc. (cont.)	2. OSU should include in their Campus Master Plan a chapter on student housing that sets goals, objectives, and targets for the percentage of students living on campus, and incorporates the land use planning necessary to achieve those goals, objectives, and targets. Goals should include providing housing on campus for a minimum percentage of students physically enrolled at the Corvallis campus. A determination of the minimum percentage should consider the potential impacts of OSU's enrollment growth on neighborhoods surrounding the campus that could be mitigated through on-campus housing. To the extent practicable, the Campus Master Plan should designate preferred sites to accommodate housing for the minimum percentage of students, which will provide greater assurances to University Housing & Dining Services and prospective development partners that land is available for this purpose.  3. OSU place a priority on exploring the use of Public/Private Partnerships and other options that would facilitate development of an innovative on-campus village-style housing project for students, faculty, and staff. Elements for OSU to consider as part of such a project include: (see Nov. 26, 2012, memo to Steering Committee).	Greater focus through the Campus Master Plan on how and where additional on-campus student housing can be accommodated. The recommended range of 28-30 percent of undergraduate students being able to live on campus should be used as a benchmark for updates to the Campus Master Plan. Identification of specific sites for new housing is expected to facilitate University Housing & Dining Services' efforts to plan new housing facilities.  Strategic consideration of the use of Public/Private Partnerships to deliver new housing on campus for students, faculty, and staff in combination with retail space and recreational facilities; similar to the West Village project in Davis, California.

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Parking and Traffic	<p>3. Find opportunities to better manage traffic volumes and parking impacts within study area.</p>	<p>1. Increased marketing and educational outreach for existing transportation demand management resources.</p> <ul style="list-style-type: none"> <li>• Increasing awareness of Corvallis Transit System (CTS) routes that directly serve the OSU campus and target areas of Corvallis with high OSU student, faculty, and staff residency.</li> <li>• OSU should develop and distribute educational literature to new and returning students about the trade-offs of bringing a car to Corvallis.</li> </ul> <p>OSU increase publicity of its existing rideshare program, which is implemented through the Office of Sustainability in partnership with Cascades West Rideshare and the “Drive Less. <i>Connect.</i>” program.</p> <p>2. Fully fund the on-campus bike-share program currently under development by the OSU Student Sustainability Initiative (SSI) and the Department of Recreational Sports (DRS) that would be available to OSU students, faculty, and staff. (See Aug. 8, 2012, memo to the Steering Committee for more details.)</p> <p>3. Install wayfinding signage at State Highway 34 bypass intersection to encourage parking at Reser Stadium and the 26<sup>th</sup> Street parking garage on campus.</p>	<p>Within the OSU campus population, increased awareness of the availability and effectiveness of alternate transportation modes that could replace trips made via single occupancy vehicles. See the Aug. 8, 2012, memorandum to the Steering Committee for more information.</p> <p>Expansion of the existing bike rental fleet that is available to OSU students, faculty, and staff, which would increase options for traveling by bike to and from campus on a regular basis, or as needed.</p> <p>Increased awareness by individuals who commute to the OSU campus on State HWY 34 of on-campus parking options. Redirection of trips to the south side of the OSU campus and away from residential neighborhoods along the north boundary that are currently experiencing parking impacts.</p>

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Parking and Traffic (cont.)	3. Find opportunities to better manage traffic volumes and parking impacts within study area (cont.)	4. In order to promote full utilization of available parking on the Oregon State University campus, including under-utilized parking facilities on the east side of campus, at Reser Stadium and in the Gill Coliseum Garage, OSU should undertake full consideration and the implementation in Fall 2013 of a variable pricing on-campus parking program that would create higher parking permit fees for parking in the campus core and in parking lots near the north campus border and lesser parking permit fees in lots at Reser Stadium, other identified lesser-used parking lots and the Gill Coliseum garage.	Increased utilization of on-campus parking facilities such as the parking lots near Reser Stadium and the parking garage near Gill Coliseum, which regularly have utilization rates of less than 25 percent. Decreasing the price for parking in areas further away from the core of campus is also intended to function in tandem with expanded neighborhood parking management off campus to further encourage increased utilization of on-campus parking facilities.
	4. Leverage transit system and OSU shuttle as much possible	1. Annual OSU contribution of an additional \$30,000 to fund CTS service expansions for Routes 5, 6, and C1. (See Aug. 8, 2012, memo to the Steering Committee for more details).	Increased transit ridership on key routes that are heavily used by OSU students, faculty, and staff. Projected ridership increases for the identified service expansions totaled approximately 11,000 trips annually.
		2. Improved schedule and route coordination between CTS and OSU Shuttle.	Reduce the number of single occupant commuter trips to the OSU campus occurring at peak travel times, but also improve service levels for students, faculty, and staff who must travel to and from campus multiple times each day. It will be necessary for staff from the City of Corvallis and OSU's Transit and Parking Services to review the existing routes and schedules to identify opportunities for improving service coordination. Such discussions might also include the logistics of implementing a seamless GPS-based transit vehicle tracking system, which is a new management tool both entities are currently considering independently.

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Parking and Traffic (cont.)	4. Leverage transit system and OSU shuttle as much possible (cont.)	3. The mission of the OSU Shuttle should be immediately redefined to emphasize transit services between on-campus parking facilities on the fringe of campus, future transit hubs serving CTS and the OSU Shuttle, and service to a handful of core campus destinations.	The OSU shuttle provides a critical service for transporting students, faculty, and staff between the campus core and outlying areas. Its ability to operate efficiently is anticipated to become even more important to facilitate changes in on-campus parking management. Reinforcing the mission of the shuttle to focus on these duties is expected to help minimize traffic and parking impacts in neighborhoods surrounding campus.
		4. The OSU-Shuttle should fully implement a GPS positioning system (VIS) for its buses and actively promote public use of mobile applications that provide shuttle users “real-time” information on the location and time at which the shuttle will arrive. It is strongly encouraged that the GPS tracking system compliment and be compatible with GPS tracking information generated by similar systems implemented in the future for the Corvallis Transit System.	Implementation of VIS is expected to improve shuttle ridership due to the ability for riders to more accurately plan trips by having access to real-time data on the shuttle’s location and projected time of arrival at each stop. These benefits are expected to be even more significant if the system is coordinated with a VIS implemented for the Corvallis Transit System.
		5. The City of Corvallis should implement a fully operational GPS system for its buses by September 2013, and actively promote the use of mobile applications that provide CTS users “real-time” information on the location and time in which CTS service will arrive.	Implementation of VIS is expected to improve CTS ridership due to the ability for riders to more accurately plan trips by having access to real-time data on the shuttle’s location and projected time of arrival at each stop. These benefits are expected to be even more significant if the system is coordinated with a VIS implemented for the OSU Shuttle.
		6. The city of Corvallis should adopt; fully fund; and implement a transit marketing and communications plan for CTS that targets at least a 20 percent increase in transit ridership and frequency among residents and employees working within two miles of the OSU campus. This program will be conducted to complement efforts to reduce the impacts of traffic and parking associated with the growth of OSU campus, LBCC Benton Center and employment in the downtown.	As articulated in the recommendation, the marketing and communications plan is expected to generate at least a 20 percent increase in transit ridership. The actual period of time over which this increase occurs was not specified, but should be set by City staff in order to compel adjustments to marketing strategies if ridership gains are not occurring at a significant rate.

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Parking and Traffic (cont.)	4. Leverage transit system and OSU shuttle as much possible (cont.)	7. A funding agreement should be reached by April 30, 2013 between the cities of Corvallis and Albany, the counties of Linn and Benton, Oregon State University, LBCC and other partners to at least sustain, if not grow, current transit service levels provided by the Linn-Benton Loop.	Sustained service of the Linn-Benton Loop bus routes, which serve commuters who regularly travel between Albany, Corvallis, OSU, and LBCC is expected to help maintain, if not decrease, the number of single occupancy vehicle trips made daily between these destinations.
		8. A historical evaluation and full understanding should be provided related to the 2004 OSU Campus Master Plan commitment that calls upon Oregon State University to fully fund expansion of CTS service as necessitated by OSU growth. The city of Corvallis and OSU should undertake discussions to mutually agree on a defined process and outcomes by which any future transit funding commitments are made by -- or requested of -- the University.	A review of the commitment made in the OSU Campus Master Plan to fund OSU-related CTS service expansions is expected to give both organizations the opportunity to establish a specific and detailed agreement for how, to what extent, and when such funding contributions shall be made.
		9. The city of Corvallis, along with Oregon State University and other regional transit providers should undertake a study to consider the development of a transit hub/transit center located on or adjacent to the OSU Campus. The objectives of this study would be to determine: the cost of creating such a transit hub; whether such a hub would promote – and to what degree -- increased use of transit services provided by CTS and other regional providers; whether such a hub would more effectively connect and serve the OSU campus and LBCC’s Benton Center by transit; whether such a hub would link well to OSU Shuttle service serving campus destinations; variable funding sources for such a hub; and what measurements for expanding transit service to the proposed hub would be utilized. This study would be completed by Aug. 1, 2013.	The expected recommendation outcomes are articulated in its language.

## Collaboration Corvallis Workgroup Recommendation Summary

Workgroup	Scope of Work Objectives	Recommendations	Expected Outcomes
Parking and Traffic (cont.)	4. Leverage transit system and OSU shuttle as much possible (cont.)	10. The city of Corvallis and Oregon State University should undertake a communications, marketing and public engagement campaign to promote alternative modes of safe travel within targeted residential areas that are within two miles of the core of the University campus. The purpose of this campaign would be to promote the recommendations presented by the workgroup to the Steering Committee for consideration at the November 29, 2012, meeting, as well as any subsequent recommendations regarding alternate transportation modes.	The expected recommendation outcomes are articulated in its language.

## Collaboration Corvallis Workgroup Recommendation Disposition

Workgroup	Scope of Work Objective No. – Recommendation No. <sup>1</sup>	Organization(s) Responsible for Implementation	Anticipated Implementation Timeframe / Estimated Cost	Magnitude of Difficulty <sup>2</sup>	Implementation Status / Comments
Neighborhood Livability	No. 1-1 Off-campus Living Guide	Oregon State University <ul style="list-style-type: none"> <li>• Office of Student Conduct and Community Standards</li> <li>• Division of University Relations and Marketing</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>• City Manager’s Office</li> </ul>	6 to 12 months.  OSU used existing staff to update guide. OSU’s cost to print is \$2,200. Distributed beginning spring term 2013.	2	Final guide is complete and ready for printing. OSU Division of University Relations and Marketing is coordinating with Benton County Strategic Prevention Framework staff to obtaining funding for production. (12-21-12)
	No. 1-2 Corvallis Police Dept./Oregon State Police coordination	Oregon State University <ul style="list-style-type: none"> <li>• Oregon State Police</li> <li>• University Office of Public Safety</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>• Police Department</li> </ul>	Ongoing; however, initiation of discussions to explore opportunities for enhanced patrols on weekends should occur as soon as possible.  Enhanced communication with City and Sheriff’s office using existing OSP staff.  Additional staffing necessary (each Sworn Officer @ \$100,000)	Enhanced Communication: 1  Funding additional Sworn Staffing: 5  OSU: 2	CPD has worked with OSP/OSU and OSU Office of Student Conduct enhancing sharing of information beyond existing Mutual Aid agreements. Existing legal limits regarding jurisdiction and enforcement authorization remain. Enhanced patrols require additional officers. CPD and OSP coordinate patrols as appropriate based on known activity.
	No. 1-3 Eliminate Special Response Notice (SRN) “warnings”	City of Corvallis <ul style="list-style-type: none"> <li>• Police Department</li> </ul>	Immediate. We’ve implemented strict enforcement of SRN’s and CNP’s. (in-kind staffing/ moderate effort)  Additional Sworn Staff: (each Sworn Officer @ \$100,000)	Strict Enforcement: 3  Funding additional Sworn Staff: 5	Police Department has begun issuing SRNs consistent with this recommendation. However, it is anticipated that additional staffing will be necessary to sustain this practice long term. (12-21-12)
	No. 1-4 Amend Student Code of Conduct	Oregon State University <ul style="list-style-type: none"> <li>• Office of Student Conduct and Community Standards</li> </ul>	6 to 12 months. Requires OAR amendment that should be in effect by fall of 2013.	1	

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## Collaboration Corvallis Workgroup Recommendation Disposition

Workgroup	Scope of Work Objective No. – Recommendation No. <sup>1</sup>	Organization(s) Responsible for Implementation	Anticipated Implementation Timeframe / Estimated Cost	Magnitude of Difficulty <sup>2</sup>	Implementation Status / Comments
Neighborhood Livability (cont.)	No. 1-5 Increase Student Conduct Staffing	Oregon State University <ul style="list-style-type: none"> <li>Office of Student Conduct and Community Standards</li> </ul>	6 months.  Anticipate 2.5 FTE at a cost of \$220K.	3	Additional staffing has been authorized. Anticipate filling these new positions by summer 2013.
	No. 1-6 City/OSU ITGA Membership and Annual Conf.	Oregon State University <ul style="list-style-type: none"> <li>Office of the President</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>City Manager's Office</li> </ul>	3 to 6 months. Membership: \$800 Annual Conf.: \$2,000 per person; 1 staff member each from City and OSU	1	
	No. 1-7 Consult with Dr. Robert Saltz on California Safer Universities project	Oregon State University <ul style="list-style-type: none"> <li>Office of the President</li> <li>Oregon State Police</li> <li>University Office of Public Safety</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>City Manager's Office</li> <li>Police Department</li> </ul>	3 to 6 months.  Currently coordinating with Benton County Strategic Prevention Framework to pay costs for Dr. Saltz consultation.  Dependent upon strategy development Recruitment to hire and realize effective tasks no less than 1 year. (In-kind staff/ Moderate effort)  Additional Sworn Staff: (each Sworn Officer @ \$100,000)	Consultation Planning and Coordination: 2  Recruitment & Hiring: 3  Funding additional Sworn Staff: 5	Staff from the Benton County Strategic Prevention Framework and Collaboration Corvallis have contacted Dr. Saltz to identify dates when he could attend meetings in Corvallis with relevant stakeholders, and begin an assessment of opportunities for implementing strategies utilized in the Safer California Universities project. It is currently anticipated that Dr. Saltz will visit Corvallis in April (3-1-13).  Enhancing staffing to address underage drinking laws and nuisance statutes through a targeted and publicized campaign require additional staffing and/or officers on overtime.
	No. 2-1 Increase minimum fines for providing alcohol to minors	City of Corvallis <ul style="list-style-type: none"> <li>City Manager's Office</li> <li>Police Department</li> <li>City Attorney's Office</li> </ul>	Spring 2013 (Target - end of March) (In-kind staff/ Moderate effort)	2	Staff is developing ordinance modification and reports for council consideration modifying fine amounts to be consistent with State Statute. (3-1-13)

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## Collaboration Corvallis Workgroup Recommendation Disposition

Workgroup	Scope of Work Objective No. – Recommendation No. <sup>1</sup>	Organization(s) Responsible for Implementation	Anticipated Implementation Timeframe / Estimated Cost	Magnitude of Difficulty <sup>2</sup>	Implementation Status / Comments
Neighborhood Livability (cont.)	No. 2-2 Adopt specific elements of a Social Host Ord.	City of Corvallis <ul style="list-style-type: none"> <li>• City Manager’s Office</li> <li>• Police Department</li> <li>• City Attorney’s Office</li> </ul>	Assessment, decisions and ordinance modifications completed by Sept. 2013. (In-kind staff/ Moderate effort)  Additional staffing necessary (each Sworn Officer @ \$100,000)	Evaluate/Modify Ordinances: 3  Funding additional Sworn Staff: 5	Social Host ordinance overlaps existing ordinances. A comparative analysis is being conducted to determine if existing ordinances should be modified or updated. Existing ordinances address Alcohol offenses, SRN, CNP, Disturbance and noise issues. Increased investigatory requirements are counter-productive to enforcement efficiencies. Additional staff are needed to enforce at levels desired by the Livability work group. CPD will continue to triage and prioritize calls for service based on nature of call and staffing levels.
	No. 2-3 Monitor effectiveness of SRN ordinance; report by Nov. 2013	Oregon State University <ul style="list-style-type: none"> <li>• Office of Student Conduct and Community Standards</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>• City Manager’s Office</li> <li>• Police Department</li> </ul>	SRN Ordinance modifications for initial response cost recovery is anticipated to be completed by Sept. 2013. (In-Kind staffing/ Moderate effort)  Livability Conditions Survey – November 2013. Complete by February 2014 Cost - \$5,000 (In-kind staffing/Moderate effort)	Evaluate/Modify Ordinance: 3  Livability Report: 4	Staff will begin to explore enhancing the SRN ordinance to recover initial response costs. Sharing of information with OSP/OSU and Office of Student Conduct has been improved and occurring now. We recommend the Work Group conduct a survey to assess livability conditions in November 2013. Extending the SRN Ordinance probation period beyond 30 days must consider fairness for residents who didn’t live at the location yet are subject to a second response penalty. Preliminarily this may have legal challenges.

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## Collaboration Corvallis Workgroup Recommendation Disposition

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Neighborhood Livability (cont.)	No. 2-4 Gravel parking area enforcement	City of Corvallis • Community Development Department	Completed by December 2013 \$5,000 (In-kind staffing/Moderate effort)	3	Physical survey of existing gravel parking areas to create baseline.
	No. 2-5 Refuse disposal enforcement	City of Corvallis • Community Development Department	Completed by August 2013 (In-kind staffing/Moderate effort)	2	Change Municipal Code language to provide for easier enforcement.
Neighborhood Planning	No. 2-1 Affordable housing parking exemption	City of Corvallis • Community Development Department	December 2013 (In-kind staffing/Minimal effort)	2	Part of LDC Collaboration Package
	No. 2-2 Amend LDC def. of “family”	City of Corvallis • Community Development Department	December 2013 (In-kind staffing/Minimal effort)	2	Part of LDC Collaboration Package
	No. 2-3 Add LDC def. of “Residential Home”	City of Corvallis • Community Development Department	December 2013 (In-kind staffing/Minimal effort)	2	Part of LDC Collaboration Package
	No. 2-4 LDC parking standards for 4- and 5-bedroom units	City of Corvallis • Community Development Department	December 2012 (In-kind staffing/Major effort)	4	The City of Corvallis has completed the necessary public hearing process for the recommended Land Development Code amendments, and they were implemented as of December 2012. (12-21-12)

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Neighborhood Planning (cont.)	No. 3-1 On-campus housing for 28-30% of undergrad students by 2019	Oregon State University <ul style="list-style-type: none"> <li>• University Housing &amp; Dining Services</li> </ul>	<p>6 years</p> <p>Growing from current 18% to 30% would be an increase of 3,187 students based on 2019 projected enrollment. Our planned new residence hall costs approximately \$90K/bed. This will leave 2,858 left to grow by 2019. Using this cost/bed, OSU would need to spend approximately \$257M to house to a total of 30% of undergraduates in 2019, using traditional bond financing methods. In addition to additional residence halls, growing to 30% would require an additional dining facility, which would cost approximately \$12M.</p> <p>OSU will be constructing a new 324 bed residence hall in April, opening fall of 2014 at a cost of \$30 million. Hard cost \$21 million, soft cost plus fees \$9 million.</p>	<p>Currently planned residence hall: 3</p> <p>Plan for future publicly funded residence halls: 5</p>	<p>On-going investments are being made in existing inventory to improve quality of life while minimizing costs to residents. The New Student Residence Hall will begin construction in April 2013. See No. 3-3 for update on PPP that may be able to help address the objective of housing 30% of undergrads.</p>
	No. 3-2 Housing chapter in Campus Master Plan	Oregon State University <ul style="list-style-type: none"> <li>• Campus Planning</li> </ul>	<p>18-24 months.</p> <p>Housing will be addressed more thoroughly in the CMP update. No cost, as staffing and funding are already anticipated.</p>	1	

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Neighborhood Planning (cont.)	No. 3-3 Public/Private Student Housing	Oregon State University	Timeframe: If project is feasible – 2 years for project completion. Cost associated with project delivery will be based on partnership agreement.  In-kind staff / Major effort	Requires legal counsel involvement, market analysis, financial agreements. Requires significant planning and review at each stage: 3	UHDS has completed the first phase - Exploration of Interest:  UHDS has developed a first draft of a Request for Proposal (RFP) as the second phase.
Parking and Traffic	No. 3-1 Increased TDM marketing	Oregon State University <ul style="list-style-type: none"> <li>• Division of University Relations and Marketing</li> <li>• Campus Operations</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>• Public Works Department – Transportation Division</li> </ul>	6 to 12 months.  Beginning March, 2013, the OSU Sustainability Office and URM will be working collaboratively to increase TDM marketing. Specific costs need to be confirmed with Steve, but it would be reasonable to invest at least \$1000 winter quarter and \$3000 spring quarter.  If City's assumption that OSU takes the lead is correct, the cost for the City would be characterized as minimal.  OSU anticipates increased TDM marketing as early as this fall if tiered parking is implemented. \$20,000 for marketing materials.	Difficulty of effort to increase marketing (City): 2  OSU: 3	Programs included will be the bike rental program, Drive Less Connect (carpool system), use of CTS and OSU Shuttle, and bicycle and pedestrian options. Methods will begin with print and social media, continued events targeting bicycle and pedestrian commuters and incentive/awards for those using alternatives to the single occupancy vehicle.  Recommendations are targeted to the OSU campus population so assume OSU will take the lead. City will provide support/information to OSU for their efforts on campus.

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Parking and Traffic (cont.)	No. 3-2 Fund on-campus bike share program	Oregon State University <ul style="list-style-type: none"> <li>• Student Sustainability Initiative</li> <li>• Department of Recreational Sports</li> <li>• Campus Operations – Sustainability Program</li> </ul>	Implemented Jan.7, 2013. Estimated startup costs (Brandon to confirm) were \$3,840 with \$2,000 coming from the Student Sustainability Initiative and \$1,840 (of \$4,000 max allocated) coming from the Collaboration via Steve Clark and Brandon Trelstad. Ongoing O&M costs will be covered by rental fees (\$35/term, \$10/week, \$3/day) and Rec Sports.	2	Operated by Recreational Sports, the bike loan program began operation Jan.7,2013. As of early February, two of the 14 bikes in the fleet were rented. Additional marketing and outreach will occur over Feb. and Mar.2013. Website: <a href="http://oregonstate.edu/ssi/feature/20130113-osu-bike-loan-program">http://oregonstate.edu/ssi/feature/20130113-osu-bike-loan-program</a> Contact Brandon Trelstad for more info.
	No. 3-3 Parking wayfinding signage	Oregon State University	OSU to lead. 6-9 months. In kind – Major \$10,000 for signage	OSU: 4  ODOT follows strict guidelines for signage on highways and this may not be a permitted use: 4	Oregon Department of Transportation controls signage on the State highway.
	No. 3-4 On-campus variable parking permit pricing	Oregon State University <ul style="list-style-type: none"> <li>• Campus Operations – Transit &amp; Parking Services</li> </ul>	12 months.  Cost – TBD	3	OSU intends to develop variable parking permit pricing with possibly a phased implementation to coincide with the City’s execution of parking districts around campus. The first phase could be implemented by Fall 2013 .

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Parking and Traffic (cont.)	No. 4-1 OSU funding for expanded CTS service	Oregon State University <ul style="list-style-type: none"> <li>• Division of University Relations and Marketing</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>• Public Works Department – Transportation Division</li> </ul>	Routes implemented September 2012  Cost: \$22,880  No specific agreements in place for FY14.	Difficulty of effort to expand operations: 2	The service expansions have been operational since the end of September 2012. The recommendations and expected outcomes may need to be refined as a result of discussions between OSU and the City on this item. OSU has committed to fund additional runs on three CTS routes (5, 6, and C1) for one year only (i.e. FY 12-13). The funding amount is \$22,880. OSU and the City of Corvallis are finalizing an intergovernmental agreement for one year of funding support for the additional runs. A commitment beyond that one year has not been determined. Based on the previous ridership of the affected routes, a more realistic target for the expected outcome is 8,500 trips (not 11,000)

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Parking and Traffic (cont.)	No. 4-2 Improved CTS/OSU Shuttle coordination	Oregon State University <ul style="list-style-type: none"> <li>• Campus Operations</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>• Public Works Department – Transportation Division</li> </ul>	3 to 6 months.  (depending on when work completed to set shuttle purpose and schedule)  For City, cost is mainly in staff time and is expected to be moderate.  OSU – In-kind / Moderate effort	Provided coordination of systems will actually result in expected outcomes (i.e., shuttle is best suited for getting folks around campus from south and west parking areas; CTS is best suited for getting folks to the north and middle of campus. May not be much overlap of riders: 3	Potential for coordination will depend on whether there is overlapping purpose between the two transit systems, on what is the proposed shuttle schedule, and on the specific shuttle route times and stop locations. First meeting to take place in early February 2013. Follow-up work assigned and next meeting to be scheduled by OSU in early March.  OSU has implemented GPS units on campus shuttles. City to implement GPS by fall of 2013.
	No. 4-3 OSU Shuttle emphasis as transport between campus fringe and core	Oregon State University <ul style="list-style-type: none"> <li>• Campus Operations – Transit &amp; Parking Services</li> </ul>	OSU - This should be completed by a transit specialist at \$10,000 - \$15,000; 3-6 months.  OSU will need one to two more shuttles that are ADA accessible at \$100K each. OSU will need additional drivers from First Student at a cost of \$X.	OSU: 3	

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Parking and Traffic (cont.)	No. 4-4 OSU Shuttle implement Vehicle Info Service	Oregon State University <ul style="list-style-type: none"> <li>• Campus Operations – Transit &amp; Parking Services</li> </ul>	3 to 6 months. OSU has implemented a GPS shuttle tracking system the initial cost for the equipment was \$900 and the recurring subscription costs are \$85 per month per bus. To fully implement the system we will need to update signage at all of the shuttle stop locations. Estimated cost for signage updates is approximately \$250 per sign location, anticipating 12 to 15 signs. This could be completed during the summer.	2	Transit & Parking Services staff initiated a VIS trial run in Nov. 2012 and intended to continue the test for several months to determine how to best configure the system. Final purchase and implementation is expected before the Fall 2013 term. (12-21-12)
	No. 4-5 CTS implement Vehicle Info Service	City of Corvallis <ul style="list-style-type: none"> <li>• Public Works Department – Transportation Division</li> </ul>	September 2013 Part of a \$500,000 project	Significant workload to review proposals, secure vendor, configure and install product, and work through bugs: 4	Request for Proposals for VIS system to be published in February 2013. Expected Outcomes text “the shuttle’s location” should be replaced with “bus locations”.

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Parking and Traffic (cont.)	No. 4-6 City implement CTS Marketing Plan	City of Corvallis <ul style="list-style-type: none"> <li>• Public Works Department – Transportation Division</li> <li>• Oregon State University -- Division of University Relations and Marketing</li> </ul>	12 to 18 months.  September 2014 \$20,000	No CTS staff capacity or expertise: 5	The recommendation would ideally reflect a joint effort between the City and OSU to develop a marketing plan. CTS does not have the staff capacity or expertise to do this work. City to work with OSU Marketing resources to develop a plan to make progress toward the objectives. OSU has initiated a first meeting. After discussion with staff, a more realistic percentage of increased ridership in both the Recommendations and Expected Outcomes section would be 10% (vs. current 20%)
	No. 4-7 City/OSU funding for Linn-Benton Loop	City of Corvallis City of Albany Oregon State University Linn-Benton Community College Benton County Linn County	May 2013 About \$210,000 needed to make up lost revenue sources for the Loop  Negotiations between City of Albany (who runs the Loop) and other partners is complete for FY14 funding amounts. OSU agreed to \$102,000 for FY14, a significant increase above the current FY13 funding level of \$81,900  Corvallis contribution proposed to increase from ~\$20k to \$125k, which means \$100k reduction for CTS service	Difficulty to establish 'fair' funding model among partners and to reallocate scarce funds from each agency's current services to Loop (City): 3  OSU: 2	Historical ridership statistics show 70% associated with either OSU or LBCC. All partner organizations listed have been meeting throughout the winter to discuss possible funding models. A final proposal is being reviewed for approval.  No additional support from OSU has been requested for the Loop for FY13. OSU has agreed to the increase noted to the left for FY14. Please contact Brandon Trelstad for more info.

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Parking and Traffic (cont.)	No. 4-8 Evaluate OSU commitment for CTS funding	Oregon State University <ul style="list-style-type: none"> <li>• Division of Finance and Administration</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>• City Manager’s Office</li> <li>• Public Works Department – Transportation Division</li> <li>• Community Development Department</li> </ul>	6 months.  To be discussed.	OSU: 2	As noted above, there is an agreement nearly final for supplemental funding for additional runs during FY13, but no commitments have been made for FY14.
	No. 4-9 Evaluate need for on-campus transit hub	Oregon State University  Linn-Benton Community College  City of Corvallis  Corvallis Area Metropolitan Planning Organization	Study completed by July 2014  Cost to support MPO planning effort is major.	Significant work to evaluate need, determine location(s) and perform cost/benefit analysis: 5	City met with OSU in early February 2013. City sought MPO planning support and project is included in MPO proposed work plan for FY 13-14. More realistic schedule is July 2014.
	No. 4-10 Marketing to promote alternate modes of safe travel	Oregon State University <ul style="list-style-type: none"> <li>• Division of University Relations and Marketing</li> <li>• Campus Operations</li> </ul> City of Corvallis <ul style="list-style-type: none"> <li>• City Manager’s Office</li> <li>• Police Department</li> <li>• Public Works Department</li> </ul>	July 2014  Cost for City is moderate	Develop, implement, and manage a campaign with constrained staff resources: 4	Objective appears to be to market the changes made as a result of the Collaboration process; therefore timeframe moved to after an expected implementation of the feasible recommendations. City staff will provide support to OSU.

NOTES: <sup>1</sup> Refer to accompanying recommendation summary for full text of each Scope of Work Objective and corresponding recommendations.

<sup>2</sup> Scale of 1-5, with 1 being “easiest” and 5 being “hardest.”



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MEMORANDUM

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**TO:** Collaboration Corvallis Steering Committee

**FROM:** Eric Adams, Project Manager

**DATE:** March 13, 2013

**SUBJECT:** Third Round of Work Group Recommendations

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Provided below is the third round of recommendations that have been developed by each of the three Collaboration Corvallis work groups directly in response to the Scope of Work objectives.

**I. Neighborhood Livability Workgroup Recommendations**

**Scope of Work Objective 1 – Create a sustainable program to mitigate issues associated with having a large student population within neighborhoods**

- a. Develop livability standards that can be used as a guide for municipal code enactment and OSU Student Conduct standards**

**Recommendations**

- 1. In order to allow the Corvallis Police Department to return to a Community Policing model that emphasizes cost-effective education and outreach strategies designed to proactively address community livability; to facilitate more consistent and effective enforcement of existing and proposed Corvallis Municipal Code regulations regarding nuisances, disorderly conduct, vandalism, and alcohol violations; to improve the safety of both the community and police officers who respond to the community's calls for service; and to promote and sustain livable neighborhoods throughout Corvallis; the Neighborhood Livability Work Group recommends to the Collaboration Corvallis Steering Committee that the City of Corvallis establish a goal of increasing the ratio of sworn police officers from the current rate of 0.96 per 1,000 residents to 1.2 sworn officers per 1,000 residents.**

**Basis for Recommendation**

The work group has revisited its recommendation on the topic of police staffing levels, which was originally presented to the Steering Committee at its November 29, 2012, meeting, but

returned for further consideration. In particular, the Steering Committee requested that the work group:

- Investigate whether it would be possible to improve neighborhood livability through more efficient coordination of existing law enforcement staff of the Corvallis Police Department, Oregon State Police, and Benton County Sherriff;
- Consider opportunities for strategic enforcement of Municipal Code regulations that respond to high-profile neighborhood livability issues;
- Discuss whether expanding education and outreach programs might proactively address behavior that detracts from livable neighborhoods;
- Explore whether non-sworn OSU public safety officers or civilian patrols could help with off-campus community policing; and
- Consider additional work load and staffing issues that might impact the City of Corvallis Municipal Court, Benton County Jail, and District Attorney's Office.

Since the November 29, 2012, Steering Committee meeting, the following actions have occurred relative to the five requests noted above.

1. Improved coordination between the Corvallis Police Department, Oregon State Police, and OSU Office of Student Conduct and Community Standards has increased identification of OSU students charged with violations of Oregon law and/or the Corvallis Municipal Code, which instigates follow-up communications with those students by the OSU Office of Student Conduct and Community Standards.
2. The Corvallis Police Department began strictly enforcing the Special Response Notice ordinance, which requires payment of enforcement costs associated with subsequent responses to the same property within 30 days of an initial citation. Increasing and maintaining enforcement of this ordinance at current levels has caused some Corvallis Police Department officers to incur overtime because of existing staffing levels.
3. The City of Corvallis has tentatively been awarded a \$142,000 state grant to implement an electronic citation system, which will significantly improve the efficiency of existing prosecution, data tracking, and administrative tasks completed by the Municipal Court and Police Department.
4. The Corvallis Police Department and Collaboration Corvallis project staff have conducted additional research on police staffing levels from comparator jurisdictions, and, to the extent possible, have taken the associated crime rates into consideration. Additional discussion of these comparators is provided below.
5. The Corvallis Police Department provided the work group with a detailed comparison of the city's total population, OSU's student population, total calls for service, and number of sworn officers for Fiscal Years 1991/1992 and 2011/2012. Fiscal Year 1991/1992 was the last year in which the sworn officer ratio was near 1.2 per 1,000 of total population. See Attachment A for more information.

6. The Corvallis Police Department discussed with the Municipal Court, District Attorney's Office, and Benton County Jail potential impacts to their work loads and staffing requirements if citation rates were increased as a result of a higher ratio of sworn officers. In general the Benton County Jail and District Attorney's Office noted they had been able to accommodate the rate of prosecutions when the Corvallis Police Department's sworn officer ratio was closer to 1.2 per 1,000 of total population, and anticipated being able to return to that same level of service if the current sworn officer ratio increased. They also noted that most citations issued by the Corvallis Police Department are prosecuted by the Corvallis Municipal Court, particularly those often related to neighborhood livability concerns. The Municipal Court anticipates that the new electronic citation system mentioned above will provide additional work load capacity that could accommodate an increased number of citations, assuming an increase occurred.
7. The Corvallis Police Department has had discussions with Collaboration Corvallis project staff, as well as staff from the Benton County Strategic Prevention Framework, concerning enforcement expectations related to recent recommendations to modify existing Municipal Code regulations dealing with alcohol violations. Forthcoming consultations with Dr. Robert Saltz of the Safer California Universities project, and the likelihood of recommendations to institute targeted enforcement and publication of enforcement outcomes, have also been discussed in light of existing staffing levels. Lastly, items related to education and outreach programs that are included with this most recent round of recommendations from the work group were reviewed for potential demands on current police staffing.
8. The Corvallis Police Department has provided the work group with a description of current cost containment initiatives, which include:
  - Reduced annual budget of \$1,600 for volunteer crime prevention and similar community resource programs;
  - Continuation of "No Report Written" (O-6) call for service response, estimated to have saved approximately \$294,000 in office time for 2012;
  - Continuation of the "CopLogic" online reporting system, estimated to have saved \$33,950 in officer time for 2012; and
  - Phone-based reporting by non-sworn staff, estimated to have saved approximately \$55,000 in officer time for 2012.

In addition to this information, the work group has also reviewed the following.

1. Statistical information on the percentage of calls for service logged in 2012 for each of the three Corvallis Police Department districts, as well as the corresponding percentages of total population. The Central District, which includes most of the Collaboration Corvallis Project Area is noted to have 32 percent of the city's population but generated 49 percent of the calls for service. See Attachment A.

2. The work group received a summary of findings from previously conducted surveys and staffing studies related to the community's perception of crime and safety (Attachment A). These include:
- Results from the 2010, 2011, and 2012 City of Corvallis Citizen Attitude Survey, which show that the percentage of respondents who felt safe in their neighborhood or Downtown has decreased by 6 percent and 13 percent, respectively, over the last three years.
  - Findings from a 2011 International City Manager Association (ICMA) Survey, which identified "police services" as the only city service to be a "Corvallis Key Driver", a "National Key Driver", and a "Core Service." Key Drivers are those factors which have the greatest influence residents' opinions on quality of life.
  - A comparison of police staffing ratios for all Oregon jurisdictions that was completed in 2009 by the League of Oregon Cities. At that time, Corvallis had the fourth lowest ratio of all Oregon jurisdictions and the lowest ratio of all jurisdictions with a population of greater than 50,000 people. This information was considered as part of the work group's previous recommendation to increase police staffing to be consistent with other university communities.
  - Findings from a 2008 police staffing study conducted by Matrix Consulting Group, a national firm specializing in the assessment of municipal service provision, which based its recommendation that the City of Corvallis attain a sworn officer ratio of 1.2 per 1,000 of total population on then-current statistical rates for Part I, II, and III crimes, and not comparisons of total population. It also noted that the Corvallis community was prone to overestimating safety, partly due to changes in enforcement practices brought about by the "No Report Written" cost-savings measure described above. Additionally, the study concluded that the Corvallis Police Department had "*insufficient unobligated time for Community Policing*" efforts due to below-average staffing levels.
  - A comparison of the police staffing ratios from a random sample of 12 comparable university communities from across the country, which shows that Corvallis has the second lowest police staffing ratio (Attachment A).

In addition to this information, Collaboration Corvallis project staff also analyzed the police staffing ratios and crime rates for all U.S. jurisdictions with a population between 53,000 and 60,000 people. Of the 83 cities, only 25 are home to a nationally accredited university, and only six of those have a total student enrollment of 20,000 or greater. Corvallis' police staffing ratio ranks second lowest among those cities with a university population of 20,000 or greater, and seventh lowest among all 83 cities.

It is also worth noting that while the Uniform Crime Rate reported for Corvallis (33.2 per 1,000 in 2011) is consistent with the national average, it only captures Part I crimes, which include murders, rapes, robberies, assaults, burglaries, thefts, auto thefts, and arsons. Part II and Part III crimes, which include the spectrum of nuisance, vandalism, disorderly conduct, and alcohol violations that have become increasingly common in some neighborhoods near the OSU campus, are not

captured in the Uniform Crime Rate. Therefore, comparisons of the Uniform Crime Rate from other jurisdictions with similar populations may not be a valid metric for determining an appropriate sworn officer staffing ratio. For this reason, the study completed by Matrix Consulting is likely to be the most accurate indicator of an optimal sworn officer ratio for Corvallis.

3. As noted above, the Corvallis Police Department has instituted a “No Written Report” policy, or “O-6” response, for some calls for service as a means of responding to reduced budgets. In general, these types of calls are often related to Part II and Part III crimes, for which simply halting or disrupting a certain nuisance or disorderly behavior is the most that can be accomplished with current staffing levels. When a call for service is “O-6’d”, no citations are issued, and no contact information is collected for future education and outreach. This enforcement approach has been described by the Police Department as “purely reactive triage”, and is frequently applied to relatively low-level violations that have been documented to negatively impact neighborhood livability with increasing regularity. Over the last three years, the Corvallis Police Department has averaged roughly 12,000 “No Written Report” responses, which, for 2012, equates to approximately 44 percent of all calls for service. Given that the Central District is generating the highest percentage of calls for service, it is reasonable to conclude that neighborhoods within the Collaboration Corvallis Project Area are most impacted by this enforcement approach.
4. The City’s land use planning and community visioning documents also speak to the importance and expectation of adequate public safety resources. The 2020 Vision Statement notes several relevant community characteristics, such as:
  - “a continued public safety commitment makes downtown a safe place at any time of day or night”;
  - “OSU and Corvallis are active partners with a range of shared resources and cooperative agreements to support mutual interests in areas such as fire and police protection...”; and
  - “Corvallis residents determine livability by the quality of the schools, the safety and security of citizens and their property...”

Additionally, policies 10.8.1 and 10.8.2 from the Corvallis Comprehensive Plan highlight the expectation of providing expanded public safety services as the city’s population increases and desire for community policing, traffic and crime prevention grows. These expectations are reflected in Table 2.6-1 of Corvallis Land Development Code Chapter 2.6 – Annexations, through the inclusion of a sworn officer staffing ratio of 1.2 per 1,000 as a livability benchmark and possible criterion for determining whether to annex land into the city limits.

5. Finally, the work group has received commentary from the Corvallis Police Department that, given current staffing levels, it will not be possible to effectively implement many of the work group’s recommendations concerning enforcement of certain Municipal Code ordinances, or consistently participate in education and outreach programs proposed in response to Scope of Work Objective 3. Based on research conducted as part of the

Collaboration Corvallis project, and by specific members of the work group, many of these strategies have been implemented in other university communities and were demonstrated to have significant positive impacts on neighborhood livability.

Given these considerations, the work group reiterates its conclusion that increasing the existing police staffing ratio to be consistent with and supportive of the community's own public safety goals is essential for promoting and sustaining livable neighborhoods.

### **Scope of Work Objective 3 – Develop a funding mechanism to support an enhanced code enforcement and student conduct program.**

#### **a. Create outreach and informational programs as key components of the new Program**

At the outset of its efforts to address Scope of Work Objectives related to the Neighborhood Livability track, the work group articulated a set of 12 goals that has served as a guide for strategy development and assessment. The six following goals relate to Scope of Work Objective 3.

- Decrease the current amount of high risk drinking.
- Decrease the amount of junk/trash and vandalism.
- Identify resources necessary to establish and/or maintain efficient and effective responses to conduct issues.
- Increase prevention and education.
- Quiet, safe, and clean neighborhoods.
- Create a landlord training and accountability program.

These goals respond to testimony received by the work concerning property maintenance conditions and tenant conduct that can have negative impacts on neighborhood livability. Property maintenance concerns include excessive accumulation of debris and refuse, illegally parked vehicles, general deterioration of a dwelling's exterior (e.g., old paint, cracked and decaying siding, broken windows, unmaintained roofing, etc.), and lack of regular landscape maintenance, all of which can detract from the aesthetics of a neighborhood. Tenant behaviors related to frequent disruptive social gatherings, loud noise, and other forms of disorderly conduct were also repeatedly cited as adversely affecting neighborhood livability. In general, the complaints regarding these issues seemed to be associated with rental housing units more often than not. Of primary concern was a perception that rental property managers and landlords are either not aware of property maintenance issues and tenant behavior, or are not willing to address these issues in order to mitigate impacts on the surrounding neighborhood.

As part of its review of "best-practices" research compiled by Collaboration Corvallis project staff, the work group identified implementation of a Property Maintenance Code and Rental Housing Licensing program as a potential solution for these issues. Six public meetings were held on this concept to assess the effectiveness of similar programs implemented in other university jurisdictions, gain public input from a diverse set of stakeholders, and discuss the associated trade-offs and potential unintended

consequences. Through the course of receiving additional public testimony, the work group became aware of several concerns from local landlords and property managers concerning the equitability of such a program. The work group also gained a fuller understanding of the types of health and safety impacts to various segments of the community's rental housing tenants that can result from inadequate property maintenance practices.

The work group reviewed and considered the effectiveness of existing rental housing and property maintenance codes administered and enforced by the City of Corvallis. In general, the work group found that these existing codes and programs are inadequate to thoroughly address the spectrum of property maintenance issues impacting both tenants and neighborhood residents. Of particular concern was the need for increased staffing to more efficiently respond to a significant increase in code enforcement complaints. In 2012, more than 850 complaints were received by the City of Corvallis related to Land Development Code, Municipal Code, or Rental Housing Code regulations. Approximately 280 of those pertained to habitability issues, but only 170 could be addressed locally through the existing Rental Housing Code. Currently, there is a backlog of more than 600 code enforcement cases.

Another need identified by the work group was an increase in educational and outreach efforts to inform the community about opportunities for resolving property maintenance issues, as well as identify financial resources that might be available to prevent them from occurring. Several programs researched for this topic include a liaison who works to fulfill this need by facilitating communications between property owners, tenants, neighborhood residents, and local government staff. The City of Corvallis Housing Division staff are currently performing many of these tasks. However, the work group concluded that additional resources are necessary to respond to increasing needs within the community as rental housing becomes a greater portion of the overall housing supply.

### **Recommendations**

- 1. The Neighborhood Livability Work Group recommends to the Collaboration Corvallis Steering Committee that the City of Corvallis:**
  - a. Implement a Property Maintenance Code that applies to all properties;**
  - b. Create, through subsequent political process, an equitable funding structure that gives consideration to demands on the complaint-response system;**
  - c. Provide staffing commensurate with the requirements of the code; and**
  - d. Utilize culturally and linguistically appropriate education and outreach strategies to engage community stakeholders to better understand and reduce barriers to complaints**

### **Basis for Recommendation**

Testimony to the Neighborhood Livability Work Group from community stakeholders and local experts has illuminated significant health, safety, and neighborhood livability concerns (e.g., overcrowding, mold, illegal housing units, inadequate exterior maintenance, and solid waste accumulation) that are not adequately addressed by existing, locally-enforced housing codes.

Testimony suggests that such conditions can be the result of tenant and/or landlord actions, and that impacts to neighborhood livability resulting from these conditions have increased over the past several years. In addition, testimony indicates that many community members do not utilize the current complaint-driven rental housing system due to fear of intimidation or eviction, language barriers, and/or lack of awareness.

A Property Maintenance Code (PMC), with adequate staffing and resources, would provide an important and immediate first step in addressing these concerns. Furthermore, culturally and linguistically appropriate, targeted education, outreach to and engagement with community stakeholders are essential in order to better understand and address barriers to the current complaint-driven system. A Neighborhood Liaison position has the potential to assist with these efforts. An equitable funding structure that gives consideration to resource demands on the complaint-response system should be determined by the City Council through subsequent political processes.

- 2. The Neighborhood Livability Work Group recommends to the Collaboration Corvallis Steering Committee that the City of Corvallis utilize a progressive enforcement strategy as part of the process for resolving complaints related to habitability and livability codes.**

Basis for Recommendation

Testimony provided to the work group from the community (including students, at-large renters, landlords, property managers, and City of Corvallis staff) reflects a divided argument between two positions. Renters believe there is a need for additional property maintenance oversight while property managers and landlords disagree. It is estimated that 30% of the approximately 13,000 rental housing units in Corvallis are in need of some type of improvement to comply with locally enforced safe housing codes, Oregon Landlord/Tenant Law, or requirements addressed through a typical Property Maintenance Code. At present, City Code Enforcement Staff are faced with a backlog of over 600 complaints, approximately 75% of which are estimated to be related to rental housing, and 20% are estimated to be associated with property owners who have multiple complaints. The maximum civil penalty for failure to comply with a Notice and Order under the existing Rental Housing Code is \$250 per day, while most violations of the Land Development Code are punishable by a maximum fine of \$500 per day. Staffing limitations aside, the current code enforcement process does not include a progressive enforcement strategy with increasing fines for repeat violations, which, if adopted, could act to diminish the prevalence of livability and habitability issues currently impacting Corvallis neighborhoods; particularly those within the Collaboration Corvallis Project Area.

- 3. The Neighborhood Livability Work Group recommends to the Collaboration Corvallis Steering Committee that the City of Corvallis:**
  - a. Support collaborative efforts to seek additional information and input from diverse stakeholders to develop additional programs and policies to address concerns raised, and**

- b. Review options for additional policies or programs needed to address housing conditions (e.g, a rental licensing program with mandatory inspections, a performance-based inspection model, an enhanced inspection model that focuses on problem areas and/or landlords, self-monitoring by property managers) within two years of implementing a Property Maintenance Code.**

#### Basis for Recommendation

A number of solutions, such as a rental housing licensing program with mandatory inspections, a performance-based inspection model, an enhanced inspection model that focuses on problem areas and/or landlords, and a system of self-monitoring by property managers, have been proposed as responses to livability concerns. However, the work group believes further investigation and consideration are needed before adopting any particular approach beyond implementation of a Property Maintenance Code. Although qualitative data concerning the conditions of housing stock and barriers to utilizing a complaint-driven system exist and warrant action, more comprehensive, quantitative data are needed to fully understand the scope of these issues.

Therefore, during the first two years of implementation of a Property Maintenance Code accompanied by increased staffing and community outreach, additional information should be collected on: benefits and gaps of the new Property Maintenance Code, conditions of local housing stock, dynamics related to a complaint-driven system, and potential programmatic solutions. Furthermore, during this period of assessment, opportunities exist for continuing to engage diverse community stakeholders (e.g., property owners, managers, and brokers; student groups; housing experts; City and County staff; cultural groups; and the faith community) through participatory public processes (e.g., public meetings, work groups, and/or a health impact assessment) to better understand current conditions and seek solutions.

A commitment to review the issue within two years of implementation provides time to observe the impact of the Property Maintenance Code, seek additional information, work collaboratively with community stakeholders, and ensures that the City is committed to addressing these concerns.

#### **Scope of Work Objective 4 – Evaluate and implement opportunities to utilize students, peers, and neighborhood volunteers in outreach and informational programs**

In order to respond to this Scope of Work Objective, the work group has reviewed education and outreach programs from several comparator universities that place an emphasis on assisting students as they transition to living in the community. Included in this review were programs from the following institutions:

- Cornell University
- Michigan State University
- Ohio State University
- Penn State University

- Purdue University
- Texas A&M University
- University of Arizona
- University of California at Davis
- University of Illinois
- University of Wisconsin

**Recommendations**

1. **The Work Group recommends to the Collaboration Corvallis Steering Committee that OSU, with assistance from the City of Corvallis, develop and provide orientation programs that prepare students for living off campus. Based on models from other universities that were research to develop this recommendation, the following elements should be included:**
  - a. **Education on rental housing, including lease contracts and Oregon’s landlord/tenant laws.**
  - b. **Considerations for selecting roommates and managing household responsibilities.**
  - c. **Process for initiating utilities and refuse collection services**
  - d. **Education on city ordinances concerning on-street parking regulations, nuisance behaviors, noise, alcohol possession and consumption, and others.**
  - e. **Awareness of neighborhood livability issues and effective ways to establish and maintain mutually respectful relationships with neighbors.**

**Assuming commensurate staff are available, it is further recommended that OSU and the City of Corvallis strive to implement a pilot program before the end of the Spring 2013 term.**

**Basis for Recommendation**

Currently there is no organized orientation provided for students preparing or desiring to live off campus. Beginning Fall of 2013, all traditional freshman students are required to live on the OSU campus, which will provide focus opportunities for educating students on these matters before transitioning to off-campus housing.

OSU and the City of Corvallis have knowledgeable and experienced personnel who could provide orientation and programming on how to live off campus in a manner that promotes and supports community livability.

2. **The Work Group recommends to the Collaboration Corvallis Steering Committee that the City of Corvallis identify and assign to a city department the responsibility of providing support to neighborhood associations and student living groups in coordination with OSU. The purpose of this recommendation is to:**
  - a. **Improve and foster communication between neighborhood associations, the City of Corvallis, and OSU regarding neighborhood livability issues.**

- b. Assist neighborhood associations with identifying and securing resources that will improve and sustain their ability to manage neighborhood livability at the neighborhood level.**
- c. Provide neighborhood associations and student living groups with a central point of contact for future community initiatives related to improving and sustaining neighborhood livability.**

**It is recommended that this strategy be implemented prior to Fall 2013.**

Basis for Recommendation

The citizens of Corvallis living in close proximity to Oregon State University have raised significant concerns about neighborhood livability.

Best-practices in other university towns with effective education and outreach strategies include city government support of neighborhood associations and student living groups. This support might consist of providing staff assistance to facilitate constructive communication regarding livability issues between neighbors; developing neighborhood-specific livability goals and communication plans; and securing third party funding for initiatives that promote livable neighborhoods.

- 3. The Work Group recommends to the Collaboration Corvallis Steering Committee that the City of Corvallis and OSU develop and implement a “Community/Neighborhood Welcome” program with assistance from neighborhood associations and other community stakeholders. The expected outcomes of this strategy include:**
  - a. Setting a positive tone at the beginning of each school year to encourage mutually respectful relationships between neighbors.**
  - b. Supporting related efforts to engage students with neighborhood livability education and outreach programs.**
  - c. Working to diminish hostility toward students that has grown in the community.**
  - d. Providing additional opportunities for community leaders to visibly engage in efforts to support livable neighborhoods.**

**It is recommended that this strategy be implemented prior to Fall 2013.**

Basis for Recommendation

Due to the concentration of rental housing units in neighborhoods surrounding the Oregon State University campus, many permanent residents and students who live in these areas are new neighbors to one another each year. This dynamic can become a disincentive for permanent residents and students to invest time to become acquainted and communicate openly about their respective neighborhood livability expectations. Several university communities researched for the purpose of devising effective education and outreach programs currently hold a “Welcome

Week”. Anecdotal information suggests that these programs are an important aspect of supporting neighborhood livability.

- 4. The Work Group recommends to the Collaboration Corvallis Steering Committee that Oregon State University and the City of Corvallis identify, coordinate, and make available to community members a mediation/conflict resolution service.**

**It is recommended that this strategy be implemented prior to Fall 2013.**

#### Basis for Recommendation

Many times there are significant conflicts between neighbors that are difficult to resolve. Typical interventions might not always be successful.

Professional mediation has proven to be a viable solution in many college town communities.

A mediation organization and qualified personnel are located in the local community and are available to assist with dispute resolution. The availability of these resources could be coordinated through new staff in the OSU Office of Student Conduct and Community Standards, who might also be certified mediators.

## **II. Neighborhood Planning Workgroup Recommendations**

**Scope of Work Objective 2 – Review current development standards, and identify potential measures that would minimize potential impact from the creation of high density housing in or near lower density residential areas.**

- a. Develop and enact Land Development Code (LDC) language that would implement selected mitigation measures (measures to mitigate impacts to neighborhood character, privacy, parking, and other issues, as identified).**

As part of its ongoing efforts to identify and devise possible amendments to the Land Development Code that would facilitate infill development that is compatible with existing neighborhoods, the work group considered several suggestions from the Avery Addition Neighborhood Association. The following recommendations respond to those items which the work group concluded would support neighborhood compatible development.

## Recommendations

- 1. The Work Group recommends that the City of Corvallis explore amending the Corvallis Land Development Code so that lots reconfigured through the Lot Line Adjustment process do not contain “unusable area”, as yet to be defined.**

### Basis for Recommendation

The Work Group received public testimony that highlighting the potential for the Lot Line Adjustment process to be used in a way that increases the square footage of an existing lot in order to meet minimum area requirements for certain dwelling types of dwelling units, but do so in a way that may result in additional lot area that is, in practical terms, not usable. For example, a common lot line between two properties could be adjusted to transfer enough area to permit construction of a duplex, but the area transferred could be so narrow or oddly connected to the original lot as to make its use impractical. In this scenario, the property owner would have gained the option of potentially constructing a larger dwelling in comparison to the surrounding development pattern, which may negatively impact the character of the neighborhood and not be compatible with the mass and scale of adjacent dwellings. The subject recommendation is intended to balance the transition of existing neighborhoods to potentially higher density with the desire to preserve historic development patterns and the resultant neighborhood character.

- 2. The Work Group recommends that the City of Corvallis amend the Corvallis Land Development Code so that the minimum required side yard setback distance specified for zero lot line, single attached units is the same as that for a duplex, and that the setback distance be consistent for these two dwellings types in each zone in which they are permitted. However, the Work Group also recommends that a minimum side yard setback distance of 10 feet only be required in instances of infill development, as yet to be defined.**

### Basis for Recommendation

Duplexes and zero lot line, single attached dwelling units are currently allowed in the RS-5, RS-6, RS-9, RS-9U, RS-12, RS-12U, and RS-20 zones. In each of these zones, the minimum side yard setback distance for zero lot line, single attached units is eight (8) feet, while the minimum side yard setback for a duplex is 10 feet. The Work Group discussed the potential for two zero lot line, single attached units to have a building footprint, mass, and scale that is similar to that of a duplex, to the extent that, when viewed from the street or adjacent properties, one dwelling type might not be distinguishable from the other. Given these similarities and the effects building massing can have on neighborhood character, the work group determined it was appropriate for the current minimum side yard setback distance for zero lot line, single attached units to be increased from eight (8) feet to 10 feet.

- 3. The Work Group recommends that the City of Corvallis amend Chapter 2.14 (Partitions, Minor Replats, and Property Line Adjustments) of the Corvallis Land Development Code, specifically Section 2.14.30.05.b.2(b), by removing the option to calculate density potential by including up to 50 percent of the area of public street right-of-way that fronts a site.**

Basis for Recommendation

In some instances involving existing lots in established residential neighborhoods, the option of adding up to 50 percent of the area of public street right of way abutting a site causes the resultant density calculation to allow an additional unit that would not otherwise be permitted. For example, in the RS-9 zone, the maximum allowed density is 12 units per acre, which results in a maximum density of 1.38 units, or one unit for a 5,000 square foot lot. When half of the corresponding public street right of way area (approximately 1,500 square feet) is added to the lot square footage, the maximum density increases to 1.79 units or two units.

The Work Group received public testimony on the potential for this provision to allow an additional unit as a result of including the public street right-of-way area, and the resultant potential for infill development to be of greater density than what is observed in the surrounding neighborhood. It has been suggested that this difference between existing density and redeveloped density can negatively impact neighborhood character and unnecessarily encourage the demolition of historic homes to facilitate the development of investment properties. For example, it might be possible to redevelop an infill lot with a duplex that was previously developed with a detached single family home. The subject recommendation is intended to balance the transition of existing neighborhoods to potentially higher density with the desire to preserve historic development patterns and the resultant neighborhood character.

- 4. The Work Group recommends that the City of Corvallis amend Chapter 2.12 (Lot Development Option) and Chapter 2.0 (Public Hearings) of the Corvallis Land Development Code, specifically Sections 2.0.50.04(b) and 2.12.30.04(b), to increase the public notice area for Major Lot Development Options to include all owners and occupants of properties within 500 feet of a site.**

Basis for Recommendation

The Major Lot Development Option process can be used to request and receive approval of variations to numerically based development standards that apply to residential lots. Such requests could pertain to increasing maximum building height, reducing minimum setbacks, increasing maximum lot coverage, reducing minimum parking requirements, reducing minimum window coverage, or standards related to public street improvement, among others. There is no limit to which the base standard can be modified (i.e., up to 100 percent).

The Work Group received public testimony that expressed concerns about the potential for a Major Lot Development Option to facilitate infill development in existing residential neighborhoods and negatively alter the existing pattern of development. However, it is noted the review of such requests is conducted through a public hearing process, and relies on subjective assessment of “compatibility criteria” related to site design, landscape buffering, parking, traffic,

noise, odor, lighting, water quality, transportation, and utilities. In order to inform the public, notice of the hearing for a Major Lot Development Option request is currently mailed to owners and occupants of all property within 300 feet of the subject site. After taking into consideration the potential increased costs associated with expanding the notice area to 500 feet, the Work Group determined that it is in the public's best interest for a larger area to be informed of Major Lot Development Option requests, especially due to their potential to significantly alter standards that were implemented to facilitate compatible development in residential zones.

**5. The Work Group recommends that the City of Corvallis amend the Corvallis Land Development Code to allow the redevelopment of residential infill properties at densities that are otherwise below minimum required density.**

Basis for Recommendation

The Work Group discussed the existing provisions in the Corvallis Land Development Code that permit "rounding up" to the next whole number when the density calculation for a property results in a fraction of 0.5 or greater. For example, if the calculated maximum density for a given parcel of land was 1.5 units, the owner could build up to two units. A request to eliminate this provision was presented to the Work Group through public testimony.

While a recommendation to that affect was not adopted, the Work Group also discussed the merits of facilitating redevelopment of infill properties at densities that may be closer to the original development patterns, particularly in older historic neighborhoods surrounding the Oregon State University campus. Rather than addressing scenarios related to maximum density, the subject recommendation would not require density intensification. For example, if the calculated minimum required density was 1.5, the owner could choose to "round down" to 1 unit. This option is intended to help foster the preservation of original development patterns, particularly in historic neighborhoods.

**III. Parking and Traffic Workgroup Recommendations**

**Scope of Work Objective 3 – Find opportunities to better manage traffic volumes and parking impacts within study area.**

The Parking and Traffic Work Group has expended considerable effort to gain a thorough understanding of the dynamics influencing parking, traffic, and transportation trends related to Oregon State University and other civic, commercial, and residential uses within the Project Area. Based on its evaluation of various technical data and professional analyses, the work group forwards the following recommendations regarding neighborhood parking management for consideration by the Steering Committee. These strategies, if implemented, funded, and sustained over time as part of an aligned, systemic, and improved community-wide parking management strategy, are expected to achieve, in part, the following goals.

- Reduce negative neighborhood parking impacts.

- Promote effectiveness of on-campus parking utilization management.
- Promote use of the Corvallis Transit System and other alternate modes.
- Minimize unintended parking impacts outside of the Collaboration Corvallis project area.
- Implementation of financially self-sustaining parking management strategies.
- Creation of parking management strategies that, across neighborhoods, are effectively implemented, enforced, and financially managed; including the promotion of parking citation payment and collection.
- Strategies that are implemented by September 2013.

In addition to these goals, the work group also adopted the following principles to guide development of parking management strategies.

- “Do No Harm” – to homeowners, such that they will consider selling their homes and moving.
- Refrain from actions that could cause further deterioration to existing traditional neighborhoods and the larger city core.
- “One Size Does Not Fit All” – recognize that all neighborhoods surrounding OSU have distinct needs and parking impacts.
- Parking “hot spots” within close-in neighborhoods need special attention and should be addressed at some point, if not in preparation for the March Steering Committee meeting, then during the next round of strategy development.
- Consider the input from City department directors (Police, Public Works, and Finance).

Based on these goals and guiding principles, the work group identified four potential strategies that could be implemented to address neighborhood parking impacts in coordination with recommendations regarding transit that were previously presented to the Steering Committee. These options included:

- Expansion of existing parking districts;
- Implementation of a “pay to park” system in neighborhoods surrounding the OSU campus using parking meters or some other means of fee collection;
- Development of park-n-ride lots; and
- Construction of additional parking structures on the OSU campus, particularly near the north side of campus.

After assessing the merits of these options based on their potential effectiveness; the cost to implement; the time required to implement; the likelihood of a sustainable revenue source; and input from OSU staff , City of Corvallis department heads, and citizen input, the work group identified the expansion of existing parking districts as the best potential strategy. However, it is

noted that implementation of the three remaining options may be necessary to optimally manage parking demand, both on the OSU campus and within the neighborhoods surrounding it.

Several sources of technical data and anecdotal information were reviewed by the work group as part of assessing the likelihood that expanding parking districts would achieve the goals noted above. This information includes:

- February 2012 Oregon State University Base Transportation Model Survey – an annual survey of the transportation modes used by students, faculty, and staff to travel to and from the OSU campus. In addition to the mode used, the survey also asks participants to identify the point of origin and destination for trips to the campus.
- April 2012, Collaboration Corvallis, On-street Parking Utilization Study – a field survey of on-street parking utilization for all public streets within the Project Area. Counts were collected on one day during the week of Spring Break, and then again on two regular school days. Utilization was counted at roughly 90 minute intervals starting at 7:00am and ending at 6:00pm.
- November 2012, Collaboration Corvallis, On-street Parking and Transit Usage Intercept Survey – individuals who were observed to have parked in neighborhoods north and east of the OSU campus were surveyed to ask about their use of on-street parking, the amount of time it typically took to walk to their destination on campus, their willingness to purchase a permit to park on campus, opportunities to use public transit as an alternative to driving, and their perception of the viability of “park-n-ride” lots.
- January 2013, Collaboration Corvallis, Neighborhood Parking Management Survey – notice of this online survey was mailed to all known occupants and owners of property within the Project Area. Roughly 10 percent of notice recipients participated in the survey. Respondents were asked 41 questions about household demographics, use of on-street parking, degree of satisfaction with on-street parking availability, and support for increased on-street parking regulation. Two of the questions allowed respondents to provide open-ended responses, from which over 600 comments were collected.
- Examination of enforcement, budget, and administration practices for existing residential parking districts.
- Input from key staff from the City of Corvallis Public Works, Finance, and Police departments.
- Review and examination of the Oregon State University on-campus parking system, including permit pricing and utilization trends.
- Consideration of residential densities and the distribution of rental housing properties within the Project Area.
- Review of parking permit allocation trends in existing residential parking districts.
- Identification of commercial and civic uses with the Project Area that place demands on on-street parking.
- Comparisons of neighborhood parking management programs in Eugene and Portland.

- Consideration of public testimony on current neighborhood parking dynamics.

The following key findings were made by the work group through its review of this compendium.

1. Based on data collected during the April 2012, On-street Parking Utilization Study, a majority of blocks within the Project Area that allow on-street parking experience average daily utilization of 50% or greater between 7:00am and 6:00pm, particularly when OSU is in session. However, “hot spots”, or blocks within the Project Area experiencing average utilization of 75% or greater, are prevalent in the neighborhoods near Chintimini Park, and along most blocks immediately south of NW Polk Avenue, west of 7<sup>th</sup> Street, and north of SW Western Boulevard. These “hot spots” are all within half a mile of the campus boundary.
2. The typical block face within the Project Area has the capacity for approximately 10 parking spaces. A utilization rate of 75% or greater would mean that, at most, two parking spaces would be available to satisfy parking needs for residents, guests, customers, contractors, and other service providers.
3. Based on data collected during the April 2012, On-street Parking Utilization Study, the daily net maximum increase to on-street parking utilization related to commuters is estimated to be approximately 10% of total capacity, or around 700 cars.
4. Approximately 68% of parking spaces available on the OSU campus are used during weekdays; however, most lots near the core of campus experience utilization rates of 85-100%.
5. Assuming a majority of commuters who currently park in neighborhoods surrounding the OSU campus are eligible to purchase a permit to park on campus, sufficient parking capacity exists on campus to accommodate the demand generated by weekday peak commute parking loads.
6. Based on data collected through the February 2012, Oregon State University Base Transportation Model Survey; the November 2012, Collaboration Corvallis, On-street Parking and Transit Usage Intercept Survey; and anecdotal information gained from the City of Eugene, most people are willing to walk up to three quarters of a mile if they can park at no cost. The entire Project Area is within three quarters of a mile of the OSU campus boundary.
7. All on-campus parking facilities experiencing average daily utilization rates of less than 70% are within three quarters of a mile of the campus core (i.e., the intersection at SW Campus Way and SW 26<sup>th</sup> Street).
8. Based on data collected through the February 2012, Oregon State University Base Transportation Model Survey, approximately 29% of trips to campus are made by walking. A majority of these “walk trips” originated at locations within one mile of the campus core. In comparison, it is estimated that roughly 35% of trips to campus are made by private motor vehicle, 25% are made by bicycle, and 7% are made by transit. Approximately 86% of trips to the OSU campus originate within a quarter mile of an active Corvallis Transit System route with direct service to the campus.

9. Responses gathered through the January 2013, Collaboration Corvallis, Neighborhood Parking Management Survey indicate the following about households with the Project Area:
  - 75% have two or fewer cars.
  - 75% are able to park one or two cars at their residence (i.e., off of the street).
  - 91% regularly park one or two cars on the street.
  - 65% have difficulty finding on-street parking when they need it.
  - 78% usually find on-street parking within one block of their residence.
  - A majority (33%) of residents find it most difficult to find on-street parking between 9:00am and noon on weekdays.
  - 50% of residents feel it's difficult for their guests to find on-street parking when they need it.
  - Approximately 38% of respondents were satisfied with existing on-street parking regulations, while 41% were dissatisfied.
  - Approximately 36% of respondents support increased regulation of on-street parking, while 44% are opposed to increased regulation.
10. In general, responses gathered through the January 2013, Collaboration Corvallis, Neighborhood Parking Management Survey concerning satisfaction with existing on-street parking conditions and the need for increased regulations are positively correlated with distance from the OSU campus, i.e., neighborhoods that are closer to campus are less satisfied and desire increased regulation of on-street parking. An exception to this observation was noted for responses from residents and businesses of existing parking districts, where the degree of satisfaction is greater and desire for increased regulation is less.
11. A majority of residences located within Residential Parking Districts 'A' and 'B' have two or fewer parking permits.
12. Parking District 'A' is characterized by detached single family homes, while Parking District 'B' is developed with a mixture of single family and multifamily dwellings. Most dwellings located in these parking districts were constructed prior to 1952.
13. Approximately 75% of the properties within the project area were developed prior to 1952, which is the first year that the Corvallis Land Development Code contained requirements for on-site parking. These provisions were revised in 1975 to require a minimum of two parking spaces for most single family and multifamily dwelling units. Despite this standard being applied well after most properties within the Project Area were developed, results from the January 2013, Collaboration Corvallis, Neighborhood Parking Management Survey suggest most residences have at least one on-site parking space, if not more.
14. A review of GIS data from the City of Corvallis that differentiates various types of impervious surfaces indicates most properties within the Project Area have a driveway that could accommodate vehicle parking.

15. In 2011, approximately 623 permits were issued for all three existing parking districts. The administrative cost for selling these permits was roughly \$12,000. The current \$15 price of a parking permit was not sufficient to pay for the administrative costs of issuing permits in 2011, resulting in a budget deficit of approximately \$2,655.
16. As of 2012, parking district citations were increased by city ordinance from \$25 to \$40, in part to decrease the likelihood of continuing to administer and enforce the districts at a budgetary deficit. Based on information received from City of Corvallis staff, parking citations are actually being imposed at an amount of \$50 by the Municipal Court. However, a decrease in the number of citations issued annually has not been observed since the increased fine was implemented.
17. Historically, the City of Corvallis has not reserved funds from enforcement or permit sales to conduct assessments to determine whether optimal parking availability is being achieved for residents and businesses within parking districts.
18. Anecdotal evidence provided through public testimony and gained through personal observations made by work group members indicates that on-site parking facilities, such as garages connected to multifamily dwelling units, are not always used for the purpose of parking a vehicle. This choice, made across multiple units within the same or several developments, can disproportionately absorb on-street parking in relation to demand generated by other dwelling types found in adjacent areas.
19. In general, portions of the Project Area that are zoned for higher densities have greater concentrations of rental housing units, some of which are occupied by up to five unrelated individuals, who may each have their own car. Until recently, the Corvallis Land Development Code did not require more than 2.5 on-site parking spaces per multifamily dwelling unit. Multifamily units that were developed consistent with this ratio can cause demand for on-street parking to migrate into lower density areas with fewer rental properties, thereby decreasing the available supply.
20. Except for Group Housing, up to three parking permits can be issued per kitchen to each residence within an existing parking district. Based on permit allocation data for these districts and survey responses that indicate a typical household within the Project Area has two or fewer cars, reducing the number of permits issued per household from three to two would continue to satisfy the expected demand for on-street parking experienced by residents of most dwellings within the Project Area, even when no on-site parking is available. This change would also encourage more efficient utilization of available on-site parking.
21. Reducing the number of permits available per dwelling is anticipated to cause an incremental decrease to current on-street parking utilization rates. However, limiting the number of permits available to each household will also impact the potential program revenue generated through permit sales. Increasing the current price of a parking permit may safeguard against operating a neighborhood parking management program at a deficit; especially if parking citation fines are eventually increased to an amount that effectively decreases illegal parking. In the event of surplus revenue, it could be used to assess program effectiveness and/or conduct more frequent maintenance of parking control measures (e.g., signage and yellow curbs) as part of a parking benefit district system.

In order to address the multiple variables encapsulated by a complex parking system involving numerous user groups and stakeholders, the work group's recommendation to expand existing parking districts has been divided into 11 parts with the following elements.

1. Area of Parking Regulation – In general, on-street parking should be regulated in neighborhoods within one half-mile of the OSU campus boundary (see Attachment B).
2. Parking District Subzone Configuration – The proposed conceptual parking district subzones have been configured primarily based on the underlying land use zoning designations, such that, to the extent practicable, neighborhood areas with the same or similar zoning designations have been grouped together. Documented on-street parking utilization trends have also been taken into account. This configuration is intended to promote neighborhood character resulting from the corresponding dwelling unit densities in each subzone, as well as encourage efficient utilization of available on-site parking.
3. On-street Parking Availability – On-street parking utilization should be managed and enforced from 8:00a.m. to 5:00p.m., Monday through Friday. To the extent practicable, on-street parking should be managed to afford residents and their guests the opportunity to park within one block of their residence. On-street parking should be managed and enforced so that the maximum weekday average utilization is no more than 70 percent within each of the proposed parking district zones.
4. Permit Allocation – The current allocation limit for residential dwellings is three (3) permits per kitchen, while Group Housing facilities are eligible for up to 20 permits. The work group recommends that each residence within a parking district should be limited to no more than two (2) permits per kitchen, except for Group Housing facilities, as currently defined, which should receive no more than 15 permits. The option to purchase a third “hardship permit” should be provided for dwellings that do not have any on-site parking that meets the minimum dimensions currently stipulated in the Corvallis Land Development Code for driveways and garages.

In general, businesses and civic uses located within the proposed parking regulation zones should receive one (1) permit for each 400 square feet of floor area, as is currently the case in existing District ‘C’. Permits assigned to businesses should be non-transferrable, which is currently not the case in District ‘C’. Businesses along Monroe Avenue, as described in the Corvallis Municipal Code, should continue to receive up to three non-transferrable permits.

In addition to these allocations, contractors and other service providers should be allowed to purchase a non-transferable annual parking permit for \$100 that would authorize parking in all zones. Annually, residents should also be allowed up to 20 free, one day “guest permits”, with the option of purchasing up to 20 more for \$1 each. Issuance of guest permits is currently limited to no more than 10 annually.

5. On-street Parking Management for Civic Uses – The work group acknowledges that the proposed conceptual neighborhood parking management subzones might include certain

civic facilities, such as the Corvallis Senior Center, the Benton County Health Department, and the Benton-Corvallis Library. It is recommended that the following parking permit allocation rates be considered for these uses.

- a. *Corvallis Senior Center* – Due to the variability of use and the potential for complications arising from limited mobility, it is recommended that dedicated on-street visitor parking be provided in close proximity to the Corvallis Senior Center. Adequate on-street parking should supplement the existing on-site parking currently available, and be managed in a way that is most convenient for visitors. That could include issuance of transferrable permits or the use of temporary placards issued for the duration of each visit.
  - b. *Benton County Health Department* – It is the work group’s understanding that the existing on-site parking lot is reserved for client and customer use, which results in employees having to park along adjacent neighborhood streets. In order to allow for continuation of this practice, the work group recommends that non-transferrable employee parking permits be allocated at a rate of one per each 400 square feet of gross floor area.
  - c. *Benton-Corvallis Library* – For reasons similar to those noted for the Benton County Health Department, it is recommended that parking permits be allocated to employees and volunteers at a rate of one per each 400 square feet of floor area associated with the administrative functions of the library. This would not include areas open to the general public.
6. Parking Permit Prices – Parking permits for residents and businesses should be increased from the current rate of \$15 annually to \$35 annually. This rate would also apply to civic uses, such as those discussed above in Part 5. The proposed fee increase is intended to ensure full recovery of the administrative costs for implementing an expanded neighborhood parking management program, but may also provide funds for future assessment of and improvements to a neighborhood parking management system.
  7. Parking Duration for Non-permitted Vehicles – The work group recommends retention of the existing limitation of non-permitted vehicles being allowed to park in a district once per day for up to two hours. However, pending additional assessment of initial parking management strategies, the work group has also identified the potential need to designate some parking districts, or portions thereof, as “resident only”, which would prohibit parking of non-permitted vehicles, or to allow non-permitted vehicles to park for a period of less than two hours per day.
  8. Neighborhood Parking Management Enforcement Policies – Based on a review of existing on-street parking enforcement practices, the work group recommends that the City of Corvallis undertake the following actions:
    - a. *Parking along yellow painted curbs at driveways and intersections* – enforcement needs to be enhanced and consistent; yellow paint needs to be re-applied and maintained more frequently.

- b. *Parking across sidewalks and driveway aprons* – enforcement needs to be enhanced and consistent; especially during periods of increased on-street utilization.
  - c. *Parking on non-paved surfaces, e.g., lawns* – enforcement needs to be enhanced and consistent; especially during periods of increased on-street utilization.
  - d. *Electronic ticketing and citation tracking* – initiate a biannual performance audit of the parking citation system and complete a feasibility study for implementing an “E-ticketing” system within 12 months of a neighborhood parking management program.
  - e. *Targeted, seasonal parking enforcement* – explore the feasibility of conducting enhanced, targeted parking enforcement in neighborhoods surrounding the OSU campus at the beginning of each term. It is acknowledged that this may require decreased emphasis on parking management in other portions of the community during these periods.
  - f. *Neighborhood parking management program assessment* – by March 1, 2014, or within one year of implementation, complete an on-street parking utilization study and accompanying neighborhood survey to gauge the effectiveness of initial management strategies in relation to a maximum daily average utilization of 70 percent. Subsequent adjustments should be made to the neighborhood parking management program, including practices implemented by OSU, as needed.
  - g. *Parking fines* – update the existing city ordinance to reflect Municipal Court imposition of \$50 fines as of September 2012, and consider annual, incremental fine increases until such time as fine amount is shown to significantly decrease the prevalence of illegal parking.
9. Parking District Formation Options – As discussed above, the potential need for regulation of on-street parking varies across the Project Area. In general, daily average utilization is higher in those neighborhoods that are closer to the OSU campus. However, a majority of the neighborhoods within the Project Area that are north of NW Harrison Boulevard also appear to be experiencing high utilization (i.e., 70 percent or greater) on a regular basis during weekdays. Periods of high utilization in these neighborhoods tend to coincide with high utilization in areas closer to campus. This correlation is not as strong in neighborhoods north of NW Taylor Street and/or west of NW 31<sup>st</sup>.

In addition to these considerations, it is noted that while results from the online parking management survey demonstrate a general trend of dissatisfaction with current on-street parking conditions throughout the Project Area, the desire for increased parking regulation is not consistent across neighborhoods that are similar distances from the OSU campus. For these reasons, the work group acknowledges two approaches could be considered to decide whether to create additional parking districts: by petition, on a neighborhood-by-neighborhood basis; or through unilateral, City Council action with public notification.

Given the potential for implementation through petition to result in the relocation of parking impacts from one neighborhood to another, the work group recommends unified implementation across neighborhoods with comparable parking utilization trends through unilateral City of Corvallis approval. This approach should include the following:

- a. Simultaneous implementation of parking districts as generally indicated on Attachment B and consistent with the elements discussed above; or
- b. Phased implementation of parking districts, as generally indicated on Attachment B, that would initially address parking impacts in those neighborhoods currently experiencing frequent high utilization, and subsequent phases if parking impacts materialize in additional neighborhoods;

and,

- c. Public notification of properties within proposed parking management zones and those one quarter-mile beyond the outermost zone boundaries.
- d. Establish criteria for adjustment of subzone boundaries and regulations through a public process involving all affected property owners, residents, and tenants.
- e. Preliminary assessment of an initial parking management program should take place at six months after implementation, and include a report to City Council and/or Steering Committee within 60 days after the assessment is complete.

10. OSU Campus Parking Management – The work group recommends the following parking management strategies be undertaken by OSU to complement and support a concurrent neighborhood parking management program.

- a. Implementation of a variable-cost permit pricing system with increased, customer-based shuttle service to parking facilities located outside of the campus core.
- b. Safety enhancements for on-campus parking facilities, and the pathways connecting them with campus buildings, to reduce barriers to parking in these areas at off-peak times of the day.
- c. An increase to the amount of on-campus bicycle parking facilities, especially weather-protected spaces, commensurate with recent utilization and demand studies.
- d. Within 12 to 24 months after implementation of a neighborhood parking management program, completion of a study on the demand for and feasibility of constructing satellite parking lots that would be made available as “park-n-ride” facilities and/or long term, remote storage for vehicles not used on a regular basis.
- e. Within 12 to 24 months after implementation of a neighborhood parking management program, completion of a study on the demand for and feasibility of constructing additional structured parking facilities (i.e., parking garages) on or near the OSU campus.
- f. Assessment of on-campus parking utilization in relation to Campus Master Plan policy 7.2.6 should be reflective of the actual number of cars parking on campus and not the potential capacity, such that the loss of on-campus spaces through development is not the primary cause of utilization increasing to 85% or greater.
- g. Implementation of a sustained educational campaign to inform students and their parents of the costs and trade-offs associated with bringing a car to school.

- h. Pending analysis of the initial performance of on- and off-campus parking management strategies, consideration of a “no car” policy for freshmen OSU students.
11. On-street Parking Capacity Management Improvements – As part of ongoing efforts to monitor and improve the management of neighborhood parking trends, the work group recommends that the City of Corvallis consider the following:
- a. Increased maintenance of yellow painted curbs at street intersections, and effective means for application of yellow paint along curbs at private driveway aprons.
  - b. Opportunities for educating and promoting motorists to park efficiently.
  - c. Exploration of the trade-offs associated with designating on-street parking spaces through the use of striping.

#### IV. Summary

The Steering Committee should expect to receive additional recommendations in response to the following Objectives at the next quarterly meeting, which is anticipated to occur near the end of June 2013.

##### Neighborhood Livability

*Objective 5 – Consider the merits of creating an ongoing City and OSU supported group that would monitor achievement of livability goals and make recommendations to the City and OSU.*

The next set of recommendations will include feedback the adoption of a property maintenance and rental licensing program, as well as concepts such as a student ambassador program and neighborhood association assistance program. These concepts would respond to Objectives 3 and 4. The final issue to be explored by the Neighborhood Livability Workgroup will address the concept of forming a permanent advisory body to track implemented recommendations and develop new strategies.

##### Neighborhood Planning

*Objective 2 – Review current development standards, and identify potential measures that would minimize potential impact from the creation of high density housing in or near lower density residential areas.*

- a. *Develop and enact Land Development Code (LDC) language that would implement selected mitigation measures (measures to mitigate impacts to neighborhood character, privacy, parking, and other issues, as identified).*

Forthcoming recommendations from the Neighborhood Planning Workgroup will focus on the possible creation of additional neighborhood design standards that could be implemented to minimize the impacts of medium and high density development on neighborhoods near the Oregon State University campus.

## Parking and Traffic

*Objective 3 – Find opportunities to better manage traffic volumes and parking impacts within study area.*

*Objective 5 – Implement combined solutions to address both traffic and parking as much as practicable.*

Additional strategies have been identified by the work group that could further mitigate parking and traffic impacts within the Collaboration Corvallis Project Area. These include additional incentives that could encourage increased participation in organized rideshare and carpooling programs, opportunities for facilitating rapid transit between the campus of Linn-Benton Community College and Oregon State University, and options for better managing event parking.

# CITY OF CORVALLIS POLICE DEPARTMENT STAFFING DISCUSSION

	FY 1991/92	FY 2011/12
City of Corvallis Police Department Sworn Staffing:	53 Sworn	53 Sworn
City of Corvallis Population:	45,000	55,055
City of Corvallis Police officers per thousand residents:	1.17	0.96
Oregon State University Enrollment	14,264 (Fall 1993)	26,393 (Fall 2012)
OSU Demographic Fall 2012	90.3% (19,702) Undergraduates/25 years of age and younger	
2012	49% of all Calls for Service occurred within the Central District (University & Downtown)	

**Staffing Goal:** 2012 Corvallis Police to be at: 1.2 officers/thousand population  
 > Officer per thousand population represents a national standard of staffing measurement.

**2010 Census Population & Corvallis Police Districts:**

- See Attached “Corvallis Police Districts and 2010 Census Population”

**Efficiency Measures Implemented:**

1. 2012 (O-6), no report written, 11,758 incidents, est. at \$293,950 savings in officer time
2. 2012 CopLogic On-Line reporting system, 679 reports, est. at \$33,950 savings in officer time
3. 2012 Records non sworn staff report taking. 1522 reports, est. at \$54,792 savings in officer time

**Like Jurisdictions:**

- See Attached “Police Staffing of College or University Cities with Comparable City Populations”

**Crime Comparison:**

- See Attached “Corvallis Police Department Part I Crime Comparison”

**League of Oregon Cities:**

League of Oregon Cities 2009 analysis of Oregon Police Departments. Data has not been updated by LOC since 2009. Of 123 Oregon Cities - Corvallis ranks 120<sup>th</sup> in terms of staffing per 1,000 population above Columbia City, Prairie City and Newberg. Of all Cities with populations greater than 50,000 Corvallis has the lowest staffing ratio.

Data Group	Total Cities	Officer Per 1,000		
		Low	High	Average
Statewide	<b>123</b>			
0-2,000	27	0.50	4.73	2.00
2,001 – 5,000	26	1.06	2.74	1.79
5,001 – 10,000	24	1.05	3.28	1.71
10,001 – 20,000	19	1.20	2.10	1.50
20,001 – 50,000	17	0.95	1.83	1.35
Over 50,000	10	<b>0.96 (Corvallis P.D.)</b>	1.64	1.29

**Survey Results:**

- 2011 International City Managers Association (ICMA) Survey:
  - provided Corvallis Survey results, identifying “Key Drivers” established for the City of Corvallis. Key Drivers identifies the most important characteristics of a City and those which will most likely have the most influence on residents’ opinions. The survey notes that Key Drivers are a factor in “knowing where to focus limited resources”. Police Service were identified as one of only two Key drivers. Police Services were additionally the only city service identified as a Corvallis Key Driver, a National Key Driver and a Core Service.
  
- City of Corvallis Citizen Attitude Survey:

	2010 % of respondents who felt very or somewhat safe	2011 % of respondents who felt very or somewhat safe	2012 % of respondents who felt safe
In your neighborhood during the day	96%	97%	97%
In your neighborhood after dark	84%	84%	78%
In Corvallis’ downtown during the day	95%	96%	94%
In Corvallis’ downtown after dark	71%	70%	57%

- 81% of respondents indicated Police Services are Excellent/Good

**2008 Matrix Consulting Allocation Study Key Finding:**

- Insufficient unobligated time for Community Policing.

**City of Corvallis 20/20 Vision Statement:**

- Central City: “A continued public safety commitment makes downtown a safe place at any time of day or night.”
- Education and Human Services: “OSU and Corvallis are active partners with a range of shared resources and cooperative agreements to support mutual interests in areas such as fire and police protection...”
- Where People Live: “Corvallis residents determine livability by the quality of the schools, the safety and security of citizens and their property...”

**City of Corvallis Community Development Comprehensive Plan, Section 10.8 Police Protection:**

- **Section 10.8.1:** As the City expands in population and service area, police and enhanced 911 services shall be expanded. Coordination with the Willamette Criminal Justice Council, Benton and Linn Counties, and other government agencies shall be increased to ensure that the high quality of these critical services is maintained and provided in a cost-effective fashion.
- **Section 10.8.2:** The City of Corvallis Police Department shall continue to work with neighborhoods to develop and implement community policing, traffic and crime prevention initiatives.

**Cost Containment Initiatives:**

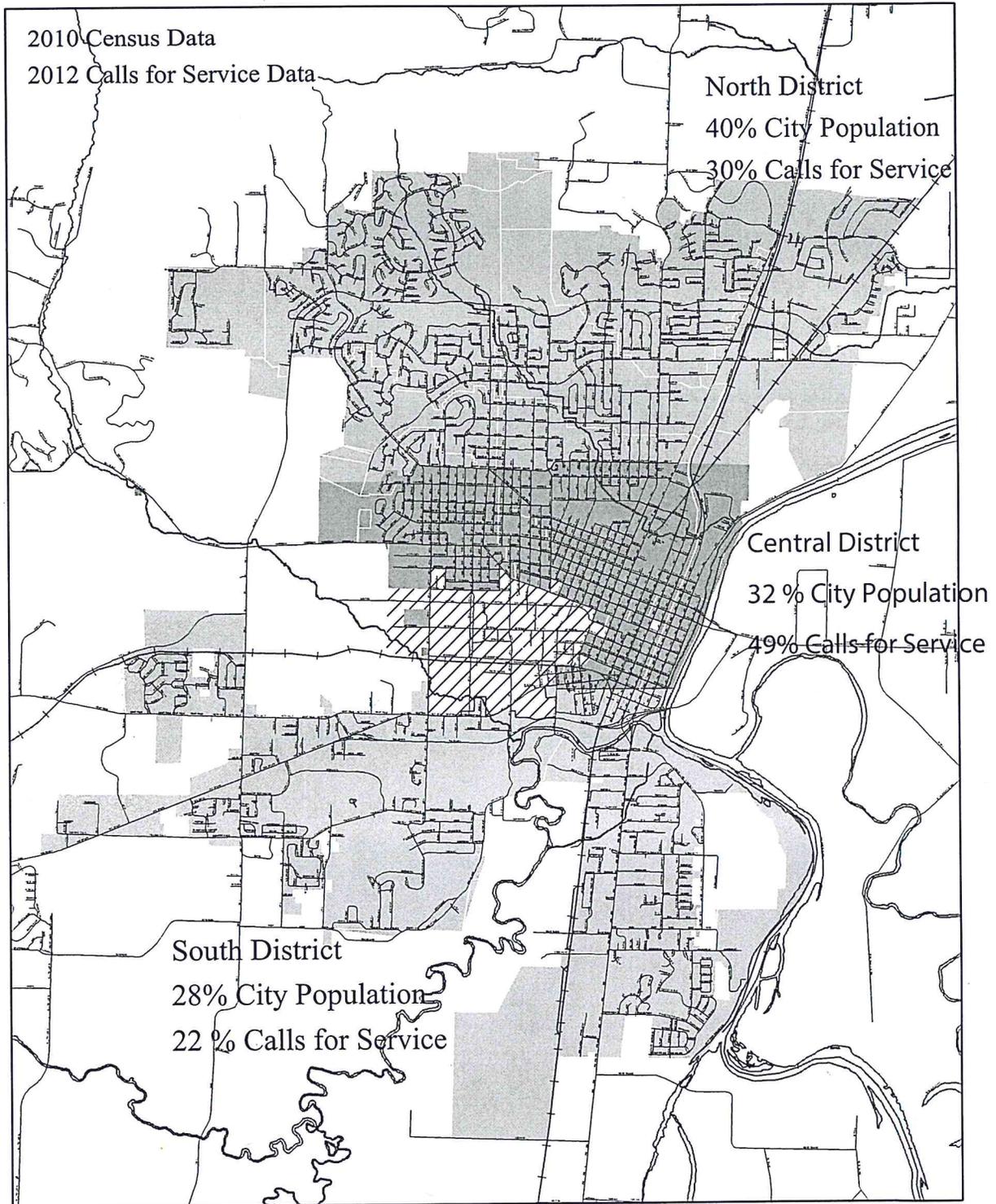
- Volunteers for crime prevention and other programs: \$1,600 budget for entire crime prevention program
- shared building, records and evidence functions with Benton County; 9-1-1 shared with 10 User Agencies

**Looking to the Future:**

- Public Safety Tax
- Challenge to provide Community Policing, public service and neighborhood livability as charged by our Mission.

Our **mission** is to enhance community livability by working in partnership with the community to promote public safety and crime prevention through education and enforcement; to maintain public order while preserving the legal rights of all individuals; to provide effective, efficient and courteous service; and to reduce the impact of crime.

# CORVALLIS POLICE DISTRICTS



**POLICE STAFFING OF COLLEGE OR UNIVERSITY CITIES WITH COMPARABLE CITY POPULATIONS**

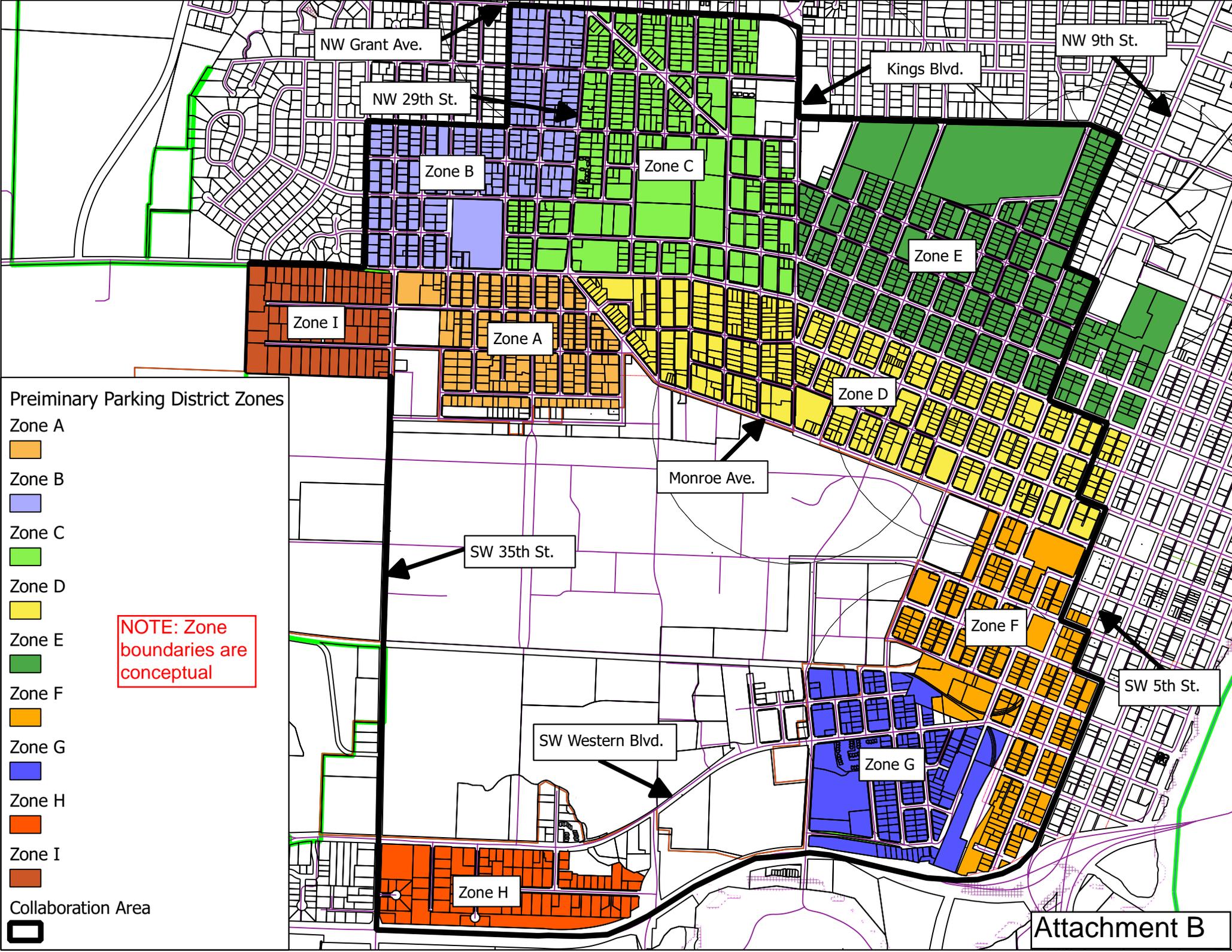
CITY AND STATE	POPULATION	COLLEGE OR UNIVERSITY	STUDENT POPULATION	SWORN STAFF	CIVILIAN STAFF	SWORN PER 1000
Spartanburg, SC	37,334	University of South Carolina	5,495	127	41	3.4
Petersburg, VA	32,326	Virginia State University	5,890	101	53	3.12
Charlottesville, VA	43,511	University of Virginia	21,106	117	36	2.69
Joplin, MO	50,559	Missouri Southern State University	5,591	111	52	2.19
Chapel Hill, NC	58,011	University of North Carolina	28,136	120	18	2.07
Boulder, CO	98,889	University of Colorado	29,894	167	104	1.69
Bowling Green, KY	58,894	Western Kentucky University	21,048	90	58	1.53
Fayetteville, AR	75,102	University of Arkansas	24,595	113	47	1.5
East Lansing, MI	48,666	Michigan State University	47,954	58	43	1.2
Eugene, OR	156,929	University of Oregon	24,591	180	120	1.15
Chico, CA	86,187	California State University	16,470	95	52	1.1
Corvallis, OR	55,055	Oregon State University	26,393	53	33	0.96
Davis, CA	66,016	University of California	32,290	62	45	0.94

# Corvallis Police Department

## Part I Crime Comparison with National and Like-Sized Cities (2011 data)

	Index Crime/ 1000	Violent Crime Clearance	Property Crime Clearance	Fatal & Injury Accidents/ 1000	Police Officers/ 1000
<b>National</b>	<b>33.0</b>	<b>48%</b>	<b>19%</b>	<b>7</b>	<b>2.4</b>
<b>Like-Size Cities</b>	<b>35.0</b>	<b>48%</b>	<b>20%</b>	<b>6</b>	<b>1.7</b>
<b>Corvallis</b>	<b>33.2</b>	<b>42%</b>	<b>17%</b>	<b>2</b>	<b>0.97</b>

*Data Sources: FBI Uniform Crime Reports/ODOT Traffic Crash Data Summary*





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MEMORANDUM

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TO: Collaboration Corvallis Steering Committee

FROM: Eric Adams, Project Manager

DATE: March 13, 2013

SUBJECT: Collaboration Corvallis –Testimony Regarding Property Maintenance Code and Neighborhood Parking District Recommendations

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Attached to this memorandum is testimony concerning recommendations forwarded to the Steering Committee by the Neighborhood Livability and Parking and Traffic work groups to implement a Property Maintenance Code and a neighborhood parking district programs. This testimony was received subsequent to each of the work groups finalizing their recommendations on these topics.

On Tue, Mar 12, 2013 at 1:37 PM, Metta1 <[metta1@comcast.net](mailto:metta1@comcast.net)> wrote:

I would like to weigh in on the rental housing issue. I am no longer, but have been in the past, a landlord in Corvallis. While out of state, my property manager would call me and say "this or that needs to be done" and I would authorize it. The tenants were always satisfied and taken care of. I don't think that all the responsible landlords should have to pay for the neglect of a few. I feel it should remain on a complaint driven basis and Corvallis officials should take a stronger stand rather than just a "hand slap" on these irresponsible individuals. A daily fine on them after two notifications would spur them into action. No need to tax the landlords who are in compliance! Thank you, Michael Hurst

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On Mon, Mar 11, 2013 at 6:30 PM, Zel Brook -- The Art House <[art@zelbrook.com](mailto:art@zelbrook.com)> wrote:

Eric Adams, [pm.corvallis.osu@gmail.com](mailto:pm.corvallis.osu@gmail.com)

City Counselors

Julie Manning, Mayor

City of Corvallis

Hello All,

I am writing regarding the proposed parking district regarding my house at 825 NW 29th in Corvallis.

I have the following concerns:

1. I have frequent visitors and am running classes in my art studio. Currently visitors and students are parking on the side streets. Art classes take more than two hours because of set up and take down. Art workshops take all day. There is currently no parking on 29th St. If you limit the parking on the side streets to two hours, I can no longer have art classes take three hours or day long workshops. I also cannot have art openings. This effectively shuts down any part of my business which interacts with local citizenry.
2. Other problems relate to any delivery or transfer of art materials in and out of the studio. If people are unable to park on the side streets, it is an incredible hassle and in all practicality, unworkable to get a permit for short term transfer of artwork or materials in and out of the studio. Because of the distance artwork/art material needs to be hand carried, there is a likelihood the art will get wet and damaged.
3. Purchasing two parking spaces is inadequate because the number of spaces is insufficient to run classes and the cost is excessive to purchase 15-20 spaces even if it was allowed.

4. People cannot take the bus or ride a bike to move artwork which is often heavy and cumbersome. I spoke to city counselors regarding this long before the large apartment complex was built on 29th Street two blocks away. This apartment complex has made it even more difficult to park on side streets because of the numbers of cars from the apartment complex parking on the side streets.

5. I have spent over \$200,000 in improvements on the property with two additions, landscaping, decking, specialized exhaust systems, fans and lighting for artwork. If you make it too difficult for me to remain, I will lose all of this value, will have to move and the property will turn into a rental with little or no upkeep. It is very likely because of the very large size of the rooms that huge numbers of people would gather here for parties once all the art and art making is gone.

I am aware of other small businesses who have had to shut down because of city actions. Are you planning to make it so difficult for me to operate that I move elsewhere?

Sincerely,

Zel Brook

.....  
On Fri, Mar 8, 2013 at 9:52 AM, Krakauer Stewart <[tkmm@comcast.net](mailto:tkmm@comcast.net)> wrote:  
To whom it may concern;

I applaud the work done by the people involved in the Corvallis/OSU collaboration project. I've attended meetings and sent written testimony, but I'm losing confidence in the process. OSU, a handful of developers, and the City of Corvallis have combined to create serious parking and livability problems, but solutions proposed by the project place the financial burden on the victims instead of the perpetrators. That's clearly not right, but how can it be rectified?

Corvallis is just beginning to wake up to the monster we have allowed to morph under our own feet. The idea of in-fill looked great on paper, but doesn't play out very nicely on the street most Saturday nights. As residents, we already foot the bill for our government services, but some creatively targeted taxes could help. One solution might be a tax on alcohol, since it fuels many of the neighborhood livability problems.

OSU is a tricky target, as we all benefit in some way from its presence. They have offered some help by requiring more frosh to live on campus, but they need to take the lead on solving the mid-day parking nightmare caused by commuters unwilling to pay OSU fees. Free or inexpensive parking in underutilized areas and a dependable shuttle service would go a long way toward solving this problem. OSU also needs to share the burden of the livability problems caused by the concentrations of student apartments in certain areas. Additional supervision and or enforcement generated by, through, or with OSU is desperately needed.

The last culprits in creating many of these problems are the landowners and developers who have taken advantage of and continue to profit from the City's land use policies. It will be difficult to

regain what has been lost to these entrepreneurs. Any new fees or taxes levied on these properties will likely be passed on to tenants. Expanding the current rental housing program might work, but its current vision is completely off target. The collaboration process did not sprout from a concern over substandard housing, which affects only a small percentage of people. Livability and parking problems spawned the current controversy and continue to plague a large number of Corvallis residents. New fees for this program should be spent on solving these new problems.

Sincerely,  
Tim Stewart  
643 NW 12th

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On Thu, Mar 7, 2013 at 8:53 PM, Karin and Tim <[tkmm@comcast.net](mailto:tkmm@comcast.net)> wrote:  
I voted against expanding parking districts in the survey, have given earlier input against it, and am still against it: **NO** on expanding parking districts for the following reasons:

\*as mentioned by Eric in an earlier meeting, University of Oregon found that expanding parking districts just creates more problems; students just park in neighborhoods further away.

\* having to pay for parking in front of our house where we have lived for 36 years punishes the wrong people. OSU students do not tend to park here. Our parking problems come from rental houses with more people than parking has been provided for. The problem is with the city who allowed too much infill, and with developers who pushed heavy density infill at the expense of livability for residents already here. So each kitchen= 2 permits, with each kitchen allowed to purchase 2 additional permits. Where does the 5th or 6th car park???

\*This plan seems to create a huge amount of enforcement, bureaucracy to keep track of the correct number of permits per kitchen, the giving out of guest permits. at a time when the city budget is faced with shortfalls already. How do you track the older houses who do not have any off street parking? What about the older homes that have been rented as duplexes or triplexes that the city, has on record as single family homes?

\* When is OSU stepping up? When do they announce their varied pricing for permits? Why can't they offer FREE parking? When do they offer a free lot for long term parking for students who do not drive much but want to leave their car somewhere? And how does this do ANYTHING for neighborhoods overflowing with those 5 bedroom monstrosities?

I DO NOT think paying to park in front of my own older single family home is fair. And I do not think it will help alleviate the parking problem in our neighborhood of 643 NW 12th st.

The city set itself up for this problem by allowing this out of control infill. The city needs to add additional parking on street where this is no parking/limited parking during high school hours. Do not add more parking districts.

Maybe too late for new ideas-did not think of this earlier: can OSU/the city offer incentives to renters/property owners for house with minimal cars as opposed to punishing long time residents?

Thanks for considering my input.

Karin Krakauer  
643 NW 12th St  
Corvallis

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