



**CORVALLIS CITY COUNCIL
WORK SESSION AGENDA**

**January 22, 2007
5:30 pm**

**Madison Avenue Meeting Room
500 SW Madison**

COUNCIL ACTION

I. ROLL CALL

II. UNFINISHED BUSINESS

A. 2007-2008 City Council Goal-Setting

III. ADJOURNMENT

For the hearing impaired, a sign language interpreter can be provided with 48 hours' notice prior to the meeting. Please call 766-6901 or TTD/TDD telephone 766-6477 to arrange for such service.

A LARGE PRINT AGENDA CAN BE AVAILABLE BY CALLING 766-6901

A Community that Honors Diversity

*** * * M E M O R A N D U M * * ***

JANUARY 16, 2007

TO: MAYOR AND CITY COUNCIL

FROM: JON S. NELSON, CITY MANAGER *Jon*

SUBJECT: JANUARY 22ND GOAL SETTING SESSION

Mayor Tomlinson, President Brauner, Vice President Daniels, and I met with Joseph Bailey on January 10th to discuss the January 22nd goal setting session.

Your "homework assignment" is to come to the January 22nd session with up to five City Council goal ideas. Having your goals expressed within the context of one of the seven 2020 Vision Statement categories is always helpful, though not required.

The City Council agenda and Mr. Bailey's more detailed agenda for the session are attached. Also attached are background pieces and information that leadership thought would be helpful.

Looking forward to the 22nd!

Attachments:

- * City agenda
- * Bailey agenda
- * Corvallis 2020 Vision Statement
- * 2007-2008 Departmental Initiatives
- * 4th Quarter 2006 City Council goals report
- * Input invitation and resulting submittals

c: Joseph Bailey
Department Directors

Corvallis City Council

Goal Setting Sessions

January 22, 5:30-9; February 5; 5-7

Agenda

Outcome

- ◆ Create goals that will guide the Council and City's work over the next two years.
- ◆ Each member of the Council will have an opportunity to explain their interests and to be heard.

Pre-work

- ◆ Each member of the Council will read the Vision report.
- ◆ Each member of the Council will prepare up to 5 goals based on the Vision.
- ◆ Where appropriate, each continuing Council member will identify council goals from the previous session that are continuing or recommendations.
- ◆ Each member will bring their copies of the SDI and Myers-Briggs.

Session Agenda

January 22

<u>Begin time</u>	<u>Topic</u>	<u>Person</u>
5:30 p.m.	Icebreaker and introduction activities	Joseph
5:40	Introduction to purpose and process	Hal
5:50	Session goals and outcomes. Operating guidelines and review of styles.	Joseph
6:00	Dinner	
6:20	Goal process, Staff and goals, use of staff resources	Jon
6:30	Individuals write down their goals.	Joseph
6:40	Everyone puts up their goals for review. At this point there is minimal discussion about individual goals. If the <u>meaning</u> of a goal is unclear, then this will be discussed at this point.	Joseph
7:10	Break	
7:20	Individuals choose 5 goals to present to small group. Small group discussions and prioritizes 5 goals to propose to the large group. (Mention is made about those issues which individuals might want to continue to pursue, but are not Council goals.)	Joseph
8:00	Small group presentations to the large group.	Joseph
8:30	Consolidation of goals/ deciding where the line is drawn about which goals are included and which are not.	Joseph
8:45	Prioritization of goals. Each member of the Council will get 3 votes.	Joseph
8:50	Clarification of next steps Feb. 5 focus: languaging, winnowing and Discussion of individual goals/efforts	Joseph
8:55	Closure	Hal/Charlie

TWENTY-TWO YEARS OF PROGRESS

2020

THE CORVALLIS 2020 VISION STATEMENT



2020 THE CORVALLIS 2020 VISION STATEMENT

BACKGROUND

In 1997, Corvallis-area residents were asked to share their vision of Corvallis in the year 2020. Their collective responses form the basis of this document, and serve as the framework for the update of the Corvallis Comprehensive Plan.

Nearly 2,000 individuals participated in ward meetings, discussions at area high schools, telephone and written surveys as part of a comprehensive effort to engage community discussion about Corvallis' future. The previous vision document, drafted in 1988, served as a helpful starting place for dialog.

Citizens quickly reached consensus on many issues, including their preferred future for educational offerings, health and human services, and cultural and recreational opportunities. Other areas, such as how fast Corvallis should grow and how mixed use planning should be integrated, were more contentious.

In preparing this document, the mayor-appointed Vision Update Committee worked to reflect the consensus of citizen views. The illustrations, designed especially for this document, form a visual framework for the future Corvallis.

Adopted by Corvallis City Council 1998.

WE ENVISION THAT IN 2020 CORVALLIS WILL BE ...

- a compact, medium-sized city (population range: 57,500 to 63,500) nestled in a beautiful natural setting;
- the historic, civic, cultural and commercial heart of Benton County;
- an economically strong and well-integrated city, fostering local businesses, regional cooperation and clean industry;
- an environmentally-aware community with distinctive open space and natural features, protected habitats, parks and outdoor recreation;
- rich in the arts and recreational opportunities, celebrating the talents and culture of the people who live here;
- committed in its support for children and families;
- a highly livable city which employs local benchmarks to measure its progress in areas such as housing, economic vitality, educational quality, environmental quality, and overall quality of life;
- a community that values and supports quality education throughout the age continuum;
- known for its comprehensive health and human services, and for its services for the elderly and disabled;
- a hub in a regional transportation system that connects Linn and Benton counties and provides a link to the north-south high-speed rail system;
- blessed with an involved citizenry that actively participates in public policy and decision making;
- a community that honors diversity and is free of prejudice, bigotry and hate;
- home ... a good place for all kinds of people to live and to lead healthy, happy, productive lives.

MAYOR

Helen M. Berg

CITY MANAGER

Jon S. Nelson

CITY COUNCIL

Ed Barlow-Pieterick

Mary Christian

Betty Griffiths

Guy Hendrix

Tony Howell

Todd Lewis

Patrick Peters

Bruce Sorte

Tom Wogaman

PLANNING COMMISSION

Kirk Bailey

Mary Buckman

Patricia Daniels

Charles Gerke

Patrick Lampton

Bruce Osen

Michael Schweizer

Denis White

Kelly Panknin Wirth

ACKNOWLEDGEMENTS



2020 VISION COMMITTEE

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Debbie Deagen

Mike Gallagher

Jim Lewis

Bruce Osen

Ann Smart

Bruce Sorte

Wayne Stover

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CONSULTANTS

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Sanda Communications

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Rebecca Marsh McCannell



2020 CENTRAL CITY



*“Corvallis in
2020 boasts a
Central City that
is the vibrant
commercial, civic,
cultural and
historic heart of
the county.”*

Downtown Corvallis is the primary shopping area, community gathering place, and governmental hub. People live, work, shop and play downtown, making it a lively and inviting place. A continued public safety commitment makes downtown a safe place at any time of day or night. The Central City extends from Buchanan Street south to the Marys River, and from the Willamette River west to Ninth Street.

COMMERCIAL CENTER

A stable business core in the downtown offers a wide selection of quality goods and services. The business complement includes retail and specialty stores, restaurants and services. The downtown is pedestrian and bicycle friendly, with easy access to mass transit. Shoppers can also find plenty of free parking (including a parking structure) and such attractive amenities as awnings and covered walkways at street level and above. Historic buildings have been preserved, while less distinctive structures have been replaced or remodeled in keeping with Central City's character. Professional offices are also located on the upper floors of many buildings.

RESIDENTIAL CENTER

Downtown Corvallis offers attractive residential options for many residents. Those living downtown are drawn to the convenience, variety of housing options, and safety afforded them. In addition to the historic residences in the central city, the upper floors of many buildings house residential units, including affordable housing for the elderly, disabled, and low and moderate income citizens.

THE RIVERFRONT

Corvallis' vibrant riverfront is the city's downtown showcase that respects and celebrates the river. The riverfront features a variety of restaurants and shops, a public square, and ample green space with jogging and cycling paths. The public square is a frequent site for lunchtime concerts and summer entertainment. The upper stories of many picturesque riverfront buildings provide some of the downtown's most desirable residences and office space.

CIVIC CENTER

City, county, state and regional

government offices are clustered downtown. A new parking structure serves patrons and staff of the government hub, as well as the Central Park area encompassing the Arts Center and Library. Ample parking is available for after-hours use by those attending concerts, visiting restaurants, shops or the Library.

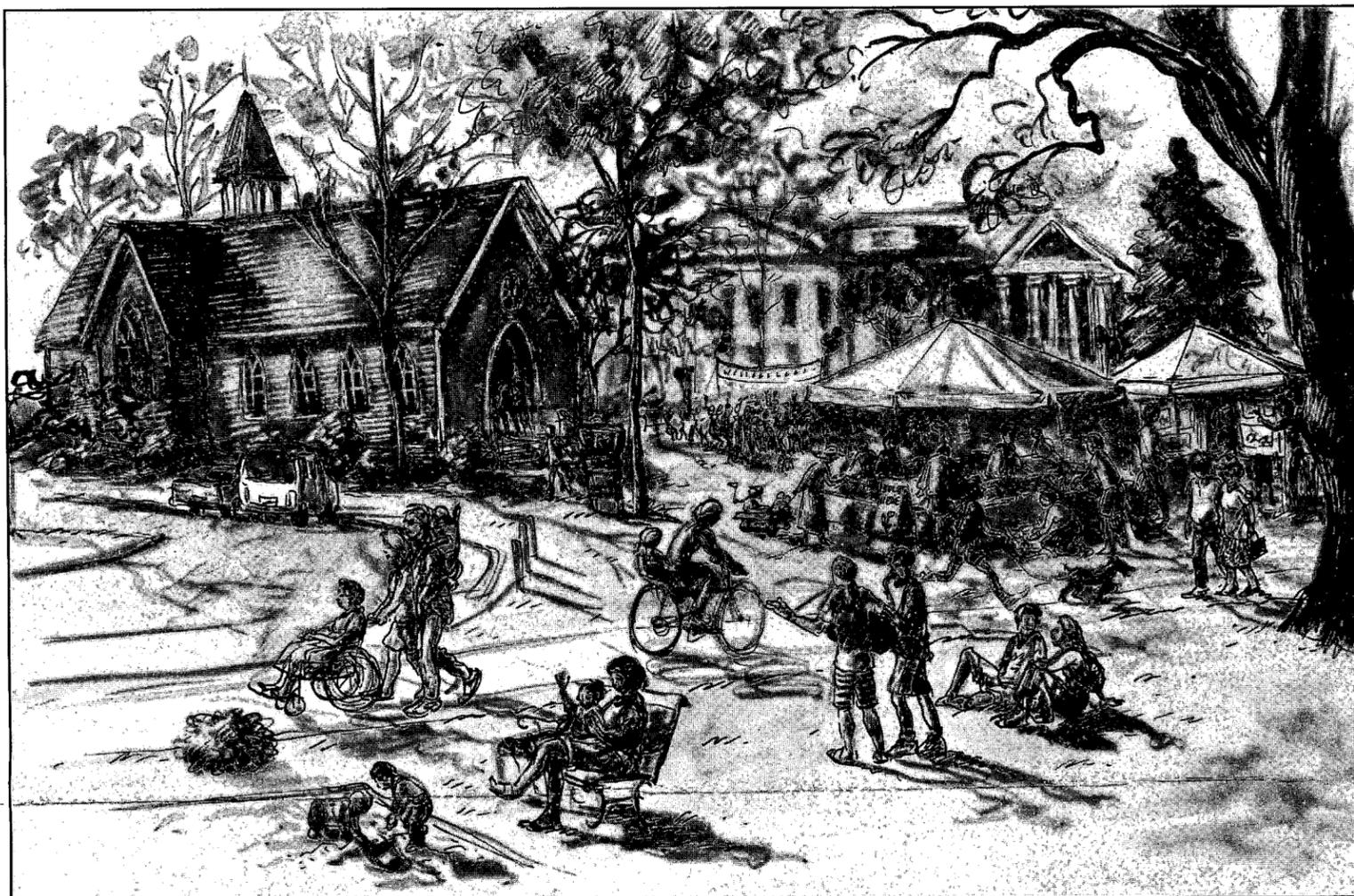


CULTURAL CENTER

Downtown is also the city's cultural heart, drawing from the close proximity of Central Park, the Corvallis Arts Center, Library, and

gateway to the OSU campus. This is the site of numerous concerts, festivals, and other events. The central city is tied to the larger community by numerous linkages, such as the fully-developed plan for Madison Avenue which connects the central city to the OSU campus. These linkages provide opportunities for citizens to walk, bicycle and ride the bus to the downtown. Outdoor art is prevalent throughout the downtown, and adds a rich dimension to the Central City. The downtown supports a thriving local theater and music scene. ▲

2020 CULTURAL ENRICHMENT & RECREATION



“Corvallis in 2020 enjoys a cultural life which is rich in the arts and recreational opportunities, and celebrates the diverse talents and cultures of our community.”

Corvallis has diverse, vibrant, locally-supported arts with many venues. Arts education (theater, music, visual arts, dance, writing, etc.) is available for all and are an important part of our schools and adult education programs. Athletic and recreational facilities dispersed throughout the city serve the needs of youths and adults in a variety of endeavors.

ACTIVITIES AND EVENTS

Corvallis has a wide variety of cultural and recreational activities, events and festivals. These arts events are important community celebrations of the creative spirit and make the city an attractive place for students, employers, residents and visitors. Streets are occasionally closed for dances and events. Recreational opportunities have expanded for family/neighborhood play, teens, organized sports and young singles. After school, summer and evening activities have especially been expanded for teens and singles. Active volunteerism is at the core of



many activities and events. Residents of all ages participate in creating and planning a range of events to suit many interests. Wherever possible, cultural, recreational and arts-related organizations collaborate on events and activities to optimize the use of time, money and volunteers. Community programs help identify and train effective volunteer leaders.

CULTURAL AND RECREATIONAL VARIETY

Corvallis is rich in areas for artists and their audiences. Indoor facilities include the expanded central library complex, historic and fine art museums, the Majestic Theater performing arts center and the LaSells Stewart Center and numerous cafes, restaurants, shops, and work places. Outdoor theater, concerts and dance performances take place at Starker Arts Park, the Riverfront and other city parks. Indoor and outdoor public spaces and private businesses are graced by works of art. Sculptures, paintings, murals, fountains,

tapestries and other art add to the beauty of our city.

Recreational facilities provide cover during the winter months. Sports fields accommodate the growing demand for activities such as soccer, baseball and softball. City parks are safe and designed to allow universal access. Parks have adequate restrooms, benches, play equipment, bicycle and nature trails. Corvallis has added a Teen Center and an indoor park for young children in addition to the Boys and Girls Club.

CELEBRATING DIVERSITY

Corvallis is free of any and all behavior that creates and/or supports prejudice, bigotry and hate. Enriched by OSU's foreign student population, Sister City and international exchange programs, Corvallis has become a community of many cultures. Ethnic celebrations, cultural exchanges, festivals and other events teach us about each other and help make us an involved and concerned part of the international human community. Residents can access a variety of different media, both print and broadcast, whose content and programming offer a rich exchange of information and ideas. ▲

2020 ECONOMIC VITALITY

“Corvallis in 2020 is home to a vibrant economy that is anchored by key strategic industries and complemented by a wealth of diverse, environmentally friendly businesses.”

Corvallis recognizes that its livability is a primary source of its economic vitality. Corvallis boasts a vibrant, healthy economy that draws its strength from four directions:

- *Broad base of employment in a diverse number of fields, with a predominance of small, locally-owned businesses;*
- *Family wage jobs linked in large part to education, technology, health care, professional services and research;*
- *Active and convenient regional transportation system which makes it easy to walk, cycle or ride mass transit;*
- *Business and community collaboration to maintain and improve the city's air and water quality.*



DIVERSE ECONOMIC BASE

Corvallis enjoys a stable economy by maintaining an ample, sustainable base of family wage jobs. Jobs are available for workers of all skills levels.

Established businesses in the community have expanded, diversified, and given rise to new firms and products. The downtown riverfront development and continued flourishing high tech and health care industries have resulted in new service-related businesses as well as restaurants and shops. These businesses cater to year-round Corvallis residents as well as college and university students and visitors.

Businesses collaborate with the area's schools, colleges and universities to ensure that employers can recruit and retain a qualified work force. High school students also benefit from a regional skills center which provides hands-on training in high tech and specialty fields (such as computer programming and culinary arts) that would not be economically feasible to offer at every educational site.

Corvallis is home to a variety of small, locally-owned businesses. Because they live in the community, business owners are actively involved in local policy and decision-making. They are also committed to supporting a family friendly work place.

The local economy is enriched by a healthy visitors' industry which is focused on conventions and meet-

ings and educational, recreational and sporting events. There are increased lodging and meeting facilities located in strategic locations.

HIGHER EDUCATION, HIGH TECH AND HEALTH CARE LINK

Corvallis in 2020 continues to build upon its historic links to higher education, the high tech industry and health care. Oregon State University, Linn-Benton Community College, and other institutions help maintain Corvallis' position as a prominent Corvallis for research and education. The new products and techniques emerging from these institutions have generated new businesses to bring these ideas to the market. This is true particularly in areas such as engineering, computer science, agriculture and forestry.

The regional medical center based in Corvallis provides specialized health services to people from throughout the region. It also serves as a major employer and as a teaching and clinical research site for the area's colleges and universities.

REGIONAL TRANSPORTATION SYSTEM

Public and private sector collaboration has resulted in a regional transportation system which makes it easy for employees to walk, cycle or ride mass transit to work. The regional system also links with the north-south high-speed rail system for those traveling to Eugene, Salem, or Portland. Public and private

incentives exist which encourage employees to use mass transit. This, in turn, has reduced the reliance on the automobile as well as eased traffic congestion and air pollution. Congestion, particularly through the downtown, was also eased with the extension of the north-south bypass.

In addition, the Corvallis Regional Airport offers service with daily flights to points in Oregon, Washington, California and beyond. A base for air freight services, particularly in conjunction with the airport's industrial park, serves as a relief airport for Portland and Eugene and provides hangar space and support services for locally-based corporate planes.

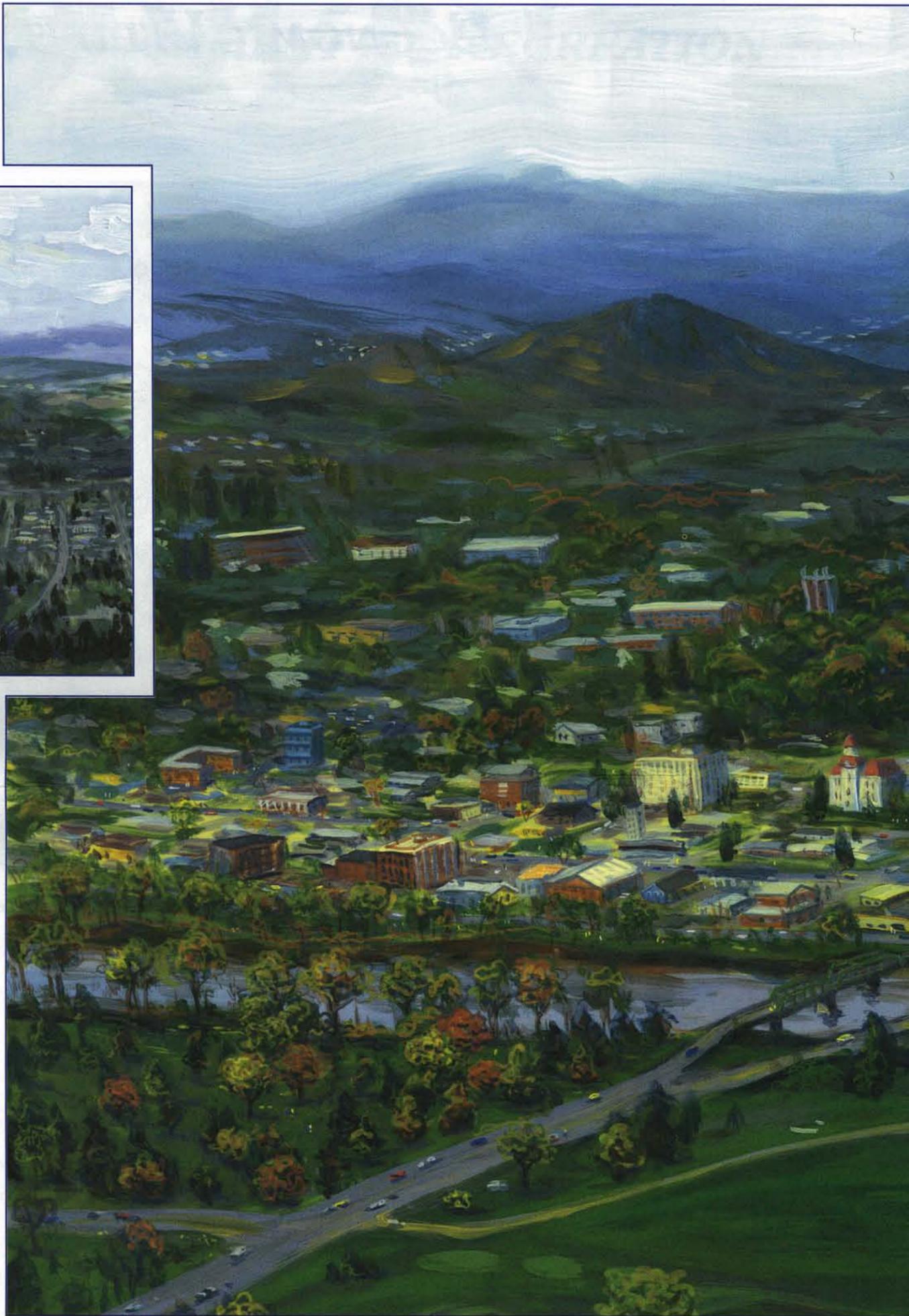
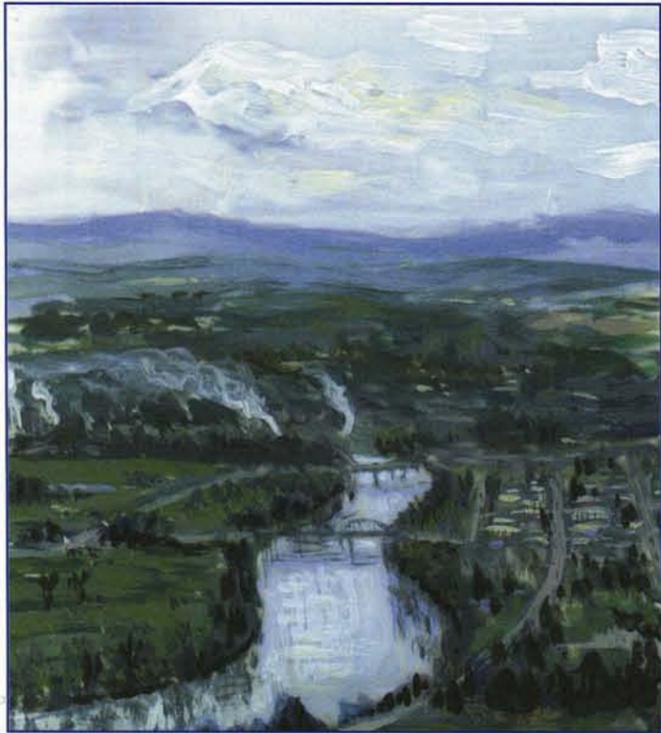
ENVIRONMENTALLY-SOUND INDUSTRIES

Businesses share the city's commitment to environmentally sound practices, and collaborate with community members to maintain and improve the city's air and water quality. This is done not only with attention to the businesses' own impact on the environment, but by encouraging employee use of alternative modes of transportation to and from work. Businesses are sensitive to their use of natural resources to produce quality goods, and are responsible stewards of those resources. Ongoing and open dialogue exists between business leaders and other community members concerning environmental issues and questions. ▲

CORVALLIS IN THE YEAR 2020

PROTECTING AGAINST POLLUTION

The community's water supply, along with its streams and creeks, are clean and clear. Water conservation efforts decrease the amount of water city residents consume.



THE RIVERFRONT

The riverfront features a variety of restaurants and shops, a public square, and ample green space with jogging and cycling paths.

CULTURAL AND RECREATIONAL VARIETY

Sports fields accommodate the growing demand for activities such as soccer, baseball and softball.

WHERE PEOPLE LIVE

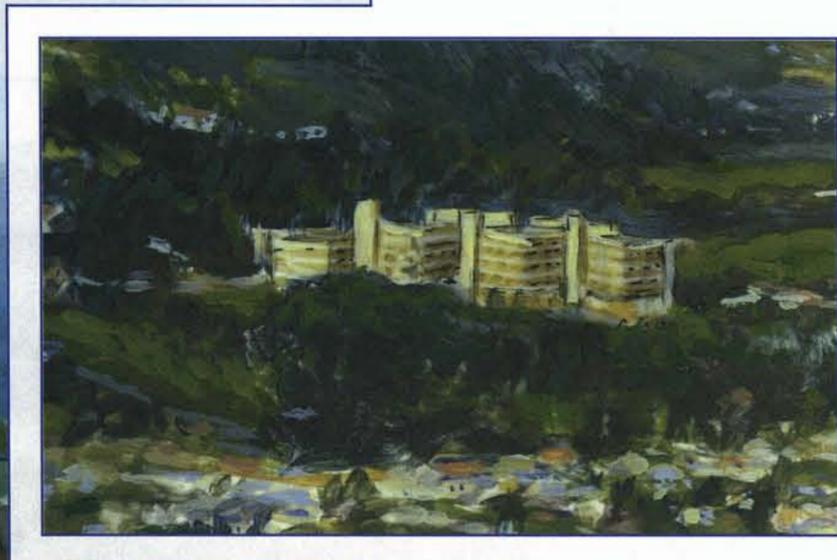
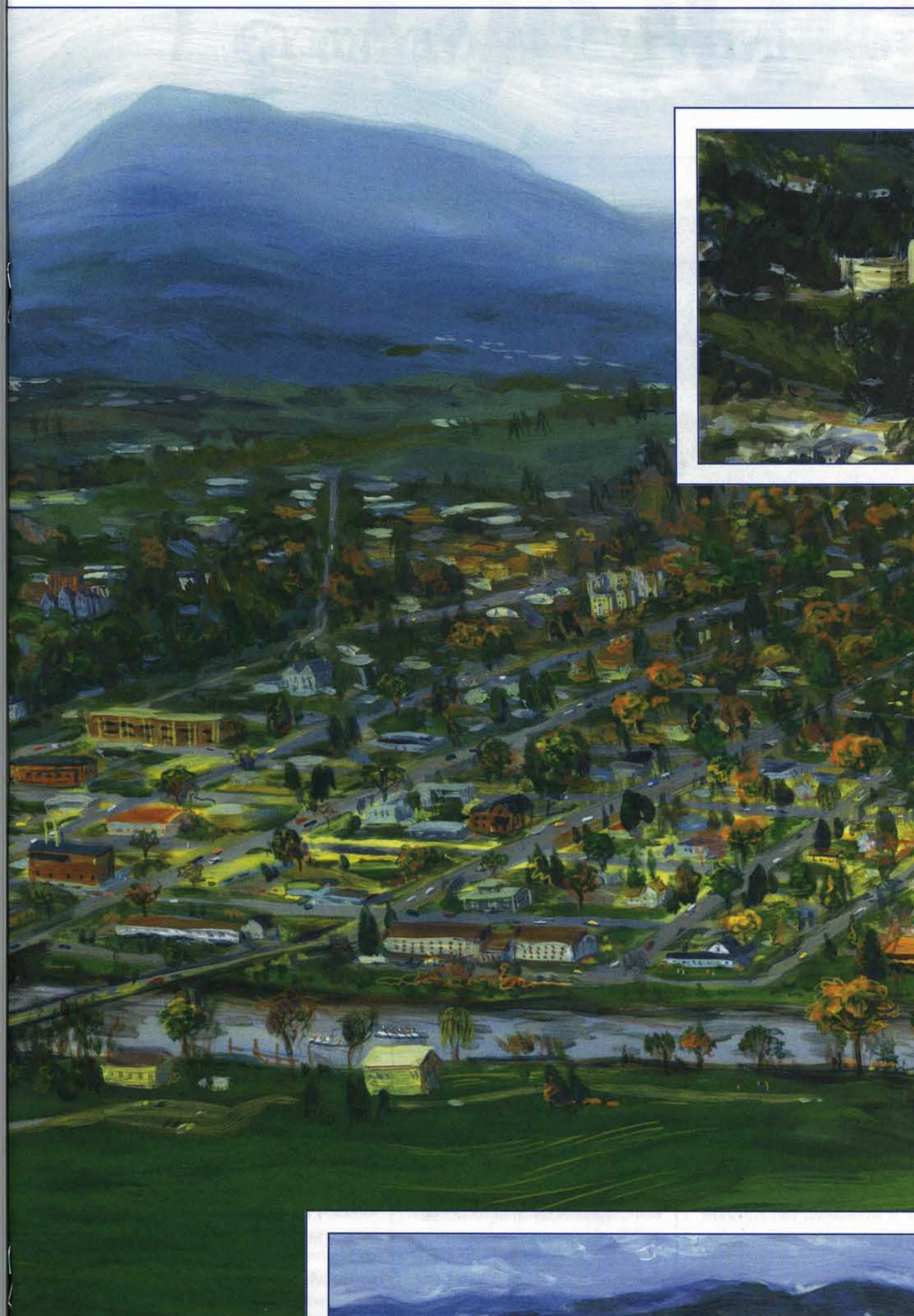
New neighborhoods contain a mix of uses such as homes, shops, workplaces, services, and public spaces.

HIGHER EDUCATION AND HIGH TECHNOLOGY

Oregon State University and other institutions help maintain Corvallis' position as a prominent center for research and education.

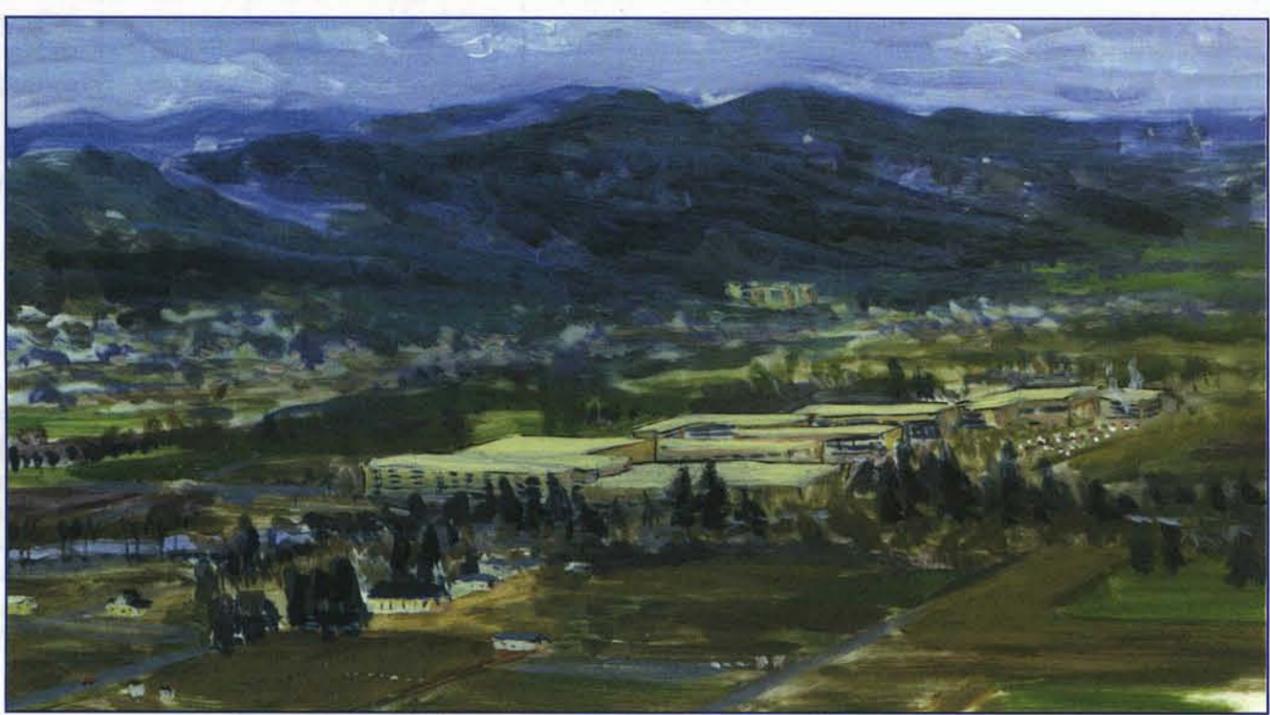
GOVERNING AND CIVIC INVOLVEMENT

Neighborhood organizations are vigorous and their meetings and ward meetings provide opportunities for formal and informal discussions of community issues.



COMMERCIAL CENTER

Downtown Corvallis is the primary shopping area, community gathering place, and governmental hub. The riverfront features a variety of restaurants and shops, a public square, and ample green space with jogging and cycling paths.



HEALTH CARE

Led by a regional medical center and high quality providers, comprehensive health and human services are easily accessible and available to all residents.

HIGH QUALITY SCHOOLS AND LIFELONG LEARNING

Our educational institutions and the business community work together to provide meaningful educational opportunities through internships and other programs which also help create a trained and knowledgeable work force.

DIVERSE ECONOMIC BASE

Corvallis enjoys a stable economy by maintaining an ample sustainable base of family-wage jobs. Jobs are available for workers of all skill levels.

2020 EDUCATION AND HUMAN SERVICES

“Corvallis in 2020 offers high quality educational opportunities and a comprehensive network of health and human services available to all residents throughout their lifetime.”



Corvallis shows its commitment to education and human services in three important ways:

- *Highly-regarded, well-funded schools, colleges and universities as well as an abundance of lifelong learning opportunities are achieved through an innovative blend of public and private funding;*
- *Led by a regional medical center and high quality providers, comprehensive health and human services are easily accessible and available to all residents;*
- *The public and private sectors collaborate in a network of services to strengthen children and families.*



HIGH QUALITY SCHOOLS AND LIFELONG LEARNING

Corvallis is a community known for providing quality education at all levels. This is measured through optimum student enrollment, demonstrated excellence in student learning, and stable funding. Our educational institutions and the business community work together to provide meaningful educational opportunities through internships and other programs which also help create a trained and knowledgeable work force. This commitment, in turn, attracts individuals and families to the community and helps ensure a qualified workforce that can meet employers' needs.

To help ensure stable public school funding, Corvallis has implemented an inter-agency collaboration which allows the city and county governments to participate in school funding and decision-making. For example, the Corvallis-Benton County Public Library and the city's Parks and Recreation Department helps support a variety of extra-curricular and recreational opportunities. This collaboration allows the schools to direct a larger proportion of funding directly to classroom instruction.

Public school students may choose from a variety of educational opportunities. As a complement

to excellent neighborhood schools, local "schools of choice" offer enrichment programs in art, foreign language, or other special learning environments.

In addition to providing two year college transfer opportunities, Linn-Benton Community College provides vocational/technical training, retraining, and community education for residents of all ages. It has tailored programs to meet the needs of people making mid-career changes, learning to use and adapt to new technology, and developing entrepreneurial skills. In cooperation with local businesses and industry, LBCC has developed a Workforce Training Center in Corvallis which assists local employees in acquiring new skills.

As a cornerstone of the community's identity, Oregon State University enriches the city's economic vitality and cultural life as well as its educational opportunities. Oregon's continued investment in higher education, as well as generous private and foundation support, has helped OSU strengthen student enrollment and attract and retain distinguished faculty. OSU extends its teaching and research endeavors from Corvallis throughout Oregon, the nation and the world through sophisticated educational outreach programs. At the same time, it retains a vigorous on-campus pro-

gram. The University is a source of economic, social and educational richness for the Corvallis community. Corvallis, especially with OSU's agricultural and forestry research lands, is a "living laboratory" for OSU students and faculty in many academic fields.

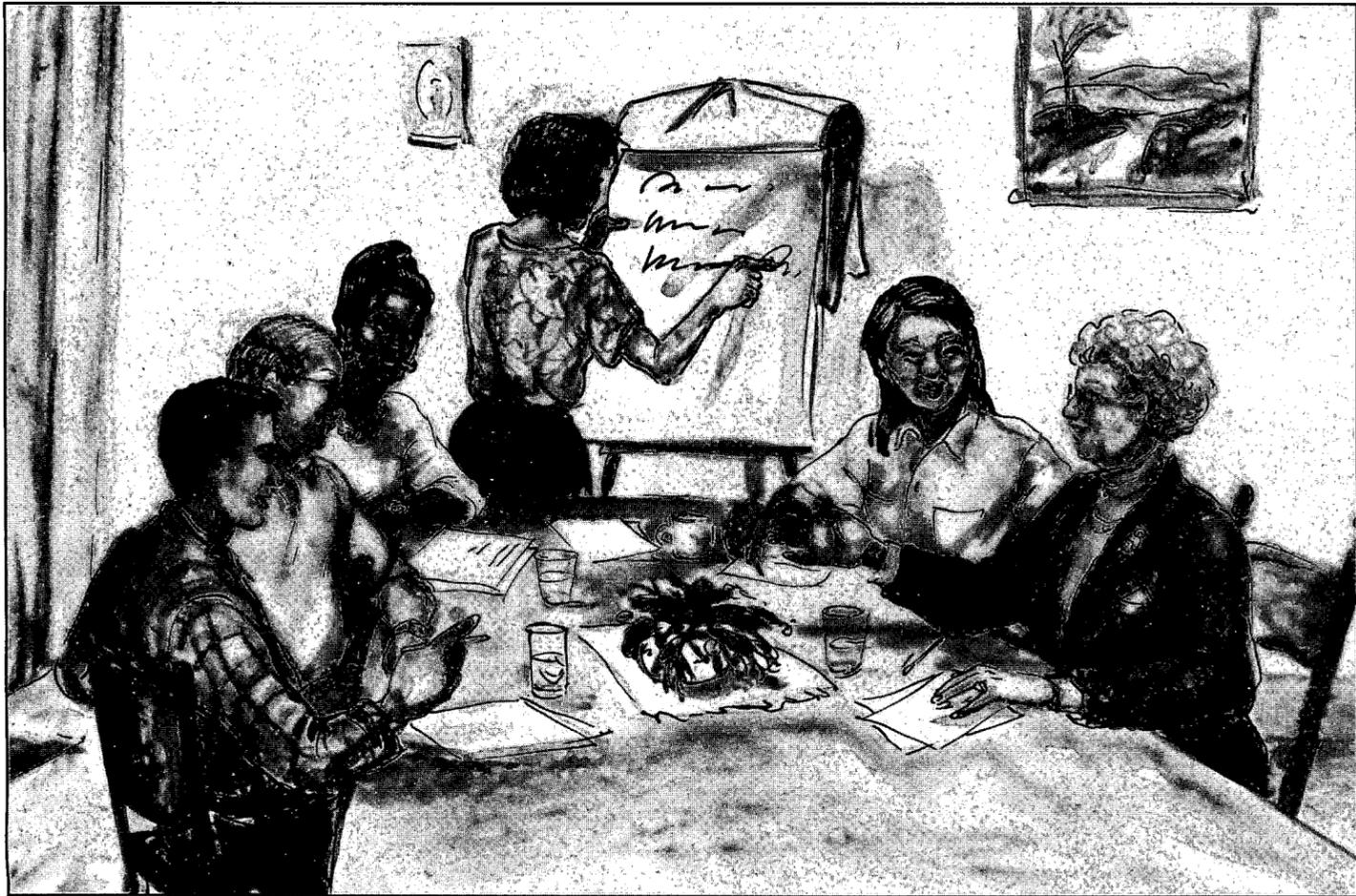
OSU and Corvallis are active partners with a range of shared resources and cooperative agreements to support mutual interests in areas such as fire and police protection, transportation, utilities, and other infrastructure. The result of this mutually beneficial cooperation helps create efficiencies for the City and University and fosters a healthy and livable place where citizens, businesses and organizations prosper. Corvallis is recognized as a university town with benefits that directly contribute to the whole state of Oregon and beyond.

ACCESS TO HEALTH AND HUMAN SERVICES

Led by a regional medical center, high quality health providers and a network of human service organizations, comprehensive health and human services are easily accessible and available to all residents. This is accomplished through extensive community outreach efforts which link public and private organizations in a variety of innovation partner-

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2020 GOVERNING & CIVIC INVOLVEMENT



“Corvallis in 2020 fosters citizen participation in all aspects of community decisions. Neighborhood organizations are vigorous and their meetings and ward meetings provide opportunities for formal and informal discussions of community issues. Most citizens vote and regularly discuss issues with their neighbors, city councilors, and the mayor. Citizens are confident that their elected representatives will carefully consider their ideas and opinions.”

ELECTIONS

The city council and mayor are elected in contested races after a thorough discussion of their positions and plans. Through numerous meetings, community publications, and active media coverage, voters can gain a fair and complete picture of each candidate's views. Expenditures on campaigns are typically small, inviting citizens of all income levels to seek elective office.

LISTENING TO THE CITIZENS

There are numerous ways for citizens to participate in each community decision, ranging from expressing an opinion to crafting legislation. Boards, commissions, and task forces are the primary working groups that evaluate, draft, and recommend plans and legislation to the city council. Each board and commission is balanced in terms of the members' ages, economic status, gender, race, philosophical concerns and professional experience. The boards and commissions are effective and objective forums for discussing issues.

Public meetings typically include at least one opportunity for visitors' propositions and, when practical, citizens are involved in the deliberative process. A broadly-based

Committee for Citizen Involvement informs and assists citizens on how to become involved and how to be most effective at participating in community land use decisions.

A wide range of methods is used to gather citizens' ideas. Examples include mail and telephone surveys, neighborhood meetings, ward meetings, passive and interactive electronic communication, “comment corners” throughout the community, public hearings, and, in some cases, city council initiated advisory referendum.

MAKING DECISIONS

Balancing efficiency and citizen participation in government is challenging. Corvallis has a highly participatory government that when necessary, accepts higher costs and extended time periods for making decisions in order to maximize citizen involvement. The city council makes decisions only after a thorough review by the community. Citizens help decide what ought to

be done, as well as how and when it will be done. They work proactively, directly, and positively to find common ground among their interests and those of other people in the community. In land use planning, citizens and government attempt to

balance the rights and responsibilities of individual property owners with the interests and needs of the community.

REGIONAL GOVERNMENTAL COOPERATION

City and county governments and school boards coordinate and seek joint provision of all major services and procurement for major capital equipment and facilities. Councilors, commissioners, and board members regularly form small work groups to join with citizens and address community issues. The city collaborates with other local governments in a process to create and regularly update the benchmarks for common community concerns.

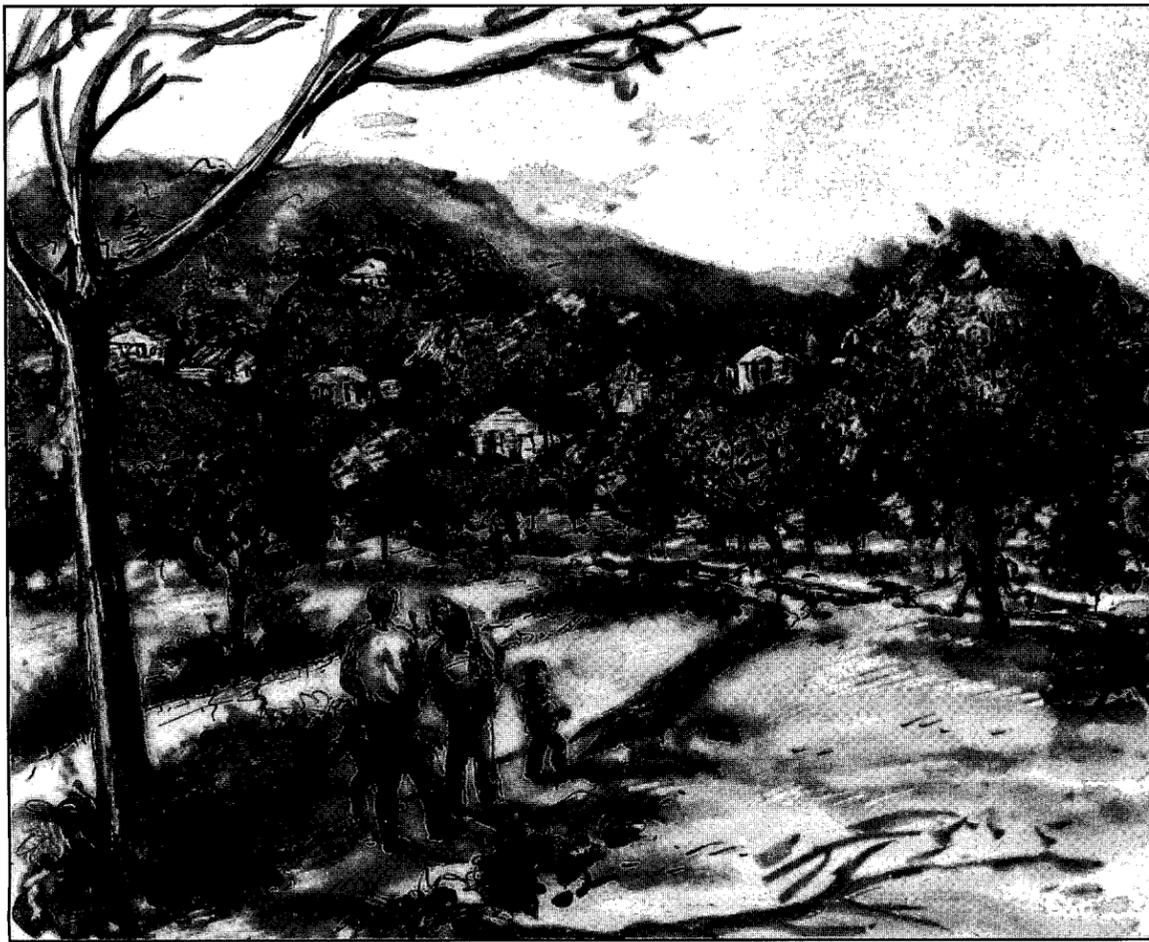
Governmental jurisdictions and agencies including nonprofits, work closely and encourage the provision of social services through the agencies that are most intensely concerned with and capable of meeting those needs. Nonprofits often consolidate their efforts and their organizations to minimize administrative expenses and focus resources and community concern.

SUPPORTING GOVERNMENT

City government is financed through user fees, special levies, donations, and property taxes that are progressive. Property taxes are constantly refined to make them more progressive. ▲



2020 PROTECTING OUR ENVIRONMENT



“Corvallis in 2020 has successfully integrated its economic and population growth with the preservation of its scenic natural environment, open spaces, clean air and water, wildlife habitat areas, and recreational opportunities.”

We value the beauty of our surroundings: the hills, valleys, forests, streams, rivers, and clean air. We value living in a city that is in harmony with these natural beauties, and seek to build for the future with this in mind. Corvallis recognizes the connection between development patterns and impacts on the environment. More efficient land-use through higher densities and compact development reduces the amount of land required for development and the negative impacts of an extended infrastructure. Careful design ensures that development minimizes impacts on plant communities, wildlife habitat, and scenic areas, as well as enhances the sense of place and community character. In order to protect the environment, our growth rate has not exceeded necessary infrastructure.

PROTECTING AGAINST POLLUTION

Pollution obeys no human boundaries. Recognizing that, the city coordinates its air and water quality efforts with other communities, surrounding counties, and resource management agencies in the Willamette Valley. This cooperative strategy has created a cleaner, healthier environment by stimulat-

ing improved farming and forestry techniques for preserving stream quality, reducing fossil fuel emissions, and significantly reducing the amount and toxicity of emissions.

Air pollution has been lessened, thanks to changing attitudes and actions by residents, strict environmental regulations, an increased emphasis on non-polluting forms of heating and transportation, conservation and technological advances. The number of daily auto trips and the length of those trips has been significantly reduced by: close coordination of land use and transportation decisions creating a careful mix of uses within neighborhoods; designing and building neighborhoods that are safe, easy, and convenient to walk and bicycle in; and building pedestrian connections between neighborhoods.



The paratransit system has been expanded, and public transit works more successfully with increased ridership and more frequent service between compact pedestrian-friendly neighborhoods. The result is cleaner air, quieter neighborhoods, and a healthier populace. Trees have been planted throughout

the community to take advantage of their aesthetic qualities, to provide cooling during the summer, and for their ability to help cleanse the air we breathe.

The community's water supply, along with its streams and creeks, are clean and clear. Water conservation efforts decrease the amount of water city residents consume. Drinking water quality has been improved by convincing upstream industries to stop polluting the Willamette and its tributaries. Run-off from road, construction and other pollution sources is collected and treated, if necessary, before being discharged. We guard our precious aquifer closely, by exercising extreme care in disposing of hazardous wastes, and we closely follow state and federal environmental regulations.

Conservation and a vigorous curbside recycling program has greatly reduced the material we send to local landfills for disposal. Household chemicals and other dangerous materials are collected, treated and safely disposed.

We are also concerned about other influences which, although not as dangerous, can spoil the way our community looks and sounds. In new developments, utility lines are buried underground, resulting in pleasant views and vistas. Corvallis is a community where all pollution types (including noise, visual, air, water, odor and chemical pollution) are carefully monitored and standards are maintained that meet or exceed the highest standards in the valley.

OPEN SPACE AND HABITAT

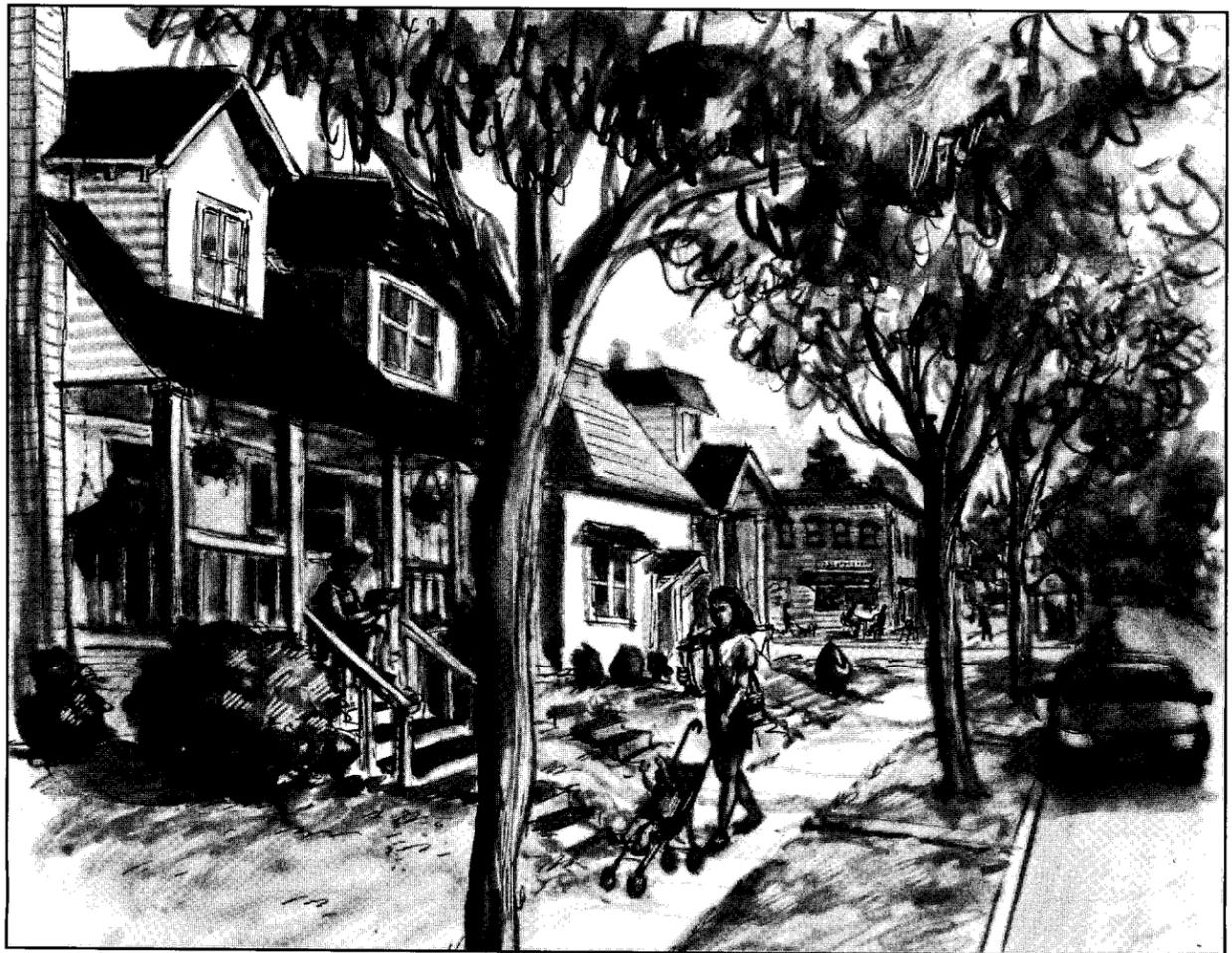
Our natural features: hillsides, floodplains, streams, wetlands, and other natural areas are protected and treasured. Wildlife habitat areas, scenic areas, and other natural areas help shape development patterns as we grow. Our natural open space helps buffer flood events, purify our air and water, provide recreational and educational opportunities, and reinforce the community's distinctive character. Corvallis has identified its open space resources, and has established criteria and priorities for open space protection.

Corvallis is encircled by an emerald necklace of parks, scenic vistas, natural habitats, and farm and forest lands that define the city's boundaries. The OSU Research Forests and the OSU agricultural research lands located within easy

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2020 WHERE PEOPLE LIVE

“Corvallis in 2020 offers balanced and diverse neighborhoods, incorporating mixed-use, that is accessible to residents without driving, which form the building blocks that support a healthy social, economic, and civic life. Neighborhoods can be defined by the characteristics of neighborhood identity, pedestrian scale, diversity, and the public realm. These characteristics are protected and enhanced in existing neighborhoods and are included in the design of new neighborhoods.”



A CITY OF NEIGHBORHOODS

All development in Corvallis contributes to the creation of complete neighborhoods. Development standards have been created based on the characteristics of traditional Corvallis neighborhoods. These standards insure that development and redevelopment create, protect, and enhance neighborhood form while facilitating the community-wide needs to improve transportation choices, provide housing for a diverse population within safe attractive neighborhoods, and maintain resource lands, natural areas, and recreational open spaces.

NEIGHBORHOOD IDENTITY

Most neighborhoods have a clear center or focus and a well-defined edge. The focus may contain shopping, services, and small businesses or a civic facility such as a park, school or satellite post office. Community and civic buildings add identity to the neighborhood. The boundary or edge of the neighborhood is defined by topography, open space, or major streets.

PEDESTRIAN SCALE

One can easily and safely walk through a neighborhood within 5-10 minutes. The streets are an interconnecting network with short blocks to disperse traffic and create convenient

and direct routes for cyclists and pedestrians. Buildings and trees are close to the street, providing an intimate outdoor room which is comfortable to pedestrians.

DIVERSITY AND THE PUBLIC REALM

New neighborhoods contain a mix of uses such as homes, shops, workplaces, services, and public spaces. There is a mix of housing types at varying costs to allow a diversity of household types, ages, and incomes. Several older neighborhoods have incorporated a variety of housing types and small, neighborhood services.

A strong public realm is created because the streets are designed as important shared public space for pedestrians and other transportation needs. Buildings are oriented to the street to add security and help define the public space. A variety of types and sizes of public parks and open space give form and structure to neighborhoods.

PLANNING FOR NEIGHBORHOODS

Beginning with studies such as the West Corvallis/North Philomath Plan and the South Corvallis Refinement Plan, the community has been able to identify potential locations for new neighborhoods within the Urban Growth Boundary. Specific

Area Plans for these potential neighborhood sites, showing land-uses, street layout, and open space framework, help to insure that incremental development over time and by various property owners/developers creates the kind of places the community desires.

Through public process, Neighborhood Refinement Plans have been created for areas in the existing city that have been identified as neighborhoods. These plans guide any construction of new structures, strategic in-fill, or redevelopment in order to enhance, protect, and reinforce the identity, diversity, pedestrian scale, and the shared public spaces, of these neighborhoods.

SPECIAL DISTRICTS

Certain areas of the community of a special nature such as the downtown, OSU, major medical and employment centers, or community-oriented shopping areas are designated as special districts. Districts offer many amenities including identity, pedestrian scale, diversity, and a strong public realm, yet retain their own special identity. These special districts emphasize a more community-wide or regional focus.

MAINTAINING LIVABILITY

Livability is of primary concern for *continued on back page*

EDUCATION AND HUMAN SERVICES ... continued from page 8

ships. All residents have access to affordable health services available throughout the city in a variety of different settings, both traditional and non-traditional.

A continuum of other social services provides a strong "safety net" for area residents. Non-profit agencies work closely with the public and private sectors to fill any gaps in service delivery. Residents are aware of the services available and know how to access them. A convenient, regional transportation system helps connect individuals with the services they need. For those who can't access mass transit, an expanded paratransit program provides personal transportation services.

As its population has aged, Corvallis has provided housing, programs and resources to keep pace with the needs of older citizens as

well as those with disabilities. Support services ranging from housekeeping and personal care to home health care allow many disabled or frail elderly to remain in their own homes. Public and private groups cooperate to keep these services affordable and accessible. Respite care is easily available to assist individuals who care for their aging or disabled loved ones. The Corvallis Senior Center is a vital partner in the community, with a range of outreach services in addition to those offered at its primary location.

Corvallis reaches out to those with developmental, emotional and physical disabilities, helping them find housing and jobs, and integrating them into community life. Public, private and non-profit housing and income assistance programs help lower-income people find homes they

can afford. Those without shelter are offered interim housing and linked with employment, food, medical and counseling services that help them get back on their feet. A coordinated network of resources, including long- and short-term shelter and counseling, assists victims of domestic or sexual violence.

STRENGTHENING CHILDREN AND FAMILIES

Working in collaboration with local, county and state organizations, Corvallis residents are committed to strengthening children and families. These efforts begin at birth and continue throughout the age continuum to provide help to strengthen families and connect them with community resources.

The community offers quality affordable child care options including family-based care with state-

licensed providers and professionally-run child care centers. Corvallis employers take advantage of opportunities to help employees balance work and family; such as tax incentives, flex benefit plans, flex time and other family friendly policies.

A network of non-profit agencies, public and private sector organizations and volunteers helps ensure that every child begins school ready to learn. Local schools serve as neighborhood centers and offer a variety of after-school child care sports and recreation programs, enrichment programs and other adult-supervised activities.

For older youths, activities such as: the Boys and Girls Club, teen employment program, outdoor sports and recreation programs, school enrichment programs and an under-21 dance club provide a variety of adult-supervised activity options. ▲

PROTECTING OUR ENVIRONMENT ... continued from page 10

walking distance to campus also contribute to the unique character of Corvallis as a land grant college community. Corvallis has established a common open space with Philomath which provides recreational opportunities, wetland protection, and community identity to each city.

We value our rivers, our streams, and our watershed, carefully managing them to protect the purity of our water, their aesthetic and biological qualities, and their value as recreational areas. The city's streams and wetlands act as the backbone for a system of "green fingers" which weave through and connect the city's open space resources. These "green fingers"

provide trail corridors and habitat areas where native plants and wildlife grow and flourish in their natural state. These "green fingers" widen out at community-scale parks and open space preserves and are easily accessible to neighborhoods.

Developers and homeowners are encouraged to use natural landscaping which integrates and preserves the existing significant vegetation on homesites and commercial developments in creative and environmentally sound ways. Habitat disturbed during construction is restored and enhanced.

OUTDOOR RECREATION

Our parks are among our most

attractive assets. Scattered throughout the community, the parks vary in size, design and function to meet the need of neighboring areas. Parks accommodate a wide range of recreation activities for all ages. This range includes provision of more passive activities such as bird watching all the way to active sports. The park system includes a mix of developed and natural areas. Parks are equipped with barrier-free play equipment, picnic areas, walking and cycling paths, and benches. Parks also serve as outdoor performance spaces.

Our river and hilltop parks are the "crown jewels" of our park system. Acting as community focal points to the south are our riverside parks,

providing river access, boating, play areas and natural habitats. A footbridge and bike path over the Marys River connect Pioneer and Avery parks. Framing the city to the north and west is a series of hilltop parks which provide panoramic views of Corvallis, the Willamette Valley and the Cascade Range.

A citywide network of safe and accessible trails and bicycle paths connect our neighborhoods, parks and open space system. Trails or parks can be reached within a 10-15 minute walk from homes. These neighborhood trails also provide links to more distant recreation trails in McDonald Research Forest, Marys Peak, and with the Corvallis-to-the-Sea Trail. ▲

WHERE PEOPLE LIVE ... continued from page 11

maintaining healthy neighborhoods. Corvallis residents determine livability by the quality of the schools, the safety and security of citizens and their property, an accessible and reasonably priced health care system, diverse and attractive neighborhoods, environmental cleanliness, sustainability, opportunities for continuing education, a healthy economy that provides choices of goods and services, quality employment opportunities, and visual and physical access to open space. Livability is specifically measured by benchmarks that are regularly updated by the citizens. Corvallis evaluates its livability on a regular basis through surveys and forums.

A high quality of life, and housing opportunities for those who live, work, and study in the community, are all found in Corvallis. Businesses and institutions recognize this and support the community through their taxes, donations and other efforts to maximize their impacts on

community livability. They set goals and develop plans for improving the community (e.g. 35% of OSU students will live on campus and 30% or less of OSU students will bring automobiles to Corvallis).

WHO LIVES IN CORVALLIS

Corvallis encourages a diverse population and approves growth to the extent that the essential features of compact livability are maintained. Neighborhoods offer a wide variety of available housing choices and costs. Corvallis strives to maintain housing opportunities and prices similar to other Oregon cities of comparable livability. Because of diverse housing opportunities all within safe, attractive neighborhood settings; convenient shops and services; excellent transportation choices; a clean, quiet environment; easy access to open space and recreation; and a strong sense of community, Corvallis is considered a highly desirable place to live. ▲

City of Corvallis
Community Development Department
P.O. Box 1083
Corvallis, OR 97339-1083





CITY OF CORVALLIS

2007-2008 DEPARTMENTAL INITIATIVES

CITY MANAGER'S OFFICE

- Implement new Council goals and objectives
- Continue to look for technology improvements in personnel, risk management, and public information services that improve services and lower costs
- Pursue sustainable total compensation practices that balance salary and benefit costs
- Pursue and invest in wellness strategies that will control costs associated with illness such as sick leave use incentives, cost control measures in insurance plan designs, loss control and prevention, risk management and other personnel-related services while also recruiting and attracting the highest quality personnel as an Employer of Choice
- Implement an update to the Comprehensive Communications Plan 3-Year Action Plan
- Implement the approved diversity action plan
- Coordinate support of the Economic Vitality Partnership Strategic Plan

COMMUNITY DEVELOPMENT DEPARTMENT

- Implement selected Downtown Housing Study recommendations
- Facilitate Corvallis Neighborhood Housing Services (CNHS) development of Seavey Meadows as an affordable mixed tenancy housing project
- Participate in Corvallis/Benton County Supportive Housing Coalition Strategic Planning effort
- Begin basic data gathering and analysis work in preparation for FY 08-09 through FY 12-13 CDBG/HOME Consolidated Plan
- Planning associated with south Corvallis Industrial lands
- LDC Phase I and Phase III implementation including consolidation/incorporation of LDC text amendments approved since December 2000
- Initiate enhanced LDC enforcement efforts
- Address the Planning Division work program priorities as workload permits
- Provide support to the recently formed Historic Resources Commission and implement the Historic Preservation Code revisions
- Support the Downtown Corvallis Association in implementing the Downtown Strategic Plan
- Implement e-permitting portal for online permits
- Implement field inspection software
- Continue to enhance customer service in the development review process, including expansion of web-based services that will improve the efficiency of the permitting and inspection processes
- Perform Development Services permit fee review

FINANCE DEPARTMENT

- Continue to work on fiscal stability, including working on methods to reduce costs and study/potentially implement new revenue sources
- Develop a plan to implement the Governmental Accounting Standards Board (GASB) Statement 45 which requires an actuarial estimate of the costs of post-employment benefits
- Implement e-commerce on the City's web site for utility billing, building permits, and potentially parks and recreation registrations
- Continue in the implementation of recommended projects based on the MIS strategic plan focusing on data warehousing and integration of systems
- Implement the Unwire Corvallis project to provide wireless connectivity throughout the City

FIRE DEPARTMENT

- Explore funding options for replacement of emergency apparatus including aerial apparatus, fire engines, tenders, and ambulances
- Develop partnerships and alternative funding mechanisms for special rescue situations such as confined space rescue, high and low angle rescue, and water rescue
- Maintain and improve upon the volunteer program to meet the changing needs of the volunteer and of the Fire Department delivery system:
 - Develop options to more effectively utilize the time of volunteers and paid staff
 - Continue to develop and implement a cadre of non-combat volunteers to assist in areas such as public education, logistics, and program assistance
 - Aggressively recruit volunteers for our service delivery with a focus on increasing the diversity of the department
- Develop and finalized plans for construction of a new drill facility in response to need of the current facility by Wastewater Treatment Facility

LIBRARY DEPARTMENT

- Support City Council Goal implementation, "Evaluate Strategies to Maximize Delivery of Parks & Recreation, Youth and Cultural Services"
- Plan for and implement third phase of Library rearrangement project; re-carpet portions of Library if necessary
- Implement wireless access for the public at all locations
- Implement new technologies as appropriate for the Library, such as podcasting wikis, RSS feeds, and library blogs
- Work with Monroe community on planning for a new library building in Monroe (building paid for by City of Monroe)
- Hold community-wide Early Literacy summit in support of all children entering school ready to read, develop recommendations and present to City Council
- Wrap up current Long Range Plan and begin next planning cycle

PARKS AND RECREATION DEPARTMENT

- Complete Council adopted Capital Improvement Program projects, including Senior Center/Chintimini Park expansion
- Complete update of the Department's American with Disabilities Act Compliance Plan
- Implement recommendations from the Recreation and Owens Farm Open Space Management Plans, within existing resources.
- Development of Herbert Farm open space management plan
- Continued computer automation implementation to enhance customer-focused service and improve operational efficiencies
- Evaluate consolidation of Department's Boards & Commissions, per Council Policy
- Continued implementation of Marketing Plan recommendations at Osborn Aquatic Center and Corvallis Senior Center facilities
- Support City Council Goal implementation, "Evaluate Strategies to Maximize Delivery of Parks & Recreation, Youth and Cultural Services"

POLICE DEPARTMENT

- Implement remaining collaboration objectives with Benton County Sheriff's Office:
 - Develop and implement a plan to consolidate information services onto a single public safety domain
 - Develop common protocols and procedures for high-risk enforcement activities
 - Gain Intergovernmental agreement on patrol response coverage/Urban Growth Boundary
 - Make necessary Law Enforcement Center modifications to accommodate co-location of identified function
- Update the CPD Strategic Plan
- Update the 911 Master Plan
- Implement the new Records Management and Mobile Systems
- Continue working in partnership with Oregon State University Greek representatives, Athletic Department, Associated Students of Oregon State University, and community members
- Enhance website for self-reporting and for crime prevention programs and alerts
- Participate in the seven-county radio microwave interoperability initiative
- Negotiate new labor agreement with Corvallis Police Officers' Association
- Achieve re-accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)

PUBLIC WORKS DEPARTMENT

- Special Projects
 - Van Buren bridge environmental assessment process
 - Bio-diesel crop feasibility
 - Area transit connectivity/level of service
 - Update of design criteria manual for development

- Address new wastewater discharge limits (temperature, mercury, bacteria)
- Develop and adopt design standards for green infrastructure
- Capital Projects
 - City Hall seismic, mechanical and renovation project
 - 35th St bike lane and sidewalk project
 - Country Club Drive urban section project
 - Begin Walnut Blvd rehabilitation
 - Methane gas utilization
 - Taylor filter upgrades
 - Airport wetland mitigation implementation
- Fiscal Issues
 - Street lights acquisition
 - FEMA seismic grants
 - Utility rates - consider impact of reduced per capita consumption
 - Re-use of gray and storm water and impact on rates
 - Marketing “shovel-ready” airport site
 - Monitor/seek other transit funding (Business Energy Tax Credit/Federal Highway Act)
- Other
 - Negotiate with DEQ new sewer and storm water discharge permits
 - Support legislative action regarding municipal water rights
 - Integrate sustainable practices into daily operations
 - Improve on performance measures reporting and data use
 - Develop and implement sustainable management system
 - Airport infrastructure development
 - Implement watershed stewardship plan

STATUS OF CITY COUNCIL GOALS FOR 2005-2006

Preface:

Overarching Council goals and values throughout the Corvallis 2020 Vision Statement and within the goals listed below include:

★ Diversity

★ Citizen Involvement

★ Sustainability

★ Cost Efficiency

GOALS	Corvallis 2020 Vision Statement Categories
<p>Develop Watershed Stewardship Plan</p> <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • The Watershed Advisory Commission developed policy statements and action items for ten areas of watershed management, including forest age and structure, fish and wildlife habitat, invasive species control and reserve areas. • An educational video depicting four types of forests on the watershed property and discussing the management options for each was produced and began playing on the public access TV channel. • The City Council adopted the Watershed Stewardship Plan at its December 18, 2006 meeting. <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • Public Works will begin to develop a plan to implement the recommendations. 	<p>Culture and Recreation Economic Vitality Governing and Civic Involvement Protecting the Environment</p>
<p>Enhance organizational sustainability efforts</p> <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • The Sustainability Coordinator has been hired and started work at Public Works. • The City Council adopted a refined Council policy on sustainability. • Pool covers and the variable speed fans for the Osborn Aquatic Center were installed. <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • The energy assessment on the Osborn Aquatic Center boilers will be completed. • Staff will work with a consultant on a sustainability management plan for Public Works. • Personnel staff will develop sustainability language for job descriptions. • Staff will begin to develop enhancements to the City's intranet site on sustainability. 	<p>Culture and Recreation Economic Vitality Governing and Civic Involvement Protecting the Environment</p>

GOALS	Corvallis 2020 Vision Statement Categories
<p>Pursue Economic Vitality:</p> <ul style="list-style-type: none"> • South Corvallis industrial lands shovel ready • Development Impact Team • Support Economic Vitality Partnership (EVP) Consolidated Economic Health Strategy <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • Corvallis Airport Industrial Park shovel-ready status: Oregon DSL has completed the review and has provided comments on the conceptual wetlands mitigation plan and forwarded the comments to the City and our consultant. • Development Impact Team: Community Development staff continued to work with a stakeholders group on development related issues and to seek input on policies and processes. Staff is working on a program to communicate the development review services offered by the City of Corvallis. • EVP Strategy: <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • Corvallis Airport Industrial Park shovel-ready status: Address DSL comments in the conceptual wetlands mitigation plan and resubmit to DSL for acceptance. • EVP Strategy: Community Development Department staff will develop a plan for supporting City tasks associated with the Plan. • Development Impact Team: Development Services staff will continue work on a communications program. 	<p>Central City Economic Vitality Education and Human Services Protecting the Environment Where We Live</p>
<p>Support completion and assist with implementation of Downtown Master Plan and Downtown Housing Study.</p> <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • Downtown Corvallis Association (DCA) has presented the Downtown Strategic Plan for City Council approval. <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • Implementation of the Strategic Plan including City decisions on funding for various components of the Plan. 	<p>Central City Culture and Recreation Economic Vitality Protecting the Environment Where We Live</p>
<p>Match funding strategies to defined capital projects</p> <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • The City Council deferred the bond election to May of 2008 to fund the expansion of the Chintimini Senior Center and rehabilitation of the park <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • Parks & Recreation Department staff will work with interested citizens and the Parks & Recreation Advisory Board on establishing a new time line for preparation for a bond election in 2008. 	<p>Culture and Recreation Governing and Civic Involvement</p>

GOALS	Corvallis 2020 Vision Statement Categories
<p>Assess organizational diversity efforts and develop goals and objectives</p> <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • The Diversity Assessment report was accepted by the City Council in December. • The City was a co-sponsor for the Employer Partnership for Diversity's Diversity Leadership Breakfast event. • The City began to advertise for position vacancies on diverse web sites. <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • The implementation strategy from the Diversity Assessment is scheduled for review by the Human Services Committee at their January 17 meeting. 	<p>Culture and Recreation Governing and Civic Involvement</p>
<p>Strengthen citizen involvement by working with Committee for Citizen Involvement (CCI) to identify new strategies to improve and increase broad-based involvement</p> <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • Monthly meetings of the CCI are staffed by a Planner. • New work plan items were developed to research and develop "best practices" concepts for citizen involvement in City programs. • The CCI completed its review and provided recommendations for Neighborhood Empowerment Grants. <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • Continue research on City programs for Citizen Involvement needs. • Continue broad research on citizen involvement/empowerment practices. 	<p>Governing and Civic Involvement Where We Live</p>
<p>Complete work and provide direction on Transportation Funding, Street Light Acquisition, and Utility Business Tax by December, 2005</p> <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • Transportation Funding: The Transportation Maintenance Fee (TMF) was adopted by the City Council and implemented on July 1 on the City's Customer Service bill. • Street Light Acquisition: Staff continued to work with the City's consultant to analyze the offer presented by Pacific Power. • Utility Business Tax: This became the Telecommunications Tax which was referred to voters and defeated. <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • Transportation Funding: No additional work, beyond collecting the fee and completing the projects, is expected. • Street Light Acquisition: Staff expects to complete negotiations for the purchase in the third quarter. • Utility Business Tax: No additional work is anticipated on this task. 	<p>Governing and Civic Involvement</p>
<p>Evaluate strategies to maximize delivery of parks and recreation, youth, and cultural services</p> <p><u>Status as of December 31, 2006:</u></p> <ul style="list-style-type: none"> • Council approved a goal to develop a multi-year funding strategy with public/private partners to support Parks and Recreation, Youth and Cultural Services in FY 2007-08. 	<p>Culture and Recreation Economic Vitality Education and Human Services Governing and Civic Involvement</p>

GOALS	Corvallis 2020 Vision Statement Categories
<u>Next Steps:</u> <ul style="list-style-type: none"> • Next steps are pending the 2007-2008 City Council goal setting process. 	
Review Charter for diversity and State law consistency purposes <u>Status as of December 31, 2006:</u> <ul style="list-style-type: none"> • Voters approved the Charter amendment in the November 2006 election. <u>Next Steps:</u> <ul style="list-style-type: none"> • City staff will work with stakeholders to implement Charter provisions. 	Governing and Civic Involvement
<u>Accomplishments that reflect the Overarching Goals and Values:</u> <ul style="list-style-type: none"> • Cost Efficiency - The Health Benefits proposals were completed and analyzed; carriers and plans were chosen. Staff began marketing of health and wellness plans to City employees. • Citizen Involvement - Mailed the 2006 Citizen Attitude Survey to 1,200 randomly selected Corvallis voters. Survey results will be presented to Council on January 2, 2007. • Sustainability –Staff turned in 21.5 pounds of pull tabs for kidney dialysis patients. 	

OTHER ACCOMPLISHMENTS

CITY MANAGER'S OFFICE

- Completed analysis of the 2006 Citizen Attitude Survey. The survey report will be presented to Council January 2nd.
- Continued to work with MIS Division to resolve spam mail issues on the Mayor/Council archive Web site.
- Completed open enrollment for employee health benefits and qualification process for the wellness promotion program. Over 76 percent of the City's regular employees participated in at least one of the three elements of the wellness incentive program. Almost 44 percent of employees eligible to enroll in the new consumer driven health plan elected to do so.

COMMUNITY DEVELOPMENT

DEPARTMENT

- HOME funding for the 34-unit CoHo Cohousing condominium project is being released as construction activities proceed.
- Received HUD approval of the FY 05-06 CDBG/HOME program Consolidated Annual Performance Evaluation Report.
- Continued delivery of the Rental Housing Program, with 134 contacts resulting in 223 issues discussed during the quarter.
- Completed the complex task of implementing the Phase I and III Updates of the Land Development Code into the existing code, effective December 31, 2006.
- Developed and presented training programs regarding the new Land Development Code to City Staff, the City Council, the Planning Commission, and the general public. Several more are planned into the new year.
- Implemented use of field inspection computers for building inspectors.
- Continued work to implement internet permitting portal for contractors.
- Continued to process development applications in a timely manner and within State-mandated time limits.

FINANCE DEPARTMENT

- Continued working with Community Development staff and Bank of America to implement on-line payment processing for utility billing and permits. Other services will be added after these two areas are initiated.

FIRE DEPARTMENT

- The Department's response to the training burn involving asbestos is progressing. Chief Campbell has met with the City Attorney and City risk management, as well as representatives from OSHA and DEQ. Representatives from OSHA, the City's insurance provider, occupational medicine, and an industrial

hygienist met with Fire personnel in two sessions to share information and answer questions. The City Attorney has responded to the pre-enforcement notice from DEQ. In addition, steps have been taken to address asbestos abatement in demolition permits issued by Community Development. The Fire Department's training burn policy is now included in the set of Operating Guidelines (with changes that should prevent any future occurrences).

- A search for property for the new training facility is underway. The findings from a search the City recently conducted for other purposes can be incorporated into this effort.
- A contract for the purchase and implementation of Telestaff software has been finalized. This software will free the Battalion Chiefs of much administrative work and will allow them to spend more time responding to incidents and working with crews. It will also significantly reduce the amount of time admin staff will need to spend on preparing information for payroll.
- The Department held its annual open house on October 14 at all fire stations.

LIBRARY

- An Early Literacy Summit was held at the Library, bringing together representatives from local agencies involved in this area.
- Plans for a new Monroe library are moving forward. A feasibility study, paid for by the Friends and Foundation, identified size and site requirements and evaluated two different sites; a community meeting was held; the Monroe City Council endorsed the idea; and a committee to pursue the project was formed.
- The annual Foundation campaign brought in over \$20,000 for the library to date.
- The Victor Brookes Reading Area project construction began. Donations to the Library Foundation and in-kind donations from local businesses are paying for the project, spearheaded by Tom Brookes, son of Victor Brookes. The project will enclose the unused patio area in Youth Services, making it a usable part of the library.
- A meeting to evaluate the state of school libraries and information literacy for students was held with the OSU Valley Library, the public library, and 509J. Although no improvements in school libraries were proposed, a committee will work on developing and implementing a curriculum to help teachers teach information literacy to their students.
- Reorganization of the Circulation work group was completed with the hiring of Shaun Hearn as co-Circulation Supervisor

PARKS & RECREATION DEPARTMENT

- Parks staff cleaned up, recycled, and disposed of 10 tons of accumulated debris.
- Parks volunteer hours have surpassed 2,800 hours this season, indicating good support from the community.
- The family Halloween Party was held October 31st at the library parking garage with over 600 in attendance.
- Second Annual Dog Day Event at Osborn Aquatic Center was held again this year, prior to draining the outdoor pools for the winter. Last year 246 dogs paid \$5.00 each (owners were free) to swim in the outdoor pools; this year the number almost doubled to 476 dogs.
- Osborn Aquatic Center hosted a Special Olympics regional swim meet for 175 athletes on October 14th and hosted a two-day collegiate water polo tournament on October 7th and October 8th.
- Hosted a 'Swim-in-the-Dark' special event on October 27th at Osborn Aquatic Center, which brought in more than 6 times normal Friday night attendance.
- Avery Park Hazard Tree Removal Project efforts removed 15 trees, additional trees will be removed in July of 2007.
- The OSU Home Game Parking Pilot Project brought in total revenue of \$19,949 for the 6 home games.
- Papa's Pizza Parlor held a fund raiser to support the Department's Family Assistance Program, bringing in \$266 towards this effort.
- A partnership was developed with Lincoln school to pilot a new approach connecting families to the Parks and Recreation Family Assistance program.
- Over 125 older adults and volunteers joined Santa Claus on Christmas Day at the Senior Center for the Annual Holiday Dinner. Staff from the City Fire Department, the City Manager and daughter, Parks and Recreation staff and family, as well as many community and business partners were seen volunteering. This event is generously underwritten by Good Samaritan Health Services.
- The Aquatic Center offered extra open recreation times throughout the holiday break while school was not in session.
- The Aquatic Center hosted a Senior Championship Swim Meet that drew 1,000 swimmers and spectators to Corvallis for the three day meet on December 15 -17.
- The "Dial A Bus" office and the volleyball court have been relocated to the approved location in Chintimini Park.

POLICE DEPARTMENT

- The back-up 911 Center at Fire Station was configured and completed, allowing for the re-build of the primary communications center in the Law Enforcement Building. Dispatchers operated out of the back-up center for six weeks, meeting all emergency and non-emergency service needs to the community. During this

time, the primary center was re-built and dispatchers moved back in on December 5th.

- BioKey, the Logysis Mobile Data System, was successfully installed, employees were trained, and the system went live in November 2006. Staff are currently utilizing the system as intended.
- A by-shift workload analysis was conducted using information provided by the Crime Analyst. This information was used to develop the 2007 Patrol work schedule.

PUBLIC WORKS

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*** * * MEMORANDUM * * ***

DECEMBER 11, 2006

**TO: BENTON COUNTY BOARD OF COMMISSIONERS
CORVALLIS BENTON CHAMBER COALITION
CORPORATE ROUNDTABLE
CORVALLIS ENVIRONMENTAL CENTER
CORVALLIS INDEPENDENT BUSINESS ALLIANCE
CORVALLIS SCHOOL DISTRICT 509J
CORVALLIS TOURISM
DOWNTOWN CORVALLIS ASSOCIATION
ECONOMIC VITALITY PARTNERSHIP
OREGON STATE UNIVERSITY
ASSOCIATED STUDENTS OF OREGON STATE UNIVERSITY**

FROM: JON S. NELSON, CITY MANAGER 

SUBJECT: 2007-2008 CITY COUNCIL GOAL-SETTING

The Corvallis City Council will be conducting a goal setting session on January 22, 2007 for the purpose of setting their priorities for the next two years.

Similar to past years, you are encouraged to submit your ideas for their consideration. If you would send any feedback to me by Friday, January 12, it will facilitate getting the information to Council prior to the January work session.

For more information, please contact City Manager Jon Nelson at 766-6901 or, e-mail, jon.nelson@ci.corvallis.or.us. Thanks.

COMMISSIONER JAY DIXON
BENTON COUNTY
PO BOX 3020
CORVALLIS OR 97339

MYSTY RUSK
CORVALLIS BENTON CHAMBER COALITION
420 NW 2ND ST
CORVALLIS OR 97330

CORPORATE ROUNDTABLE
c/o CORVALLIS BENTON CHAMBER COALITION
420 NW 2ND ST
CORVALLIS OR 97330

CORVALLIS ENVIRONMENTAL CENTER
214 SW MONROE AVE
CORVALLIS OR 97330

CORVALLIS INDEPENDENT BUSINESS ALLIANCE
c/o BOB BAIRD
THE BOOK BIN
215 SW 4TH ST
CORVALLIS OR 97333

ROBNETT'S HARDWARE
400 SW 2ND ST
CORVALLIS OR 97330

DAWN TARZAN - SUPERINTENDENT
CORVALLIS SCHOOL DISTRICT 509J
PO BOX 3509J
CORVALLIS OR 97339

JOHN HOPE-JOHNSTONE, DIRECTOR
CORVALLIS TOURISM
553 NW HARRISON BLVD
CORVALLIS OR 97330

JOAN WESSEL
DOWNTOWN CORVALLIS ASSOCIATION
PO BOX 1536
CORVALLIS OR 97339

ECONOMIC VITALITY PARTNERSHIP
c/o MIKE CORWIN
CORVALLIS BENTON CHAMBER COALITION
420 NW 2ND ST
CORVALLIS OR 97330

Plus:
OSU
ASOSU (McCambridge)
(President)

JAN 12 2007

CITY MANAGERS
OFFICE

*Thank you to our
Platinum Star Members*

AlphaGraphics

The Arc of Benton County

ATS Systems Oregon Inc.

The Ball Studio

Blackledge Furniture

CH2M HILL

The Corvallis Clinic

Dr. Debra Ringold, Ph.D., Inc.

Hewlett-Packard

Jeanne Smith & Associates, P.C.

KeyBank

LandAmerica Lawyers Title

Michelle Kellison, CPA, CFP, P.C.

O'Brien Dental Lab, Inc.

OSU Federal Credit Union

Pope & Talbot, Inc.

Prudential

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Memorandum

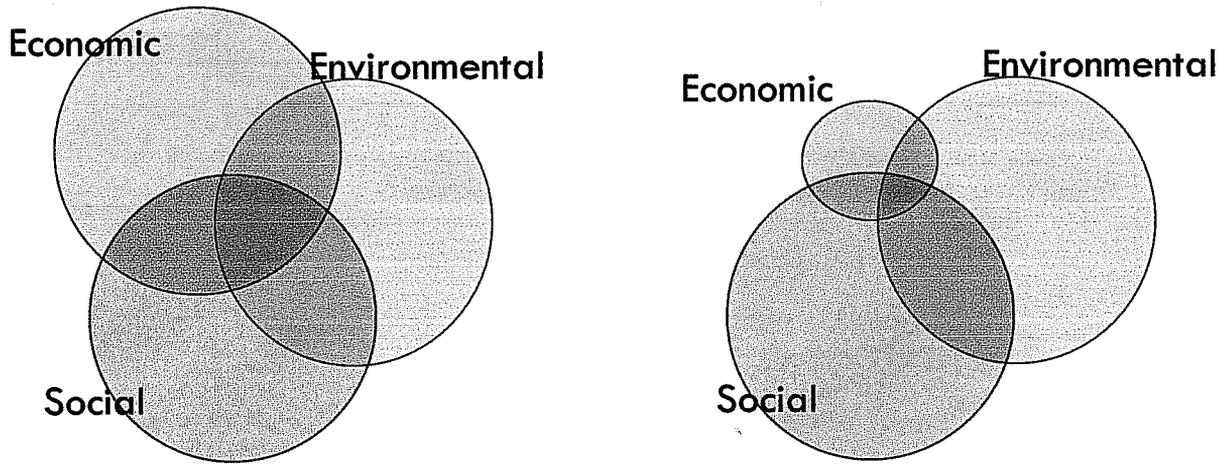
To: Mayor Tomlinson, Corvallis City Council
From: Mysty Rusk *M. Rusk*
Date: January 12, 2007
Re: Council Goal Setting 2007-2008
Cc: Jon Nelson, Chamber Coalition Board of Directors

We would like you to know how much we appreciate all the work, time, energy and effort that you provide to help make and keep Corvallis the amazing place that it is. As you go through your goal setting process, we, like many others in the community would like to ask you to keep some things in mind that we believe are important to a dynamic, thoughtful and successful future for Corvallis.

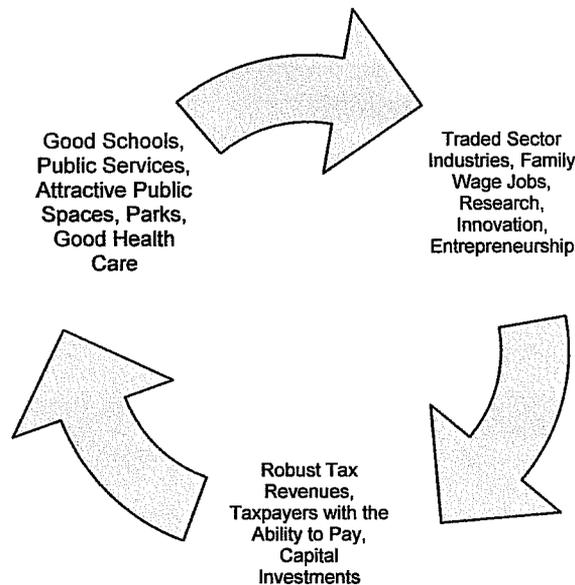
We are asking your consideration of the following economic development goals, prioritized below.

1. Please adopt the Economic Vitality Partnership (EVP) Economic Strategic Plan as a guiding document in City of Corvallis Council Policy Manual, Policy Area 6 – Community Development, CP 96-6.03 Economic Development Policies
 - a. Please use the plan in your evaluation, execution and funding of economic development efforts for the community.
 - b. Please consider adopting an economic development vision that Corvallis welcomes creativity, research, innovation and technology based entrepreneurship.
 - c. Please consider providing funding for the leadership and coordination of the implementation of the plan.
2. Please consider a feasibility study of an infrastructure development fund to support development of existing traded sector firms.
3. Please consider working with the Chamber Coalition to create an Oregon Enterprise Zone serving area businesses.

As the point-of-contact organization for business in Corvallis, the Corvallis Benton Chamber Coalition, does not want to see standards lowered or the floodgates opened to any and all growth. We believe growing just for the sake of growth is bad business. We also believe planning for our economic success is as critical as planning for land use, infrastructure and the environment. **True sustainability gives equal consideration to a community's economic, environmental and social issues.** Failure to address the economy compromises the whole. Quality of life/livability is interconnected with the economy, the two are not independent.



Again, thank you for your support. We appreciate your ongoing support in certifying the Corvallis Airport Industrial Park with the Governor's Certified Site Program and the continued effort to address the needs of the industrial land in south Corvallis. We are committed to the goals we've set and look forward to partnering with the local entities, including the City of Corvallis to continue to be a dynamic and successful community.



To: City Council
Copy: City Manager and Mayor
From: Oregon Natural Step Network, Corvallis Chapter
Re: City Council 2006-2007 Goals

Rec'd
11/16/07
CWO

The Eco-Municipality Model for Sustainable Community Change
A systems approach to creating a sustainable community

On January 10, 2007, 38 citizens from more than 28 non-profit organizations, businesses, faith communities, educational institutions and government entities came together at the Corvallis Chamber Coalition offices to create a strategy for accelerating the development of Corvallis as a sustainable community. Another half dozen individuals who could not attend submitted input for the event. Those of us at the meeting felt energized and hopeful after we heard about the amazingly diverse array of actions that these people and their colleagues are pursuing to make Corvallis more sustainable—economically, environmentally, and socially.

We emerged from the meeting with a strengthened commitment to work more effectively together toward the development of a sustainable community. To that end we developed two outcomes, first we will form a “Sustainable Corvallis Coalition” and second we ask that you consider adopting the following goal for the 2006-2007 City Council. We believe it is the logical next step from the sustainability goal of the 2005-2006 City Council.

Goal: Take the lead in the state of Oregon towards establishing Corvallis as a sustainable community by adopting and utilizing the Eco-Municipality framework

The four points below are a suggested framework on how the educational work, projects and initiatives might be organized to make Corvallis a leader as a sustainable community. Listed below each area are a few examples of projects that organizations in our community are working on or plan to work on that the City Council could work on with another organization or endorse. All of these efforts fit within the eco-municipality structure. In fact, the Council could have this as their only goal and fit a number of sub goals under this structure.

We see this overarching strategy as an effective way to integrate and accelerate the implementation of many of the sustainability ideas and projects that Corvallis already has developed in documents such as Vision 2020, the Corvallis Comprehensive Plan, the Economic Vitality Partnership (EVP) Strategic Plan, the Land Development Code, the Transportation Plan, and the Stormwater Management Plan. In these plans and elsewhere the city has acknowledged many reasons for promoting sustainable ways, ranging from local quality of life to global imperatives. We think sustainability extends well beyond addressing environmental and resource problems; it's a positive approach to personal and community development that will bring stable, long-term prosperity to Corvallis.

1) Eliminate our community's contribution to fossil fuel dependence and to wasteful use of scarce metals and minerals

- Promote local renewable energy production by establishing definitive goals for the community and city operations utilizing a renewable energy buy-back program similar to that of Ashland, OR or other incentive programs. (EVP strategy)
- Adopt a waste reduction initiative “Turning Waste to Resources” Possible focuses:
 - Increase the ease of reusing and recycling construction waste
 - Increase local electronic waste recovery rates
 - Increase local metal reuse and recycling rates
 - Establish local sustainable food production and processing to meet 30% of local food consumption by 2020—and to boost this potentially robust business cluster. (EVP strategy)
- Enhance public transportation linkages (EVP strategy)
- Adopt and implement the Bicycle Pedestrian Advisory Committee safety goal proposal

2) Eliminate our community's contribution to dependence upon persistent chemicals and wasteful use of synthetic substances

- Continue to implement all provisions of the city's Storm water Management Plan to reduce contamination of our water resources.
- Eliminate the use of pesticides and herbicides throughout the community.
- Develop and implement a program per the Comprehensive Plan to encourage safer household products use for all citizens.
- Continue to develop and support a comprehensive green building program that creates energy- and resource-efficient, toxic-free environments for all residents and businesses. (EVP strategy)

3) Eliminate our community's contribution to encroachment upon nature (e.g. water, wildlife, forests, soil, ecosystems)

- Adopt and promote the National Wildlife Federation "Community Wildlife Habitat" program.
- Work with Benton County to develop a countywide water policy and vision that ensures continuation of adequate water resources to our community.
- Continue to implement practices that recognize our streams as natural resources.
- Implement landscape ecology principles in future city projects and in land use decisions (e.g., planting of native vs. non-native species) to minimize land degradation.

4) Eliminate conditions that undermine people's capacity to meet their needs

- Develop a program ("Citizens and Government Working Together") to achieve greater collaboration among community non-profits, individual citizens, and government. Such a program would help cover the costs of sustainability initiatives by leveraging the energy and skills of community members.
- Continue to support current and new programs to develop affordable housing. (EVP strategy)
- Ensure an adequate supply of sustainable primary wage jobs from small- and medium-sized, locally owned businesses (EVP strategy).
- Support current and new programs to develop affordable housing. (EVP strategy)
- Continue to support the funding of emergency social service needs of the community
- Develop strategies to ensure affordable and accessible health care for all members of the community.

This sampling of possible community projects gives a picture of how we could organize and prioritize our efforts to create a Sustainable Corvallis.

Listed below are links to a couple of articles that demonstrate how these ideas are being played out currently statewide and nationally along with additional information about Eco-Municipalities.

Please contact Bruce Hecht brucehe@peak.org 754-3028 or Maureen Beezhold cnwei@peak.org at 752-3517 if you have any questions or need further information. Thank you for consideration of our recommendations.

Sincerely,



Bruce Hecht
Coordinator, Oregon Natural Step Network Corvallis Chapter

Attachment 1: Additional information about Eco-Municipalities

What is an eco-municipality?

The Eco-Municipality Model for Sustainable Community Change is a systems approach to creating a sustainable community. An eco-municipality aspires to develop an economically, ecologically, and socially healthy community for the long term, using The Natural Step framework for sustainability as a guide, and a democratic, highly participative development process as the method.

- An eco-municipality becomes the driving force for involving citizens and sectors of the larger community in the process of becoming a sustainable community.
- An eco-municipality collaborates with other communities regionally, nationally, and internationally both to learn from others and assist others in their change processes.

“Eco” represents both economics and ecology: “Economic progress and ecological balance are to be united into a common developmental strategy.”

- The concept originated in Sweden in 1983.
- It became a network of more than 70 eco-municipalities across Sweden with populations from 400 to over 700,000 residents.

What is different about this model?

Many communities in the United States and around the world have initiated and are carrying out sustainable development projects. Green building programs, affordable housing, open space preservation, recycling, climate change initiatives, and smart growth initiatives are just a few examples. While these initiatives have made progress toward sustainable goals, they are occurring largely on a project-by-project or issue-oriented basis. Frequently these efforts, as laudable as they are, are unconnected and un-integrated throughout municipal governments and the larger communities.

In contrast, the eco-municipality model uses a *systems approach*. Key ingredients of this systems approach are widespread community awareness and integrated municipal involvement, using a common “sustainability language” based upon The Natural Step framework. The four guiding objectives of the American Planning Association’s *Planning for Sustainability* policy used in our recommended structure are based upon The Natural Step framework. Using this common language brings about a shared understanding of what sustainability means and how to achieve this throughout all sectors of the community. The likelihood of conflict and competition among resulting actions is therefore minimized since all sectors are using the same “sustainability playing rules.” ***The model results in fast-tracking progress toward a more sustainable community.***

Emerging Eco-municipalities have formed the “North American Eco-Municipality Network” (NAEMN), which includes representatives from the National Association of Swedish Municipalities, TNS International, Tufts University, Sustainable Pittsburgh, TNS Canada, and many other non-profits and academic institutions. U.S. cities currently involved include Chequamegon Bay Region, Wisconsin; Vandergrift, Pennsylvania; Lawrence Township, New Jersey; Madison, Wisconsin; Portsmouth, New Hampshire; and Duluth, Minnesota. In addition, fifteen other communities in the U.S. are taking steps in this direction.

Attachment 2: Web Links

“Oregon Business Plan is Tinted Green” January 5th 2007 Oregonian:

<http://www.oregonlive.com/business/oregonian/index.ssf?/base/business/11679729034160.xml&coll=7>

Daily Isthmus, Madison Wisconsin

<http://www.thedailypage.com/isthmus/article.php?article=5215>

Attachment 3: Copies of the above articles



OregonLive.com

Everything Oregon

The Oregonian

Oregon plan is tinted green

Sustainability emerges as the catchword for the economy at the business summit

Friday, January 05, 2007

TED SICKINGER

The Oregonian

If one asset defines Oregon internationally, or could make its boom-and-bust economy more globally competitive, it is the state's identity with environmental stewardship and sustainable business practices.

Believe it or not, this message is sponsored by your statewide business community, which is collectively vowing to go green.

Sustainability was the new rallying cry for more than 1,000 business, academic and legislative leaders who packed the Oregon Convention Center on Thursday for a fifth annual leadership summit on Oregon's economy. It also has become the unifying theme of an economic-development master plan and legislative playbook called the Oregon Business Plan.

Sustainability means different things to different people. But authors of the plan think the concept plays to Oregon's core strengths. Furthermore, it can be infused into many of their initiatives for education, tax reform, health care and economic development.

The new focus is an outgrowth of last year's leadership summit, where Harvard Business School professor and business-strategy guru Michael Porter urged business leaders to focus their laundry list of initiatives on a competitive theme that would complement the state's economic and cultural strengths.

Porter suggested sustainability as a potentially compelling theme in a state that already has an international reputation for land-use planning and recycling initiatives, specialized expertise in areas such as green building, and large employers, such as Nike, Intel and Hewlett-Packard Co., that have folded sustainability into their strategies and brands.

Sustainable business practices also befit a state where core parts of the economy — agriculture and forest products — stem from natural resources.

"Economic development in harmony with our planet is not only the right civic thing to do, it's the right business decision," said Allen Alley, chairman of Tualatin-based Pixelworks Inc. and chairman of the business plan's steering committee. "Many of the keys to how this can be accomplished already exist in this state."

At the summit, Gov. Ted Kulongoski announced that Alley would become his deputy chief of staff focused on technology, energy, transportation and economic development.

The open question is whether the business community's vision and strategies for sustainability can mesh with those of the governor and Legislature, or whether they will be perceived as mere rebrandings of the same old business prescriptions for the economy.

The backdrop for this year's summit is a much stronger economy than in years past, with robust job and export growth and venture-capital investment. One byproduct is a forecast of \$14.8 billion in state revenue for the next biennium — a 19 percent increase.

Business leaders on Thursday strongly urged the Legislature to put its budget on a more sustainable footing by dramatically boosting the state's savings accounts. But their Oregon Business Plan was silent on Kulongoski's proposal to divert the corporate kicker tax rebate to a rainy-day fund to protect education and other programs during a downturn.

Kulongoski said he was confident he could eventually win business support for his plan to divert the corporate kicker, which now stands at \$275 billion. But officials who helped draft the business plan said they saw the proposal as just one option they wanted to study.

"You can get there a lot of different ways, and we're open to that dialogue," said Malia Wasson, Oregon president of U.S. Bank and the head of the business plan's public finance committee.

The business plan calls for putting at least \$1.2 billion aside in a reserve, far beyond the \$230 million the state now has socked away.

Business leaders also continue to pressure the state to enact more sweeping tax reforms to lessen its dependence on the income tax, which produces wild swings in tax revenue depending on the economy's health. The business plan praises a proposal developed by a bipartisan group of legislators that would rely heavily on a sales tax.

Sustainability is a key plank of a \$38 million package of funding recommendations that the governor-appointed Oregon Innovation Council forwarded to the Legislature. They include \$5.2 million for a wave-energy research center and \$3 million for a center for "bio economy and sustainable technologies."

Kulongoski also told summit participants that he planned to keep pushing to make the state a leader in alternative energy sources. His major proposal in that arena is a renewable-portfolio standard that would require utilities to serve 25 percent of their retail demand from renewable energy sources by 2025.

Business groups have expressed early opposition to such a standard because they fear it would raise energy prices.

Health care woes

Thursday's conference highlighted the consensus that health care is careening on an unsustainable course.

Peggy Fowler, chief executive of Portland General Electric, said the costs of health benefits sandbag U.S. companies with costs not borne by foreign competitors.

Would-be reformers also agree on many principles for untangling the mess: fostering individual responsibility and awareness of costs; spurring competition among doctors, hospitals and health plans to boost quality and control costs; pooling the buying power of individuals and small employers; and making basic health care and preventive services available to all.

But disagreements abound over how to carry out these principles.

The Oregon Business Plan emphasizes market incentives and competition while maintaining the role of private employers as health care purchasers.

Some summit participants, however, called for scrapping the employer-based system. They included the leaders of an Oregon Senate commission, former Gov. John Kitzhaber's Archimedes Movement and U.S. Sen. Ron Wyden, D-Ore.

Kitzhaber applauded the plan's proposals, but said, "I don't believe they go nearly far enough."

Many cited the state's comparatively small investment in its transportation system as an obstacle to sustainable economic growth.

The business plan recommends an annual spending increase of \$300 to \$500 million on projects to improve safety and capacity in the state's road system, but does not specify how to pay for it.

Without backing any specific plan, Oregon Senate President Peter Courtney, D-Salem, said he was not afraid to vote for tax increases. "We've got to pay for these things, not just talk about it," he said.

Ted Sickinger: tedsickinger@news.oregonian.com; 503-221-8505.

Staff writers Jeff Mapes, Joe Rojas-Burke, Jim Mayer and Steve Carter of The Oregonian contributed to this report.

NEWS

But think of the environment!*Mayor Dave moves toward sustainability, step by Natural Step**Phil Hands on Thursday 01/04/2007,*

When cooking oil from your turkey fryer goes down the drain, it causes headaches for the folks who unclog the city sewer system. But of even greater concern to the city is that this valuable resource not go to waste.

"We can turn that clog into fuel," says Andrew Statz, the city's fiscal efficiency auditor. The Streets Division has set up facilities to collect cooking oil at the city's Sycamore and Badger Road recycling centers. And by next year at this time, the city plans to use that grease to fuel the machinery that unclogs the sewers.

"It's kind of a nice closed loop," says Cathy Cryan of city engineering, which is spearheading the conversion project. "We spend a lot of time cleaning grease out of sewers, so if we can prevent it from going there in the first place, we'll reduce our maintenance and at the same time provide ourselves with an alternative source of fuel."

This collaboration across departments is part of the Natural Step framework the city adopted last year. Aided by volunteers from Sustain Dane, 1,000 Friends of Wisconsin and other environmental groups, some two dozen city employees recently attended a two-day training session.

Madison is one of only six U.S. cities to adopt Natural Step, and it was the first to train its employees in the framework.

Natural Step is not a program or formula, but rather a process by which projects are analyzed. Statz says it fosters "awareness and cross-pollination" among city agencies, and encourages employees to work together to make the city more sustainable.

"Just about everything we do has some sort of environmental impact," reflects Madison Mayor Dave Cieslewicz. His goal in pushing Natural Step is that "everybody in city government who is making any decision at all will think of the implications for the environment."

Karl Henrik Robèrt, a Swedish pediatric oncologist, founded the Natural Step Movement in 1989, in response to his concern that unsustainable human behavior was causing an increase in cancer rates among children. With the help of other scientists, economists and even the King of Sweden, Robèrt developed four principles that define a sustainable society:

1. Don't take stuff (fossil fuels) out of the ground that cannot be reincorporated into the ecosystem.
2. Don't put more manmade stuff into the ecosystem than the ecosystem can naturally break down.
3. Protect the natural environment, which through processes like photosynthesis breaks down the bad stuff humans put in the ecosystem.
4. Avoid systematic barriers that prevent others from meeting their needs. For instance, cities must have adequate mass transit.

Madison employees, trained in these precepts in September, have set out to tackle real-life projects. Madison Fire Chief Debra Amesqua found the Natural Step concept of "backcasting" particularly helpful.

Backcasting is, as it sounds, the opposite of forecasting. Instead of using today's trends to predict the future, backcasting calls on players to imagine a sustainable future, and work backwards to identify the steps that can create it.

"I would think about the future of the fire service based on the four major principles of the Natural Step program," says Amesqua. She is looking at the possibility of using more fuel-efficient fire vehicles, or switching to vehicles that do not use fossil fuels at all.

Statz, meanwhile, found himself thinking about sustainability even after the workday ended. "I am now more personally aware of the things that I do in my private life that could be improved for sustainability."

Converts believe the framework makes financial as well as environmental sense. Says Bryant Moroder of Sustain Dane, "If you're making sustainability a priority, but you're not making financial decisions equally a priority, then in the long run you're not going to be around."

Cieslewicz agrees: "Good fiscal planning, which is about being willing to make the short-run investments for the long-term savings, is the same as a good environmental management."

This could explain why companies like IKEA have adopted Natural Step: It encourages efficiency, which enhances profitability.

Natural Step has been adopted by more than 75 communities in Sweden and Canada. Kristianstad, a Swedish city of 75,000, has managed over the years to completely phase out the use of fossil fuels to power its municipal vehicles and buildings. Whistler, British Columbia, last year won an international award for its 2020 sustainability plan based on the framework.

In the waste-loving United States, Madison is so far ahead of the curve that some of the people who trained city staff in the Natural Step program had to be imported from Canada.

Madison's Natural Step core group meets periodically to identify new projects that can save the city money and energy, making it more sustainable.

The mayor's number-one environmental priority is becoming more fuel efficient, a goal ideally suited for Natural Step analysis.

"We use a tremendous amount of energy in city government," Cieslewicz says. "City government is frontline service, it's very tangible stuff. We plow the streets, collect the garbage and run police cars [and buses and fire engines] all over the city. We use a lot of fuel."

While buses powered by renewable energy might be farther down the road, Madison Metro is taking other steps toward becoming more sustainable, like possibly installing a garage door to separate its bus maintenance area from its bus storage facility.

Currently, Metro heats the entire space to a comfortable temperature for its mechanics, even though buses can rest comfortably at 45 degrees Fahrenheit. Metro service manager Ann Gullickson, who received the Natural Step training, guesses that installing the garage door would cost \$50,000, but could save \$30,000 to \$90,000 a year in heating costs. As an added bonus, the mechanics would not be exposed to as many toxic bus fumes.

Other Natural Step ideas include using environmentally friendly cleaning supplies in city buildings, providing incentives to city employees to not drive to work, and installing solar-powered hot water heaters in a new fire station.

And the framework is facilitating discussion among employees, making sustainability a priority. Making wise use of resources, says Cieslewicz, "is not like an add-on, it's not anything special, it's just the way we do business."



BOARD OF COMMISSIONERS

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January 9, 2007

REC'D

JAN 16 2007

CITY MANAGERS
OFFICE

Mayor Charles Tomlinson
501 SW Madison Avenue
Corvallis, OR 97333

Charlie:

As you and the Corvallis City Council consider goals for the coming term, the Benton County Commissioners look forward to even greater collaboration between our governments. Following are four suggestions that the Board of Commissioners deem to be either critical to the residents of Benton County or opportunities for improved services:

--**Water Policy.** For several years the County has been concerned about water for domestic and industrial uses. We are concerned about both **quantity and quality** and adherence to the County's long-standing sustainability policy.

Measure 37 has brought the water issue to a head for us. As we look at the possibility of developments, numerous single family dwellings and the possibility that there may be many more Measure 37 claims to come, it is imperative that we know where groundwater is located, how much there is and its quality. We are considering the need to require small water systems which would be a change in our general policy, both inside and outside of urban fringes.

The issues of municipality waste water issues and the wholesaling or retailing of water is a county-wide or larger issue. The Greenberry Irrigation District and the Finley Wildlife Refuge's need for water coupled with the need **waste water** cooling leads to opportunities.

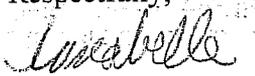
--**Natural Areas and Open Space.** Benton County is long been in the management of natural areas and open space. It is our strength. This is where we specialize. How might the County and Corvallis work together on a contractual basis to better serve our shared constituencies.

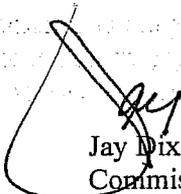
--**Economic Development.** Collaborate in identifying those tasks in the EVP report (that are not already in process for the city) where we may be able to work together.

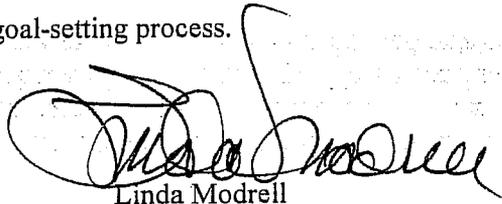
--**Budget Issues.** We understand that the City may put a levy on the ballot in 2008. As you know Benton County, as well as many counties in Oregon, are experiencing dramatic budget issues. How might we work together on service issues that affect the residents of Corvallis? Health services, jail, property assessment and criminal prosecution are just a few of the services we could talk about.

Thank you for the opportunity for contributing to your council goal-setting process.

Respectfully,


Annabelle Jaramillo
Chair


Jay Dixon
Commissioner


Linda Modrell
Commissioner

Cc: Jon Nelson