



**CORVALLIS  
JOINT CITY COUNCIL/PLANNING COMMISSION**

**WORK SESSION AGENDA**

**August 2, 2010  
7:00 pm**

**Downtown Fire Station  
400 NW Harrison Boulevard**

**COUNCIL ACTION**

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**I. ROLL CALL**

**II. VISITORS' PROPOSITIONS**

**III. UNFINISHED BUSINESS**

- A. Prosperity That Fits Plan items 1.1 & 14.1

**IV. ADJOURNMENT**

For the hearing impaired, a sign language interpreter can be provided with 48 hours' notice prior to the meeting. Please call 541-766-6901 or the Oregon Communications Relay Service at 7-1-1 to arrange for TTY services.

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

*A Community That Honors Diversity*

## MEMORANDUM

**DATE:** July 26, 2010

**TO:** Mayor and City Council  
Planning Commission

**FROM:** Ken Gibb, Community Development Director



**RE:** Council/Planning Commission Work Session

### Background:

This work session is to review progress in addressing the Council goal of “implementing the Economic Vitality Partnership’s Prosperity That Fits Plan”. The Planning Commission was invited to participate as two specific action items (1.1 and 14.1) will be discussed and both relate to land use programs and regulations.

The entire action plan matrix including action items 1.1 and 14.1 are attached for your review. Based on these items, EVP formed 2 committees; the “barrier buster” committee which was renamed the Development Resource and Resolution (DR2) Committee, and the Blue Ribbon panel. The committees have representation from the business and development community, City and County staff and a City Councilor served on the Blue Ribbon Panel. Recently, the committees were combined and the resulting group is currently referred to as the DR2/Blue Ribbon Committee.

### Discussion:

Included in this packet, as Attachment 2, are examples of actions that would streamline the development process. These would be major changes and are in addition to the ongoing “code tweaks’ that will be addressed as time permits in the Planning Division work program.

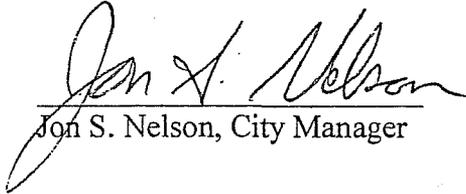
These items were gleaned from Staff participation in the DR2/Blue Ribbon Committee process and from feedback and experience in managing the Corvallis land use program. Attachment 2 briefly summarizes these concepts and includes some discussion about their implications. As noted, some items will likely generate significant community discussion. In no way should this list be considered definitive.

The DR2/Blue Ribbon Committee, under the auspices of the Prosperity That Fits Committee has submitted suggested economic development action items (Attachment 3) and is also planning to participate during Visitors Propositions.

**Requested Action:**

It is requested that the Council and Commission review this information along with public input. Staff is ultimately looking for Council direction on items that may resonate and thus receive further staff, community, Planning Commission and City Council attention.

Review and Concur:

  
Jon S. Nelson, City Manager

**Corvallis-Benton County Economic Vitality Partnership  
Prosperity That Fits Strategic Economic Development Plan**

**Action Plan Matrix**

<b>Focus Area: Strengthening and Expanding Existing Business and Industry</b>					
<b>Strategy 1: Strategically invest in established business districts (e.g. downtowns, 9<sup>th</sup> St. in Corvallis, etc.) to ensure a balanced portfolio of services, amenities, housing and new opportunity.</b>					<b>Implementation to Begin:</b>
<b>#</b>	<b>Action Description</b>	<b>Partners (* Denotes Lead)</b>	<b>Yrs 1-2</b>	<b>Yrs 3-5</b>	<b>Yrs 6+</b>
1.1	Establish a "barrier buster" team comprised of professional planning and engineering staff, architects and business owners/developers charged with identifying cost-effective solutions for completing priority redevelopment initiatives in Corvallis' downtown (e.g. Whiteside). Build on initial work conducted by Downtown Corvallis Association.	City*, Chamber*, DCA, Gary Pond	⇒⇒⇒		
1.2	Evaluate the feasibility of establishing a more formal Urban Renewal District or business/local improvement district (LID/BID) to generate a self-sustaining revenue source for future downtown improvements. Such a structure would replace the current, voluntary Economic Improvement District which generates limited funding. Funds from such a designation direct that funds generated from increased assessed property values be reinvested in priority district improvements.	City of Corvallis*, DCA, with backup support by Chamber and CIBA	⇒⇒⇒		
1.3	Develop a targeted infill business recruitment strategy that seeks to attract businesses based on sales leakage information and recently completed demographic and consumer retail preference data. Emphasize businesses that help achieve an "18-hour" city with extended store hours and entertainment/cultural activities. Pursue "anchor tenants" for key intersections of downtown areas. Ideal icon tenants would generate additional foot traffic and provide services that complement those provided by existing businesses.	Chamber, City of Corvallis, CIBA, DCA, Benton County		⇒⇒⇒	
<b>Strategy 2: Strengthen the economy and depth of culture and arts available in Benton County through increased tourism revenue.</b>					<b>Implementation to Begin:</b>
<b>#</b>	<b>Action Description</b>	<b>Partners (* Denotes Lead)</b>	<b>Yrs 1-2</b>	<b>Yrs 3-5</b>	<b>Yrs 6+</b>
2.1	Increase visitor volume by developing niche markets and promoting them through tailored lifestyle marketing and packaging. Work to cement the use of the tagline "the Pacific Northwest's Most Beautiful College Town" in various tourism marketing materials and within visitor destinations.	Corvallis Tourism ; OSU Conference Services	⇒⇒⇒		
2.2	Improve the conversion rate of "leads" to "booked" conferences so more conferences are hosted in Benton County. Include community education to help show the value of these events to the economy.	Corvallis Tourism; OSU Conference Services, LBCC	⇒⇒⇒		
2.3	Work with Willamette Valley Visitors Association and State Tourism Office to increase market share for Oregon through cooperative marketing programs.	Corvallis Tourism		⇒⇒⇒	
2.4	Leverage Gazette Times resources to create a comprehensive multi-media (Internet, printed) entertainment guide to externally market such opportunities. A successful marketing program would be expected to reduce a documented entertainment sales leakage and help bring additional visitors into the area. Use a "packaged" approach that shows prospective visitors how they can spend an hour, a few hours or a full day and night in downtown, for example. Emphasize a memorable downtown "identity" in all marketing materials. Target marketing efforts to capture a greater share of OSU student market.	Gazette Times, DCA, OSU Conference Services, Corvallis Tourism		⇒⇒⇒	

Strategy 3: Help grow and retain local businesses through targeted assistance and creation of a business incubation system.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
3.1	<p>Establish a temporary "Business Incubation Task Force" to identify, define and map out priority business incubation needs for Corvallis, Benton County and surrounding region. The Task Force should include representatives from BEC, OSU, ONAMI, HP, LBCC, and other workforce training organizations and employers. Specific tasks to be addressed:</p> <ul style="list-style-type: none"> <li>▪ Determining if incubation needs can be met through adjustments at Business Enterprise Center, or if different "types" of incubation require separate facilities (i.e. high-tech vs. service vs. retail vs. research). This will require businesses to identify specific needs.</li> <li>▪ Creating partnerships among various entities to invest in incubator development. How can non-OSU businesses utilize OSU's 52-acre Innovation Place?</li> <li>▪ Establish criteria for incubator siting, financing, organizational structure and staffing, and operational parameters.</li> </ul>	OSU*, City of Corvallis/CNHS Micro Enterprise Program, Chamber, BEC, CIBA, DCA, ONAMI, HP, LBCC/SBDC, State and Federal Legislators	⇒⇒⇒		
3.2	<p>Upon determining incubation needs and executing corresponding development, establish an "incubation to hatching" program that helps businesses grown in Benton County stay here upon reaching maturation. The transitional program should provide site location services and specialized training in finance, organizational development, marketing and other aspects of running and growing small businesses. The program should serve as a conduit between emerging businesses and sources of seed money including venture capital and angel investors. Proactively recruit tenants from among students, alumni and professors at OSU and LBCC, and entrepreneurs coming from HP or other downsizing companies. Support emerging industry clusters (e.g. microtechnology) by focusing on needs of existing firms including Korvis, ATS, TDS, Wetlabs, Nypro and HP, and leverage existing work in areas of microtechnology automation, nanometrology and pharmaceutical device delivery given available local workforce, physical infrastructure and other resource capacities.</p>	City of Corvallis, BEC, CIBA, DCA, OSU, LBCC, Chamber, Corporate Round Table, State and Federal Legislators		⇒⇒⇒	
3.3	<p>Ensure Benton County's status as a regional healthcare center by establishing and promoting its role as an enduring health care destination. Seek input from existing health care-related industry to best determine how this can be accomplished.</p>	Benton County (Dixon)*, City of Corvallis, Benton County Health Center, Good Samaritan, Corvallis Clinic, LBCC		⇒⇒⇒	
Strategy 4: Enhance local business support services.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
4.1	<p>Explore the feasibility and best method of combining business support organizations to leverage limited funding resources without losing sight of unique offerings and needs of individual members. Seek to create a single economic development entity to handle all situations and scenarios.</p>	Chamber*, City of Corvallis, Benton County, Other economic development orgs, LBCC	⇒⇒⇒		
4.2	<p>Expand on the Corvallis Independent Business Association's "buy local" campaign to educate consumers about the benefits of buying local. Utilize information from Strategic Plan Data Profile to help people understand the impact of sales leakage and the broad community value that results from local purchases, rather than trying to make people feel guilty for not shopping at home.</p>	Gazette Times, Chamber, Comcast, KEZI, Radio, CIBA, Tourism, OSU Extension	⇒⇒⇒		
4.3	<p>Explore establishing a county-wide, self-supporting business licensing fee that would make it easier to gather business information for retention purposes. As a baseline service, provide participating businesses a multi-media business resource guide that includes a listing of what business service and resources are available locally, an inventory of grant and loan programs and a schedule of training courses.</p>	Chamber, LBCC, DCA, CIBA	⇒⇒⇒		
4.4	<p>Create a "Top 10 Local Companies to Watch" program focused on employment growth. Target companies with fewer than 25 employees and support growth to 100+ employees in 3-5 years. Provide resources and mentor service to assist them in reaching growth targets.</p>	Chamber*, LBCC/SBDC		⇒⇒⇒	

## Focus Area: Recruiting Targeted Business Icons

Strategy 5: Ensure an adequate supply of business-ready land and space resources to accommodate targeted industries.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
5.1	Create and maintain a web-based business lands and space database that provides the range of site-specific data generally requested by site locator specialists. Promotion of the database would occur as a staple part of all recruitment activities. The database should be designed to facilitate re-use of existing buildings before construction of new ones.	Chamber*, City of Corvallis, County	▶▶▶		
5.2	Establish a series of Site Readiness Teams, spearheaded by the Corvallis-Benton Chamber Coalition, to ensure key land and building resources are available for "move in" when a targeted company is recruited.	Chamber*, City of Corvallis, Benton County and other townships	▶▶▶		
5.3	Define, identify, enable and promote flex-space and sites that can accommodate a variety of uses. (e.g., some companies may desire or need to integrate their administrative, research and production facilities.)	City of Corvallis*, Chamber/Recruiter*		▶▶▶	
Strategy 6: Create high technology business opportunities through increased collaboration and targeted recruitment.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
6.1	<p>Convene an Emerging Technology Forum, bringing together BEC, EDP, OEF, OSU, ONAMI, LBCC, Open Source Software Lab, Hewlett Packard and other locally-based high technology partners to discuss capacity development needs and opportunities. This action should take place prior to and help inform decision-making on local business incubation needs. (*Examples include cellulose wood products, microtechnology, Nanoscience, automation technology, pharmaceutical research, software, medical devices, pharmaceutical device delivery systems, biodiesel and other alternate fuels and energy sources, various oceanographic technological advances, food and forest products applications, and others). Specifically, the Emerging Technology Forum should take an "industry cluster" approach, and focus on:</p> <ul style="list-style-type: none"> <li>▪ Linking various technological fields and niches with local competitive advantages / Conducting a shift-share analysis to identify best prospects.</li> <li>▪ Defining labor, infrastructure, education, other capacity needs.</li> <li>▪ Establishing a coordinated business development "office" so that interested organizations can obtain one-stop shopping start-up and site location assistance.</li> <li>▪ Organizing a delegation to represent Corvallis and Benton County in future recruitments and industry development endeavors at the state and national level.</li> <li>▪ Creating non-academic entrepreneurship and business training opportunities that include mentor opportunities for aspiring entrepreneurs to connect with successful entrepreneurs.</li> <li>▪ Researching and cataloguing local, state incentives.</li> <li>▪ Establish a venture capital and angel investor resource pool from which to fund and support innovative research and product development (and prevent it from leaving!).</li> </ul>	OSU Office of Technology Transfer, Chamber, City of Corvallis, ONSN, BEC, OEF, AO, LBCC, HP	▶▶▶		
6.2	Establish a "receiving team" charged with welcoming and assisting businesses relocating to Benton County, and providing resource information and guidance to assure a seamless transition. This effort could be led by the proposed business recruitment specialist. As part of this effort, provide new and prospective businesses a checklist and narrative summary describing the process for establishing or relocating a business to the Corvallis/Benton County area.	Chamber/Recruiter*, City of Corvallis, Benton County, LBCC		▶▶▶	

6.3	Promote growth in key traded sector growth clusters, such as microtechnology, automation, nanometrology, alternative/renewable energy and pharmaceutical device delivery, through investment in such companies (e.g. targeted grants and loans, technical assistance, bridge building) and through targeted recruitment of compatible or supplemental companies (e.g. that provide a technology or component usually imported by existing companies) that can draw from the local workforce.  As an early step in this action, produce a profile of 1-3 "net importer" (sustainable) companies from among the traded sector clusters identified above, showing how their existence in Benton County adds tangibly to revenues, employment and/or quality of life in ways that exceed its use of resources (e.g. ImTech, InsightsNow, Moneytree Software).	Chamber/Recruiter*, ONAMI, SAO, OSU College of Business-possible graduate work), LBCC		»»»	
<b>Strategy 7: Establish a tool box of incentives and leadership resources to eliminate recruiting barriers and foster prosperity.</b>			<b>Implementation to Begin:</b>		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
7.1	Establish a business recruitment and retention specialist position to ensure sufficient staff resources are available to develop on-going relationships with existing and prospective businesses and their representatives, and to provide 24-hour turn-around on all inquiries. Identify and secure a stable funding source to support this position(s), and put in place a measurement system for tracking timeframe and success.	Chamber*, City of Corvallis, Benton County	»»»		
7.2	Survey existing, emerging and departed businesses and recruiting professionals to identify actions that can be taken to help with start-up and retention costs and attracting and retaining high caliber managers. Recommendations should address barriers such as tax structure, space availability (room to grow), external amenities (things for spouses to do, housing, etc.), distance to major business hubs (airport, transportation improvements) and venture capital. Conversely, investigate areas of shortcoming in other regions and seek to offer incentives not achievable in those locations. Maintain an inventory of priority wants and needs.	Chamber/Recruiter*, City of Corvallis, OECDD, City, County, HP (Kathy Miller)	»»»		
7.3	Develop an integrated marketing strategy and implementation plan that efficiently and powerfully captures the "best of" Benton County business opportunities. This message should be consistently shared by all entities likely to come in contact with prospective business recruits. Key themes to include or strive for: streamlined permitting; catalogue of incentives; business networking and resource center; "Top Ten Places"; Home of OSU, ONAMI; etc.).	Chamber (Kathy Cleland), OSU Business School		»»»	

<b>Focus Area: Developing Human and Physical Infrastructure</b>					
<b>Strategy 8: Ensure an adequate supply and balance of housing stock and price ranges to support households of varied means and schools.</b>			<b>Implementation to Begin:</b>		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
8.1	Support Corvallis' Neighborhood Housing Services and similar efforts to establish community land trusts for housing.	CNHS*, City of Corvallis, Benton County, Real estate sector	»»»		
8.2	Survey other comparable communities and study affordable housing projects. Identify possible funding options.	City of Corvallis/CNHS*, State of Oregon., Local consultants, Small builders	»»»		
8.3	Look at opportunities to build affordable housing as infill within existing developments, and provide incentives for future development to include a percentage of affordable housing through appropriate zoning. Proactively contact developers to state desired housing goals.	City of Corvallis*, Benton County, Major developers		»»»	
8.4	Consider arranging a design competition around one or more specific housing sites identified by the city or the development community, with the "winner" receiving some kind of incentive to offset development costs. Include ideas and suggestions proposed by potential tenants in the design criteria.	City of Corvallis*, Benton County, Oregon Natural Step Network, GBLT, Benton County Foundation			»»»

<b>Strategy 9: Create a continuum of workforce development and targeted training opportunities to ensure local jobs are created for and filled by Benton County residents wherever feasible.</b>			<b>Implementation to Begin:</b>		
<b>#</b>	<b>Action Description</b>	<b>Partners (* Denotes Lead)</b>	<b>Yrs 1-2</b>	<b>Yrs 3-5</b>	<b>Yrs 6+</b>
9.1	Collaborate with Oregon State University, through OSU Inc., Open Source Lab, Austin Entrepreneurship Program and Extension to include non-OSU students community members, high school and LBCC students in business programs as done in SMILE and Saturday Academy models.	OSU, LBCC, Chamber, School District	▣▣▣▣▣▣		
9.2	Encourage LBCC and other small business support providers to become more proactive in marketing their services to small businesses. Provide training and instruction on targeted topics identified as high priority by a critical mass of businesses in the business needs survey.	LBCC*, BEC, CIBA, COG, Linn County	▣▣▣▣▣▣		
9.3	Conduct a regular business employment needs survey to identify most in-demand employment skill needs.	LBCC*, COG	▣▣▣▣▣▣		
9.4	Work with the Education Executive Team and Pathways Initiative to identify cost-appropriate opportunities for bringing vocational education programs into local high schools and colleges. Training programs should focus on imparting skills most desired by local employers and include "competency based" education practices that help students plan a path for their future.	School District, LBCC, OSU, Corporate Round Table		▣▣▣▣▣▣	
9.5	Market "after work" employment skills training for incumbent workers and others seeking to enhance their employment status and fill local positions. Ensure the training program is designed to be flexible and able to keep pace with rapidly-changing employment needs. Use employment needs survey businesses to identify unmet needs.	LBCC*, Chamber, COG, Linn County, WIB, WRT		▣▣▣▣▣▣	
<b>Strategy 10: Make the most out of existing physical infrastructure resources and ensure future infrastructure levels meet essential business and community requirements.</b>			<b>Implementation to Begin:</b>		
<b>#</b>	<b>Action Description</b>	<b>Partners (* Denotes Lead)</b>	<b>Yrs 1-2</b>	<b>Yrs 3-5</b>	<b>Yrs 6+</b>
10.1	Improve timeliness of public transit routes between Corvallis and Albany, and ensure trips are scheduled to accommodate work force as defined through a comprehensive assessment of large employer transit needs. Explore possibility of securing matching funds (city/employer) to help improve service. Investigate opportunities to strengthen transit in all directions, with emphasis on lines between Monroe and Albany/South Corvallis and Corvallis to Toledo, and those within Corvallis (e.g. to Benton Center). Consider transit access to Portland, Eugene and Seattle.	City of Corvallis/Transportation Management Association*, Corporate Round Table, Benton County and other local townships	▣▣▣▣▣▣		
10.2	Conduct a power study to identify existing capacity and future needs required to sustain targeted industries (e.g. protect against surges or vacuums).	COG, City of Corvallis, Chamber, ONAMI, OSU, Regional Economic Development Organizations, Utility companies		▣▣▣▣▣▣	
10.3	Act to increase use of the Airport by exploring non-passenger uses (e.g. possibility of becoming a regional training center for pilots).	City of Corvallis*, Chamber, Benton County		▣▣▣▣▣▣	
<b>Strategy 11: Enhance community and social infrastructure by building on and promoting what we already have and working to fill-in gaps.</b>			<b>Implementation to Begin:</b>		
<b>#</b>	<b>Action Description</b>	<b>Partners (* Denotes Lead)</b>	<b>Yrs 1-2</b>	<b>Yrs 3-5</b>	<b>Yrs 6+</b>
11.1	Continue to support ONAMI, OSU Inc. and other community-university collaborative efforts. Promote these mutual efforts at the state legislature and at home, to ensure elected officials and the public understand what this collaboration adds to our economy, quality of life and future. Consider establishing an event to promote what is working well, and to forge new partnerships.	Chamber*, OSU, ONAMI, Hewlett Packard, LBCC, SAO	▣▣▣▣▣▣		
11.2	Partner with Corvallis Tourism to create an annual community calendar.	Corvallis Tourism, Chamber, School District, DCA, OSU, Gazette Times, LBCC	▣▣▣▣▣▣		

11.3	Develop a plan to pull together and enhance current "welcome wagon" programs around the area.	Chamber*, OSU, CIBA, DCA, Mayor, Hewlett Packard, School District, LBCC	»»»		
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**Focus Area: Integrating Sustainability and Economic Development**

Strategy 12: Promote sustainability in our business community.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
12.1	Ensure that current land use and building codes do not prevent the use of "greener" alternatives, simply because they were not previously adopted. (This action may be accomplished as part of Blue Ribbon Panel work described in another action)	City of Corvallis*, Chamber, Benton County, Oregon Natural Step Network	»»»		
12.2	Proactively identify and/or define companies or clusters that provide sustainable products and services and provide targeted assistance to help them get started in Benton County. Upon defining such industries and or business clusters, develop a program to encourage sustainable industry recruitment emphasizing industry clusters that are symbiotic, have by-product synergy and that can use the model of industrial ecology. Use the identified list to help inform recruitment activities outlined in the industry cluster strategy.	Chamber, Oregon Natural Step Network, City of Corvallis, Benton County	»»»		
12.3	Publicly reward companies that have made a measurable commitment to sustainability (with goal of showing benefits to business bottom lines, and promoting similar behavior from others).	Oregon Natural Step Network, City of Corvallis, Benton County, Chamber		»»»	
12.4	Increase public awareness about the integral linkages between business and schools (K-20), both in terms of funding support and personal development opportunities.	EVP, School District/Foundation, OSU, LBCC, Chamber, ONAMI		»»»	
12.5	Work with businesses and Transportation Management Association to identify development and expansion alternatives that would reduce demand on public resources and impacts on the social and natural environments. Emphasize systemic changes that reduce single-occupant auto transportation to and from work and reduce unnecessary waste (e.g. expand transit service to Benton Center). Establish a free "system audit" program to help business identify resource reduction and cost-saving business process improvements.	OSU, Corvallis Environmental Center, City of Corvallis/Transportation Management Association, Oregon Natural Step Network		»»»	

Strategy 13: Support and protect our natural resource base and our resource-based entrepreneurs (protecting farms and farmers).			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+

13.1	Support the preservation of farm and cropland – and the community's access to safe, fresh local produce – through direct investment in farm operations (to keep them on the land). Pursue the following initiatives: <ul style="list-style-type: none"> <li>▪ Support training in: niche product development, marketing, business management, cooperative development and management.</li> <li>▪ Further develop local markets with the goal of increasing local consumption of local food market products by expanding farmers markets, funding and administering a "buy local" program, adopting a county-wide (public institution) food purchase policy and increasing access to stores for vendors.</li> <li>▪ Organize farm management and design charrettes with the goal of bringing in varied experts to help improve resource conservation while improving the bottom line for farm operations.</li> <li>▪ Support development of nurseries, specialty agricultural goods, value added timber and forestry initiatives, including development of necessary infrastructure such as specialty food processors.</li> </ul>	Ten Rivers Food Web, OSARC, OSU, OSU Extension, LBCC, Cascade Pacific Resource Conservation District, CIBA, Starker Forests, Stahlbush Farms, Chamber		»»»	
13.2	Investigate opportunities for expanding agri-, eco- and cultural heritage tourism. For example, consider instituting a regional winery marketing program as has been done in McMinnville and Dundee, or establishing a centrally-located multi-winery tasting room with ancillary marketing materials that provide information on lodging and tourist attractions.	Corvallis Tourism; OSU (student project?), Benton County, OSU Extension, Resource and Conservation District, LBCC Culinary Arts Program		»»»	

Strategy 14: Streamline, clarify and update local permit and development review processes to reduce costs and increase the quality level of future developments.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
14.1	<p>Establish a "blue ribbon" panel consisting of planners, engineers, policymakers, developers and other appropriate interests to identify priority permit, development and annexation review process improvements and opportunities. The goal is not to "relax" standards, but rather to add clarity and certainty to the review process. Specific assignments might include:</p> <ul style="list-style-type: none"> <li>▪ Facilitating a community conversation to identify development projects that are consistent with community objectives.</li> <li>▪ Identifying and rectifying any potential redundancies, unnecessary restrictions and/or unclear requirements with the goal of setting a "guaranteed review timeline."</li> <li>▪ Evaluating and improving the current procedure for annexing properties.</li> <li>▪ Prioritizing future areas for annexation, and defining acceptable development types for each.</li> <li>▪ Inventorying future development potential by type based on known land amounts in distinct geographic areas.</li> <li>▪ Assessing the current PDO process and recommending critical improvements.</li> <li>▪ Establishing zoning and permit flexibility for downtown and other in-fill areas to stimulate increased use of existing land and building resources before developing new.</li> <li>▪ Establishing a "permit partner" program at city- and county-level regulatory offices, to: A) provide clear instructions to business applicants seeking new development, building improvements, etc.; B) establish and clarify a project review timeline; C) troubleshoot review glitches or discrepancies; and D) offer insight or strategies for achieving defined policy or performance objectives. Provide a directory of related professional services offered locally.</li> <li>▪ Designing and testing a "model permitting and development review package" that clearly articulates development targets, and outlines a step by step review process to take place within a specified period of time. This could first be applied to housing developments, and if successful, expand to additional development types.</li> </ul>	City of Corvallis*, Chamber, Local contractors, Other political Jurisdictions, DCA (Pat Lampton) Corvallis Matters, CNHS	⇒		
14.2	Produce a Business District Plan, encompassing all of Benton County, which identifies the type and intensity of business development desired at each location. This could be done as part, or outside of the County's strategic planning process.	Benton County, EVP, City of Corvallis		⇒	
14.3	Incorporate project review incentives, such as permit fast-tracking, for projects that utilize sustainable building practices. Consider adjusting selected SDC (System Development Charges) charges when a proposed development achieves some (significant) other kind of public benefit (e.g. increased density, park development, less burden on public infrastructure, etc.).	City of Corvallis*, Benton County, EVP, Chamber			⇒

## **Options to Streamline the Development Process**

### **Simplify the Annexation Process**

- Consider changes to the LDC and/or Comp Plan such as removing/simplifying the decision criteria, e.g., the 5-year supply analysis, livability indicators, compatibility and focus on the capacity of the site to be served by urban services and facilities.
- Create provisions to address State TPR requirements through some form of conditional approval.

#### Notes:

- Would retain voter annexation process but make major changes to the way annexations are evaluated by the Planning Commission and Council.
- Would require Comprehensive Plan Amendments and LDC text amendments.

### **Remove PD Overlays**

- Consider City action to remove PD overlays from all commercial and industrial sites that do not have conceptual or detailed development plans previously approved such as approximately 400 acres of industrially zoned land in South Corvallis.

#### Notes:

- Would eliminate the requirement for a discretionary public approval process and rely on clear and objective LDC requirements to evaluate development proposals. This would be of particular interest to industrial development project developers.
- The Natural Features and PODS features are now in Code language (these were areas addressed by PD review prior to the 2006 LDC update) and therefore a PD may not be as important.
- Would likely raise concerns about the lack of public process for potentially sensitive projects and/or those sites that were annexed with an associated PD Overlay.
- Based on State requirements, a mechanism to remove PD Overlays on residential property, at the request of the land owner, was included in the 2006 LDC Update.

### **Simplify the Procedure to Remove PD From Existing and Partially Developed Projects**

- Consider text amendments that would make it less burdensome to extinguish existing PDs or phases of approved PDs that have not been developed.

Notes:

- Would remove discretionary review process and provide a more timely review based on clear and objective LDC standards.
- The Natural Features and PODS features are now in Code language (these were areas addressed by PD review prior to the 2006 LDC update) and therefore a PD may not be as important.
- Concerns likely to be raised about the lack of public process and the connection between existing PD requirements and development patterns.

### **Create Major Lot Development Option (LDO) for Commercial/Industrial Development**

- Consider a less costly and burdensome process for varying development standards. Currently variations that exceed Minor LDO thresholds, e.g., increasing building heights by more than 10% of the limitation, are required to go through the PD process. Similar to the recent amendment for residential uses, create a Major Lot Development Option for non-residential uses

Notes:

- Would result in a less complicated and costly process for proposals to vary standards but still would require a public hearing for Major LDOs.

### **Create Hearings Officer Position/Council Review on the Record**

- Consider a Hearings Officer to review and make decisions on quasi-judicial land use applications and appeals of Staff decisions. Provide for an appeal process that provides for an “on the record” review by the City Council rather than a “de novo” public hearing. Transition the role of the Planning Commission from a primary function of land use application review to a broader community planning role including review of legislative land use cases.

Notes:

- Would create a more timely review process and be less staff intensive. Proponents of hearings officers advocate that land use decisions are more closely linked to applicable review criteria.
- There will be concerns raised that this process will not provide the desired level of citizen interaction with citizen-based bodies such as the Planning Commission and City Council during the land use application review process.

SUGGESTED ECONOMIC DEVELOPMENT RELATED ACTION ITEMS TO BE PRESENTED TO  
THE JOINT CITY COUNCIL/PLANNING COMMISSION WORK SESSION

AUGUST 2<sup>ND</sup>, 2010

FROM  
THE BLUE RIBBON PANEL/DR2 COMMITTEE  
WITH THE CONCURRENCE OF  
THE PROSPERITY THAT FITS STEERING COMMITTEE

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1. Set up a regional wetland mitigation bank for the COG service area (Albany, Corvallis, Harrisburg, Adair, Lebanon – but not Lincoln County).
2. Create the position of a Land Use Hearings Officer to decide all land use applications except comprehensive plan amendments and annexations which would be heard by the Planning Commission.
3. Generally broaden ministerial decision making by Staff throughout the Land Development Code. The first step in this regard would be approval of the code “tweaks” which Staff is presently working on.
4. Revise land use application fee structure so that appeals of any local decisions pay their own way, or up to the maximum allowed under State law.
5. Initiate process to delete Part 1 of Section 57 “Urban Renewal Plan” from the City Charter.
6. Establish targeted objectives, improve funding strategies and benchmarks for the Airport Industrial Park.