



**CORVALLIS
CITY COUNCIL WORK SESSION
AGENDA**

**January 14, 2013
5:30 pm**

**Madison Avenue Meeting Room
500 SW Madison Avenue**

COUNCIL ACTION

I. ROLL CALL

II. UNFINISHED BUSINESS

- A. 2013-2014 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 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 541-766-6901.

A Community That Honors Diversity

Linn-Benton
COMMUNITY COLLEGE
**Business and Employer
Services**

Joseph Bailey
6500 Pacific Blvd SW
Albany, OR 97321
joseph.bailey@linnbenton.edu
541-917-4935

Preparing for goal setting

- Structure your goals in the SMARTS format
 - **Specific:** It is clear to other people what you are saying and that it is described in such a way that you can easily identify whether it has been accomplished.
 - **Measurable:** You will have a method for measuring goal attainment.
 - **Achievable/ Accountable:** It is an achievable goal within the means and timeline and that there is someone who is accountable for it happening.
 - **Relevant:** It is relevant to the work of the City
 - **Time bound:** There is a targeted completion date
 - **Stretch:** It is common for achievable goals to not stretch a group into new areas. There is a balance between achievable and BHAG (Big, Hairy, Audacious Goals) goals. Dare to stretch.
- Process
 - Develop your 2-3 goals. This will include a review of the goals submitted to the City by citizens and stakeholders.
 - Talk with other councilors to see who might be aligned with your goals. This early sorting will be helpful when we post the goals.
 - Submit the goals to Kathy for the packet.
 - Bring your goals to the January 14 meeting.
 - At the meeting
 - Each councilor will have an opportunity to present their goals. There will be a Q&A process to ensure that everyone understands the goals.
 - Time allocated to discuss, combine, rewrite similar goals
 - A prioritization process on the goals
 - Decision on how many goals will be sent to the staff to gather information on the impact and resources related to the goals.
 - Between the two sessions staff will conduct research
 - February 27 goal refinement session.

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Corvallis City Council Operating Guidelines 2013-14

- Use common courtesy toward others
 - Think about others' feeling and be compassionate
 - Respect difference of opinions
 - Respect individual rights to disagree
 - Respect other people's time
 - Reliability- be prepared and show up
 - Appreciate differences
- Follow expected procedures
 - For example, no surprises on the agenda
- Use non-judgmental language
- Listen for meaning with an open mind/ Practice active listening
- Use an effective decision making process
 - Work to find common ground/ build consensus
 - If common ground is not found, compromise
 - If neither of those occur, make a decision by vote
 - Once the vote has occurred the individual councilors will respect the decision/ respect the council as a whole by not speaking out against the decision. This is balanced with the right of an individual to maintain their own stance on an issue.
- Get things done/ accomplish things
 - Stay on track
 - Focus on the goals
- Recognize the good intent of others

***** MEMORANDUM *****

DECEMBER 5, 2012

TO: CITY BOARDS AND COMMISSIONS
BENTON COUNTY BOARD OF COMMISSIONERS
BUSINESS ENTERPRISE CENTER
CORPORATE ROUND TABLE
CORVALLIS ARTS CENTER
CORVALLIS CHAMBER OF COMMERCE
CORVALLIS ENVIRONMENTAL CENTER
CORVALLIS HOMELESS SHELTER COALITION
CORVALLIS INDEPENDENT BUSINESS ALLIANCE
CORVALLIS MATTERS
CORVALLIS RURAL FIRE PROTECTION DISTRICT
CORVALLIS SCHOOL DISTRICT 509J
CORVALLIS SUSTAINABILITY COALITION
DEPARTMENT DIRECTORS
DOWNTOWN CORVALLIS ASSOCIATION
ECONOMIC VITALITY PARTNERSHIP
GREEN BELT LAND TRUST
LEAGUE OF WOMEN VOTERS
MAJESTIC THEATRE
NEIGHBORHOOD ASSOCIATIONS
OREGON STATE UNIVERSITY
ASSOCIATED STUDENTS OF OREGON STATE UNIVERSITY
UNITED WAY OF BENTON AND LINCOLN COUNTIES
VISIT CORVALLIS

FROM: JAMES A. PATTERSON, CITY MANAGER 

SUBJECT: 2013-2014 CORVALLIS CITY COUNCIL GOAL-SETTING

The 2013-2014 Corvallis City Council is soliciting your feedback on goals to consider during their two-year term.

The City Council goal-setting session is scheduled for January 14, 2013. Please submit any goal ideas you would like the Council to consider to Kathy Louie at kathy.louie@corvallisoregon.gov by **Friday, January 4, 2013**. This will provide sufficient time for the City Council to review your ideas prior to sharing their goals with each other.

Thank you for your assistance, and feel free to call me at 541-766-6901 or e-mail me at jim.patterson@corvallisoregon.gov for more information.

2014

Louie, Kathy

From: Ray, Ed
Sent: Wednesday, December 05, 2012 10:55 AM
To: Louie, Kathy
Cc: Patterson, Jim; Manning, Julie; Clark, Steve; McCambridge, Mark; Mills, Jock; Schwab, Dan; Spinrad, Rick
Subject: FW: 2013-2014 Corvallis City Council goal-setting
Attachments: 2013-14 Corvallis Council goals.pdf

Kathy:

I suggest that the Corvallis City Council establish a connection between the Corvallis Collaborative and the Economic Development Commission for Corvallis by asking the two groups to meet jointly at least once each year and to present a joint agenda of recommended actions for the City Council, as appropriate to their missions.

Ed

From: Louie, Kathy [<mailto:Kathy.Louie@corvallisoregon.gov>]
Sent: Wednesday, December 05, 2012 8:58 AM
To: Louie, Kathy
Cc: Patterson, Jim
Subject: 2013-2014 Corvallis City Council goal-setting

Good morning, City Manager Jim Patterson's memorandum soliciting your ideas for the 2013-2014 Corvallis City Council goal setting is attached. Thank you for your assistance.

Kathy Louie, MMC
Assistant to City Manager/City Recorder
City Manager's Office
541-766-6901

Louie, Kathy

From: Gina Vee
Sent: Wednesday, December 05, 2012 11:39 AM
To: Louie, Kathy
Subject: RE: 2013-2014 Corvallis City Council goal-setting

Kathy is it enough to state a general goal. Our should it include rational, or objections.
The following is our goal:
Goal: Pursue long-term options for cold weather shelter /daytime drop-in center.

From: Louie, Kathy [<mailto:Kathy.Louie@corvallisoregon.gov>]
Sent: Wednesday, December 05, 2012 8:58 AM
To: Louie, Kathy
Cc: Patterson, Jim
Subject: 2013-2014 Corvallis City Council goal-setting

Good morning, City Manager Jim Patterson's memorandum soliciting your ideas for the 2013-2014 Corvallis City Council goal setting is attached. Thank you for your assistance.

Kathy Louie, MMC
Assistant to City Manager/City Recorder
City Manager's Office
541-766-6901

Louie, Kathy

From: Linda Hadfield
Sent: Saturday, December 08, 2012 11:22 AM
To: Louie, Kathy
Subject: Ideas

Kathie,

Rental Standards would be an appropriate subject to include as a 2013 goal. I would like to see it include any or all of the following:

- * safety and livability for renters, i.e. a repair code for landlords that is enforced
- * higher standards for street view of property
- * limits for number of family units in one residence (a city ordinance in Fort Collins has been effective)

I love Corvallis. I love to tell people that it is one of the greenest cities of its size in the country. But I am embarrassed about some of the property views as I walk or drive by them. I realize there are many reasons. However, there are options for rectifying the situation.

• linda hadfield

Louie, Kathy

From: kirk nevin
Sent: Saturday, December 08, 2012 1:46 PM
To: Louie, Kathy
Subject: goals/dreams

Hi Kathi,

- 1) Balance the city budget, including any 'unfunded liabilities'
- 2) Have the two big non-profits in town... Samaritan and OSU... volunteer to pay their fair share of the costs incurred by the city on their behalf (those costs to be determined by city staff).
- 3) Hire a sustainability employee whose job would be to reduce the city carbon footprint (funding to be supplied by firing the guy who was hired to bring new business to the city).
- 4) Sell the Aquatic Center. As currently managed, it is unaffordable, both economically and environmentally.
Namaste.

Kirk Nevin

97330

Louie, Kathy

From: John H. Detweiler
Sent: Saturday, December 08, 2012 7:59 PM
To: Louie, Kathy
Subject: COUNCIL GOAL

Kathy,

My suggestions are -- which won't be a surprise: 1)Live within our means -- in other words, a sustainable budget; 2)Emphasize attracting business -- continue what we are doing; and 3)Get cracking on the sewer project while money is cheap -- the 1% interest rate probably won't last long.

--

John H. Detweiler; web page => <http://www.peak.org/~detweij>

FY 2013-2014 City Council Goals

Suggestions received from anonymous caller via voice mail on December 10, 2012 at 7:38 am

Livability –

- Fine students for loud noises and disturbances
- Make OSU pay for extra police
- Fine loud cars and pay the City for disturbances
- No more taxes, no four lanes, and no big companies
- Don't expand the airport and limit airport traffic
- Keep small local businesses
- No fly overs at games

Louie, Kathy

From: Stephen Redman
Sent: Monday, December 10, 2012 2:01 PM
To: Louie, Kathy
Subject: Council Goals

Hi Kathy,

As the Council begins to look at goals for the next term, I'd like to submit a couple for ideas for consideration via public input:

1. Return the council term to 4 years (pre-1971) also take a look at either eliminating the Ward system OR let all the citizens vote in each Ward election.
2. More Entry-level housing. Promote the annexation of 120 acres south of Willamette Landing to the citizens. "Build it (or in this case annex it) and they will come".

Sincerely,

Steve Redman

Louie, Kathy

From: Elizabeth.French
Sent: Wednesday, December 12, 2012 11:16 AM
To: Louie, Kathy
Subject: Goals for City Council next session

Jim,

Thank you for asking for input from the citizen's of Corvallis for the goal setting for the next City Council. It is my strong belief that the goals must include:

1. Continued support for the economic development efforts that have begun is absolutely critical. We have made progress, have a strong plan and the right personnel in place. Let's make sure that we see results by providing continued emphasis in this area. The establishment of sustainable funding sources for economic development programs, including potentially a URD, may be part of this effort as we move forward
2. A balanced and sustainable budget is essential to the on-going health of the community. Please ensure that we see additional reserves built, and that we take a balanced view about what City services we support.
3. Continue to look at land development processes to ensure that we are doing everything we need to do and nothing we do not, ensure that we have predictability in our land development process and review the PD Overlays that may be hampering our communities' success – particularly in South Corvallis.

I look forward to doing my part as a Citizen partner to move these critical items along.

Elizabeth French

Corvallis, OR 97330

Louie, Kathy

From: Pat Lampton
Sent: Wednesday, December 12, 2012 12:08 PM
To: Louie, Kathy
Subject: Council goals

To: Corvallis City Councilors:

In response to a request for input on the next round of Council goals I would appreciate your considering the following:

- 1) The continuing need for our community to focus on an economically sustainable budget.
- 2) Support for our nascent economic development efforts. We have made a good start, but cannot afford to lose sight of the fact that if we are to achieve # 1 while continuing a high level of public service and amenities, we need to build and maintain an economic foundation that encourages high-value/small footprint businesses in this property tax state. Our Economic Development strategy, along with our staffing commitments should start to bear fruit in the near future, but should be seen as a long-term core investment in a livable community.
- 3) In recognition of our strengths we need to continue and expand our relationship building with Oregon State University on both the livability front and the opportunities that involve business start-ups that need to find a supportive environment in our City. Diversifying our economic and cultural bases, and support for schools depends upon the nurturing of these emerging, high-value employers.

Thank you for your ongoing personal commitments of time and thought to the Community. Good luck in your new term.

Pat Lampton

The Inkwell Home Store
234 SW Third St.
Corvallis, OR 97333
PH: 541-752-6343
FAX: 541-752-8432

Louie, Kathy

From: Curtis Wright
Sent: Thursday, December 13, 2012 11:40 AM
To: Louie, Kathy
Subject: 2013-14 City Council goals

Kathy:

I recommend the following to the City Council:

1. Provide maximum support and needed (significantly increased) funding for Economic Development program
2. Achieve sustainable City financing- budget
3. Continue to improve the relationship and strengthen the collaboration with OSU
4. Enhance Council effectiveness and Citywide responsiveness through staggered four-year terms, at-large representation
5. Implement program to deal with crumbling City infrastructure, especially streets.

Curt

Louie, Kathy

From: Karen and Richard Hein
Sent: Saturday, December 15, 2012 8:05 AM
To: Louie, Kathy
Subject: 2013-2014 Suggested Council Goals

Kathy,

Thank you for the opportunity to provide input to the City Council's goal setting process.

The economic issues we have experience these past years will continue for several years in the future. The direction that the city embarked in during the recent budget process has been refreshing and will position the city to address the "new normal" economy in future years which will continue to have an impact revenues and city services. The new normal in our economy which I'm talking about is continued recessionary conditions, high unemployment, low consumer confidence, continued pressures on consumer and mortgage lending and continued deleveraging. There is great evidence that these conditions are occurring and will continue for several years.

I would like to see the City Council focus on goals that will position the City for years to come. Goals I feel are critical for our community to thrive and provide the valued services we all enjoy are:

- To ensure that the City is financially sound and operating with a sustainable budget. The need for fiscal responsibility could not be more important to our future services, not to mention the city's bond rating.
- Continue to focus on economic development to drive revenue resources and jobs in our community. Part of economic development would be a plan that would provide affordable homes for those who work in our community.
- Continue efforts to work collaboratively with Oregon State University as they grow to meet the needs of students and the citizens of Corvallis. This partnership needs to continue.
- Commit to focus on the importance of job creation for a thriving community. Job growth provides revenue sources and continued job growth creates sustained revenues for critical services. The first sign of a dying community is the continuing decline in enrollment in K-12. This is something we cannot ignore. Higher property taxes and fees discourages young families from living here and helps other communities to grow.

Thank you for allowing me to voice my input regarding what goals the City should be focused on at this time.

Richard Hein
President, CEO
OSU Federal Credit Union

Corvallis, Oregon 97330

Louie, Kathy

From: JoeVirginia
Sent: Saturday, December 15, 2012 10:40 AM
To: Louie, Kathy
Subject: City goal suggestions

1. Work towards implementing a ban on aggressive dogs (i.e. Pit Bulls) within City limits.
2. Work towards reducing unsustainable retirement benefits to City employees.

Joe & Virginia Logan

Louie, Kathy

From: Alan Kapuler
Sent: Monday, December 17, 2012 5:07 PM
To: Louie, Kathy
Subject: Town Goals

We read the editorial discussion in the Gazette Times of the city plans of major agenda items for the coming years.

May we suggest that for the fourth goal/direction/agenda item that 'grow more local food' is neither adequate or sufficient.

Please amend this to say that we need to grow healthy food without poisons and transgenic modification.

It is worth noting that our city parks can have hedge rows of blueberries, tree plantings of pears, plums, pawpaws and other perennials.

We can become an example of conservation of fruit and nut diversity and continue turning our town into a garden replete with flowers, herbs, endangered species and food.

Thank you for your consideration.

Al and Lin Kapuler

Louie, Kathy

From: Skip Rung
Sent: Tuesday, December 18, 2012 9:05 AM
To: Louie, Kathy
Subject: City Council goal inputs
Attachments: City Council Goal Suggestions.docx

Dear Kathy,

Attached are four suggested 2013-2015 Corvallis City Council goals, with some minimal surrounding commentary.

Although I am a member of the Corvallis Economic Development Commission, these opinions are my own and submitted by my own behalf.

Robert D. "Skip" Rung

There are two means of refuge from the miseries of life – music and cats.

Albert Schweitzer

City Council Goal Suggestions – Robert D. “Skip” Rung

(n.b. I am a resident of unincorporated Benton County, though my business/organization is within the Corvallis city limits, and I serve as a member and vice-chair of the CEDC)

Note first an example from the 2011-12 City Council Goals:

“By December 2011, the Council will consider action on recommendations by the Economic Development Commission concerning strategic priorities and funding sources for Economic Development Initiatives”

I’d say that goal was met (council consideration of the nearly complete CEDC strategy, including the above items, probably began before 2011 year-end) or exceeded (council heard final presentation and voted to adopt the strategy in January 2012).

Therefore, what should come next? Measurable and meaningful progress on the “4 Big Ideas” that are the anchor of the Economic Development Strategy:

1. Develop and implement a small business financial assistance package of services and incentives that will maximize retention of businesses with the highest potential for contribution to the commercial property tax base and creation of high-wage job opportunities.
2. Expand the Corvallis-Oregon State University MOU and collaboration process to include mutual economic development efforts as a top priority. (This is both because it provides opportunities for OSU students and inventors and spinouts, and because the presence of a major research university is Corvallis’ single greatest economic development competitive advantage in an era of global competition based on innovation capacity).
3. Have in place a commercial lands inventory and development assistance strategy that is known, on the basis of competitive analysis and benchmark data, to be competitive for investments by firms (small, medium or large) and their financial backers in our market segments of interest.
4. Have in place a fully staffed, full-function, economic development effort that is comparable in function and per-capita resources to peer cities/regions such as Hillsboro, Gresham, Bend/Redmond and Eugene. (This will entail accounting for all staff supported by city/county resources, whether municipal employees or contractors).

Louie, Kathy

From: DIXON Jay
Sent: Tuesday, December 18, 2012 11:24 AM
To: Louie, Kathy
Subject: Council Goals

Kathy,

Please extend my thanks to the council and mayor for providing an opportunity to weigh in on the incoming council's goals.

Reviewing the current council goals, it seems obvious that the goal related to OSU/Corvallis Collaboration must remain since the plan currently being worked on is a three-year plan.

Economic Development is also operating on a three year plan and I would hope that there be increased emphasis on that topic.

The goal related to financial sustainability would seem to be an everyday operating responsibility. However, I would like to see it tied to searching for ways to partner with other governments and even the private sector, where appropriate, in order to provide services with greater efficiency and reduced costs.

My two cents worth.

Jay

Louie, Kathy

From: Ward 6
Sent: Tuesday, December 18, 2012 11:03 PM
To: Louie, Kathy
Cc: "mikebeilstein"; mike beilstein
Subject: Fwd: Council goal suggestion

----- Forwarded Message -----

From: "Stewart Wershow"
To: "ward 6" <ward6@council.ci.corvallis.or.us>
Sent: Tuesday, December 18, 2012 11:48:23 AM
Subject: Council goal suggestion

Please remove the roundabout at 10th and Grant. It should be replaced with the same light and signage as at Garfield and Highland. When coming from the south on 10th you have a four way stop sign at Beca and 10th. From the north on Highland you have a four way stop at Highland and Garfield. It is confusing for drivers and is one reason people avoid the intersection. The traffic that once used that intersection is being diverted to other side streets. Also, I have had continual complaints about the roundabout from residents of ward 6 who live nearby it.
Stewart Wershow

Corvallis, OR 97333
December 19, 2012

Kathy Louie
Corvallis City Recorder
501 SW Madison Avenue
Corvallis, OR 97333

RECEIVED

DEC 19 2012

CITY MANAGERS
OFFICE

Dear Ms. Louie,

A recent GT OpEd (12-17-12) asked for citizens to submit ideas for goals the City Council might consider during its 2013-14 term. As an observer of these proceedings for 40+ years now, I feel we still are not engaging our most fundamental issue. We keep "kicking that can down the road" (are you sick of that phrase yet?) either ignoring its significance or hoping it will somehow be solved by default.

Some history: On April 3, 1995, the City Council passed Resolution #95-17, endorsing the formation of a National Optimum Population Commission, that would determine the long-term, sustainable population for the United States. This federal commission has not yet been established which puts the onus on states and local communities to work towards solutions. This is true wherever federal leadership is lacking, not unlike the issues of Death with Dignity, Marijuana decriminalization and many others.

Fortunately, we would not need to enter unknown territory as an excellent example already exists. Charlottesville/ Albemarle County, Virginia, reflects a city/ county collaboration building consensus regarding the region's long-term sustainable population. Note also their city/ county size is similar to ours and that a major land-grant university is a major factor in the social & economic dynamic of the area.

The group spearheading this effort is named Advocates for a Sustainable Albemarle Population-ASAP-and I would urge our City Council to access its website <www.ASAPnow.org>, study the process it has so skillfully shepherded and apply it appropriately to our situation here in Corvallis.

Respectfully,
M. Boyd Wilcox

Enclosure: ASAP materials

Letter copies to: Richard Hervey, Ward 3 Councilor
OpEd Editor at the Gazette Times (e-mail)

ASAP PROGRAM

Education

Through public forums, a website, a speakers' bureau, newsletter and other publications, ASAP contributes to a more informed community debate about local population issues.

Research

ASAP undertakes original studies on local demographic patterns and growth issues, and makes available the results of others' research.

Policy Development

ASAP is working to propose a model population policy for a future Albemarle County Comprehensive Plan.

Advocacy

ASAP board members present statements to the governing bodies in Albemarle County and (because our demographic fates are intertwined) the City of Charlottesville.

The degree to which our ambitious agenda can be implemented is determined by the availability of volunteer support and financial contributions. ASAP is a 501(c)(3) organization, so gifts are tax deductible to the extent permitted by law.

Albemarle County's continued growth represents the pursuit of short-term gain for a few over the long-term good for the whole community.



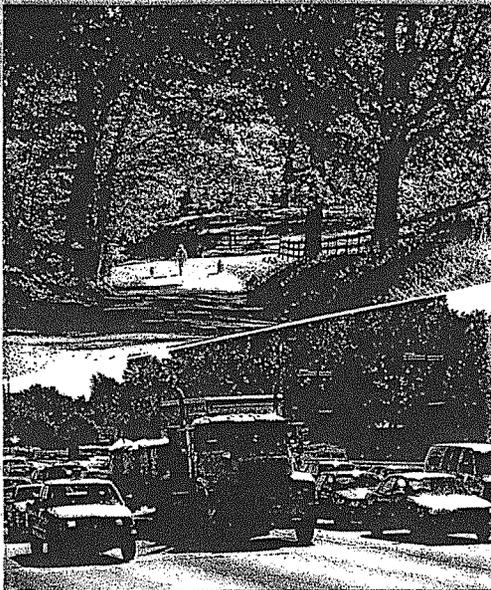
3570 Brinnington Rd. • Charlottesville, VA 22901

Phone: (434) 974-6390

E-mail: jackASAP@earthlink.net

www.ASAPnow.org

[June 2009]



ASAP's mission is to increase knowledge and awareness about the effects of the community's population growth on our natural environment and quality of life, and to encourage land use policies and mechanisms that will enable our region to reach and maintain a sustainable population size.

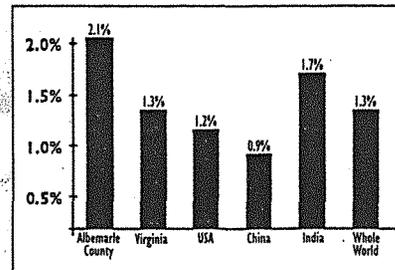
Every truth passes through three stages before it is recognized. In the first, it is ridiculed. In the second, it is opposed. In the third, it is regarded as self-evident.

Arthur Schopenhauer

Advocates for a Sustainable Albemarle Population (ASAP) was formed by Central Virginians who believe that Albemarle County—and neighboring communities—should begin work immediately to achieve a stationary population size in the foreseeable future.

According to the most recent census figures, Albemarle County's population is growing at a faster rate than India—a pace that leads to doubling in 33 years. ASAP members' fundamental conviction is that growth at this rate will ultimately degrade our natural and social environments.

If we expect to pass a sustainable community on to future generations, we cannot endlessly increase population densities in ever-widening growth areas.



Annual Rates of Population Growth in the Past Decade

Population Growth WILL Stop

For any finite area—even the lush 740 square miles of Albemarle County—population growth will stop at some point in the future for one of the following reasons:

- because the limits of an essential resource have been reached;
- because the quality of life has become so degraded that the area no longer attracts new residents;
- or, if we are wise, because the community has voluntarily instituted policies to limit its growth at a level that sustains a healthy environment, and a quality of life that residents want.

We Still Have a Choice

ASAP advocates the wise approach: actively choosing and maintaining sustainable population limits. At this point, the organization does not have a position about the optimal population size for any Central Virginia community. Nor do we know precisely when that size should be reached. Our research activities and public forums explore these questions.

By stimulating public debate about continual population growth, by debunking the myths that such growth is inevitable and good, and by providing accurate information to enrich the discussion, **ASAP encourages citizen awareness and support for the notion that Albemarle County should begin planning now to reach a stationary size.**

A long habit of not thinking a thing wrong, gives it a superficial appearance of being right.

Thomas Paine
Common Sense, 1776

ASAP CORE BELIEFS

Growth is NOT Inevitable

Our community has, or can obtain, the knowledge and tools to control our demographic fate. Growth over the long haul can be managed if we display the political will.

Planning and Prevention are better than Reaction and Cures

Because the impacts of growth are cumulative and largely irreversible, local planning that affects population numbers must anticipate community life fifty years and more in the future, not merely through the next fiscal quarter or election cycle. Community policies and programs, including those dealing with population growth, should be designed to prevent problems whenever possible, rather than attempt to correct them after they occur.

Economic Growth is Not Dependent on Population Growth

There are many kinds of potential growth in a community, and they need to be distinguished in any discussion about the merits of growth. ASAP supports economic development if it is equitable, environmentally sustainable, and not linked to population growth.

We Need to Level Off at a Sustainable Population

Endless growth is simply not sustainable. We can, however, aim for a sustainable "optimum" population characterized by a size and distribution that maintains and even strengthens the health of our natural and social environments. ASAP is committed to helping Albemarle County and the City of Charlottesville identify that optimal size, then develop policies to reach and maintain the ideal size.

We have looked for and have not found any convincing economic argument for continued population growth. The health of our economy does not depend upon it, nor does the vitality of business, nor the welfare of the average person.

Our Community is Not an Island

Albemarle County's population problems must be solved in a regional context. Charlottesville and contiguous counties affect, and are affected by, demographic changes in Albemarle County.

Stewardship is our Responsibility

We residents of Central Virginia have an obligation to preserve the natural environment for ourselves, for other life forms, and for future generations.

Affordable Housing is Critical

Under current rapid-growth conditions, the less advantaged cannot afford to live in Albemarle County. Any effort to control growth must include measures to ensure that low- and moderate-income housing is available to those who live in the area.

Diversity is Healthy

ASAP respects and encourages cultural, ethnic, and economic diversity, the social counterparts to biological diversity.

"Smart Growth" is Not Enough

ASAP supports the growth-management methods promoted by advocates of "smart growth." These buy time, but ultimately the "smart growth" approach is little more than an accommodation to growth—trying to reduce or postpone its costs by determining where and how growth occurs, not whether it occurs. Slowing local population growth is necessary, but not sufficient. Ultimately, growth must stop.

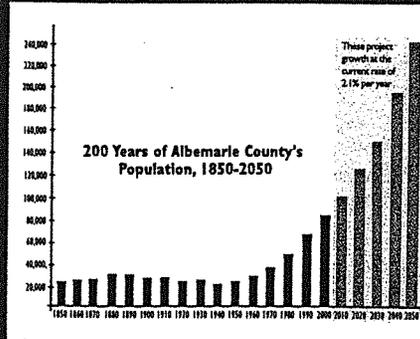
John D. Rockefeller, III, Chairman,
Commission on Population and the American Future, 1972.

THE NEED FOR ASAP

Each day, Albemarle's population increases by five people—people with expectations for schools, houses, water, waste disposal, safety, etc. These five new residents swell traffic on county roads with an additional 3.7 cars per day and some 1,300 each year.

If the pace keeps up (as it has for over three decades), in the next 17 years Albemarle County will add 40,000 residents—the equivalent of Charlottesville's entire population.

The daily impacts of growth can seem almost imperceptible when they are actually relentless, cumulative, and almost always irreversible: a few more houses on those once-open fields; a neighbor's well drying up; a little stream bulldozed for a big store; longer waits in traffic jams; a new school and redistricting every few years; higher taxes to pay for reduced services. The pattern of small impacts on the community's character and natural environment is insidious—a death by a thousand cuts.



Albemarle County's population has doubled since 1976, with over 92,000 residents in 2006.

Three-quarters of Albemarle County's population increase is caused by the excess of in-migrants over out-migrants; the remaining quarter is a result of natural growth (the excess of births over deaths).

Against vigorous opposition, Albemarle County has put in place a few mechanisms to address over-development. The supervisors' refusal (thus far) to extend water and sewage public utilities into designated "rural areas," for example, is the county's primary anti-sprawl mechanism. The Acquisition of Conservation Easements (ACE) program is an excellent means of reducing development potential and protecting open space.

We do not often acknowledge what is perhaps the major current mechanism to restrict growth: property values spiraling upward, so that increasingly only the economically privileged can live in Albemarle County. Growth and the rising taxes that always accompany it are driving out less affluent residents, some of whose families have been in Albemarle County for generations.

We can, if we start now, gradually slow and ultimately stop growth before it consumes our environment and further erodes our quality of life. And we would like to reach out and collaborate with other communities all over the nation that are struggling with the same issues.

The necessary changes in county policies and programs will be threatening to powerful interests in the community. The benefits of growth accrue to a small but influential group. The costs, however, are borne by everyone, disproportionately by the poor.

Those who have a short-term view and a personal interest in ever-expanding markets use their time, money, and political clout to fight for continued growth. For elected officials to champion difficult growth management measures, they must have strong public support. ASAP helps to mobilize that public support.



Frequently Asked Questions about ASAP and local growth

Advocates for a Sustainable Albemarle Population

The ASAP "FAQs" Brochure

What's ASAP's issue with population growth?

ASAP reflects the concerns of most local residents (revealed in recent surveys); we believe that Albemarle County is growing too fast, that the growth is changing the character of this wonderful place and harming the environment, and that too little is being done to protect the rural areas. It's not just our countryside; people living in the county's designated growth areas (particularly Crozet) and some sections of Charlottesville also have expressed dismay as their neighborhoods seem destined to absorb expanding numbers. Moreover, study after national study confirms that residential growth does not pay for itself; taxes must be increased to pay for broader social services. We want to deter the undesirable impacts of growth, and don't want to see our community's character become like Northern Virginia's.

Isn't growth natural and good?

Most things, from human beings to towns, initially need growth to reach an optimal and sustainable size. But after a certain point, more growth ceases to be good and begins to be detrimental. In a mature community like ours, the benefits of continued growth (e.g., more stores, entertainment, jobs) are soon outweighed by an overwhelming number of economic, social, and environmental costs. Taxes and fees keep going up to pay for the additional infrastructure required by increased population (e.g., more roads, schools, teachers, police and firefighters, water and sewage treatment). And environmental degradation (e.g., increased waste and pollution, loss of open space, reduction in biodiversity) contributes to a rapidly diminishing quality of life.

But we can't stop growth, can we? Isn't growth inevitable?

The belief that growth is inevitable—that residents can do nothing to address it—is a myth encouraged by those who profit from growth and maintained by inertia and ignorance of voters' power. Our community, like most, plans and regulates growth through zoning and other land-use policies; these regulations determine where, and how many, homes and businesses can be built. This process determines the theoretical maximum "buildout"—the potential for development. And the "buildout" potential for residential units determines the limits of population growth.

Although the "growth industry" is wealthy and powerful, it is outnumbered by residents whose elected officials would institute land-use policies to limit growth if voters were to make clear what they want. Growth is inevitable only if residents willingly choose to do nothing about it.

How fast are we growing? What are the sources of our growth?

In the 30 years between the censuses of 1970 and 2000 (the most recent), the population of Albemarle County more than doubled—from about 38,000 to 84,000 (it's now roughly 95,000). Census estimates since 2000 suggest that, though growth may have slowed slightly, the current pace would lead to a doubling of the number of county residents in fewer than 50 years. Roughly three-quarters of the county's population expansion is the result of net migration (more people moving in than moving out), and only a quarter from natural increase (more births than deaths).

The population of the City of Charlottesville has remained stable at about 40,000 for the past four decades, because urban and suburban growth spread outward from the city into the adjacent parts of Albemarle—areas the county has designated for growth. Charlottesville's population is projected to grow somewhat in coming decades.

While no one knows for sure our community's current buildout potential (and thus its possible legal maximum population), some estimates place the number as high as 400,000 people—three times the current number.

If we don't grow, won't our economy stagnate?

That's like saying if we don't keep getting fatter, we'll die of starvation. There's no evidence that stable populations can't have stable economies. Many European nations and communities have succeeded in creating or maintaining jobs not tied to population growth. Our own experience tells us that growth does not yield prosperity for all. As America's population has expanded since 1980, much of the rising prosperity went to a relative few at the top of the income ladder; roughly two-thirds of Americans saw little or no increase in real incomes. Bigger is not necessarily better.

Aren't local governments dealing with population growth?

Not very effectively. Most elected officials at every level treat population growth as a taboo subject. Our local zoning ordinances could permit a population far greater than what we have now, even though few current residents say they want to live in, or leave to their descendents, a Charlottesville/Albemarle that has experienced such growth. To its credit, Albemarle County, under pressure from citizens, has implemented over the past three decades a few good "smart growth" measures: designated growth and rural areas, for example, and the ACE (Acquisition of Conservation Easements) Program.

What's wrong with "smart growth" ?

"Smart growth" is a 30-year-old land-use planning strategy that aims to accommodate growth through concentrating human settlement patterns in ways that foster a sense of community, reduce the need to drive, facilitate public transportation, and put farms, forests, and open space in reach of urban populations. All that is desirable and important for the short term. But it's not

enough over the long haul, since it offers endless accommodation to population growth.

ASAP supports the principles of "smart growth" that help manage sprawl and congestion and preserve open space. But we diverge from "smart growth" when it accepts the inevitability of growth and simply adjusts to it. The doubling or quadrupling of a community's population, whether "smart" or dumb, has serious costs.

Imagine a campaign for "smart smoking." This campaign, recognizing that smoking is bad for us and irritating for others, urges us to always go outdoors to light up. It exhorts smokers to get lots of personal health insurance so the medical costs of smokers' diseases aren't borne by taxpayers. The campaign helps us purchase low-nicotine cigarettes.

But in this "smart smoking" campaign, the NO-smoking option doesn't even make it to the table. Doesn't that seem odd?

Yet in the "smart growth" movement, the NO-growth option doesn't even make it to the table. And we accept it. Few of our planners, our politicians, our citizens, have the courage to say that we cannot grow endlessly, and the wisdom to say that we must shift from a society premised on growth to one based on sustainability.

Smart growth is necessary, but it is not sufficient. Until a NO-growth approach is incorporated in a more comprehensive view of growth management—an approach that asks not only where and how growth should occur, but *whether* growth should occur—"smart" growth may be lulling communities into a false, and dangerous, sense of security.

What's the "right size" for our community?

The current population of Charlottesville and Albemarle County together—our community—is about 135,000. Residents haven't thought much yet about what our right size should be. It's clear,

however, that as we grow past certain (but not yet known) thresholds of size, we'll have trouble finding enough water, our streams will be degraded, we'll lose forests and fields and the biodiversity they permit and the invaluable (and free) ecological services they provide, our roads and schools will get more crowded, taxes will rise, etc. And as the population increases, the local character of our community will change.

ASAP has commissioned a network of scientists to undertake research to better understand the environmental and socio-economic impacts of population growth on the Albemarle-Charlottesville community, and to help formulate estimates of our "right size." The array of investigations in ASAP's Optimal Sustainable Population Size Project will begin to produce results in the summer of 2009.

It's up to the citizens of this community—ALL residents, not just those who benefit from growth—to decide our "right size." The conversation about our "right size" is important for our community's future; it should not be based on self-interest or ill-informed opinion. ASAP will help provide information about what levels of population our environment can sustain, and at what levels certain aspects of quality of life begin to degrade. We expect others to contribute reliable data to the discussion. A range of acceptable population sizes will be proposed, be revised over time, and—we hope—become an essential part of the Comprehensive Plans.

How does ASAP propose that we put a stop to our local population growth?

Our community has no obligation to keep building houses and apartments for everyone who wants to live in Albemarle County. We can decide, democratically, to break the pattern of providing new residential units to meet the demand—indeed, to help create the demand—of countless new residents. If we do this, growth will stop. There will still be turnover; some new folks will move in as current residents move out. But since most of the population expansion in Albemarle County is the result of more people moving

in than moving out, limiting the construction of residential units is a legal and effective way to arrest excessive growth.

ASAP proposes that a democratically determined cap on growth be written into the County's Comprehensive Plan. Zoning and other land-use policies, which now allow for huge increases in new residential units, could be adjusted to flexibly permit only the number of houses and apartments that let us stabilize at an optimal sustainable population size.

Why should people who weren't born here get to say how the community should evolve?

All residents of the community—regardless of age, education, wealth, race, place of origin, length of local residence—have the right, and the responsibility, to help plan how we, and our children, will live here. If we want to preserve this place for ourselves and for future generations, transplanted and native-born citizens working together must decide how to deal with growth.

What does population have to do with "sustainability"?

Sustainability, according to a common definition, is meeting the needs of the present generation—our biological, social, and economic needs—without compromising the ability of future generations to meet their own needs. Because a growing population depletes local resources, efforts to seek a sustainable community are doomed to failure without a sensible cap on our community's size. Thoughtful Americans are shifting from thinking about a community (and a world) that relies on growth, to a community premised on sustainability.

Is it morally right to limit growth?

Unsustainable expansion of the human population results in environmental degradation: increased waste and pollution and the loss of natural resources, ecological services, and wildlife habitat. Limiting population growth is part of being a good steward of our

environment; responsible stewardship is a moral obligation to the earth and to future generations.

Won't ASAP's proposals to cap growth raise housing costs, penalizing poor and middle-class people?

It isn't clear what local limits on growth would do to affordable housing, but it *is* apparent that (a) during the period of rapid growth in the past several decades the costs of housing in Albemarle County have increased dramatically; and (b) many less-advantaged county residents—some here for generations—have moved to more affordable surrounding counties. Most developers aren't interested in building low cost housing because expensive homes are far more profitable. The provision of affordable places to live in this community will occur as existing housing stock ages and more creative public-private programs are initiated.

With or without a cap on growth—which may exacerbate these problems—our community needs to realistically address the affordable housing situation. We must figure out how to plan for whatever population size we decide we want, while remaining dedicated to the needs of diverse socio-economic groups. The City's Comprehensive Plan already includes constructive ideas about such issues.

Doesn't limiting growth trample on people's rights to develop their own land and profit from doing so?

Measures to protect a community's environment and quality of life can affect a landowner's property values both negatively (if development rights are reduced) and positively (if the community becomes more attractive and sustainable). The monetary value of land is, for the most part, determined not by the land's owner but by the community in which the land is located—factors such as availability of jobs, quality of education, cultural amenities, and natural beauty. The community is no more obligated to insure the maximum profitability of investment in land than in any other form of investment.

That said, justice requires that the steps entailed in keeping a community livable require compromise and negotiation in arriving at land-use policies designed to inflict the least possible adverse impacts on all concerned. Mechanisms such as transfer of development rights, compensation for conservation easements, and opportunities for clustering and phasing, can be used to find solutions that distribute the costs of achieving a sustainable community.

Doesn't what we do here impact adjacent communities?

What one community does can have both positive and negative effects on adjacent localities. Already many who work here live in less-expensive neighboring communities (which are then, of course, responsible for providing the schools and other services for these residents), and limits on growth in Albemarle County might accelerate that trend. It would be desirable to tackle population growth issues at a regional, or even a state, level. In the absence of regional government, however, it is up to the voters in each locality to decide, through their local government, the kind of community they want to be. Such decisions should be considered in the context of regional impacts. But ultimately each governmental jurisdiction has its own set of problems and has the legal power to act in what it perceives to be its own best interests.

Shifting from community planning premised on sustainability rather than on growth will not occur painlessly. Putting a lid on population growth—even if the limit is determined democratically at what is believed to be an optimal sustainable size—will require serious adjustments. But the costs of *not* limiting growth—the impacts on the environment, our quality of life, and our taxes—would be far greater in the long run.

(First edition, May 2009)

To follow up these questions and answers, or to suggest improvements for the next edition, contact ASAP President Jack Marshall at jackASAP@earthlink.net.

2013 Council Goal Setting

Downtown Commission Recommendation to City Council

December 14, 2012

At their December 12 meeting, the Downtown Commission discussed goals and priorities they thought the City Council should consider as part of the discussion of Council Goals for the 2013-2014 Council term. The Commission noted that various vision and strategic planning documents highlight the importance of downtown as the heart of the community and a driver for economic and community vitality. The Commission also discussed the community's interest in housing development in the downtown area, as well as a desire to provide programs and assistance to property owners downtown who wish to redevelop their properties for historical consistency, upper floor housing or office space, and/or façade improvements and seismic upgrades. The Commission has reviewed various state and federal programs and funding opportunities that could assist with such efforts. Some of these include state and federal tax credit programs to assist in housing development, state-sanctioned Improvement Districts, and Urban Renewal Districts.

Goal Recommendation:

As the City Council considers goals for the upcoming term, the Downtown Commission encourages the Council to consider the community's stated priority to maintain and support downtown as the heart of the community, and direct the Commission and City staff to research and make actionable recommendations to the Council regarding implementation of appropriate programs to encourage downtown housing and commercial development and redevelopment. Examples include an urban renewal district, and a multi-unit or vertical housing tax credit program.

Louie, Kathy

Subject: RE: Arts and Culture Commission goal submission

-----Original Message-----

From: Brenda VanDevelder _____
Sent: Thursday, December 27, 2012 11:43 AM
To: Emery, Karen
Cc: Joel Hirsch
Subject: Arts and Culture Commission goal submission

Hi Karen,

This is the goal drafted at our December ACC meeting. Please let me know if you have suggested changes.

Joel- sorry you missed the meeting. I would like to discuss this goal with you to ensure we have your full endorsement! Please give me a call at your earliest convenience.

By September 2013, the Council will provide for a professional market study and environmental scan of arts and culture in Corvallis to assist strategic planning for the Arts and Culture Commission.

Brenda

Louie, Kathy

From: William Gleaves
Sent: Monday, December 31, 2012 3:36 PM
To: Louie, Kathy
Subject: Council goal-setting

Airport Advisory Commission:

Complete the water loop at the airport. This will stop the wasted of 44,000 gallon of water every day the at airport.

William Gleaves, Chairman
Airport Commission

Louie, Kathy

From: Patrick Cox
Sent: Tuesday, January 01, 2013 7:24 AM
To: Louie, Kathy
Subject: Help to set Corvallis' goals

Hello Kathy,

THE one goal for city Council is to reduce Corvallis' cost of living from being the highest state to a more reasonable level. We moved here two years ago and noticed that Corvallis is not very economically friendly to newcomers. It is very expensive to live here. Several articles in the Gazette-Times that strikes a chord:

- > a business moves to Albany due to rent in Corvallis being too high and unaffordable
- > Oregon camera closing with one reason being "high overhead" which translates into high rent
- > encouraging citizens to "buy local" but I find local to be way more expensive than other options. When so much of one's budget goes to housing, it is difficult to support local businesses

Bringing the cost of living to a more reasonable level will directly affect economic development in numerous positive ways.

Thank you for your time,
Patrick Cox

Louie, Kathy

From: Meleah Ashford
Sent: Tuesday, January 01, 2013 8:09 AM
To: Louie, Kathy
Subject: City Council Goals

Dear Kathy,

For 2013, it imperative that the city council agree on a plan to comply with the Willamette River water quality TMDL.

Thank you for the opportunity to provide input.

Happy New Year!

Meleah Ashford

Sent from my iPhone

Louie, Kathy

Subject: RE: Goals for 2013 - CORRECTION

-----Original Message-----

From: Robert Heald

Sent: Tuesday, January 01, 2013 9:59 AM

To: Louie, Kathy

Subject: Goals for 2013 - CORRECTION

Hello Kathy,

I identified the street incorrectly in item 2. It should have read "Second Street". Sorry for the error. Here's revised drawing.

Bob

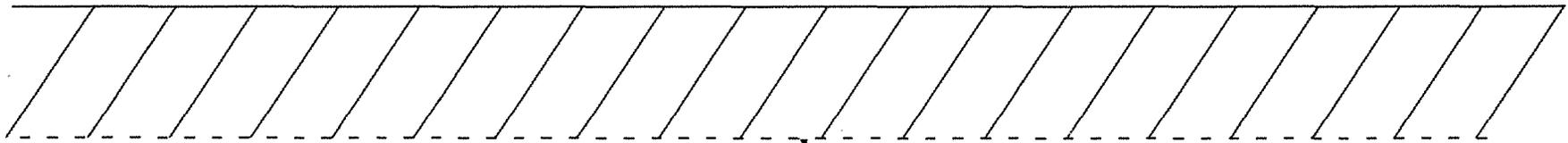
Hello Kathy,

Here are a couple goals I'd like to see for Corvallis. These relate to traffic problems that I think could be resolved fairly inexpensively and improve livability for Corvallis residents and those of us, like me, that regularly do business in the city.

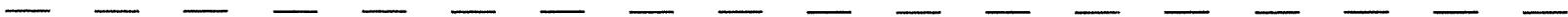
1. remove the traffic obstruction (sometimes referred to as a traffic circle) at 10th and Grant. Replace with 4-way stop signs like at similar intersections.
2. add delimiting lines on First Street to create two full lanes for traffic (see attached PDF not-to-scale drawing). The purpose would be to restrict vehicle parking to only those that can fit into a parking spot without sticking into lane of traffic. As it is now, First Street is effectively a one lane street.

Amend city statutes to say cars must park within the allotted area and enforce with ticketing violators.

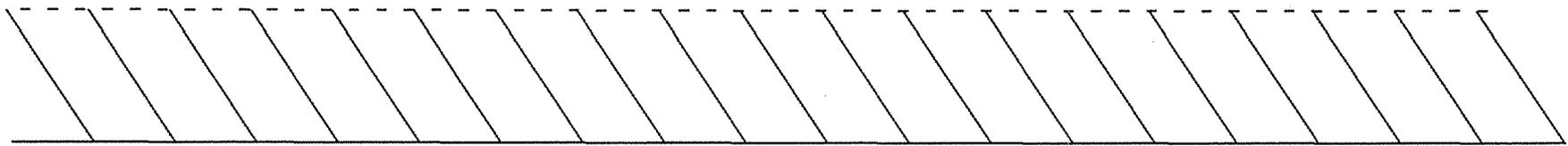
Bob



add lines to limit oversize vehicles



Second Street



Louie, Kathy

From: Kirk Newburgh
Sent: Wednesday, January 02, 2013 11:15 PM
To: Louie, Kathy
Subject: Input on City Goal

The City Council and the City Staff needs to focus on one goal and that is creating a sustainable budget. Rapid and balanced action is required or the City is going to fall off its fiscal cliff. For the last decade the City Council has been overdrawing its checking account, dipping into its previously established budget surplus and the reserve accounts. Short term stop gaps called Levy's have allowed the council to avoid foreclosure.

Revenue growth and cost containment both need to be addressed. There are likely to be many approaches to revenue growth. Corvallis has a great potential to spin out a number of new businesses with the brainpower and talent that exists. Currently Corvallis and Benton County are viewed by entrepreneurs to be so caustic to development that while they may start in Corvallis they generally end up moving to more supportive communities. Another great opportunity for Corvallis is to turn existing jobs in Corvallis into Property Tax revenue. The flow of workers into the city is a clear gauge that existing jobs outstrips the supply workers. The Planning Division has become drunk with development charges. The development charge for a nonprofit to build a simple storage shed on their property was going to be \$14,000. Special interest groups have well established programs to resist growth.

Cost containment is no longer optional and the lack of containment has already bankrupt many cities. As Federal Budgets come under increased pressure many costs are just pushed to the State and then in turn to cities making budgets vulnerable. Employee compensation plans grew rapidly during times of above average economic growth and now they are no longer realistic. Without action the only option will be major cuts in the number of employees and therefore services. The City should start evaluating current services and determine which could be outsourced. Public Works is one obvious place to start.

DATE: 3 January 2013
TO: Corvallis City Council
FROM: Trish Daniels
SUBJECT: Council Goal Proposal

ISSUE: The housing sector of our community is badly out of balance. The inventory of suitable housing, particularly modest single-family homes, is inadequate to meet the needs of young professionals with families; single professionals; retirees wishing to downsize their living arrangements; working families of modest incomes; graduate and undergraduate students; and low-income households. These are people who work here and want to live here, but are increasingly choosing to commute from neighboring communities.

RESULT: The consequences are negative for Corvallis—economically, transportation-wise educationally, and socially.

- OSU, the regional medical industry, the school district and other public and private employers all are grappling with the lack of housing for their workforces.
- The ever-increasing commute traffic causes ongoing congestion and costly wear and tear on our bridges, streets, and entire transportation infrastructure.
- With ever more costly, ever fewer single family homes available for households with children, our town's school enrollment continues to drop.
- Our aging volunteer base, which has played such an enriching civic role in making Corvallis an engaged, involved place, needs replenishment but there are insufficient numbers of younger volunteers to replace them.

PROPOSAL: Adopt a City Council goal to actively support a healthier, more diverse and affordable housing environment through 1) review and update of Comprehensive Plan housing policies, and 2) completion of an up-to-date buildable land inventory.

Review of the Comp. Plan Housing Chapter should replace outdated data, re-evaluate assumptions and findings, reconcile conflicts, and adjust and adapt policies to:

- Sustain existing stock of single family housing for middle- and modest-income households;
- Encourage expansion of the supply of single-family and other housing suitable and affordable for young families, single professionals, and others of middle and modest incomes; and
- Support mixed-housing neighborhoods that accommodate both college-age students and permanent residents.

Completion of the Buildable Land Inventory will provide readily available information important to both city staff and the housing industry in further addressing the full range of housing needs.

RESOURCES: A Housing Work Group is in the process of being formed, as part of the OSU-Corvallis Collaboration Project. City staff is preparing to provide staff support, as the workload declines for at least one of the current work groups. The Housing Work Group would seem a suitable citizen body to undertake work on this proposed goal as a significant portion of their charge, if agreed to by the appropriate parties. Completion of the Buildable Land inventory is, I understand, already in Community Development's work plan for the coming year.

Louie, Kathy

To: Patterson, Jim
Subject: RE: Message from Corvallis-Benton County Public Library Board

From: Scott Elmshaeuser
Sent: Friday, January 04, 2013 12:54 PM
To: Patterson, Jim
Subject: Message from Corvallis-Benton County Public Library Board

Dear Jim:

I am writing to share with you a goal that the Corvallis-Benton County Public Library Board would like the City Council to consider as it works to set goals for the near future. At the most recent board meeting the Library Board adopted the following for Council to consider:

“In the past few years, due to budget constraints, the Corvallis-Benton County Public Library has greatly reduced staff, materials, and hours. Therefore, the Corvallis-Benton County Public Library Board recommends that the City set as a goal the renewal of the local option levy for an additional five years with the objective of maintaining current hours, plus restoring Sunday hours.”

Thank you for considering this.

Sincerely,

Scott Elmshaeuser

Chair

Corvallis-Benton County Public Library Board

Louie, Kathy

From: Randy Chakerian
Sent: Friday, January 04, 2013 12:26 PM
To: Louie, Kathy
Cc: Sherri Johnson; mindyp perez
Subject: Re: 2013-2014 Corvallis City Council goal-setting

Hi Kathy,

Here's a couple of items (one big, one more specific) from Harding Neighborhood Association to throw into the Council's hopper...

- **LDC and Comp Plan revisions:** proactive evaluation by the Council as a whole of needed revisions (vs. current reacting to proposals referred piecemeal from the City/OSU Collaboration Steering Committee, the majority of whose members are unelected appointees).

- **timelines for development of annexed properties:** As the policy stands now, annexation gives (sic) the owner of an annexed parcel a sizable potential windfall profit without requiring any commitment in return: the owner can sit on the property for as long as s/he likes. This is asymmetric, especially considering that the point of an annexation is to solve current City needs, not to give owners of private property windfall profits at a date uncertain. To encourage development of annexed parcels, the Council should explore setting a timeline for applying taxes to those properties, on the basis of the development proposed in the annexation ballot measure.

Thanks for the opportunity to contribute. We will follow the Council's goal-setting deliberations with great interest.

Randy Chakerian, President
Harding Neighborhood Association

On Dec 5, 2012, at 8:57 AM, Louie, Kathy wrote:

Good morning, City Manager Jim Patterson's memorandum soliciting your ideas for the 2013-2014 Corvallis City Council goal setting is attached. Thank you for your assistance.

Kathy Louie, MMC
Assistant to City Manager/City Recorder
City Manager's Office
541-766-6901

<2013-14 Corvallis Council goals.pdf>



Corvallis School District 509J

Honoring Diversity

January 4, 2013

Mayor and City Council
City of Corvallis
PO Box 1083
Corvallis OR 97339

Dear Mayor Manning and City Council Members:

We greatly appreciate the opportunity to provide input regarding Council goals for 2013-14. The Corvallis School District is highly aware of budget challenges that are occurring for both of our organizations. While this situation is extremely difficult, it provides impetus to be creative and cooperative. Following are three suggested goals for your consideration:

- 1. Join together as a community to collaborate to provide opportunities for our students to be outside to learn about and appreciate our natural environment.**

The School District recently submitted a grant proposal (copy enclosed) to the EPA for \$217,000 to partner with the City through Parks & Recreation for students to "adopt" the Herbert Farm Natural Area to aid in the restoration of this property. This is an amazing opportunity for our students to learn, explore, and research this site of 221 acres of oak savanna, wetland, prairie and riparian areas at which the Marys River and Muddy Creek flow together.

In addition to the City, partners in this endeavor are OSU (4-H, SMILE, Oregon Natural Resource Education, STEPS, Sea Grant), Marys River Watershed Council, and the Institute for Applied Ecology. The Corvallis Sustainability Coalition is a natural partner. We have not engaged our business community but would like to. Oregonians value their natural resources and outdoor experiences. What better way to ensure the perpetuation of these values than to engage our youth? Even if this grant is not successfully funded, other granting opportunities will be pursued.

- 2. In collaboration with our District and law enforcement, pursue School Resource Officers (SROs) for our schools inside city limits. Provide a more profound emphasis on wrap-around services focused on mental health in our schools, from early intervention through high school.**

In light of the current tragedy in Connecticut with the shooting at Sandy Hook Elementary School, we would like the City Council to consider a proactive response to the need for safety and security in our schools. We currently have SROs at Crescent Valley High School and Mt. View Elementary School through the Benton County Sheriff's Office but have none for our schools within City limits. Additionally, there is a lack of services and continuum of resources to meet the mental health needs of our children despite incredible effort by our community agencies.

- 3. Continue to examine ways to consolidate and share resources with City partners, such as the District.**

This may include facility sharing, business or human resources services sharing, and/or maintenance and grounds care services sharing.

Thank you for soliciting this input. It is my hope that 2013 will be one of continued collaboration and new ventures between our agencies. Please feel free to call on me if I may provide additional information.

Sincerely,

Erin Prince, Ph.D.
Superintendent

Enclosure: EPA Grant Work Plan

C: School Board

**Awareness to Action: Demonstrating Collaborative Environmental Stewardship in Oregon
WORK PLAN**

PROJECT SUMMARY

Organization and Partnerships:

The Corvallis School District is the submitting agency, and will have primary responsibility for managing and implementing the grant. The district is a public school district which serves 6,300 students, employs 544 FTE with an annual operating budget of \$51,000,000. Of the Corvallis District student population, 28% are reported as minority, where 15% speak a language other than English at home, and 39% receive free/reduced lunch support. While Corvallis is a relatively small city of 55,000 people, it is also home to Oregon State University, which provides numerous important resources and opportunities for replicating our model project throughout the State of Oregon. Key partners in this project are:

- Corvallis Parks and Recreation Department (Herbert Farm and Natural Area)
- Marys River Watershed Council
- Institute for Applied Ecology
- Oregon State University
 - Oregon Sea Grant Extension
 - SMILE (*Science & Math Investigative Learning Experiences*) Precollege Program
 - STEPs (*Science and Teachers in Education Partnerships*) Precollege K-12 science outreach program
 - Extension Service, Benton County 4-H

Project Summary:

This project addresses two of the EPA's Educational Priorities: *Community Projects* and *Career Development* and one of the EPA's Environmental Issues: *Protecting America's Waters*. Neither Corvallis School District (CSD), nor any of our partners, are currently receiving or have received EPA funds for this project.

This project will build a model environmental education program to:

- 1) Engage both middle and high school students in a combination of active environmental learning, real-science contribution to restoration planning and decision making, and hands-on restoration implementation. Students will develop a strong sense of place and personal agency as they help to improve the health and function of the watershed through a community habitat restoration project. Students will come to see themselves as environmental stewards and will change in their behavior toward the environment as they assume this mantle of responsibility.
- 2) Encourage high school students to serve as mentors to their younger peers and enable them to meet leadership and career development requirements. They will undertake wildlife and botanical surveys and conduct hands-on scientific inquiry-based study, and then teach these lessons to middle school students at their field days. This will enhance the learning of both groups of students: high school students will learn their subject matter in greater depth and build a facility for communicating it well, and middle school students will respond to their enthusiastic near-peers by active participation.
- 3) Facilitate teachers to develop and expand upon site-based environmental stewardship projects with their students. Teachers from across the State will be trained in choosing projects that meet Oregon Environmental Literacy guidelines and the upcoming Next Generation Science Standards, and be guided on how to build project partnerships and enhance their projects by including a near-peer mentor component.

Implementation/Delivery Method:

Middle school students and teachers will participate in full-day field visits that incorporate site-based habitat and wildlife study, and hands-on restoration-based community service activities. High school students will make several site visits to undertake wildlife inventory assessments and to collect monitoring data which they will enter, manage, analyze and share via Oregon Sea Grant StreamWebs student stewardship network. This information will facilitate development of appropriate habitat restoration goals and support best practices for restoration activity, giving students a real scientific role to play at the site. As part of this activity, high school students will each become "experts" in a particular aspect of the site restoration work, gaining valuable exposure to natural resource careers. They will then prepare for and teach this material to middle school students at their field days, developing their skills in effectively delivering subject content. Middle and high school teachers will receive training at summer professional development workshops, to prepare

participating Corvallis teachers for this particular project, and to train teachers from outside Corvallis to replicate this program in their home communities.

Audience:

In each academic year, this project will serve nearly 1,500 CSD middle school students with full-day field visits, approximately twenty five CSD high school students with in-depth field study and career exploration activities, and fifteen CSD 6th grade teachers across all disciplines through a project-specific one-day workshop in the summers of 2013 and 2014. In addition, it provides a four-day workshop in the summer of 2014 to twenty five local and regional science teachers, and two-day workshops in the summers of 2013 and 2014 to 40 middle and high school teachers participating in OSU's SMILE program (representing 450 students in underserved communities). The SMILE workshops provide direct access to diverse communities throughout Oregon and will be a primary means for replicating this model State-wide. Parents and community volunteers will contribute by chaperoning groups of students and teaching stations on field days. Hundreds of community members will be exposed to an active restoration project, thereby expanding their awareness and involvement in environmental stewardship.

Costs:

- Staff and contractor time for program and partnership coordination; field visit planning and coordination; site preparation and supervision; volunteer, workshop facilitator and natural resource professional recruitment; site-specific field study curriculum development; training in the StreamWebs platform and Student Stewardship Project Guide implementation; mentorship of high school students in the field and classroom; teaching middle school student field stations and restoration project work; training teachers in follow-up classroom enrichment and workshop sessions
- Coordination, workshop facilitators, teacher stipends, transportation, meals, teacher lodging (for SMILE program teachers), curriculum materials for teacher workshops
- Transportation –student busing for field days and staff travel
- Field equipment and materials
- Native plants and other restoration supplies
- Project capstone presentation
- Portable toilets
- Indirect costs

PROJECT DESCRIPTION

What: The breadth of experience and resources represented by this partnership enables us to successfully address two of the EPA's Educational Priorities: *Community Projects* and *Career Development*, in the context of one of the EPA's Environmental Priorities: *Protecting America's Waters*. Our goals are:

- 1) **To deepen Corvallis middle and high school students' understanding of themselves as environmental stewards and to encourage student behavior that benefits the environment.** This project establishes a long-term relationship between Corvallis School District students and the Corvallis Parks and Recreation Department's Herbert Farm and Natural Area (HFNA). Students will return year after year to this site at the confluence of two rivers, for field studies. They will conduct wildlife and botanical surveys using accepted protocols, collect monitoring data on such aspects as water quality, stream flow, canopy cover and invasive species mapping, and participate in a variety of stewardship projects. These activities will occur in the context of real scientific contributions to actual restoration decision making, as the students' work will inform the HFNA Restoration Plan the Institute for Applied Ecology is developing for the site. Student restoration activities such as invasive species removal riparian planting will provide on-the-ground community service stewardship at HFNA. In this way, students will develop an attachment to this place and increase their sense of personal agency in improving the health and function of the watershed and its ecosystems.
- 2) **To engage high school students as near-peer mentors to middle school students and expose them to careers in environmental stewardship.** As high school students become "experts" in various spheres within the HFNA field study and restoration effort, they will then prepare for and teach that subject to middle school students at their field days. This builds upon a successful model of near-peer mentorship already used within the smaller neighboring Philomath School District, at the Newton Creek Wetlands. This project will start at Newton Creek in spring 2013, where Corvallis high school students will teach some of the lesson stations to CSD 6th grade students at their field days. The use of an existing site and well-established curriculum provides a smooth transition for incorporating CSD

high school students. While the project has historically been teacher-centric at Philomath High School, this project will institutionalize a near-peer mentorship element within CSD environmental education. This aspect will be continued and expanded in subsequent middle school field days at HFNA, and will become over time a goal to which students aspire as they enter high school. High school students will satisfy leadership and career development requirements through this project as they explore environmental stewardship careers and gain skills in communicating their knowledge effectively to their younger peers. By including this near-peer mentoring aspect, the learning and experience of both sets of students is enhanced. High school students must learn the subject matter in even greater depth as they prepare to communicate it effectively and middle school students respond to their enthusiastically engaged older peers and are likewise motivated to actively learn. Over time, as high school students who participated in field days at HFNA as middle school students return to teach the new cadre of middle school students, their environmental stewardship ethic will become entrenched and manifested in their action to encourage their younger peers to likewise assume environmental stewardship actions for the benefit of the watershed.

- 3) **To provide professional development workshops to prepare middle and high school teachers to undertake environmental stewardship projects with their classes and to develop cross-peer learning opportunities to enhance these projects.** These workshops will be formulated toward two ends:
- To support CSD teachers whose students will be participating in the field studies and restoration stewardship activities at HFNA
 - To replicate this project model in communities throughout Oregon by providing training and support in student community service project development, partnership establishment, and project planning and mentorship opportunities, all set in the context of HFNA as a model project site

These goals are achievable because of the expertise and reach represented by this Coalition:

- Corvallis School District (CSD) is comprised of seven elementary, one K-8, one elementary charter, two middle and two high schools, with one high school alternative education program. The CSD administration is a strong advocate for this project and is prepared to institutionalize this long-term pairing of its students with this important Corvallis natural area. Participating teachers recognize the value of hands-on, relevant learning opportunities. The CSD School Board sees this project as a powerful influence to promote a cultural shift within the district and community toward environmental stewardship. Over time, all CSD students will participate in the HFNA community project, most for multiple years.
- The City of Corvallis Parks and Recreation Department (CP&R) owns the Herbert Farm and Natural Area (HFNA) project site. CP&R purchased HFNA in 2002, developed the HFNA Management Plan in 2011 and has contracted with Institute for Applied Ecology to develop a Restoration Plan. The HFNA Management Plan includes components for educational and volunteer restoration activities to be conducted on site, and provides access to the site for the general public. They expect to adopt a low-impact trails plan in spring 2013, for which they have secured funding.
- Marys River Watershed Council (MRWC) will provide coordination of the project, partners, field days and teacher workshops. The Council brings expertise in watershed health and function, and proven experience in providing extended environmental education and stewardship projects to area students. In addition, MRWC will provide site-specific curriculum development, high school student mentorship and volunteer recruitment.
- Institute for Applied Ecology (IAE), which is currently developing the HFNA Restoration Plan, will help to coordinate student field research and activities, ensuring that student participation will inform and support the HFNA Restoration Plan. IAE will also help to coordinate and teach segments of the summer teacher workshops and middle school field day stations, and assist with recruitment for middle school field days and teacher workshops.
- Oregon State University (OSU) education and extension programs:
 - *Oregon Sea Grant Extension* will contribute its StreamWebs student stewardship network (a dynamic networking platform that links students with locally based hands-on watershed stewardship projects and provides a multimedia showcase for student project and data reports using open-source, web-based tools for watershed data management, analysis, and networking) and its Student Stewardship Project Curriculum which will guide the high school students in the development of restoration project work, including environmental stewardship career exploration. Sea Grant will provide staff to train teachers and students in field and classroom use of these resources and an extensive inventory of field equipment
 - *SMILE (Science & Math Investigative Learning Experiences)* Precollege Program has a statewide footprint, serving a number of low income, largely rural, and educationally under-served communities with significant numbers of American Indian and Hispanic students. SMILE provides the opportunity to reach a more diverse audience and to

- disseminate this model to the communities represented by these teachers, supported by the extensive State-wide 4-H Extension network already working with SMILE schools
- *STEPS (Science and Teachers in Education Partnerships)* Precollege K-12 Science Outreach Program provides access to a number of research professors and graduate students at the University whose expertise will be instrumental in providing solid professional development content for teacher workshops, including a number of STEM (science, technology, engineering and math) disciplines, and additional workshop coordination expertise and access to OSU campus resources
 - *Extension Service, Benton County 4-H* program offers workshop session facilitators, access to university transportation for teachers, curriculum support and ecosystem-based field materials

The Coalition represented by these partners provides ideal components for a model system, which ensures that the necessary expertise, personnel, curriculum and field resources are in place to make the implementation of this model environmental education project successful during the scope of the grant. Further, the broad reach represented by these partners will make it available to a diverse audience and replicable to other schools and communities beyond the award's completion.

Why: It is a high calling to impress upon our young people the need to assume an active role in the stewardship of their environment and to prepare them to be the next generation of watershed stewards. This project encourages students to assume this mantle as their understanding and attendant behavior toward their place is changed. As they learn about and care for the ecosystems of which they are a part, supported by broad community engagement in this service, they will develop personal agency to undertake action to benefit the environment. And as they are trained to use technological tools such as GPS mapping, and field data collection, analysis and computer modeling to undergird their environmental restoration decisions and actions, they will develop important skills for further education, vocation and avocation in environmental stewardship.

The timing for this project is ideal. In October 2010, the Oregon Legislature adopted No Oregon Child Left Inside (NOCLI) *Oregon Environmental Literacy Plan: Toward a Sustainable Future*, which provides guidelines toward its ultimate goal of improving the environmental literacy of all Oregon students, including an objective for Oregon's students to "restore and protect the health of watersheds and ocean and provide high quality habitat for fish and wildlife". Environmental Education and Sustainability are identified priorities for the Corvallis School District at an administrative and School Board level: sustainability was identified as an area of focus in the CSD 2007 Vision Plan; a district-community Sustainability Steering Committee was formed in 2008; and, in 2011, the Corvallis school board passed a resolution supporting NOCLI. For academic year 2011-12, CSD was awarded a Gray Family Foundation grant to lay the groundwork for its goal of providing each Corvallis student with at least one outdoor environmental education experience per year, for at least ten of the twelve years enrolled in the district. In March 2013, the Next Generation Science Standards (NGSS) with their STEM focus will take effect. This partnership is well equipped to provide support to teachers to meet these NGSS requirements and integrate them effectively into their environmental stewardship project classroom enrichment lessons.

Herbert Farm and Natural Area is an excellent place for students to be engaged in varied habitat study and renewal. At the confluence of the Marys River with its largest tributary, Muddy Creek, this site offers diverse ecosystems: riparian, upland and wetland prairie and oak savanna habitats, all of which have become degraded through years of farming, conifer encroachment and stream incision, and need to be restored for healthy structure and function. CSD students have an opportunity to be involved in the decision making and restoration work at this site and to participate in many aspects of this site's watershed stewardship as they return to HFNA year-over-year to study, work and recreate. HFNA will increasingly be available to Corvallis residents; CP&R is poised to install walking trails throughout HFNA, supported by the recently organized non-profit Friends of Corvallis Parks and Recreation group. Students will be able to visit the site with their families, describe the ecosystems therein and the contributions they have made to benefit them, providing an important social undergirding to their efforts.

The EPA Educational and Environmental Priorities dovetail well with the environmental education focus in Oregon broadly, and Corvallis specifically. Combine a strong partnership, and a community which demonstrates innovation, with an excellent project site, and success will be imminent. The project goals to engage students, teachers and other community members in changed behavior toward their environment through contribution to watershed restoration decisions and actions provides the context for service learning *Community Projects*. This project serves to *Protect America's Waters* as it largely takes place in the outdoor classroom of HFNA, where activities are geared toward

protecting and improving watershed health. Additionally, high school students have *Career Development* opportunities through the project goal of incorporating these students as cross-peer mentors to enhance attitudinal and behavioral change, supported by environmental stewardship career exploration and the use of technological tools to enhance field understanding and experiences and help to prepare students for college and beyond. Likewise, teachers from across Oregon will benefit through the professional development workshops, where they will learn to develop environmental stewardship projects for their own classrooms and communities.

How: We will implement our project through a three-pronged approach:

- Field visits including field study and restoration elements for middle school students
- Field study, development of expertise in a particular site-specific subject matter, exploration of environmental stewardship careers, and near-peer mentoring roles for high school students
- Professional development teacher workshops to support participating CSD teachers, as well as to provide environmental stewardship project training for teachers from throughout the state

Middle school field visits will be conducted in spring and fall, beginning with a 6th grade field day at the Newton Creek Wetlands in May 2013. Students will move through a series of six stations, which include a short instructional period, followed by extensive hands-on activities designed to engage the students in scientific discovery: observing, sampling, identifying, recording, predicting and hypothesizing. These stations cover a diverse range of lesson content, set in the context of beaver-managed ponds and wetlands. Students will learn about the beaver as a key-stone species, and the habitat that their presence has provided for numerous plants and other animal species – including invasive non-natives. They will observe and learn important aspects of the acorn woodpecker habitat, the fish and other aquatic, amphibious and terrestrial animals, and various waterfowl and other birds that make Newton Creek Wetlands their home. They will be exposed to native reptiles, their habitat and ecological functions, and how to safely handle them. They will learn how the Native American Kalapuya peoples used young willow stalks to make shelters, and their use of plants for food, medicinal, basketry and decorative purposes. By the fall of 2013, curriculum for HFNA will be prepared and high school students will have begun their field studies at the site. The format described above will be followed at subsequent field days in fall 2013 and spring and fall of 2014. Lessons specific to the riparian, wetland and upland prairie and oak savanna ecosystems found there will be similar to those above: site-specific and hands-on. Monitoring data collection (using StreamWebs data sheets) and hands-on restoration activities will form a sizeable component of every field experience in this project. Approximately 150 students will be bused to the site for any given field day, and will be organized into groups of 10 -12, each of which will be escorted by an adult volunteer who has been oriented to the site and program. This method encourages active participation of all students and enables deep experiential learning.

High school students will be mentored by an adult natural resources educator over the course of the year in both classroom and field sessions. Students will complete wildlife and botanical surveys, which will be used to augment the HFNA Restoration Plan that IAE is now developing. Students will see their contributions come to fruition in restoration decisions and practices put forth in this Plan. They will help to implement in a variety of habitat restoration projects. As the students undertake a coordinated stewardship project following Sea Grant's Student Stewardship Project curriculum, they will each "apply" for positions such as hydrologist, soil scientist, entomologist, botanist, geographer, etc., and form a team to plan and implement the project. In so doing, they will become "experts" in their chosen disciplines, which they will then teach at middle school field days. This near-peer mentorship will benefit the high school students through deep study of their subject as they prepare to communicate it effectively to the younger students. The middle school students respond to the enthusiastic engagement of the high school students and are thereby actively engaged in the material and site. The HS students will actively participate in a capstone project, where they will present their findings and experiences to selected natural resource providers, including those personnel involved in this project. A longer-term outcome of a successful integration of HS students into this model will be the creation of a Youth Watershed Council, in which students that develop a desire to be stewards of the watershed in a larger capacity will serve on a Council, under the guidance of the Marys River Watershed Council.

Summer professional development opportunities through this project will provide layered support to teachers to implement environmental stewardship projects with their students. All CSD 6th grade teachers will spend a day in combined classroom and on-site work. They will receive training in implementing StreamWebs on-site and in the classroom, guidance for integrating student field experiences across disciplines, and be oriented to the HFNA site and student field day logistics. SMILE program MS and HS teachers will attend a two-day workshop in both 2013 and 2014. The first workshop will offer training and guidance to teachers in developing environmental stewardship projects with

their students and communities. Session content and resources will be devoted to such topics as partnership development, choosing engaging and scalable projects, use of cross-peer mentoring, STEM disciplines and technologies to support NGSS (including StreamWebs), all set in the context of meeting Oregon's Environmental Literacy guidelines. The second workshop will be designed to follow up with teachers on their project implementation and to provide additional content to further enhance student classroom and field learning. In both workshops, HFNA will be used as an outdoor classroom for the teachers to experience first-hand a model community stewardship project. The four-day, open registration workshop planned for 2014 will build on the experiences and knowledge gained through this project over its first year. Workshop content will include and expand upon topics such as those in the first year SMILE workshop. The student restoration project work at HFNA will be featured as a model environmental stewardship community project, and teachers will participate in hands-on activities at a number of on-site stations, some of which will be taught by HS students involved in the project, including some of their capstone project presentations. OSU partner programs will be instrumental in providing access to research professionals and campus resources and facilities for these workshops. Importantly, they will also offer the primary avenues through which this project will be replicated. As a Land Grant Institution, part of OSU's mission is to serve the State of Oregon through its constituent programs. The Oregon Sea Grant, 4-H, SMILE and STEMs programs bring numerous opportunities for broadcasting this project and encouraging the development of other projects following this model in communities beyond Corvallis.

Who: For each academic year in the grant timeframe, this project will reach nearly 1500 middle school students and their teachers through full day field visits: CSD 6th graders will have field days in spring 2013, fall 2014 and spring 2014; CSD 7th and 8th graders will have field days in spring 2014. Students will participate in site-based habitat and wildlife study, and hands-on restoration and community service activities by moving through a series of field stations. Middle school students will use the Oregon Sea Grant StreamWebs platform to collect monitoring data in the field, and enter it into computers for classroom use, where they will be able to compare it with other project sites across the State, track it year-over-year, and share it with other StreamWebs users across the State. CSD 6th grade teachers across all disciplines will be recruited and trained to support 6th grade integrated project learning through stipends given to attend the one-day summer professional development workshop. College credit and/or professional development units will be available for this time as well.

Twenty five CSD high school students will visit Newton Creek Wetlands several times in spring 2013 to learn about the ecosystems at the site and prepare to teach field stations for the spring Newton Creek Wetlands field days. Over the course of academic year 2013/2014 through fall 2014, at least twenty five CSD high school students will make numerous field visits to HFNA. As part of their field study, they will undertake a wildlife inventory. This information will inform HFNA restoration activities by helping to establish resident wildlife populations, appropriate habitat restoration goals and best practices for restoration activity. High school students will have an opportunity to become "experts" in a particular aspect of the site restoration work in preparation for teaching this material to middle school students on their field days. Students will satisfy leadership and career development requirements through their involvement in this project; some students will receive course credit through the Career Development internship program. The at-risk high school students attending the College Hill alternative program will also have an opportunity to participate through the career development program. An ethnically diverse and socio-economically challenged student population, this program will offer a hands-on alternative that can spark a struggling student's interest.

This project will serve middle and high school teachers through summer professional development workshops. Fifteen CSD 6th grade teachers will attend a project-specific one-day workshop held in each summer of 2013 and 2014. Forty middle and high school teachers from OSU's SMILE program will attend two-day workshops, both in summer 2013 and 2014. These forty teachers represent about 250 middle and 210 high school students in underserved communities throughout Oregon, where 85% are underrepresented in higher education (minority, low income and/or first generation to college). The SMILE workshops will employ a two-phase approach: the first workshop will establish a foundation for developing environmental stewardship projects with these teachers' students, and the second will be a follow-up to ensure successful replication of this model and sustainability of those projects going forward. The project provides for a four-day workshop in the summer of 2014 to 25 local and regional science teachers. This workshop will build upon the knowledge and skills developed over the course of implementing our model program, and using HFNA as a model environmental stewardship project site.

Finally, hundreds of parent and other adult community members will be exposed to hands-on, inquiry-based field study and participate in an active restoration project. Whether serving as volunteers recruited to chaperone groups of students

and teach stations on field days, and/or attending the capstone presentation given by participating high school students they also will be engaged in this project, expanding their awareness and roles as environmental stewards.

Project Evaluation:

A program of this substantial nature requires thorough, layered, authentic evaluation. Evaluation needs to be ongoing, not simply summative. Progress against goals and outcomes will be evaluated continually, using both formal (e.g. pre- and post-project knowledge surveys, written teacher and volunteer evaluations) and informal (e.g. interviews with teachers and volunteers on-site). The effectiveness of the project will be evaluated through:

- Pre and post surveys (processed and analyzed by SurveyShare):
 - Knowledge surveys completed by middle and high school students
 - Assessment of teacher knowledge of relevant natural resources/environmental stewardship; science as well as non-science teachers
- Track participation (CSD):
 - Students participating annually
 - Number of students returning to the site for more than one year, including following those that return as high school mentors
 - Numbers of volunteers participating
- Track state-wide assessment scores (CSD):
 - Middle school science statewide assessment scores looking for growth after project begins
 - High school students statewide science assessment scores (students participating in this project verses those not participating)
- Evaluations (processed and analyzed by SurveyShare):
 - Middle school students to address effectiveness of high school mentors, give feedback to high school mentors
 - High school students evaluate program value, participate in culminating project
 - Teachers and volunteers to address effectiveness of project lessons, station teachers, high school mentors, communication and logistics with volunteers and teachers, etc.
- Restoration accomplishments (Grant Team – CSD, MRWC, IAE):
 - Baseline wildlife and botany surveys established
 - 3 acres habitat restoration planting completed by students (85% minimum plant survival rate)
 - Invasive species populations decreased
 - Habitat monitoring data collected and analyzed (use StreamWebs to track network platform use)
- Longer-term evaluations(Grant Team – CSD, MRWC, IAE):
 - Tracking new, young membership in our existing environmental organizations (MRWC, GBLT, Sustainability Coalition, Audubon, BSWCD, IAE, Chintimini Wildlife Rehabilitation, etc.) and development of a Youth Watershed Council in Corvallis
 - Number of projects developed by teachers attending professional development workshops
 - Number of articles and other outreach opportunities the grant project, outcomes, etc. generate (in newspaper and other media)

The Coalition we have built in this partnership is poised to successfully complete this project; the expertise, reach and capacity represented and commitment to success are palpable. The Corvallis community, with its active commitment to environmental stewardship and demonstrated initiative to see such programs become sustainable provides the ground for a fertile long-term relationship between this partnership, Corvallis students and an exciting community project where we will all contribute to protecting America's waters.

Louie, Kathy

To: Brad Upton
Subject: RE: Proposed city council goal

From: Brad Upton
Sent: Friday, January 04, 2013 1:33 PM
To: Louie, Kathy
Cc: Wilson, Gregory
Subject: Fwd: Proposed city council goal

Hi Kathy,

The Bicycle and Pedestrian Commission (BPAC) finalized a suggestion for a City Council goal during our meeting this morning. On behalf of BPAC, I am submitting the proposed goal for Council's consideration. Please do not hesitate to contact me if you have any questions.

Best regards,

Brad Upton
BPAC Chair

Proposed City Council Goal from BPAC

Goal:
To create and implement a plan to encourage bicycle and pedestrian transportation, including strategies such as:

- Setting the timing of downtown traffic lights to accommodate 15 mph traffic
- Enacting a no idling law to reduce congestion and air and noise pollution
- Expanding the Lights on Bikes program to once a month
- Implementing parking controls in high usage areas
- Exploring funding opportunities for implementation of pedestrian accessibility enhancements and for enforcement of existing pedestrian right-of-way rules

Rationale:

This proposed goal is linked to the City of Corvallis' 2020 Vision Statement categories of "Protecting the Environment," "Economic Vitality" and "Culture and Recreation."



Working Together to Create a Sustainable Community

P.O. Box 2310
Corvallis, OR 97339
www.sustainablecorvallis.org

January 4, 2012

The Honorable Mayor Julie Manning and
Members of the Corvallis City Council
501 SW Madison Avenue
Corvallis, Oregon 97333

Subject: City Council Goal-setting

Dear Mayor Manning and Members of City Council,

Thank you for the opportunity to provide input to Council's goal-setting process. We would like to recommend goals in the following areas for 2013-14:

Greenhouse Gas Reduction

BACKGROUND: The City of Corvallis has been a national leader in sustainability, adopting sustainability policies and creating sustainability programs long before sustainability was even being discussed by most municipalities. However, recent events and the latest research indicate that climate change is a reality and that it is clearly in everyone's best interest for us as a community to further reduce our carbon dioxide emissions as rapidly as possible.

As a signatory to the US Conference of Mayors Climate Protection Agreement, the City of Corvallis has committed to "strive to meet or beat the Kyoto Protocol targets". While progress has been made by the City, it is time to accelerate our efforts not only to fulfill but to exceed that commitment.¹ To accomplish this, the US Mayors Climate Protection Agreement Handbook² offers 5 milestones:

- 1) Conduct a baseline inventory of global warming pollutants;
- 2) Establish a target to lower emissions;
- 3) Develop a local Climate Action Plan (CAP) to implement actions that reduce global warming pollution;
- 4) Implement the local Climate Action Plan; and
- 5) Measure, verify and report performance.

¹ Other cities are moving forward with sustainability goals and policies at a much higher level than the 7% Kyoto Protocol target. San Francisco's greenhouse gas reduction goals are: 25% below 1990 levels by 2017, 40% below 1990 levels by 2025, and 80% below 1990 levels by 2050. The city will then adopt specific reduction targets for each year, and every city department will create a departmental action plan to achieve its goals. Los Angeles plans to reduce greenhouse gas emissions by 35% below 1990 levels by 2030. The plan includes shifting the city's municipal utility to 35% renewable power by 2020, improving the energy efficiency of buildings and lighting, and reducing water use by 20%. (see <http://www.livablecity.org/campaigns/climate.html>)

² The Climate Action Handbook is a resource guide on climate protection created by ICLEI - Local Governments for Sustainability with support from the City of Seattle and the U.S. Conference of Mayors

We support the City's recent work on milestone 1, but also urge you to commit to working on the other five milestones.

PROPOSAL: Adopt a City Council goal to assess the status of the City's greenhouse gas reduction efforts; review and possibly revise existing greenhouse gas reduction goals; develop and implement a Climate Action Plan to move the City toward achieving reduction goals; and establish processes to measure, verify, and report performance on a regular schedule.

In addition to the above noted Climate Action Handbook, there are several tools in place to help the City conduct such an assessment and identification. A few examples are outlined below:

- City of Corvallis Greenhouse Gas Inventory
- The ICLEI Climate Action Handbook: (<http://www.icleiusa.org/action-center/planning/climate-action-handbook>)
- The Sustainability Dashboard that appears on the City website has tracked progress in five key areas. The Dashboard indicates that approximately 21% of the City government's greenhouse gas emissions result from goods and services purchased by the City and a 22% increase in CO2 emissions from transit and fleet. However, the Dashboard also shows a 9.8% decrease in waste to landfill and a 14% decrease in CO2 emissions from energy used in facilities.
- The City's 2011 Sustainability Report includes many action items, such as revising administrative policies and procedures related to vehicle carbon footprint.
- The *Community Energy Strategy: A 2020 Framework*, approved by the City Council on January 4, 2010, provides guidance to the community and future City Councils on achieving a more secure and resilient Corvallis in the areas of energy and transportation. It contains a number of goals and "next steps" that are a culmination of discussions at the Council level on promoting activities that conserve energy, use renewable energy sources and/or support local clean-energy businesses.

Thank you for your consideration of these proposed Council goals.

Sincerely,

Steering Committee of the Corvallis Sustainability Coalition

Annette Mills, Facilitator

Bob Devine

Betty Griffiths

Loma Hammond

Debra Higbee-Sudyka

John Knight

Linda Lovett

Robert Mauger

Jennifer Nitson

David Persohn

John Swanson

Brandon Trelstad



LWV Corvallis

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JAN 04 2013

CITY MANAGERS

OFFICE

January 4, 2013

The Honorable Mayor Julie Manning and
Members of the Corvallis City Council
501 SW Madison Avenue
Corvallis, Oregon 97333

Subject: City Council Goal-setting

Dear Mayor Manning and Members of City Council,

We very much appreciate the opportunity to offer our input to the City Council regarding your 2013-2014 goals. The League of Women Voters of Corvallis would like to recommend that Council include goals in the following issue areas:

1. Citizen Participation

ISSUE: The livability of a community rests largely on the level of active participation by its citizens. This requires adequate and timely notice and involvement of many residents in city decisions. While there are many neighborhood associations within the City of Corvallis, the majority are either inactive or are activated only in reaction to adjacent proposed developments or other issues. In many parts of the community, residents are not involved in city decisions and lack a connection to their neighbors and their neighborhoods.

RESULT: Many Corvallis citizens do not actively participate in the community's decision-making process and often feel left out or resentful when they perceive that decisions are being made for them without adequate notification or efforts to solicit their input. Further, neighborhoods that lack a sense of cohesion are ill-prepared to provide support to one another and the community in times of crisis. Whether an emergency is environmental, social, or economic in nature, those neighborhoods that have established strong connections are best able to support one another and strengthen the community during uncertain times.

PROPOSAL: Adopt a City Council goal to increase citizen participation and community resilience by improving citizen notification and participation and supporting stronger connections at the neighborhood level.

While the City of Corvallis has a history of citizen involvement and support for neighborhoods, the health and livability of the community depends on strengthening these elements. This might begin with a review of the city codes regarding citizen notification and participation, along with an assessment of the current status of neighborhood associations, and an exploration of how other city governments are strengthening connections among citizens at the neighborhood level. Subsequent action may lead to additions to city code.

2. Housing

ISSUE: The housing sector of our community is badly out of balance. The inventory of suitable housing, particularly modest single-family homes, is inadequate to meet the needs of

young professionals with families, single professionals, retirees wishing to downsize their living arrangements, working families of modest incomes, graduate and undergraduate students, and low-income households. These are people who work here and want to live here, but are increasingly choosing to commute from neighboring communities.

RESULT: The consequences are negative for Corvallis—economically, transportation-wise, educationally, and socially.

- OSU, the regional medical industry, the school district and other public and private employers all are grappling with the lack of housing for their workforces.
- The ever-increasing commute traffic poses ongoing congestion and costly wear and tear on our bridges, streets, and entire transportation infrastructure.
- With ever more costly, ever fewer single family homes available for households with children, our town's school enrollment will continue to drop.
- Our aging volunteer base, which has played such an enriching civic role in making Corvallis an engaged, involved place, needs replenishment but there are insufficient numbers of younger volunteers to replace them.

PROPOSAL: Adopt a City Council goal to actively support a healthier, more diverse and affordable housing environment through 1) review and update of Comprehensive Plan housing policies, and 2) completion of an up-to-date Buildable Land Inventory.

Review of the Comp. Plan Housing chapter and other related chapters should replace outdated data, re-evaluate assumptions and findings, reconcile conflicts, and adjust and adapt policies to:

- Sustain existing stock of single family housing for middle- and modest-income households;
- Encourage expansion of the supply of single-family and other housing suitable and affordable for young families, single professionals, and others of middle and modest incomes; and
- Support mixed-housing neighborhoods that accommodate both college-age students and permanent residents.

Completion of the Buildable Land Inventory will provide readily available information important to both city staff and the housing industry in further addressing the full range of housing needs.

Thank you for your consideration of our recommendations.

Sincerely,

Kate Mathews, President
League of Women Voters of Corvallis

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JAN 04 2013

CITY MANAGERS
OFFICE

January 4, 2012

To: Corvallis City Council

Copy: Mayor Julie Manning
Jim Patterson, City Manager

From: Betty Griffiths, Chair
Parks Natural Areas and Recreation
Advisory Board (PNARB)

Re: City Council Goal Setting

I appreciate the opportunity to offer input to the City Council regarding your 2013-2014 goals. I would like to recommend that Council include a goal in the following issue area:

Creating a Financially Sustainable City Budget

ISSUE: The city is still facing a huge challenge in funding the services that the community desires. Over the past several years, the City's Parks and Recreation services have been cut in all areas to the point that further cuts will severely hamper the department's ability to function. In addition, the department has initiated a new fee schedule to help bring in additional revenue and the PNARB has launched the Friends of Corvallis Parks and Recreation to help raise money for specific projects. However, these efforts will not be enough to stem the tide of potential cuts to services in the face of decreasing property tax revenue.

RESULT: Without new sources of revenue, severe cuts will continue to be made in property tax supported funds. The livability of our community will be greatly reduced with further cuts in the Parks and Recreation facilities and programs. This may result in Corvallis becoming less desirable for businesses to locate and create and void for activities for youth and young adults as well as for our seniors.

PROPOSAL: Adopt a City Council goal to: *"Develop and implement a plan for long range stable funding for Parks and Recreation Department facilities and programs"*

This goal would be a specific follow up to the Council goal from the last Council term, "Develop new sources of revenue that align with the cost of desired city services". Additional sources of revenue other than property taxes are needed to maintain the valuable facilities and programs of Parks and Recreation. It is clear from the overwhelming support of the recent levy for Parks and the Library that these services are highly valued and supported by our residents. Parks and Recreation facilities and programs help to improve the health of our community and lands, help attract businesses and offer opportunities for youth and adult activities and leadership. In addition, there is some research that shows that property values increase in relation to the availability of parks and trails in a community.

Thank you very much for considering this goal.

Goals 2013, Corvallis City Council, Suggestions

Existing ordinances/laws be enforced on a preemptive basis. Citizen complaints of violations shall register as a "No Confidence" indicator of department operations.

- Trees shall be valued on a shade/Carbon storage basis. Removal of trees/major trimming will be by permit only and based of quantity of trimmings
- Utility companies shall be requested/scheduled to underground wire areas around tree hazards. Liability of tree damage/removal, sidewalk damage shall be on the property Owner and Company involved.
- Removal of trees will require replacement costs with the immediate equivalent shade/Carbon storage within the neighborhood

Compensation & wage scale spreads are excessive. Minimum and Maximum must be brought closer. Percentage increases, + or -, must be equal from City manager to street worker.

Emphasis on Small is beautiful Concept, long term environmental sustainability, Volunteerism and civic group participation, locally owned and operated businesses*.

*Make tax incentive "deals" lasting no more than two years duration.

Goals 2013, Continued

2 of 2

Insist on pharmaceutical grade fluoride instead of Commercial/Industrial grade for water treatment (if treated at all!).

Prioritize the C.O.C. budget. Priority being determined by public Vote at election time.

~~ERE ex. 10% Voters choose Parks & Rec as #1, then Parks & Rec get their budget - up to 10% of the total C.O.C. budget. All City departments are listed on the ballot.~~

Parking permits required for all on street, non metered City streets.

Meter Patrol authorization to cite unauthorized signs on Public right-of-way. Said signs may also be removed by anyone

"To Serve" be returned to CPD logo.

Election expenses (& Commitments) to be Publically reported 1 week prior to actual election in order to be counted.

RECEIVED

JAN 04 2013

CITY MANAGERS
OFFICE

Edward R' Epley

Louie, Kathy

To: Weiss, Kent
Subject: RE: Council Goal suggestion from the Housing & Community Development Commission

From: Weiss, Kent
Sent: Friday, January 04, 2013 4:24 PM
To: Louie, Kathy
Cc: Gibb, Ken
Subject: Council Goal suggestion from the Housing & Community Development Commission

Kathy –

The HCDC has collaborated on a suggestion for a Council Goal on affordable housing:

In recognition of a growing need for affordable housing in Corvallis, investigate, evaluate and implement tools that will create affordable opportunities for citizens across all income levels. In doing so:

- 1) Focus on areas the City can influence or provide leadership such as zoning and land use practices, housing types, funding mechanisms not currently in use by or available to the City, and collaborative approaches with the private sector; and
- 2) Support achievement of the specific affordable housing goals that will be identified in the City's FY 13-14 through FY 17-18 CDBG/HOME Program Consolidated Plan.

Kent

*Kent Weiss
Housing Division Manager
City of Corvallis, Oregon
(541) 766-6944*

Louie, Kathy

From: Jennifer Moore on behalf of Jennifer Moore [jennifer@unitedwayblc.org]
Sent: Friday, January 04, 2013 4:26 PM
To: Louie, Kathy
Subject: 13-14 Council Goal-Setting

Kathy,

Thanks for the opportunity to provide input on goals Council should consider for the 13-14 fiscal year.

We offer the following items for discussion:

- (Maintaining) provision and funding for the City's Social Service Fund
- Discussion on the type of issues/root causes Council might like to see the Social Service Fund address

Regards,
Jen

Jennifer Moore // Executive Director // United Way of Benton & Lincoln Counties
2330 NW Professional Dr, Ste 101, Corvallis, OR 97330 // PO Box 2499, Corvallis, OR 97339 // (541) 757-7717
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Service providers: [Get listed](#) // [Update info](#)

Louie, Kathy

From: alicia Griggs
Sent: Friday, January 04, 2013 4:32 PM
To: sorte; Louie, Kathy
Cc: Kathy Thompson; tom.johnston; dlurey; tjohnston; mikebeilstein
Subject: Goal Recommendation to Corvallis City Council

Hi Bruce,

We, as the Community Alliance for Diversity (CAD) met on Thursday, January 3rd to discuss our priorities. We would like to recommend the following priorities as goals for the City Council.

Create/strengthen advocacy for the underrepresented.

Strengthen commitment to diversity by broadening support for existing community organizations.

Establish a coalition for service integration and advocacy.

CAD is committed to working on these priorities with the city and any other interested parties.

Thank you for your support and consideration!

Alicia Griggs

CAD Chair

**From the Desk of
Duane Johnson**
.....
Corvallis, OR 97330

Rec'd
11/4/13
JK

To: The Corvallis City Council

Re: Goals for 2013-14

My suggestions for consideration of goals for 2013-2014 are:

- Build a sustainable city budget that can be supported and balanced by the revenue from existing taxpayers of Corvallis (30,000 population + 25,000 population of OSU Students). No tax increases.
- Create strategies and action to implement a plan for affordable housing in Corvallis so young professionals and families can afford to live in Corvallis.
- Create plans to update and improve roads and understructure of utilities in Corvallis.
- Place a priority in adequate police and fire protection and other services without increase in taxes.

These suggestions are based on the observations of many people with whom I visit and believe they represent a good cross section of the Corvallis population.

These observations are as follows:

- The taxpaying population of Corvallis is really only 30,000 and cannot and will not continue to pay taxes for the second highest cost of living community in Corvallis.
- Many are still upset over the changes of tax based services to the water bills and will not support additional costs of fees.
- Although we do not have actual figures it appears we are a community of at least 50% retirees with many consider they are being forced to consider leaving Corvallis for more reasonable taxes and services. Retirees are being stretched because of fixed incomes.
- There is a very strong feelings that that the cost and staffing of Corvallis administration and some services are way too high. We should be comparing ourselves to communities of 25,000 - 35,000.

- Regardless of efforts to "buy locally" the reality is the majority of Corvallis residents make do a lot of their major shopping at locations such as Eugene, Salem, Albany, Portland. The students are spending their resources for housing (owned by a few landlords), food from grocery stores, visits to taverns, and restaurants. Look at the large number and increasing number of empty small business in Corvallis. We are not a economically healthy community.
- If you were to examine people working in Corvallis we think you will find about 40 - 50% live in other communities and do not spend their resources here. Just watch the traffic from and to Corvallis in the morning and evening. Our schools will continue to decline as young families cannot afford to live in a community that is becoming more of a retirement community.
- Even though sustainability, bike paths, more parks are admirable it is time to put these on the back burner and get our house in order.

Thank you for listening.

Louie, Kathy

From: Joan Wessell [mailto:joan@downtowncorvallis.org]
Sent: Wednesday, January 09, 2013 4:57 PM
To: Louie, Kathy
Subject: Council Goal Setting

Kathy:

The Downtown Corvallis Association wishes to submit for Council Goal consideration:
Support keeping Downtown Corvallis as the community's Commercial District.

Sincerely,

Joan

Joan Wessell, EdM, CMSM
Executive Director
Downtown Corvallis Association
PO Box 1536, Corvallis OR 97339
460 SW Madison, Suite 9 Corvallis OR 97333
Voice: (541) 754-6624
Fax: (541) 758-4723
Cell: (541) 740-1326
joan@downtowncorvallis.org
www.downtowncorvallis.org

Downtown Corvallis...just what you're looking for!

Corvallis Minimum Wage Proposal
Mike Beilstein, Ward 5 Councilor

December 26, 2012

If we are going to do “economic development” in Corvallis we need to be clear that it is at the expense of poor people and at the expense of sustainability. Adding high wage employment in Corvallis creates demand for low income service workers who increasingly commute to work because of the lack of affordable housing in this community.

I propose that the Corvallis City Council enact a local minimum wage of \$12 per hour. “Economic development” is often justified as a means of raising income and alleviating poverty. The cultural bias toward growth and the lack of an elementary understanding of economics makes this believable and unquestionable to business and civic leaders. The reality is quite different.

Attracting new high wage employment to our community (economic development) creates a strain on resources and widens the economic divide between “family wage” earners and low wage workers. This is seen most dramatically in the Corvallis housing market. Thousands of low wage and middle income workers and students commute to Corvallis because of the expense of housing in our community. Adding new “family wage” jobs to the local job market increases the demand for housing, increasing the cost and making housing less “affordable” for everyone. Low income workers feel the worst effects of the increased competition for a limited resource.

The addition of high income employment to the community creates demand for low paid service work. High income earners create employment opportunities for retail clerks, restaurant servers, newspaper delivery persons, house cleaners, day care workers, pizza delivery persons and yard maintenance workers. Low income service workers are required in the community to serve the needs of high income earners. There cannot be an addition of high income employment to the community without increasing the demand for low income service workers.

It is true that increasing “demand” increases the price of low income labor. However, the price of low income labor has risen slower than inflation for the last 10 years. In that time low income US citizens saw their real wage income drop by 6 % while average income increased by over 20 %. Benton County consistently has the lowest unemployment rate of all Oregon Counties (6.1% in November 2012, 8.4 statewide). But Benton County also has the highest level of inequality (Gini coefficient* of .493, .449 statewide, .469 nationwide). Solving our “unemployment problem” does not alleviate poverty. It makes it worse.

Sustainable economic development requires increasing wages for service workers who are always part of the economy, but who don't benefit from new higher income employment opportunities. A high local minimum wage might convince some employers to move their business to other communities. If employers want to pay lower wages in communities that have lower cost of living, that is entirely appropriate and good for the Corvallis economy. It is no loss to our community to lose low wage jobs. A high local minimum wage would alleviate the current inequity problem and reduce the damage caused by addition of new high wage jobs.

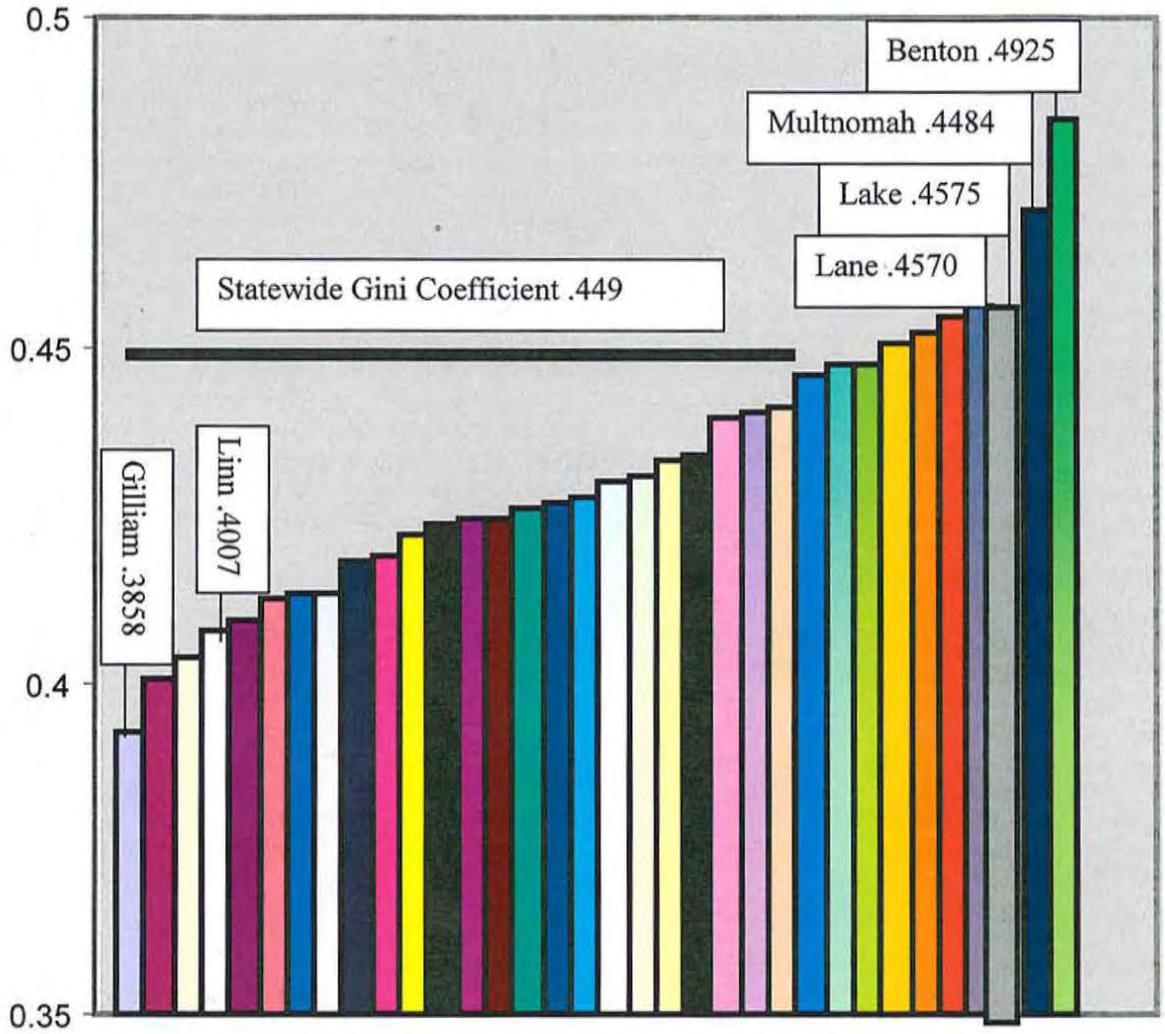
**Gini coefficient is a statistical measure of income inequality. It ranges in value from 0 – perfect equality with equal income for all earners, to 1 – where one person has all the income in an economy.*

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GINI Index for Oregon Counties



**Economic Disparity GINI Index by Oregon County
from US Census Bureau - American Community Survey**

	2011 1-year estimate	2009-2011 3-year estimate	2007-2011 5-year estimate
Baker			.4475
Benton	.4925	.4791	.4844
Clackamas	.4604	.4424	.4400
Clatsop		.4302	.4331
Columbia		.3953	.3911
Coos		.4354	.4345
Crook		.4113	.3924
Curry		.4201	.4299
Deschutes	.4346	.4317	.4313
Douglas	.4263	.4217	.4137
Gilliam			.3858
Grant			.4476
Harney			.4271
Hood River		.3913	.4096
Jackson	.4413	.4440	.4459
Jefferson		.4467	.4220
Josephine	.4322	.4342	.4510
Klamath	.4299	.4319	.4404
Lake			.4577
Lane	.4554	.4608	.4570
Lincoln		.4272	.4411
Linn	.3963	.3963	.4007
Malheur		.4366	.4250
Marion	.4332	.4274	.4264
Morrow			.4076
Multnomah	.4484	.4750	.4714
Polk	.4234	.4082	.4133
Sherman			.4038
Tillamook		.3903	.4179
Umatilla	.4354	.4256	.4191
Union		.4469	.4528
Wallowa			.4280
Wasco		.4364	.4236
Washington	.4444	.4269	.4244
Wheeler			.4553
Yamhill	.4412	.4039	.4129

Louie, Kathy

From: Roen Hogg
Sent: Saturday, January 05, 2013 6:13 PM
To: Louie, Kathy
Subject: Proposed Goals

Proposed Goals

1. Continue sustainable budget goal.
2. Continue economic development goal with expansion in scope to include the processing of local foods.
3. Continue OSU and City collaboration goal.
4. Affordable Housing - Actively support a healthier, more diverse and affordable housing environment through (1) review and update of Comprehensive Plan housing policies, and (2) completion of an up-to-date buildable land inventory.
5. Homelessness -- Find a permanent solution for cold weather shelter and drop-in center.

To: City Council
From: Dan Brown

January 8, 2013

Council Goals – 2013 to 2014

1. Sustainable City budget

By July 1, 2014, the Council will complete a plan for a financially sustainable budget covering the next 5 years.

Related topics: balanced budget, costs and revenues, cost efficiency, unfunded liabilities, reserves, deferred maintenance, bond rating

2. Single Family Homes

By December 2014, the Council will develop a plan to create more balance between demand and supply for single family homes which are desirable and affordable to people who work in Corvallis. In preparation, the City will commission a professional study to define the problem, i.e. the causes of imbalance in the housing market.

Related topics: comprehensive plan, land development code, building inventory,

3. Jobs in Corvallis

In order to create jobs for the people who live in Corvallis, the Council will develop a plan to fund the Council-approved Economic Development Strategy.

Below are the four goals I propose for discussion revision and adoption on Monday.
Biff

Council Goals - 2013-2014

Biff Traber Proposals - 1/10/13

The Council will continue to implement the city's Economic Development Strategy. In addition, the Council will refine that strategy by directing the EDC to consider and provide recommendations to the Council by end of 2013 on the following:

1. Economic development actions to exploit the Corvallis area agricultural resources through starting and growing agriculture related businesses.
2. Actions the city can take to foster and expand local individual investments in the growth of local businesses.

By June 2014, the Council will act on those recommendations.

Working with the OSU President, his staff, city staff and citizens, the Council will continue to support the OSU Collaboration and its ongoing work groups. Further, by mid-2013, the collaboration project will initiate a new housing work group to focus on the housing crisis in Corvallis as a whole.

The Council will continue to create long term financially sustainable City budgets.

*Amend compensation policies and practices to align overall employee compensation with current and future City revenue.

*Develop new sources of revenue that align with the cost of desired City services.

Among the options, the council will consider and develop plans for a levy to go to the voters in May 2014.

In recognition of a growing need for affordable housing in Corvallis, the Council will investigate, evaluate and implement tools that will create affordable housing opportunities for citizens across all income levels. In doing so, the Council will focus on areas the City can influence or provide leadership such as zoning, land use practices (annexations), housing types, funding mechanisms not currently in use by or available to the City, and collaborative approaches with the private sector. Specific proposals and recommendations will be presented to the council by early 2014.

Louie, Kathy

Subject: RE: Suggestions for Council Goals 2013 through 2015

City Manager's Office

I would like to have the following items considered by Council as goals for the next two year term in no particular order:

1. Continuation of work on creating a financially sustainable City budget
2. Continuation of work with OSU on the Collaboration and implementation of recommendations coming from the Steering Committee.
3. Continuation on work related to Economic Development
4. Community wide effort to address the shortage of affordable, entry level single family homes.
5. Community wide effort to find permanent solution for cold weather shelter and drop in center.

I appreciate the opportunity to provide feedback to the Council and for their invitation to do so.

Jim Patterson
City Manager
541-766-6901



Louie, Kathy

Subject:

RE: Council Goals

FINANCE DEPARTMENT

- Continue to work on financial sustainability, including working on methods to reduce costs and study/potentially implement new revenue sources.

Louie, Kathy

To: Emery, Roy
Subject: RE: City Council Goals for 2013-14 and 2014-15

Fire

Develop/adopt a long range infrastructure and maintenance plan for City facilities.

Develop/adopt a sustainable staffing plan for public safety that improves service delivery.

Continue collaboration/work efforts toward economic development.

Continue Council/staff efforts toward fiscally sustainable budgeting practices.

Louie, Kathy

Subject: RE: suggested Council goal

Library

Hi Kathy,

I suggest that the Council adopt a goal of renewing the operating levy for 5 years with sufficient funding to continue current library services, and to add enough to open the library for 4 hours on Sunday.

Carolyn

Louie, Kathy

Subject: PD Goal

Police Department

1. Long-term financial plan to sustain public safety staffing levels (Law Enforcement and 911 Dispatch) and operations commensurate with recommendations provided through the 2008 Law Enforcement Matrix Study and the 2007 APCO International and 2012 ESCI staffing studies for 911 Dispatch.

Louie, Kathy

Subject: RE: City Council Goals for 2013-14 and 2014-15

From: Gibb, Ken

Sent: Sunday, January 06, 2013 5:13 PM

To: Louie, Kathy

Cc: Patterson, Jim

Subject: RE: City Council Goals for 2013-14 and 2014-15

My suggestion re: Council goals is:

Prioritize the Collaboration Corvallis project for Council, staff and community attention with the commensurate investment of resources to support the implementation of Collaboration Project recommendations.

Thanks.



CITY OF CORVALLIS

2012 CITIZEN SURVEY REPORT

Ward Response – Distribution of response by City Wards:

Ward 1	14%
Ward 2	5%
Ward 3	12%
Ward 4	5%
Ward 5	5%
Ward 6	13%
Ward 7	16%
Ward 8	19%
Ward 9	11%

1. How many years have you, yourself, lived in Corvallis?

	<u>2012</u>
1 Less than 5 years	20%
2 5 to 10 years	20%
3 10+ to 19 years	20%
4 20 years or more	40%

2. Below is a list of sources that can be used to inform residents about the City. Please indicate whether or not each is a preferred source of information for you.

	<i>Preferred Source?</i>	
	<u>No</u>	<u>Yes</u>
a. City websites	33%	67%
b. Online newsletter <i>the City</i>	64%	36%
c. Information in the Gazette-Times	24%	76%
d. Cable's government access channel 21	87%	13%
e. Social media (Facebook, Twitter, etc.)	74%	26%
f. Parks and Recreation Activity Guide	22%	78%
g. Other.....	56%	44%

3. All in all, do you think Corvallis is growing too quickly, at about the right pace, or too slowly?

	<u>2012</u>
Too quickly	32%
At about the right pace	55%
Too slowly	13%

4. The City Council has established the overarching goals of Sustainability, Diversity, Citizen Involvement, and Cost Efficiency. How important to you are the City's efforts toward each of these goals?

	<u>Very Important</u>	<u>Somewhat Important</u>	<u>Not Important</u>
a. Sustainability	65%	30%	5%
b. Diversity.....	41%	40%	19%
c. Citizen Involvement	52%	45%	3%
d. Cost Efficiency.....	75%	23%	2%

5. City government provides many services and facilities to Corvallis residents. Please indicate whether or not you or anyone in your household has used each of the following in the past 12 months. If you have used, please rate the quality of that service or facility as excellent, good, fair, or poor.

	<u>Used:</u>		<u>If used, rate quality as:</u>			
	<u>Not</u>	<u>Have</u>	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
a. 911 emergency dispatch	79%	21%	77%	20%	3%	0%
b. Ambulance services.....	88%	12%	88%	9%	2%	1%
c. Bicycle lanes/multi use paths	29%	71%	41%	52%	6%	1%
d. Building inspection services.....	90%	10%	24%	53%	15%	8%
e. Chintimini Senior Center	84%	16%	37%	52%	9%	2%
f. City bus service.....	56%	44%	37%	46%	15%	2%
g. City parks/trails/open space	12%	88%	53%	45%	2%	0%
h. City recreation programs.....	69%	31%	37%	56%	7%	0%
i. Code enforcement services	89%	11%	19%	36%	24%	21%
j. Fall leaf collection	47%	53%	51%	42%	6%	1%
k. Housing assistance programs.....	95%	5%	48%	30%	11%	11%
l. Osborn Aquatic Center	57%	43%	49%	45%	6%	0%
m. Police services	72%	28%	42%	39%	13%	6%
n. Public Library services	25%	75%	70%	26%	3%	1%
o. Public review of land development proposals.....	91%	9%	17%	33%	37%	13%
p. Utility billing customer service.....	57%	43%	31%	52%	14%	3%
q. Vegetation/weed abatement services.....	92%	8%	24%	30%	26%	20%
r. Other	87%	13%	50%	11%	17%	22%

6. In making decisions about City services, what do you believe are the three most important things for the City Council to consider? (Mark an X in the box of your top three choices.)

	<u>2012</u>
Impact on the City's core responsibilities (resident well being, public safety, infrastructure, livability, and economic vitality)	78%
Financial impact to the City	52%
Number of people impacted	44%
Environmental impact	39%
Impact on long-term maintenance of services	34%
Impact on special populations (older residents, minors, etc.)	23%
Input from the community, such as this survey	23%
Other	2%

7. Overall, would you rate the job the City is doing in providing City services as excellent, good, fair or poor?

	<u>2012</u>
Excellent	21%
Good	65%
Fair	13%
Poor	1%

8. Over the last two years, the City has cut approximately \$5 million in services to balance the City General Fund budget. Without additional funding, the City may have to make additional cuts to services over the next several years. Does knowing this make you more or less supportive of a measure that could fund one or more of the following services?

	<i>How supportive?</i>		
	<u>More Supportive</u>	<u>Less Supportive</u>	<u>Makes No Difference</u>
a. 911 emergency dispatch	71%	7%	22%
b. Ambulance/emergency medical services.....	70%	7%	23%
c. Code enforcement services	22%	35%	43%
d. More Library hours, including re-opening on Sundays.....	37%	31%	32%
e. Parks services and Parks maintenance	52%	19%	29%
f. Police enforcement services	58%	38%	4%
g. Re-open Zimbrick Fire Station #5	72%	24%	4%

9. Which one of the following approaches do you think is the best way to deal with the City General Fund deficit?

	<u>2012</u>
1 Increase taxes and do not cut the City budget more than it has been to date.....	19%
2 Find some combination of additional tax increases and budget cuts to balance the City budget, acknowledging that this will mean major cuts in service levels	50%
3 Make sufficient cuts in funding for City services so that it is unnecessary to have any further tax increases on anyone in the City, even if that means major cuts in service levels.....	25%
4 Implement more fees on the utility bill targeted to fund specific services	6%

10. How valuable are the following City services to you as a resident of Corvallis – very valuable, somewhat valuable, or not valuable? (Check one box for each service.)

	<i>How valuable?</i>		
	<u>Very Valuable</u>	<u>Somewhat Valuable</u>	<u>Not Valuable</u>
a. 911 emergency dispatch.....	80%	19%	1%
b. Ambulance services.....	72%	25%	3%
c. Economic development (e.g. business retention, tourism).....	31%	52%	17%
d. Fire suppression services	59%	37%	4%
e. Land use planning services	26%	55%	19%
f. Library services.....	47%	44%	9%
g. Low income/affordable housing assistance	28%	46%	26%
h. Parks, natural areas, and trails	58%	38%	4%
i. Police services	72%	24%	4%
j. Recreation, including aquatic and senior centers.....	38%	51%	11%
k. Social services	33%	50%	17%
l. City bus service	40%	42%	18%
m. Weed abatement services	6%	49%	45%
n. Other	75%	19%	6%

11. Do you agree or disagree with each of the following statements about Corvallis? (Check one box for each.)

	<u>Agree</u>	<u>Disagree</u>
a. Things in Corvallis are headed in the right direction	70%	30%
b. The City uses its revenue wisely	58%	42%
c. The City values community input	84%	16%
d. The City does a good job informing citizens about City Council decisions	72%	28%
e. The City does a good job providing opportunities for citizens to be involved in citywide planning and decision making	77%	23%
f. The City actively provides information about City services	86%	14%

12. Would you say that you usually vote, or usually do not vote, on City issues? (Check one box.)

	<u>2012</u>
Usually vote on City issues	86%
Usually do not vote on City issues	14%

13. The Police Department strives to provide a safe community for all Corvallis residents. Please rate how safe or unsafe you feel in the following settings. (Check one box for each.)

	<i>Feelings of safety</i>		
	<u>Safe</u>	<u>Neither Safe nor Unsafe</u>	<u>Unsafe</u>
a. In your neighborhood during the day	97%	3%	0%
b. In your neighborhood after dark.....	78%	18%	4%
c. In Corvallis' downtown during the day.....	94%	5%	1%
d. In Corvallis' downtown after dark.....	57%	33%	10%

14. Have you had any in-person, phone, or email contact with an employee of the Corvallis Police Department within the past 12 months?

	<u>2012</u>
No (After checking No, go to question 15).....	63%
Yes	37%



14a. If yes, please rate the employee's knowledge, responsiveness, and courtesy/attitude as excellent, good, fair, or poor. (Check one box for each.)

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
a. Knowledge.....	57%	35%	6%	2%
b. Responsiveness	58%	30%	6%	6%
c. Courtesy/attitude.....	63%	21%	8%	8%

15. What is your gender?

	<u>2012</u>
Male	42%
Female	58%
Other	0%

16. In which age category are you?

	<u>2012</u>
18 to 34 years	24%
35 to 44	14%
45 to 60	29%
61+	33%

17. What is your race (or ethnicity)?

	<u>2012</u>
White/Caucasian	90%
Black/African American	1%
Asian American/Pacific Islander	4%
Latino/Hispanic	2%
American Indian/Native American	1%
Mixed race or ethnicity	2%
Other	0%

MEMORANDUM

January 14, 2013

TO: Mayor and City Council

FROM: Jim Patterson, City Manager
Nancy Brewer, Finance Director

SUBJECT: FY 13-14 Budget Status



Department Directors have submitted preliminary budget proposals for FY 13-14 for the General Fund. The Budget Office has completed a preliminary review; there are a number of questions outstanding that still need resolution, and some factors that are expected to increase costs that will not be known for a couple of months (the largest will be the IAFF COLA that is tied to a CPI number that comes out mid-March).

After reviewing the first draft of the financial plan, we can tell you that the City will be in a significant deficit position again in FY 13-14 – not unexpected based on the FY 13-14 deficit projection made this time a year ago combined with the lower than expected (hoped for) growth in assessed value in the current fiscal year. Department Directors are working on ideas and concepts associated with the preliminary budget data, and that work will continue for the coming months.

At this time, we are not prepared to share a specific deficit number publicly, as we know from prior years that the confusion over a budget deficit number that changes as projections are made more precise creates other challenges in the budget process. Suffice it to say that the FY 13-14 budget will require budget cuts and/or new revenues to achieve a balanced state, and that the imbalance under consideration at the present time does not anticipate additional costs from new initiatives that may be needed/desired from community requests or Council goal setting.

Please let me know if you need more information.

Thanks.

Council Goal Suggestion Index 13-14

Council/Mayor

- Biff
 - Economic Development - The Council will continue to implement the city's Economic Development Strategy.
 - OSU/City Collaboration - Working with the OSU President, his staff, city staff and citizens, the Council will continue to support the OSU Collaboration and its ongoing work groups.
 - Sustainable budget - The Council will continue to create long term financially sustainable City budgets.
 - Affordable housing - In recognition of a growing need for affordable housing in Corvallis, the Council will investigate, evaluate and implement tools that will create affordable housing opportunities for citizens across all income levels.
- Bruce
 - Annexations - Review and update the Corvallis annexation policies to provide more certainty to the neighborhoods most impacted by annexations, to developers and to the community so the land that is annexed is developed consistent with the proposal that is presented to the voters.
 - Transparent finance system - Build a broader, more deliberate and transparent public finance system for the City of Corvallis.
- Dan
 - Sustainable City budget - By July 1, 2014, the Council will complete a plan for a financially sustainable budget covering the next 5 years.
 - Single Family Homes - By December 2014, the Council will develop a plan to create more balance between demand and supply for single family homes which are desirable and affordable to people who work in Corvallis. In preparation, the City will commission a professional study to define the problem, i.e. the causes of imbalance in the housing market.
 - Jobs in Corvallis - In order to create jobs for the people who live in Corvallis, the Council will develop a plan to fund the Council-approved Economic Development Strategy.
- Hal
 -
- Joel
 -
- Julie
 - Sustainable Budget – the Council will lead efforts to achieve a financially sustainable budget.
 - OSU/City Collaboration – by December 2014 the Council will have an implementation plan for the Collaboration recommendations for which the City has primary responsibility.
 - Economic Development – by December 2013 the Council will take action on recommended metrics for the city/county economic development strategy and identify potential long-term funding options for fully implementing the program.
 - Housing – by December 2014 the Council will develop or revise policies that encourage and incent a broader mix of housing types for all income levels.
- Mike

- Minimum Wage Proposal - If we are going to do "economic development" in Corvallis we need to be clear that it is at the expense of poor people and at the expense of sustainability
- Penny
 - Public Safety – Adequately provide for public safety by identifying additional funding to reopen and staff Fire Station 5, and to assist the Corvallis School District with necessary safety plans including staffing school resource officers.
 - Public Process and Participation – Ensure effective opportunities for members of the public, acting both as individuals and in groups such as neighborhood associations, to participate in city decision-making through a review and possible restructuring of city boards and commissions and their selection process, and conduct that review through the three City Council standing committees.
 - Future vision – Provide a vision for City growth and development that is based on current knowledge and reasonable future projections and that incorporates shared values by revising or rewriting the City’s vision statement .
- Richard
 - Social Sustainability - Connect citizens to each other to enhance community, quality of life, and communications between citizens and the City.
- Roen
 - Continue Sustainable Budget Goal.
 - Continue Economic Development Goal - with expansion in scope to include the processing of local foods.
 - Continue OSU and City Collaboration Goal.
 - Affordable Housing - Actively support a healthier, more diverse and affordable housing environment through (1) review and update of Comprehensive Plan housing policies, and (2) completion of an up-to-date buildable land inventory.
 - Homelessness --Find a permanent solution for cold weather shelter and drop-in center.

City Manager/Staff

- City Manager
 - Sustainable Budget - Continuation of work on creating a financially sustainable City budget
 - OSU/City Collaboration - Continuation of work with OSU on the Collaboration and implementation of recommendations coming from the Steering Committee.
 - Economic Development - Continuation on work related to Economic Development
 - Affordable Housing - Community wide effort to address the shortage of affordable, entry level single family homes.
 - Cold Weather Shelter - Community wide effort to find permanent solution for cold weather shelter and drop in center.
- Community Development
 - OSU/City Collaboration - Prioritize the Collaboration Corvallis project for Council, staff and community attention with the commensurate investment of resources to support the implementation of Collaboration Project recommendations.
- Finance
 - Sustainable Budget - Continue to work on financial sustainability, including working on methods to reduce costs and study/potentially implement new revenue sources.
- Fire
 - Infrastructure/maintenance plan - Develop/adopt a long range infrastructure and maintenance plan for City facilities.
 - Public Safety Staffing Plan - Develop/adopt a sustainable staffing plan for public safety that improves service delivery.
 - Economic Development - Continue collaboration/work efforts toward economic development.
 - Sustainable Budget - Continue Council/staff efforts toward fiscally sustainable budgeting practices.
- Library
 - Renew the Levy - Adopt a goal of renewing the operating levy for 5 years with sufficient funding to continue current library services, and to add enough to open the library for 4 hours on Sunday.
- Police
 - Public Safety Staffing Plan - Long-term financial plan to sustain public safety staffing levels (Law Enforcement and 911 Dispatch) and operations commensurate with recommendations provided through the 2008 Law Enforcement Matrix Study and the 2007 APCO International and 2012 ESCI staffing studies for 911 Dispatch.

City Boards/Commissions/Neighborhood Associations

- Airport Advisory Commission
 - Airport Water Loop - Complete the water loop at the airport.
- Arts and Culture Commission
 - Strategic Plan for ACC - By September 2013, the Council will provide for a professional market study and environmental scan of arts and culture in Corvallis to assist strategic planning for the Arts and Culture Commission.
- Bicycle and Pedestrian Commission
 - Transportation Plan - Create and implement a plan to encourage bicycle and pedestrian transportation.
- Corvallis-Benton County Public Library Board
 - Renew the Levy - Set as a goal the renewal of the local option levy for an additional five years with the objective of maintaining current hours, plus restoring Sunday hours
- Downtown Commission
 - Support Downtown - consider the community's stated priority to maintain and support downtown as the heart of the community, and direct the Commission and City staff to research and make actionable recommendations to the Council regarding implementation of appropriate programs to encourage downtown housing and commercial development and redevelopment.
- Harding Neighborhood Association
 - Revise the LDC and Comp Plan: proactive evaluation by the Council as a whole of needed revisions (vs. current reacting to proposals referred piecemeal from the City/OSU Collaboration Steering Committee, the majority of whose members are unelected appointees).
 - Timelines for Annexed Properties: As the policy stands now, annexation gives (sic) the owner of an annexed parcel a sizable potential windfall profit without requiring any commitment in return: the owner can sit on the property for as long as s/he likes.
- Housing and Community Development Commission
 - Affordable Housing - Investigate, evaluate and implement tools that will create affordable opportunities for citizens across all income levels.
- Parks, Natural Areas and Recreation
 - Sustainable Budget - Develop and implement a plan for long range stable funding for Parks and Recreation Department facilities and programs"

Community Partners/Organizations

- Ed Ray, OSU
 - OSU/City Collaboration and Economic Development - Establish a connection between the Corvallis Collaborative and the Economic Development Commission for Corvallis by asking the two groups to meet jointly at least once each year and to present a joint agenda of recommended actions for the City Council, as appropriate to their missions.
- Erin Prince, Corvallis School District
 - Natural Environment - Join together as a community to collaborate to provide opportunities for our students to be outside to learn about and appreciate our natural environment.
 - School Resource Officers/Mental Health - In collaboration with our District and law enforcement, pursue School Resource Officers (SROs) for our schools inside city limits. Provide a more profound emphasis on wrap-around services focused on mental health in our schools, from early intervention through high school.
 - Consolidate and Partner - Continue to examine ways to consolidate and share resources with City partners, such as the District.
- Corvallis Sustainability Coalition
 - Climate Action Plan - Assess the status of the City's greenhouse gas reduction efforts; review and possibly revise existing greenhouse gas reduction goals; develop and implement a Climate Action Plan to move the City toward achieving reduction goals; and establish processes to measure, verify, and report performance on a regular schedule.
 - Sustainability Criteria for Economic Development
 - Sustainable Investment of Public Dollars
 - Supporting Platforms for Local Investment
- League of Women Voters
 - Citizen Participation - Increase citizen participation and community resilience by improving citizen notification and participation and supporting stronger connections at the neighborhood level.
 - Housing - Actively support a healthier, more diverse and affordable housing environment through 1) review and update of Comprehensive Plan housing policies, and 2) completion of an up-to-date Buildable Land Inventory.
- Community Alliance for Diversity
 - Diversity - Create/strengthen advocacy for the underrepresented; strengthen commitment to diversity by broadening support for existing community organizations; establish a coalition for service integration and advocacy.

General

- Elizabeth French, Economic Development Commission
 - Continue Economic Development - Continued support for the economic development efforts that have begun is absolutely critical.
 - Sustainable Budget - A balanced and sustainable budget is essential to the on-going health of the community.
 - Land Development Processes - Continue to look at land development processes to ensure that we are doing everything we need to do and nothing we do not, ensure that we have predictability in our land development process and review the PO Overlays that may be hampering our communities' success particularly in South Corvallis.
- Gina Vee
 - Goal: Pursue long-term options for cold weather shelter /daytime drop-in center.
- Linda Hadfield
 - Rental Standards – Improve safety and livability for renters, a repair code for landlords that is enforced, higher standards for street view of property, limits for number of family units in one residence.
- Kirk Nevin
 - Balanced Budget - Balance the city budget, including any 'unfunded liabilities'
 - Funding from Non-profits - Have the two big non-profits in town ... Samaritan and OSU ... volunteer to pay their fair share of the costs incurred by the city on their behalf .
 - Sustainability Staff - Hire a sustainability employee whose job would be to reduce the city carbon footprint.
 - Sell the Aquatic Center. As currently managed, it is unaffordable, both economically and environmentally.
- John H. Detweiler
 - Sustainable Budget - Live within our means.
 - Economic Development - Emphasize attracting business -- continue what we are doing.
 - Sewer Project - Get cracking on the sewer project while money is cheap -the 1% interest rate probably won't last long.
- Anonymous
 - Livability - Fine students for loud noises and disturbances, etc.
- Stephen Redman
 - Council Term Changes - Return the council term to 4 years (pre-1971) also take a look at either eliminating the Ward system OR let all the citizens vote in each Ward election.
 - More Entry-level housing. - Promote the annexation of 120 acres south of Willamette Landing to the citizens. "Build it (or in this case annex it) and they will come".
- Pat Lampton
 - Sustainable Budget - The continuing need for our community to focus on an economically sustainable budget.
 - Economic Development - Support for our nascent economic development efforts.
 - OSU/City Collaboration - In recognition of our strengths we need to continue and expand our relationship building with Oregon State University on both the livability front and the opportunities that involve business start-ups that need to find a supportive environment in our City.
- Curtis Wright
 - Economic Development - Provide maximum support and needed (significantly increased) funding for Economic Development. program
 - Sustainable Budget - Achieve sustainable City financing- budget
 - OSU/City Collaboration - Continue to improve the relationship and strengthen the collaboration with OSU

- Council Term Changes - Enhance Council effectiveness and Citywide responsiveness through staggered four-year terms, at-large representation
- Infrastructure - Implement program to deal with crumbling City infrastructure, especially streets.
- Karen and Richard Hein
 - Sustainable Budget - To ensure that the City is financially sound and operating with a sustainable budget.
 - Economic Development - Continue to focus on economic development to drive revenue resources and jobs in our community.
 - OSU/City Collaboration - Continue efforts to work collaboratively with Oregon State University as they grow to meet the needs of students and the citizens of Corvallis.
 - Job Creation - Commit to focus on the importance of job creation for a thriving community.
- Joe and Virginia Logan
 - Ban on Aggressive Dogs - Work towards implementing a ban on aggressive dogs (i.e. Pit Bulls) within City limits.
 - Sustainable Budget - Work towards reducing unsustainable retirement benefits to City employees.
- Alan Kapuler
 - Local Foods - Please amend this to say that we need to grow healthy food without poisons and transgenic modification
- Skip Rung
 - Financial Assistance Package - Develop and implement a small business financial assistance package of services and incentives that will maximize retention of businesses with the highest potential for contribution to the commercial property tax base and creation of high-wage job opportunities.
 - OSU/City Collaboration - Expand the Corvallis-Oregon State University MOU and collaboration process to include mutual economic development efforts as a top priority.
 - Inventory/Development Assistance - Have in place a commercial lands inventory and development assistance strategy that is known, on the basis of competitive analysis and benchmark data, to be competitive for investments by firms (small, medium or large) and their financial backers in our market segments of interest.
 - Economic Development - Have in place a fully staffed, full-function, economic development effort that is comparable in function and per-capita resources to peer cities/regions such as Hillsboro, Gresham, Bend/Redmond and Eugene. (This will entail accounting for all staff supported by city/county resources, whether municipal employees or contractors).
- Jay Dixon
 - OSU/Corvallis Collaboration - must remain since the plan currently being worked on is a three-year plan.
 - Economic Development - is also operating on a three year plan and I would hope that there be increased emphasis on that topic.
 - Sustainable Budget - The goal related to financial sustainability would seem to be an everyday operating responsibility. However, I would like to see it tied to searching for ways to partner with other governments and even the private sector, where appropriate, in order to provide services with greater efficiency and reduced costs.
- Steward Wershow
 - 10th/Grant Intersection - Remove the roundabout at 10th and Grant. It should be replaced with the same light and signage as at Garfield and Highland.
- M. Boyd Wilcox
 - (paraphrased) Determine Sustainable Population
- Patrick Cox

- Reduce Cost of Living - Reduce Corvallis' cost of living from being the highest state to a more reasonable level.
- Meleah Ashford
 - TMDL - For 2013, it imperative that the city council agree on a plan to comply with the Willamette River water quality
- Robert Heald
 - 10th/Grant Intersection - remove the traffic obstruction (sometimes referred to as a traffic circle) at 10th and Grant.
 - First Street - add delimiting lines on First Street to create two full lanes.
- Kirk Newburgh
 - Sustainable Budget
- Trish Daniels
 - Affordable Housing - actively support a healthier, more diverse and affordable housing environment through 1) review and update of Comprehensive Plan housing policies, and 2) completion of an up-to-date buildable land Inventory.
- Edward R. Epley
 - Various
- Jennifer Moore
 - Social Service Fund - (Maintaining) provision and funding for the City's Social Service Fund; discussion on the type of issues/root causes Council might like to see the Social Service Fund address.
- Duane Johnson
 - Sustainable Budget - Build a sustainable city budget that can be supported and balanced by the revenue from existing taxpayers of Corvallis (30,000 population + 25,000 population of OSU Students).
 - Affordable Housing - Create strategies and action to implement a plan for affordable housing in Corvallis so young professionals and families can afford to live in Corvallis.
 - Infrastructure - Create plans to update and improve roads and understructure of utilities in Corvallis.
 - Public Safety - Place a priority in adequate police and fire protection and other services without increase in taxes.
- Jacque Schreck
 - Sustainable Budget
 - Renew the Levy
 - Return to 'quality of life' programs
 - Reopen Fire Station #5
 - TMDL
 - Protection of open spaces

Louie, Kathy

Subject: Council Goals

From: Jacque Schreck

Sent: Thursday, December 06, 2012 8:44 AM

To: Patterson, Jim; Louie, Kathy

Subject: Council Goals

Hi Jim and Kathy, Thank you for the opportunity to suggest goals for the new Council. Here are my ideas! Happy holidays. Jacque Schreck

1. Balanced sustainable budget with adequate reserves and upgraded service levels
2. Renewal of the local option levy but for 5 years. Rate should include a return of Sunday hours to the library and materials funds cut previously by 1/3 without any other reductions to achieve these. Also, there should be a monies sufficient for to add back prior reductions in park maintenance, planning, and development.
3. Return to "quality of life" programs that have been curtailed the past several years. These include:
 - a. infrastructure repairs and upgrades especially for streets
 - b. re-open Fire Station 5
 - c. TMDL project
 - d. protection of open spaces and natural areas from encroachment of development

Proposed City Council Goals, 2013-14

Submitted by: Julie Manning

The Council will lead efforts to achieve a financially sustainable City budget.

- Use value-based priorities to develop annual budget
- Use combination of revenue enhancements and spending reductions to balance budget
- Take action on revenue proposals including 911 district, public safety tax, local option levy renewal

By December 2014, the Council will have an implementation plan for the Collaboration Corvallis recommendations for which the City has primary responsibility.

- The Housing Work Group will be formed in early 2013, and will develop recommendations beginning in fall 2013
- Upon conclusion of the initial three-year Collaboration Corvallis project in 2014, the Council will act on steering committee recommendations for how the collaboration will continue in the future

By December 2013, the Council will take action on recommended performance metrics for the city/county economic development strategy and identify potential long-term funding options for fully implementing the program

- In 2013, the Council will support the governor's proposed funding of the South Willamette Valley Technology Business Accelerator
- The Council, in collaboration with the Economic Development Commission, will develop strategies for strengthening support of food-related businesses

By December 2014, the Council will develop or revise policies that encourage and incent a broader mix of housing types for all income levels.

- Update buildable lands inventory
- Review and update housing section of Comprehensive Plan
- Integrate recommendations from Collaboration Corvallis Housing Work Group
- Explore and evaluate current practices for zoning, annexation and funding mechanisms/incentives relative to achieving the Council goal



*Working Together to Create a Sustainable
Community*

P.O. Box 2310
Corvallis, OR 97339
www.sustainablecorvallis.org

January 10, 2013

The Honorable Mayor Julie Manning and
Members of the Corvallis City Council
501 SW Madison Avenue
Corvallis, Oregon 97333

Subject: City Council Goal-setting

Dear Mayor Manning and Members of City Council,

The Corvallis Sustainability Coalition would like to offer several economic development goals for your consideration. We apologize for not having sent them with our earlier proposal, but we needed to wait until our January 8 Steering Committee meeting to discuss and approve them.

Thank you for this opportunity to provide ideas for your 2013-2014 goal-setting process. Three proposals are below.

Sustainability Criteria for Economic Development

BACKGROUND: As a refinement to the City's current goal of economic development, we propose making sustainability an integral component of the City's economic development program. Corvallis's leadership regarding sustainability appears in many key documents, such as the Council's Policy Manual on Economic Development (revised 2010), the Prosperity that Fits Plan (2006), and the Corvallis 2020 Vision Statement (revised 1998). However, in the 2012 Economic Development Strategy (EDS), considerations of sustainability are only implicit and scattered. The EDS states that economic development needs to be "consistent with community values," and we believe that the City should make explicit that this includes our community's deeply held values regarding environmental, social, and economic sustainability.

Much of our economy is determined by forces beyond our control, so when we're presented with opportunities to direct our economic destiny we should seize them. One such opportunity, the primary target of this proposed goal, crops up when we choose how to spend our limited economic development funds. The idea of being selective about spending this taxpayer money already appears in the EDS; for example, the goal about organic growth advises supporting the expansion of companies with certain desirable qualities in the areas of jobs and capital. But we think the City should broaden these desirable qualities to include environmental, social, and economic sustainability criteria. And in some cases sustainability should be at the core of development plans, such as establishing sustainable business clusters, one of the stated but unrealized aims of Prosperity That Fits.

We recognize that devising sustainability criteria would take considerable thought and outreach, but it's certainly doable. Past efforts, such as the Economic Vitality Partnership, Prosperity That Fits, and the sustainability criteria for the Enterprise Zone, brim with helpful information and ideas. And the Corvallis Sustainability Coalition would be eager to contribute its expertise and volunteer muscle to the enterprise.

PROPOSAL: Adopt a city council goal to develop sustainability criteria (environmental, social, and economic) to help guide City economic development efforts and adopt a policy establishing the use of these criteria.

Sustainable Investing of Public Dollars

BACKGROUND: Appropriate investment of our public dollars can significantly boost the sustainability and prosperity of our community—and help us do our part for the planet.

We ask that the City add sustainability considerations—environmental, social, and economic—to its existing financial criteria when investing at least some taxpayer money. Sustainable investing entails both investing in businesses that advance sustainability and shifting investment away from businesses that harm sustainability. For example, the City might explore ways in which it could invest some of its money in local, sustainable businesses. Or the City could look into divesting itself of investments in fossil fuel companies, a direction Seattle's mayor has recently taken. Clearly, sustainable investing must be done in ways that are in accord with the City's fiduciary responsibilities, though it might be beneficial to revise some of the rules that govern the City's investing.

PROPOSED GOAL: Adopt a City Council goal to investigate ways to inject sustainability into the City's investment portfolio and adopt a policy that would establish such investing.

Supporting Platforms for Local Investment

BACKGROUND: Corvallis is nationally recognized as an exceptionally creative, innovative city, having the highest number of patents per capita according to a 2011 study.¹ Being home to Oregon State University, entrepreneurs, artisans, and members of the "Creative Class," our city possesses enormous entrepreneurial potential. Corvallis is also home to many well-educated, community-minded middle- to retirement-aged individuals who have spare capital to invest, but most of them are not classified as accredited investors.

In the wake of the 2008 financial crisis, traditional bank lending and other sources of investment funds for entrepreneurs have largely dried up. In response, some non-traditional funding methods have opened up new sources of capital. One example is peer-to-peer lending, through which over \$1.5 billion dollars was lent in 2012 and which is growing at an annual rate of 100 percent. Recent years have also seen the growth of social media and e-commerce, which has led to an acceptance of fostering relationships, even financial ones, originated online.

In a climate of limited access to credit and investment capital, Corvallis risks wasting its untapped entrepreneurial potential. Additionally, without pathways to invest in local startups and

¹ Luis M. A. Bettencourt, José Lobo, Deborah Strumsky & Geoffrey B. West (2010) Urban Scaling and Its Deviations: Revealing the Structure of Wealth, Innovation and Crime across Cities, PLoS ONE 5(11): e13541, available at <http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0013541>.

expansions, many local would-be investors are denied opportunities to offer much-needed support to these homegrown businesses.

SOLUTION: The City of Corvallis has the opportunity to take advantage of the booming trend of small local investors funding startups and expanding local businesses.

In 2012, recognizing these trends and the importance of startups and small businesses to the nation's economy, President Obama signed the Jumpstart Our Business Startups (JOBS) Act² to ease securities regulations for small and startup businesses looking to attract equity investments. Among this act's provisions are exemptions from SEC regulations for certain business offerings under \$1 million which are listed through registered internet funding portals. This act opens up opportunities for non-accredited investors to invest directly in companies through a mechanism known as equity crowdfunding. The SEC is expected to promulgate regulations allowing the creation of such portals by early 2014. Existing and successful web platforms have already demonstrated the power of crowdfunding to launch creative ideas,³ and online securities platforms have shown the ability for non-accredited⁴ investors to participate and profit from micro-lending.⁵ Equity crowdfunding exists in other countries, including the United Kingdom, Netherlands, and Germany, making investment capital available to startups that otherwise would have had difficulty obtaining it. In the U.S., Local Investing Opportunities Networks (LIONs), such as those in Port Townsend, WA, Portland, OR, Madison, WI, and Bellingham, WA have provided examples of successfully connecting local investors with local startups.

Steps to strengthen the City's Economic Development Strategy should address residents' interest in small and emerging businesses, local investing, and commitment to sustainability as articulated in the Prosperity That Fits plan.⁶

This goal asks the City Council to direct staff to refine the Economic Development Strategy to include alternate mechanisms for investors to fund local businesses. This goal has the potential to add more tools to the toolbox of local economic development, to help fulfill the goals outlined in the Strategy, and to foster prosperity through the recirculation of local dollars.

PROPOSAL: Adopt a city council goal to research opportunities and build educational, technical, and infrastructure mechanisms to take advantage of the 2012 JOBS Act and the emerging growth of local investing by connecting the investment potential of local investors (including non-accredited investors) with local startups to increase community participation in economic development in support of Economic Development Strategies 1, 2, and 3, Big Idea 1, and Smaller Step 2.

Thank you for your consideration of these proposed Council goals.

² Jumpstart Our Business Startups Act, 112 HR 3606, enacted Apr. 5, 2012, available at <http://www.gpo.gov/fdsys/pkg/BILLS-112hr3606enr/pdf/BILLS-112hr3606enr.pdf>.

³ E.g., www.KickStarter.com and www.Indiegogo.com.

⁴ A non-accredited individual investor is one who has a net worth of less than \$1 million and who earned less than \$200,000 annually in the last two years according to the Securities and Exchange Commission Regulation D and who is strictly limited in the types of equity investments he or she can make.

⁵ E.g., www.LendingClub.com and www.Prosper.com.

⁶ Prosperity that Fits: An Economic Development Plan for Corvallis and Benton County (Oct. 2006), pp. 16, 18 (Focus Area: Integrating Sustainability and Economic Development, Priority Action: Integrating Sustainability and Economic Development, Developing Human and Physical Infrastructure).

Sincerely,

Steering Committee of the Corvallis Sustainability Coalition

Annette Mills, Facilitator

Bob Devine

Elliott Finn

Betty Griffiths

Loma Hammond

Debra Higbee-Sudyka

Amy Hoffman

John Knight

Linda Lovett

Robert Mauger

Jennifer Nitson

David Persohn

John Swanson

Brandon Trelstad

1/12 - From Council's Harvey / ac

Goal Area I – Social Sustainability

Overarching Goal – Connect citizens to each other to enhance community, quality of life, and communications between citizens and the City.

SMARTS Goal – By October 2014 there will be a 20% increase in the number of neighborhood associations and a 20% increase in the activity level of the existing neighborhood and home owner associations.

Example action items –

1. Make Neighborhood Associations a talking point in Ward meetings. Hand out information regarding what example associations are doing to inform their members and to build community, along with draft bylaws to ease their formation.
2. Offer to provide staff presence at any NA meetings for which a request is made.
3. Draw upon the experience of existing neighborhoods to develop examples of what can be done to draw neighbors together.
4. Recruit community members from socially active communities to attend other NA and HOA meetings and advocate for the benefits of a more connected community.
5. Offer guidance in how to set up and run list serves and/or other electronic media to better connect neighbors to each other and the City.
6. Promote the connecting activities of existing neighborhoods through the City Web site and newsletter.

Discussion:

Corvallis already has a number of Neighborhood associations. Many if not most are fairly inactive. However, there are shining examples of neighbors acting both within their official Neighborhood Associations and without who are connecting to each other, contributing to each others lives in meaningful ways. I've spoken to the Chair of the Jobs Addition NA and some of the members of the South Corvallis Harvest and Exchange organization. They are willing to take part in guiding these efforts.

Attachments:

A Sampling of Connecting Topics on the SouthTown List Serve.

A Sampling of Connecting Topics on the SouthTown List Serve

The following sample is almost entirely posts from December 2012. I added a couple older ones that demonstrate some of the usefulness I have found for having a list serve available. I've underlined the Subjects for which I was the author.

- **Art walk this Sunday** - We are having a neighborhood art walk this Sunday. The 1st Annual South Town Art Walk. Pick up a copy of the locations at: ...
- **7th Annual Southtown Solstice Stroll** - Friday, December 21 at 6:30pm
- **River & Flood Information Websites** – email lists 6 web sites for emergency information and then goes on to give an account of the ongoing Willamette and Mary's river flooding. Throughout the flood the most up to date information in South Corvallis came via the list serve.
- **Opening on BPAC** - I know many southtown residents are bike commuters. Just wanted to note that their currently is an opening on the City's Bicycle and Pedestrian Advisory Commission. If you are interested in serving Corvallis in this way, please let the mayor or me know.
- **Ride carefully this morning**--especially on asphalt Black ice alert
- **Please help name our program** - We are about to launch a new program that will tackle the nearly six-year challenge of bringing a free hot meal to South Corvallis with a family focus
- **Update on the Rotary Shelter**
- **Fwd: Friends of friends looking for place to rent**
- **Tree stand?** - One of the items that didn't make the move to our newer/smaller house was our Christmas tree stand. This year, maybe the last one our kids will be home, we would like to put up a tree. Anyone have an unused stand to loan out for a couple of weeks?
- **Seeking laborer for parts of 12/21-26** - Hi Neighbors, I am taking apart something outside, and want to hire a person to help during 12/21-26. I think the work times are flexible, but it's outside work, ground level. Thanks for any leads.
- **FW: Albany public meeting - Oregon Passenger Rail** - I'm thinking that some of your might be interested in attending.
- **Diesel Spill in Mill Race** - I have a little bit more information, but not much. The spill occurred at the corner of Hwy 99 and Kiger Island Drive. The HazMat crew first covered the site. Eventually they removed contaminated rock and soil from the site....
- **Renaming the Section of Park next to the campground** - Here is your opportunity to make a visible mark (via a street sign) on South Corvallis.
- **Free Wood Pellet Stove** - Before I post to Freecycle.org, I offer my wood pellet stove for free to you folks on the South Corvallis mailing list ...
- **Piano Teacher Recommendations** - I'm looking for recommendations for a piano teacher for my 10 year old son. Someone in South Town or Corvallis would be appreciated ...

Rec'd - 1/12/13 *ja*

Suggested Goals – Sorte

- 1) Review and update the Corvallis annexation policies to provide more certainty to the neighborhoods most impacted by annexations, to developers and to the community so the land that is annexed is developed consistent with the proposal that is presented to the voters. Consider limiting the duration of annexations to assure a significant portion of the annexed land is immediately available as buildable lands thereby increasing the supply of land and potentially providing more supply of homes for low and moderate income people by avoiding long term speculation for a significant portion of the buildable lands.

Currently, if an annexation is expected to be contentious the developer may be motivated to present the least controversial proposal. Then, if the annexation is approved the developer can return to a more limited decision making process through appointed and elected officials to modify the zoning requirements. In addition, once a parcel is annexed it immediately enjoys a limited monopoly and the developer may choose to wait extended periods of time to build on any or a significant portion of the property. This creates a conflict between our formal and practical definitions of twenty years of available lands and drives the price of new homes up as the developers work to only build when the market is as strong or high as possible. Many communities have followed Corvallis' lead in voting on annexations and we may now learn by studying their experiences as well as our own to reduce the very contentious annexation process that has absorbed our community's attention and exacted a very high opportunity cost as we had less time for other important issues over more than three decades.

The study could be completed within a year with oversight and recommendations by the Planning Commission. In another year, we could propose a Charter amendment to the voters and complete the update. We would measure the effectiveness of the new policy primarily by the first time success rate of annexation votes, the number of requests for zoning changes for annexations, the number of appeals of those requests, the reduced median value of homes in the newly annexed land, and the narrowing gap between the officially available land and the actually available land.

- 2) Build a broader, more deliberate and transparent public finance system for the City of Corvallis. Identify and carefully describe all the options for financing our public services including general property taxation, special levies, fees, special districts, etc. Determine when other communities and we have used these tools in the past and create guidelines for choosing amongst them and combining them in the future. Adopt specific policies that clearly describe progressive levels of public involvement from hearings processes to community-wide votes that create "contracts" with the citizens so when they approve a form of public finance they know the full costs of the services and their obligations to pay for those services, which will not be adjusted at least upward during the period special taxing tools are in effect. This work needs to be completed before the special levy expires in 2014 and if possible soon enough for the 2014 budget cycle. Success would be measured by movement toward sustainable City budgets, passage rates for special tax requests, and citizen satisfaction measured by the annual survey with the procedures used to develop, implement and adapt funding tools for City Government.

Local groups (e.g. League of Women Voters) could conduct a major portion of the initial research along with staff support. Many government finance experts, economists, and others concede that the future of public finance is moving toward less and less reliance on property taxes or general taxation. Developing a trust and ownership by the citizens is essential to creating a sustainable budget. These steps will create the foundation for developing that long term relationship with our citizens.

Rec'd - 11/13/13 /K

Suggested Goals for 13-14 City Council – Penny York

- Public Safety – *Adequately provide for public safety by identifying additional funding to reopen and staff Fire Station 5, and to assist the Corvallis School District with necessary safety plans including staffing school resource officers.*
 - Public safety is a fundamental responsibility of local government. Fire safety was reduced by the closure of Fire Station #5 in last year's budget.
 - Given the recent killings in Oregon's Clackamas Mall and in Connecticut's Sandy Hook Elementary School, it is crucial that we are proactive in providing safe environments for our children. The County provides school resource officers in some schools outside City boundaries. We need to address the needs for schools within our boundaries.
 - Other issues such as mental health services and gun safety are involved in providing safety to our residents. We should work with the School District, the County, and the State Government to address these broader issues where possible.
 - Funds are not available, given our current resources and our commitments to other services, in our budget. Therefore we need to look for additional funding to meet these critical needs.
- Public Process and Participation – *Ensure effective opportunities for members of the public, acting both as individuals and in groups such as neighborhood associations, to participate in city decision-making through a review and possible restructuring of city boards and commissions and their selection process, and conduct that review through the three City Council standing committees.*
 - Realign the review dates for all boards and commissions so that all those that report through a particular standing committee and have related purposes will be reviewed together. Develop criteria for use by the standing committees that are likely to develop a citizen-involvement system that is more effective for residents, more useful for City Council, and more efficient in the use of City resources.
- Future vision – *Provide a vision for City growth and development that is based on current knowledge and reasonable future projections and that incorporates shared values by revising or rewriting the City's vision statement .*
 - The 2020 Vision Statement was adopted by City Council more than a decade ago. Some of the work envisioned in that document has been achieved or is in progress. Some significant changes have occurred locally, state-wide, nationally, and globally that now need to be considered in future planning (OSU enrollment growth, loss of manufacturing jobs, state funding changes, health care reform, climate change).
 - The changes that have affected the City have altered our needs for planning. This is most apparent at the moment in the work of the OSU/City Collaboration (change in OSU enrollment) and of the Economic Development Commission (changes in jobs and funding).
 - The City's Vision Statement should remain the primary source to be used in aligning planning including the Council's annual goal setting process, the City budget, the Comprehensive Plan, sustainability efforts, and other City work. In order to do this it needs to be reviewed, revised, and/or rewritten.

January 14, 2013

TO: Kathy Louie
Corvallis City Councilors

FROM: Barbara Bull

WHEREAS the City of Corvallis currently has many citizen Commissions and committees that have been created at various times over the years, that utilize significant staff and citizen volunteer time; whereas citizen involvement in City decisions can sometimes frustrate both citizens and elected officials; I propose that the Council review the number and charge of existing committees and commissions and consider redesigning the structure to match resources with an empowered, streamlined, and effective citizen involvement structure.

Proposed Council Goal

"The Council will evaluate the existing committee and commission structure and transform it into a financially sustainable and effective Citizen Engagement program."

Evaluate, streamline and empower the official roles of citizens and partner organizations in City government. Infuse citizens and partner organizations in the decision-making process to yield more efficient and effective decisions and resulting programs.

Desired Benefits

- The city acts as a catalyst to coordinate, leverage and empower community resources to meet city goals.
- The two-way knowledge gap between citizens and partner organizations and government is reduced.
- City decisions are better understood by the community and are more effective at meeting real community needs in an efficient and effective way as community resources are better aligned.
- Citizens understand how to be proactively involved in solving current community problems

Motivating questions:

Corvallis has a long history of volunteerism and citizen involvement in city work. The current question is not whether citizens should continue to be involved, but rather whether citizens time is being used effectively. Is the cost in staff time appropriate to the level of the decisions being made? Is the current committee structure effective at empowering the organization to address today's most important problems? Could the structure be improved to coordinate work to address concerns such as childhood obesity? The Corvallis brand? Community cohesiveness and safety?

Does the current structure empower effective work on the larger challenges of today?

This country has a problem with overweight youth. What is the role of the city in addressing this problem locally? Could we have a goal that every child be involved in sports? What would be the appropriate roles of city recreation, county health, the school district, and non-profits such as the Boys and Girls Club?

We have a beautiful city full of talented people interested in attending cultural events and activities. Employers, businesses, and artists would like to attract visitors and employees from outside of Corvallis. What is the role of the city in making this happen? How do city employees, the art center, the Majestic, festivals, OSU, and non-profits such as Corvallis Tourism work together to make this happen for our community?

Citizens are too busy to attend meetings, and some meetings and outreach efforts are poorly attended. We have a Committee for Citizen Involvement, a few active Neighborhood Associations, Neighborhood Empowerment Grants, Emergency Preparedness efforts, a volunteer Neighborhood Watch program and many non-profits doing work building community. Could the city benefit from a program modeled after Portland's Office of Neighborhood Involvement (mission statement provided) that might coordinate and empower these efforts?

"Promoting a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and livable neighborhoods and communities."
(<http://www.portlandonline.com/oni/>)

Possible Actions

- Survey current commission and committee members about their role on the committee, its role, effectiveness and possible improvements.
- Committees and commission missions are studied, the resulting structure is nested so that formal bodies with authority are appropriately staffed, and related committees are report to formal system that is eventually forwarded to decision-makers for official action.

Current Policy Context

Existing Council Goal on Financial Sustainability

The Council will create a financially sustainable City budget.

- Amend compensation policies to align total employee compensation with available City revenue.
- Develop new sources of revenue that align with the cost of **desired City services**.

Existing Vision Statement from Vision 2020 on Government and 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."

Rec'd 1/14/13 - JWC

Goals from Hal B.:

Continue to work towards a sustainable budget with an emphasis on exploring and implementing revenue sources. Included but not limited to: 1) by Jan. 1, 2014, develop and implement a funding source to reinstate and improve public safety, and 2) renew the property tax levy supporting Park and Recreation and Library programs.

Continue economic development efforts particularly supporting new companies generated from OSU research and those related to agriculture.

Continue to support the OSU Collaboration effort by implementing as appropriate recommendations forwarded from the Steering Committee.

Updated

Suggested Goals – Sorte 011413

1) Affordable Housing/Annexation Policy Update

Review and update the Corvallis annexation policies to increase affordable housing by increasing the supply of buildable land that is on the market. Consider limiting the duration of time a portion for each annexation can be utilized for construction to assure a significant portion of the annexed land is quickly and progressively available for housing. This would increase the supply of land and potentially providing more homes that are affordable for low and moderate income people – primarily by avoiding the long term speculation for a significant portion of the buildable lands. Once a parcel is annexed it immediately enjoys a limited monopoly and the developer may choose to wait extended periods of time to build on any or a significant portion of the property. This creates a conflict between our formal and practical definitions of twenty years of available lands and drives the price of new homes up as the developers work to only build when the market is as strong or high as possible. Traditional affordable housing programs while very important have not sufficiently increased the affordability of our housing. We need to thoughtfully increase the supply of land that is available.

In addition, we could address another contentious issue within this goal by providing more certainty to the neighborhoods most impacted by annexations, to developers and to the community. Land that is approved by the voters for annexation needs to be developed consistent with the proposal that is presented to the voters. Many of those annexations need to follow through on their proposals to construct at least a portion of affordable housing in the development. It is time to tighten our annexation policies.

Currently, if an annexation is expected to be controversial the developer may be motivated to present the lowest impact option. Then, if the annexation is approved the developer can return to a more limited decision making process through appointed and elected officials to modify the zoning requirements – often reducing the affordability of the homes and increasing density.

The League of Oregon Cities 2010 report indicates that 34 other communities have followed Corvallis' lead in amending their charters to require a vote on annexations. We may now learn by studying their experiences as well as our own to reduce the very difficult annexation process that has demanded our community's attention and exacted a very high opportunity cost.

The study to develop possible options for updating our annexation policies could be completed within a year with oversight and recommendations by the Planning Commission and many other groups in the community. In another year, we could make a proposal to the voters and complete the update. We would measure the effectiveness of the new policies primarily by the reduced median value of homes in the newly annexed land, the first time success rate of annexation votes, the number of requests for zoning changes for annexations, the number of appeals of those requests, and the narrowing gap between the officially available land and the actually available land.

2) Sustainable Budget Built on Community Trust

Build a broader, more deliberate and transparent public finance system for the City of Corvallis. Identify and carefully describe all the options for financing our public services including general property taxation, special levies, fees, special districts, etc. Determine when other communities and we have used these tools in the past and create guidelines for choosing amongst them and combining them in the future. Adopt specific policies that clearly describe progressive levels of public involvement from hearings processes to community-wide votes that create “contracts” with the citizens so when they approve a form of public finance they know the full costs of the services and their obligations to pay for those services, which will not be adjusted at least upward during the period that special taxing tools are in effect. This work needs to be completed before the special levy expires in 2014 and if possible soon enough for the 2014 budget cycle. Success would be measured by movement toward a sustainable City budget, passage rates for special tax requests, and citizen satisfaction measured by the annual survey with the procedures used to develop, implement and adapt funding tools for City Government. Local groups (e.g. League of Women Voters) could conduct a major portion of the initial research using the City Finance Department’s previous work as a foundation. Many government finance experts, economists, and others concede that the future of public finance is moving toward less and less reliance on property taxes and other forms of general taxation. Developing a trust and ownership by the citizens is essential to creating a sustainable budget. These steps will help build that long term relationship with our citizens.

3) Increase the Number and Diversity of the Candidates for Elected Office in Corvallis

Develop a pilot project to increase the number and diversity of candidates for office in the 2014 Corvallis elections. While Vision 2020 formally states “...the city council and mayor are elected in contested races...” and Corvallis expresses a high value for diversity, the elected officials do not comprise a particularly diverse group in terms of gender, age, income, race, ethnicity, etc. If creativity is dependent on the people who are working on the issues having diverse backgrounds and interests and if creativity will be at a premium as we approach a future that is particularly challenging, increasing the diversity of decision makers may be critical to our future livability. We have a number of groups in Corvallis that focus on diversity. They could develop recommendations, send representatives to a work group and have a plan ready to go by December 31, 2013. Modest contributions by private (e.g. G-T offering one advertisement to every candidate at no cost) and public (e.g. City of Corvallis providing meeting space and support for one candidate forum) entities may go a long way to encourage a very interesting election in 2014.