



## AGENDA

### Imagine Corvallis 2040 Steering Committee

November 17, 2016, 4:00 pm to 6:00 pm

### Madison Avenue Meeting Room

#### Item

#### Welcome

- 4:00 Introductions & Agenda Review**  
Review of September 15, 2016, and October 20, 2016 meeting notes and proposed November agenda
- 4:05 Public Comment**
- 4:25 Review of Final Documents for City Council Consideration, and Discussion of Public Input Received**  
Review final draft Vision as presented to the City Council for their November 21<sup>st</sup> meeting. Discuss open house and public input received to date.
- 4:40 ICSC Report to City Council**  
Review draft report to City Council and provide direction to staff for completion of report to be submitted to Council for December 5<sup>th</sup> City Council meeting.
- 5:20 Steering Committee Discussion on Sunset and Next Steps** - Finalizing Vision booklet, Community Action Plan development, Implementation Committee appointment, etc.
- 5:40 Steering Committee Project Reflections**
- 6:00 Adjourn**

---

#### **City Council Goal**

##### *Vision and Action Plan for Corvallis*

*Using an engaged community process, create a new Corvallis Vision and Action Plan 2040 by December 2016. The resulting plan will include an aspirational vision, an action plan for the City and community partners that is achievable and measureable using a livability index, and a method for regular evaluation and necessary revision. The vision and action plan will be the foundation for necessary work on other City plans.*

**REVISED DRAFT  
CITY OF CORVALLIS  
IMAGINE CORVALLIS 2040 STEERING COMMITTEE MINUTES  
September 15, 2016**

**Present**

Mayor Biff Traber  
Councilor Bill Glassmire  
Brenda Downum  
Laura Lahm-Evenson  
Stacey Mellem  
Jennifer Moore  
Larry Roper  
Deborah Rose  
Skip Rung  
Jacque Schreck

**Absent/Excused**

Karisa Boyce  
Councilor Hal Brauner  
Dan Brown  
Susan Capalbo  
Jonathan Kurten  
Annabelle Jaramillo  
Cooper Whitman  
Councilor Penny York

**Staff/Consultants**

Mark Shepard, City Manager  
Paul Bilotta, CD Director  
Sarah Johnson, Senior Planner, Project Manager  
Kent Weiss, Housing Division Manager  
Doug Zenn, HDR Consulting Team  
Liza Morehead, PSU (via phone)  
Mark Lindgren, Recorder

**SUMMARY OF DISCUSSION**

Agenda Item	Information Only	Actions/Recommendations
Introductions & Agenda Review	X	
Final Review of Vision Statements and Draft Big Vision	X	
Review of Community Action Plan Template Sample	X	
Final Recommended Indicators	X	
Steering Committee Report & Recommendation to City Council	X	
Public Comment	X	
Fall Festival	X	
Adjourn		Adjourned at 6:04 p.m.

Attachments to the September 15, 2016 minutes:

A. Doug Zenn, HDR Memo Sept. 9, 2016 RE: ICSC Final Report Decisions

**CONTENT OF DISCUSSION:**

I. Introductions & Agenda Review

Mayor Biff Traber opened the meeting at 4:03 p.m., stating he was acting as chair today, and would be active in oversight of development of the action plan. Participants introduced themselves.

II. Final Review of Vision Statements & Draft Big Vision

Doug Zenn, of HDR, summarized that anything that needs to be in the final packet needs to be wrapped up at this meeting; that said, we seem to be doing well with all the pieces, and we'll do a final check-in on them today. We need to add goals and objectives for the Fall Festival, and look over the draft final Vision Statement, Big Vision Statement, the one-pager, and Focus Area statements. He displayed the Community Action Plan template, which is ready to turn over to an implementation team; it's a directional document, and is not final. It is partly populated with action items the committee has suggested the last couple meetings. Liza Morehead trimmed down the number of indicators to a handful for each focus area. He said the final report is ready to turn over to the City Council, saying we can incorporate any final adjustments. The primary focus is to reconcile any differences at the next meeting. Mayor Traber noted that the next meeting is actually October 20, not October 13, after the Council has seen it at its October 18 work session, so the committee will then have the Council's feedback.

Jacque Schreck stated that many community members she's talked to don't realize that we won't necessarily meet all the targets. Mr. Zenn conceded that the existing Action Plan items were all over the map, but that simply reflects the highlights of applicable input received so far; some may well not be implementable. However, we can take that input to partners for their response. In partnerships, more will get done with collaboration rather than everyone working independently. Mayor Traber said partners have been encouraged to consider how we can work together, as part of the overall Community Action Plan, with potentially broader involvement and increased visibility.

Laura Lahm-Evenson asked the rationale for synthesizing the Big Vision even more than we've done; Mr. Zenn replied that it is more digestible, and is the entry level "elevator speech" of the broader vision, capturing aspirations. Stacey Mellem noted that the 2020 Vision also had a one-pager, and that had been very helpful in outreach to the community.

Ms. Mellem stated that much about the Big Vision was admirable, but that some language was awkward, asking if that would be improved; Skip Rung concurred. Mr. Zenn replied that it was not final; suggestions can be made today, but cautioned that with later suggestions, we don't want to fix one problem, only to create another. Mayor Traber suggested participants identify awkward wording. Sarah Johnson explained that

the color copy versions distributed today were the most recent version, with a few differences between the versions in the packet.

In review of the **Draft Big Vision**, Ms. Mellem summarized that overall it captured content well. It is important that a vision focuses action (as well as what you're *not* going to do). In the first sentence, "Green spaces connected by transit, biking and walking", she noted that parking has been a big community issue downtown, and asked if that was saying we're not going to deal with parking. Mr. Rung replied that it doesn't say that we wouldn't deal with it, but we may wish to ask if it covers the needs of the elderly and disabled and others with mobility issues; Ms. Rose agreed that was a good point.

Mr. Rung said "Corvallis fosters a safe, sustainable resilient city" struck him as awkward, especially "foster", and suggesting "small city environment". In the "Art Centered" section, Ms. Schreck suggested improving the sentence on "...quality of life and sense of place..", which adds "...benefit from exceptional community support.."; Planner Johnson suggested using two sentences. Ms. Schreck related that the Arts and Culture Committee last night was discussing a grant, and suggested "Corvallis is an affordable place for people and artists to do creative things". That Committee found that many grant applications were asking for just a little money, since artists often can't pay rent on a performing center. Mr. Zenn replied that this will be in the facilities and affordability aspect of a focus area.

Councilor Glassmire highlighted punctuation, suggesting primary dividers use semicolons, and secondary dividers use commas; others agreed.

In review of the **Vision Statement**, Planner Johnson said there were no changes other than the date in the Engage and Support focus area.

Regarding the Learn and Thrive focus area, under Community Partnership for Human Services, Deb Rose said it should say "access to human services", rather than "health care services". Planner Johnson added that in "Access to Healthy Lifestyles", staff added "recreational opportunities".

Larry Roper noted that in the umbrella statement at the top of the page, the word *between* should be replaced by *among*. Mr. Rung said the section title "Access to Healthy Services" should be replaced by "Access to Health Care Services". He added that the City of Corvallis itself is not a provider of health care services; instead, there should be language to the effect that "Corvallis is home to a well-coordinated and affordable system"; Ms. Mellem concurred.

Regarding the Innovate and Prosper focus area, under Family and Living Wage Jobs, Mr. Rung suggested "Corvallis has a *sufficient* number and variety of jobs"- we don't necessarily need to keep increasing the number of jobs. Under Nurturing Small-to-Medium Sized Business, he questioned whether small and medium-sized business were truly *pillars* of the community's economy, as opposed to larger employers. Instead of using the word pillars, perhaps the language could be that these businesses reflect the face and character or diversity of the community.

In the Create and Celebrate focus area, Ms. Mellem felt the statements shouldn't be too restrictive. Under Accessibility of Arts, the sentence should finish with "accessible to all community members." Planner Johnson replied that the language was derived from many community comments, especially on introducing arts education into the school system, and collaboration with higher education institutions in the community, and support of community cultural organizations; Mr. Zenn concurred. Ms. Rose suggested replacing "through" with "through resources, including" Brenda Downum added that a critical component was making effective connections, and breaking down silos in the arts community; we'll be strengthened by working together; and concurred with the existing language.

Under the first bullet in Community Support for the Arts & Artisans, Mr. Rung suggested replacing the word "exceptional" if possible. Planner Johnson said staff modified the second bullet to "Variety of Arts *and Entertainment Venues*".

Mr. Zenn said that staff split up the last two bullets. Planner Johnson explained that she and Councilor York, in reviewing public comments, found that many people referenced Corvallis' unique location in the Willamette Valley, with its sense of place and geographic identity, so the changed language came from that. Also, passive recreation (such as walking and boating) had been missing; Mr. Zenn added that the language was supported by public comment. Mr. Rung added the Corvallis to Coast Trail would be in place by 2040; Mr. Zenn agreed that that would fit well in the Action Plan.

Regarding the purple version of Plan & Change, Mr. Zenn reported that this focus area was a real magnet for community comment in relation to other focus areas. Mr. Roper noted it was the most declarative focus area, and suggested using more assertive language: "Corvallis *is* a safe community."

Regarding the Steward and Sustain Focus Area, Laura Lahm-Evenson related that the League of Women Voters Climate Change Committee will bring testimony that putting that focus at the end of the document makes it feel less important. One suggested ordering them in alphabetic order. Mr. Zenn said that placement at the end could also be perceived as an anchor position.

Under the bullet Community Safety, Ms. Mellem proposed changing language to "...911 dispatch services *that meet or exceed professional standards*". Ms. Lahm-Evenson noted that 911 services may well be replaced by 2040. Some suggested replacing the term "911" with "emergency dispatch".

Mr. Zenn noted there is still public comment and more opportunities to make changes to make it better. The next meeting will take into account Council's comments and public comment. Mayor Traber stated that the October 20 Steering Committee meeting may not be the last committee meeting; the Council may request final changes.

### III. Review of Community Action Plan Template Sample

Mr. Zenn highlighted a sample page sent out in the packet, saying that at this point, we can make little changes. The next step is to start engaging partners, and point out

community suggestions to them, giving an indication of where we want to go. Partners, since they are the ones actually doing the work, will generally be the ones who define it.

Ms. Lahm-Evenson said some community members objected to statements that were ridiculous, or suggested improvements to them, or found statements that were not relevant to a focus area; she asked how best to explain it to the community. Mr. Zenn explained it was a working document, and just directional, and simply tries to capture what we've heard; staff have only cut illegal statements. The next step is determining who will do the work. He said there'll be another round involving lead partners.

Planner Johnson said it is intended as a template for action plan development, including sample actions and strategies that we've heard through community outreach. She's started a spreadsheet of community comments that will also have a second column of input from stakeholders and those who can assist. Ms. Lahm-Evenson said she could envision a lot of community interest, with visionary, aspirational ideas coming forward.

Mayor Traber noted that the list gathered so far will not be the sole source of materials in creating the Action Plan; the mapping should include the stronger comments proposed, as well as being open to new things. Mr. Zenn added that if there's no one to do something, it will die a natural death until someone steps up to do it. We can ask partners how ideas line up with what they going to invest in anyway, or how the information helps decide what they are going to invest in, and integrate the ideas. Ms. Rose said that some proposals would require a lot of money that is probably not currently available, so it's important to note that these are ideas, but it needs to be something that can become a realistic plan. Mr. Zenn said some steering committee members may wish to serve on an implementation committee in the future. He said some ideas were pulled out and placed in the Action Section.

Ms. Schreck noted that there will be new partners over the course of the next 26 years, so it made sense to leave some partners boxes unfilled in, and people can work together to meet the needs; it is visionary and stimulating to the public. Mr. Zenn said in the action planning phase, generally we recommend that if there isn't a lead partner, that a proposal won't be tracked; or, a lead partner can address something incremental to keep it alive. Ms. Mellem noted that some of the statements (such as Opportunities for Teaching and Learning) don't match; Mr. Zenn concurred that we'll rectify them.

Mr. Rung asked whether the template to show at the Fall Festival would include metrics or indicators, to help engage people. Mr. Zenn said there had been discussion on the one-pager listing the umbrella vision, and listing indicators for each section.

Planner Johnson clarified that some of the strategies under the title of the Vision Statement have been changed slightly from a Vision Statement to an Action Strategy; Ms. Mellem advocated that it instead remain as a Vision Statement, with Actions underneath (what we are going to do to get there) below it. Planner Johnson said it is organized with each focus area having an umbrella statement, and the vision statements underneath those changed into active strategy language. Mr. Zenn added that the vision is what we want to get, and the strategy is "do *this*".

Mayor Traber said he was hearing that the presentation of the Action Plan having a Vision Statement for each focus area, and under that, one or more Action Statements. Mr. Zenn sought feedback on that approach, as opposed to more directive language; the statements are essentially the same (one is “We would like to get to there” while the other is “Go there”). Mr. Rung responded that the hierarchical language is familiar: vision or values, strategies, tactics, and ending up with something measurable and actionable. Ms. Mellem advocated using the same language, so that the public eventually decides whether a project fits within the overall vision. Ms. Lahm-Evenson said it is less confusing to the public when the language is consistent: have the vision, and let the public develop the actions. Mayor Traber said you can still have the Vision Statement restated as an action as the first strategy, and have only one strategy statement. Planner Johnson said we could reconcile this by having each individual Vision Statement, then under each, a Strategy, and a very short Action. Mr. Zenn stated that we’ll try to capture that intent for the next Meeting. He said our final report could explain how it is set up.

Ms. Downum said it still feels murky how lead partners will be engaged with the recommendations. Mr. Zenn explained that the statements are used as examples of things people have suggested along the way. For example, an initial core team, and then an implementation team, could approach the school district as a lead partner. Mayor Traber said we need to clarify the still-murky implementation process and that the steering committee should weigh in on what the process ought to be. Mr. Zenn said some lead partners may well take on suggestions, or be willing to take them on if other lead groups come on board, as well.

Ms. Downum asked how we identify lead partners; Mr. Zenn expected that before the end of the year, a core team may take this on. Mayor Traber stated that a transition team may be needed- it shouldn’t be strictly an internal City discussion. Ms. Rose said many lead partners may be concerned on who is funding it- many agencies are very constrained already, so unless they are already doing a project that fits in, that will be a challenge. Ms. Mellem said we can highlight to agencies the overall strategy and note that these are things that came up, and ask if they make sense to them. Mr. Zenn estimated that 70% of the activities are already being done or can be done better in collaboration. Mayor Traber said a partners’ workshop would allow them to have conversations on collaboration. Ms. Schreck said that organizations will be looking at this over the next twenty years as they prepare their own action plans. Ms. Rose said that community partners will need a methodology as they go through the list, looking at whether there is community support among partners, and whether there is available funding as they determine priorities.

Mr. Rung asked whether getting all the major stakeholders together was envisioned; Mr. Zenn noted that workshops have been done in the past, but you can’t get all the partners there. However, the top 10-15 lead partners will likely do 80% of the work, with the City doing 40 to 60% of the actions. Plans generally have roughly 40 to 60 partners; many can do one-off collaborations on different action items. Mr. Rung asked if there would be a leadership briefing for major partners; Mayor Traber noted that we’ve already started introducing partners to the concept- explaining what we want to do, and what we’d like

partners to be thinking about; however, we've not yet met with school district leadership. He liked the formal briefing idea. Mr. Rung said some partners will suggest how to make the Plan better. Ms. Lahm-Evenson advocated that the Action Plan process be open and transparent process, so the community feels engaged and that it owns it.

Ms. Downum said the City will be a lead partner on many actions, and so suggested the City pick an item as an example. She said some suggested action items for the school district are simply not feasible; it's interesting to hear what people don't know. The district will be bringing very different actions to the table. Mayor Traber noted that if there's not a lead partner, it won't get done. Mayor Traber said we need to explain that community-generated ideas for action items comments are included without any vetting, and many will not happen without a lead partner signing up for them. Ms. Lahm-Evenson related a couple of organization lead partner representatives flat out stated that some action items could not be done. Ms. Rose said that we also have to understand how people will respond when they don't see their items on the action list; maybe there could be a list of suggested action items that don't get addressed that still stays open. Mr. Roper suggested framing the Plan as a preferred future, with many ways to get to that future; we have to match up energy, capacity and resources that lead to the preferred future; that will change over time.

Mr. Zenn related that Hillsboro (whose Action Plan is now 15 years old) started with a firm Action Plan. However, an Implementation Committee collected suggestions, and added a couple new lead partners a couple years in, in recognition that times were changing and that there was new energy for some projects. Now, every two years, they add in items from collected suggestions. At five years, they felt it worthwhile to ensure their Action Plan was up to date, looking at strategies (an eight-month process). He summarized that a Plan should be pretty set, but not inflexible.

Ms. Mellem asked how and when we determine whether an action does not in fact lead to the vision outcome we want; Ms. Lahm-Evenson felt that would be a task for the Implementation Team. Mr. Zenn suggested the next meeting could discuss the implementation body, in order to provide some guidance; Ms. Schreck said we need to hear from the Council, and then go from there. Mayor Traber said the Council's October 18 work session will primarily look at the Big Vision, the Vision, the concept of the Action Plan and the template, and the metrics. Recommendations can be dealt with in a follow-on Council session. Mr. Rung said implementation appeared to be a management process over several years, and looking at Hillsboro and other operational examples could be helpful. Mr. Zenn said this committee could likely quickly determine, as part of its recommendations, what issues it wants an implementation committee to address. Mr. Roper said that it is really the process that will develop the content of the action plan- we need a well-designed conversation. Mr. Zenn summarized that this committee can simply recommend creating a body to carry it forward.

#### IV. Final Recommended Indicators

Liza Morehead, Portland State University, called in on speaker phone at 4:41 p.m. Mr. Zenn asked her to highlight her changes. She said there were some changes in some indicators, reflecting comments from the last meeting. These included crime rate and

alternative energy usage, and she reduced the number of too-numerous bike indicators. Regarding arts and culture, following additional research, she recommended an item to complement the artist wages metric.

Mr. Zenn noted that this was the first use of metrics that his team has used in a Plan; the implementation group will need to give them a test ride to see how they are working. Ms. Morehead can put data sets together for the implementation group to use. Ms. Lahm-Evenson expressed concern about using the Corvallis Neighborhood Livability Survey, which has not been used for awhile. Mayor Traber replied that it's just a couple years old, and updating it would be part of the cost that the City would be committing to in going forward with an Action Plan. Mr. Zenn said it is in a couple places in the Plan, and would be an omission if it were eliminated altogether.

Ms. Mellem said this may be an opportunity to revise the survey, to ensure it helps what the Vision trying to accomplish. Mr. Zenn agreed this could be part of our recommendations.

Under Learn and Thrive, regarding library usage metrics, Ms. Schreck noted that the library puts out both quarterly and annual statistical data; the library also just completed a strategic plan that could be helpful. Mr. Rung asked if the Council would like a data report; Councilor Glassmire said Councilors get the Manager's report, and the data is interesting. Mayor Traber added that there is more than one library; for example, the OSU library calls out its accessibility to community residents. Ms. Mellem asked about the City Manager's report; Mayor Traber said it's mostly operational. Mayor Traber said the livability survey had already been used regarding the City's budget.

A staffer pointed out that there will be an oversight group that does regular check-in on progress. Mr. Roper noted that libraries are like learning centers now, and we have to look at activities beyond just circulation. Ms. Morehead agreed it was a good point, and should be captured- the library is a resource and is used for so many things, but data on some of those activities are typically not easily collected. She suggested including data on those other types of participation, if it is being collected; Mr. Zenn said we'll look at that and bring it back as a note.

Jennifer Moore suggested adding a data point under Innovate and Prosper- Self Sufficiency. The United Way of the Pacific Northwest recently published its Asset Limited, Income Constrained, Employed (ALICE) report, which drills down in various categories that we're looking at. The report, looking at Oregon, Washington, and southwest Idaho, looks at counties and sometimes municipalities, and will be updated in 2016 and every two years after that. She said she sent links to Planner Johnson and offered to make connections to the report's data team.

Ms. Rose said it wasn't clear where the percentage of unemployed should be placed. Ms. Morehead replied that unemployment is a commonly used indicator, but she hadn't seen a clear tie-in. It could go under Innovate and Prosper, or Learn and Thrive (since it affects people's ability to access health insurance, which is tied to employment). Mr. Rung said that to get an idea on how the economy is doing, you'd want to look at data

on labor force participation, unemployment rates, and total population. Under Learn and Thrive, health factors and health outcomes, Ms. Rose asked if there would be information on mental health access, insurance coverage, and daycare. Ms. Morehead replied that daycare is not in there, and will check on mental health. Mayor Traber said there was a ranking of counties by the Robert Wood Johnson Foundation; we could check with the County Health Department.

Ms. Morehead summarized that she heard roughly a half dozen changes/updates, regarding mental health care access, child care, the ALICE report, insurance coverage, unemployment, health care access, insurance coverage; child care, and the library. She believed the health insurance access was part of the health rankings; she'll check.

Mr. Zenn said the Livability Survey would be listed under Recommendations. Mr. Roper highlighted the relationship between OSU and the community. Planner Johnson said we'll look at indicators.

V. Steering Committee Report & Recommendation to City Council

Mr. Zenn summarized that the report contains an initial overview; information on the committee's efforts on moving the process forward, along with outcomes; and a short background. It will include a summary of the outreach, with details in the appendix. Ms. Mellem emphasized the importance of reminding the public on all the outreach; Mr. Zenn agreed that collectively, the outreach work was stunning.

The second section is on vision development, with the one-pager on what a Vision is, and Corvallis' own Vision; Focus Areas; and Vision ideas. Ms. Mellem and Ms. Schreck advocated listing the Focus Areas alphabetically; Mr. Zenn replied staff would see whether that resulted in any mismatches and report at the next meeting. The second section will include some information on the Action Plan, with committee recommendations on templates. It will also include evaluation metrics; and committee recommendations, including creating a body to take this forward. He sought feedback.

Mr. Rung suggested including a management process and operational vision, perhaps modeled on Hillsboro or other Plans. Councilor Glassmire suggested including an example on one issue, to show how the Action process will work; Mr. Zenn concurred.

Downum asked whether the template would be part of the recommendations; Mr. Zenn replied that it would not be, but that a one-pager was suggested to simply serve as an example. Downum said that the language seems to indicate that the report would include an overview of the Action Plan template and the suggested action ideas from this committee; however, she felt that those action ideas actually are from the community process- she felt uncomfortable with the listed action items. Mr. Rung agreed that some action items may be given a status they don't actually deserve, since they are unfiltered. Mayor Traber suggested perhaps listing the Action Plan last, to reflect that they are not firm; Mr. Zenn felt that made sense.

Ms. Mellem expressed concerns about evaluation metrics, saying that typically one doesn't use existing measures- one creates them. Mr. Zenn said that Visions typically

get things done in the Action Plans; the metrics open up the conversation, but don't give you the answer on whether the community is moving fast or aggressively enough. Lahm-Evenson said we need to make clear that the metrics are not cast in stone, and that they need to be flexible. Mr. Zenn agreed the Action Plan is a fluid, living document, while the Vision is more set in stone.

#### VI. Public Comment

One member of the public said that much of the Big Vision is admirable and covers a lot of ground, but some priorities are missing. We have to look not just at what we want, but also what we'll likely face in the future. The six focus areas are not prioritized, but in the future, we'll be looking at likely serious challenges on climate change, earthquakes, economic changes, as well as combinations, etc. The document should state that we need to start seriously prepare for these changes.

Greg Wilson expressed concern on the Plan and Change focus indicators, regarding biking, pedestrians, and transit. Regarding sharing bike lanes, there are currently bike lanes on 98% of collectors and arterials in Corvallis; we probably can't get bike lanes on the remaining 2% due to different serious obstacles. Corvallis recently re-did its Bike-Friendly Community application, which contains questions on the number of miles of bike boulevards, buffered bike lane, number of traffic calming features installed within the last year, numbers of pedestrian-activated crossings installed, and curb extensions installed; however, it's not clear we can expand on these. Mr. Zenn said we can send that to Ms. Morehead.

Holly Holton Archer, of Work Unlimited, asked if access to disability services was on the indicators list; Ms. Schreck replied it was. Ms. Holton-Archer asked the responsibilities of a core lead partner; Mr. Zenn replied that it was usually taking on an action in the Action Plan. She asked if that meant attending regular meetings, perhaps quarterly; Mr. Zenn replied that it wasn't defined yet. Typically, there's reporting with the implementation team getting an annual progress report from a partner. She felt her group could be a lead partner- it enhances employment opportunities, and is a provider that implements the state goal of "By work, we succeed". Mr. Zenn anticipated a number of nonprofits would become lead partners. Mayor Traber said that clarifying or defining roles of lead partners needs to be added.

It was reported that Benton County was moving forward on its own "2040 Thriving Communities Initiative" visioning process, and that the County's new Public Information Officer would be making it more visible. The site [www.benton2040.org](http://www.benton2040.org) has information.

One participant related that the Community Programs of the Associated Students of OSU (director, Darren Nguyen) was a great resource.

#### VI. Fall Festival

Ms. Lahm-Evenson highlighted item #3 on the memo- "Action ideas have not been vetted by the community". She was very concerned that OSU Days and Fall Festival may not be appropriate events for getting feedback on the vision.

Mr. Zenn related that Planner Johnson is looking for volunteers to gather public feedback at the Fall Festival. We want to recognize that we've heard action suggestions. We'll be asking people to choose their top three favorite suggested visions to see what cream rises to the top during a three-minute exercise, as well as the items that get no response at all. We'll also be collecting new ideas.

Councilor Glassmire asked about the meaning of the phrase "Lorem ipsum"; Mr. Zenn explained that the phrase is commonly used as filler in document creation, and is placed where there are no actions yet.

Mayor Traber emphasized next meeting is Oct. 20, not the 13<sup>th</sup>.

Planner Johnson said she'll put together talking points for volunteers staffing the booth.

VII. Adjourn

The meeting was adjourned at 6:04 p.m.

**DRAFT**  
**CITY OF CORVALLIS**  
**IMAGINE CORVALLIS 2040 STEERING COMMITTEE MINUTES**  
**October 20, 2016**

**Present**

Councilor Penny York  
 Councilor Bill Glassmire  
 Dan Brown  
 Brenda Downum  
 Jonathan Kurten  
 Laura Lahm-Evenson  
 Stacey Mellem  
 Jennifer Moore  
 Jacque Schreck

**Absent**

Councilor Hal Brauner  
 Karisa Boyce  
 Susan Capalbo  
 Annabelle Jaramillo  
 Larry Roper  
 Deborah Rose  
 Skip Rung  
 Cooper Whitman

**Staff/Consultants**

Mark Shepard, City Manager  
 Paul Bilotta, CD Director  
 Kent Weiss, Housing Division Manager  
 Sarah Johnson, Senior Planner  
 Doug Zenn, HDR Consulting Team  
 Terry Nix, Recorder

**Visitors**

Mayor Biff Traber  
 Annette Mills  
 Shelly Murphy

**SUMMARY OF DISCUSSION**

Agenda Item	Information Only	Actions/Recommendations
Introductions & Agenda Review	X	
Public Comment	X	
Review of Final Documents for City Council	X	
ICSC Report to City Council		Consensus to forward the draft vision text to City Council with a recommendation that there be an earnest opportunity for the broad community to see and comment on the text and that those public comments be seen by the City Council before action is taken.
Steering Committee Discussion on Sunset and Next Steps		An additional meeting was scheduled for November 17, 2016.
Adjourn		Adjourned at 6:00 p.m.

## **CONTENT OF DISCUSSION:**

### **I. Introductions & Agenda Review**

Councilor Penny York opened the meeting at 4:05 p.m. and reviewed the agenda. She noted items at committee members' places: an email to staff from Skip Rung, a draft mockup of the Vision Initiative Nomination Form, and a draft mock-up showing what a page in the community action plan might look like. It was noted that the draft Vision Initiative Nomination Form was produced based on discussion that organizations would need some mechanism for proposing action items to advance the vision for consideration by the future vision implementation committee.

Ms. Downum expressed concern that the September 15 meeting notes weren't reflective of the lengthy discussion that was had regarding the need to make clear that this is just one part of a multi-step process, as well as discussion about how to bridge from the vision to implementation. She felt that Larry Roper had made a comment which nicely articulated the discussion, and she would like that to be included in the minutes.

Following brief discussion, it was agreed that Councilor York and Planner Johnson would use the audio recording and revise the draft minutes of the September 15 meeting to include highlights of the discussion.

### **II. Public Comment**

Annette Mills acknowledged the hard work of the committee, staff, consultants and Councilor York, and reviewed her own participation in the process. She referred to findings from the Willamette Water 2100 Project which indicate that temperatures will soon rise to uninhabitable levels in areas of the United States and that the Willamette Valley is one of the few areas where these temperature increases will be less intense. She said that climate change will impact all aspects of life in the community, and she requested that the committee reconsider its placement in the document. Specifically, she requested that the summary vision be revised by moving the last paragraph to the first, and that the Steward & Sustain focus area be moved from last position to first.

Shelly Murphy, League of Women Voters (LWV), thanked Mayor Traber and Councilor York for attending LWV Board meeting this week. She said the LWV is very anxious to have members of the community buy-in to the Imagine 2040 vision so that it will be supported and implemented. Participation at the beginning of the process was notable, and the online surveys and outreach to small groups were well received. The LWV believes that many of the early participants have been waiting to see the final draft vision and to have an opportunity to review and discuss it. The LWV suggests that the committee introduce the final draft document to community members, explain the next steps, answer questions, and ask for input regarding priorities. This could be done by holding a meeting in each ward, making presentations to a variety of community organizations, publicizing the availability of a speaker to come to group meetings, or holding several public meetings; the LWV would be happy to help with this effort. Although this may extend the effort into the next Council term, the LWV thinks that would be a worthwhile investment of time.

### III. Review of Final Documents for City Council Consideration

Consultant Doug Zenn displayed and reviewed a mockup of the vision overview document entitled *Imagine Corvallis 2040 - Our Community in Action*. Following brief discussion, committee members expressed approval of the size and overall look of the document.

The Committee reviewed the vision text, distributed in meeting packets. It was noted that the goal is to finalize the steering committee recommendation; however, the document will remain a draft and changes can be made until the time it is adopted by the City Council. The recommendation is tentatively scheduled for City Council review at its regular meeting on November 7. In discussion, several Committee members expressed that the final draft vision should be made available for public review prior to going to the City Council. The group discussed public testimony received from the LWV and options for going out for additional public input. It was noted that there have been several iterations with input and revisions at each stage, and that the final draft version includes changes based on a six-week survey done in August and September.

In response to a question from Councilor York, City Manager Shepard said that staff could post the final draft on the website, get copies distributed to the Library and other public places, and contact the Gazette-Times and community groups. He believes that there is time to get feedback and still present the draft to the City Council as scheduled. There was brief discussion about Council's schedule and the desire to finish the process by the end of this calendar year and Council term. Community Development Director Bilotta added that staff could hold a community informational session on the final draft so questions have been answered prior to going to City Council which may make the Council process a little more efficient.

Councilor York suggested that the Committee make any desired changes to the vision text and send that forward to the City Council along with a recommendation that Council also consider additional input received from the outreach activities outlined by staff. In addition, she suggested that the committee meet one more time to consider other items in meeting packets related to approach and next steps.

### IV. ICSC Report to City Council

The Committee reviewed pages 6 through 12 of the meeting packet which included the vision text, and there was general agreement to make the following changes:

- Include language to clarify that the visions are not in priority order.
- Start with a diagram that shows the focus areas as a unified circle so there is no implied priority or hierarchy.
- On the overview, move the last item (related to Steward & Sustain) so it is the second item on the page. Leave the first item (related to Engage & Support) as first because it is broader and overarching to the rest.
- The word "accessible" is used often and in multiple contexts. Replace some of those with alternate word choices.

- Reorder items under Plan & Change Focus Area so that Mixed Use Development, Diverse & Affordable Housing, and Well-Planned & Maintained Infrastructure are the first three items.

There was consensus that the vision text as amended would be forwarded to the City Council with a recommendation that there be an earnest opportunity for the broad community to see and comment on the text and that those public comments be seen by the City Council before action is taken.

V. Steering Committee Discussion on Sunset and Next Steps

The next meeting will be held on November 17, 4:00 p.m.

VI. Steering Committee Project Reflections

This item will be included on the November 17 agenda.

VII. Adjourn

The meeting was adjourned at 5:57 p.m.



Steering Committee  
Report & Final Recommendations

## Contents

1. Overview	1
2. Vision Development	5
3. Community Action Plan Development	13
4. Evaluation Metrics	15
5. Recommendations	15

## 1. Overview

Imagine Corvallis 2040, the city's Vision and Community Action Plan, identifies a far-reaching vision that will be translated into a series of budget priorities and community initiatives. The Vision will inform major decisions in the community through 2040, as well as future updates of the city's comprehensive plan and land development code.

This visioning process originated in 2014 when the City Council initiated a process to evaluate the City's progress toward accomplishing the goals of the City's most recent visioning project, Vision 2020. City Councilors noted progress in many areas, but acknowledged the need to focus the community's attention on those aspirations that have not yet been accomplished. Councilors also expressed a desire to develop specific objectives and initiatives to actively accomplish goals, with a set of metrics that would allow the community to gauge its progress in reaching goals.

Following the Vision 2020 review effort, the City Council decided to adopt a Council Goal to develop a new vision looking forward to 2040. In developing the Goal, the Council determined that the 2040 visioning effort should include an aspirational vision, initiatives to accomplish the vision, and a set of metrics to assess the community's progress in reaching those goals. In 2015, the Council formally adopted the 2040 Vision Council Goal, and determined that a task force would be formed to develop an approach to address the Goal, to make recommendations concerning the selection of a consultant to assist the City in the development of the 2040 visioning project, and to appoint a steering committee to work with the consultant and staff to accomplish the Goal. The Council Goal states the following:

*Using an engaged community process, create a new Corvallis Vision and Action Plan 2040 by December 2016. The resulting plan will include an aspirational vision, an action plan for the City and community partners that is achievable and measurable using a livability index, and a method for regular evaluation and necessary revision. The vision and action plan will be the foundation for necessary work on other City plans.*

The Imagine Corvallis Steering Committee (ICSC) was formed in early 2016 to work with the city's vision consultant (HDR) to develop a vision and action plan framework, identify opportunities for community involvement, and communicate regular status updates to the City Council. The committee includes:

Penny York, Councilor, Chair	Hal Brauner, Councilor	Bill Glassmire, Councilor
Karisa Boyce	Dan Brown	Susan Capalbo
Kerstin Colón	Brenda Downum	Annabelle Jaramillo
Laura Lahm-Evenson	Jonathan Kurten	Ann Mbacke
Stacy Mellem	Jennifer Moore	Larry Roper
Deborah Rose	Skip Rung	Jacque Schreck
Terri Valiant	Cooper Whitman	

The committee met 10 times in 2016 to develop outreach activities and review background documents and vision drafts. Meetings progressed from general planning work in preparation for vision outreach efforts, through much more detailed vision language development, strategic and action plan scoping and metrics review. This document summarizes the work and recommendations of the ICSC.

### **COMMUNITY ENGAGEMENT**

An important initial component of the Imagine Corvallis 2040 project included engaging the community in meaningful ways. The Imagine Corvallis Steering Committee worked with the project team to provide outreach activities during all phases of the project.

*For a list of activities performed throughout the project see Appendix A.*

### **PHASE I - Foundation Building**

During the foundation building phase, project team members conducted interviews and small group discussions with people representing a range of community groups and organizations. The intent of the initial round of discussions was to learn about community interests and challenges, and to gain insight into different communities and organizations whose engagement would be beneficial throughout the visioning process. These discussions were held with representatives and affiliates of more than a dozen civic organizations and businesses.

The Imagine Corvallis Steering Committee also served as a conduit of information to and from additional organizations and groups to raise awareness about the project and gather input to help develop the framework for the project.

The group agreed on six areas to focus the community vision conversations. These were developed to represent the whole community and issues relevant to it. These focus areas include:

**How We Engage & Support** – Involvement, Equity & Diversity

**How We Learn & Thrive** – Education, Health & Human Services & Personal Growth

**How We Innovate & Prosper** – Economy, Employment & Innovation

**How We Create & Celebrate** – Arts, Culture & Creativity

**How We Plan & Change** – Housing, Development & Livability

**How We Steward & Sustain** – Environment, Sustainability & Community Safety

## **PHASE II – Vision and Development**

The vision development and refinement phase was the longest phase of the project. It included numerous community engagement activities and monthly steering committee meetings. Understanding that not everyone engages in the same way, the project team took a diversified approach to community outreach throughout vision development. To that end, the ICSC worked with the project team to identify key groups and organizations to involve in the visioning process, and offered a range of community engagement opportunities (see Appendix B).

Visioning workshops held at the beginning of the vision development phase established a foundation for the project. ICSC members co-sponsored three visioning workshops with the city in March 2016. Each workshop focused on two of the vision focus areas and took participants through small and large group discussions around five key questions.

1. What do you most appreciate about Corvallis?
2. What is the biggest challenge for Corvallis now or in the future?
3. What is your vision for the future of Corvallis?
4. What is one strategy for achieving your vision?
5. How would you know your vision was being accomplished?

The questions led participants through a visioning exercise that generated ideas about where the community wants to be 20-30 years from now.

The city and ICSC reached out to local organizations with an inherent interest in at least one of the vision focus areas to co-sponsor workshops. With the support of community co-sponsors, ICSC members, and local volunteers, the workshops were well supported and drew high participation. ICSC members ensured that materials were translated into Spanish and that translation services were available at public workshops. Cumulatively, more than 300 community members attended the workshops and provided input to the Corvallis vision. Workshop dates and themes were as follows:

### **Workshop #1 Saturday, March 5, 2016 from 1 p.m. to 4 p.m.**

Lincoln Elementary School, 110 SE Alexander Ave.

**HOW WE ENGAGE & SUPPORT** – *Involvement, Equity & Diversity*

**HOW WE INNOVATE & PROSPER** – *Economy, Employment & Innovation*

### **Workshop #2 Saturday, March 12, 2016 from 10 a.m. to 1 p.m.**

Linus Pauling Middle School, 1111 NW Cleveland Ave.

**HOW WE LEARN & THRIVE** – *Education, Health & Human Services & Personal Growth*

**HOW WE CREATE & CELEBRATE** – *Arts, Culture & Creativity*

### **Workshop #3 Saturday, March 19, 2016 from 10 a.m. to 1 p.m.**

Boys & Girls Club of Corvallis, 1112 NW Circle Blvd.

**HOW WE PLAN & CHANGE** – *Housing, Development & Livability*

**HOW WE STEWARD & SUSTAIN** – *Environment, Sustainability & Community Safety*

ICSC committee members showed a tremendous commitment to inclusivity throughout the visioning process by volunteering their time to connect with diverse local groups and demographics. Traditional public involvement methods can fall short of encompassing a broad range of voices. Whether it was hosting a booth at a local farmers' market, having a small group discussion with the League of Women Voters, or handing out translated project information at Casa Latinos Unidos, the ICSC remained dedicated to creating a vision that reflected diverse community input.

Activities included:

- Booth tabling at community events
- Presentations for committees, interest groups, and organizations
- Small group discussions
- Distributing project information via email, posting on local bulletin boards, social media, and handouts at local organizations and businesses

*The list of completed activities performed can be found in Appendix A*

#### *Online Engagement*

People often don't have the time or resources to engage in local activities. That's why an online option to provide input can sometimes see the highest results. For Imagine Corvallis 2040, online outreach paid off. The project team launched two online surveys, working to promote them in the community and later helping to review the results. The surveys included:

*Vision Development Survey* – allowed people to submit online comments about the five key questions asked at the community workshops (see *Community Workshops* section above)

*Vision Vetting Survey* – allowed people to review the draft vision statements, make additional comments and provide suggested initiatives to accomplish the vision statements.

With the help of ICSC promotion efforts, the first survey received a remarkable 889 responses. The second survey surpassed the first by receiving 983 responses. The number of survey responses can be directly attributed to the steering committee's dedication to spreading awareness through a variety of community networks.

## **2. Vision Development**

With the extensive public input mentioned above, the Steering Committee worked with the project team to develop and review several drafts of the focus area vision statements. The committee also worked to summarize key points of each focus area for a Vision Overview draft, which also went through a thorough review and refinement process. The final recommended community vision is included below, followed by the vision statements for each focus area.

## ***Our Vision for Corvallis in 2040...***

***Corvallis supports and engages a changing population in a welcoming community...*** that accommodates all income and cultural groups, advances the well-being of all residents, emphasizes open, transparent, accessible government, plans for stable financing of long-term city needs, and promotes collaborative City/University relationships in all aspects of community life.

***Corvallis connects health care, education, and human services...*** supporting a healthy, educated, accessible community with a high level of well-being; enhanced understanding of cultural differences; and an environment of learning, engagement and achievement.

***Corvallis has a robust, diversified economy supporting good jobs and a livable community...*** with a wide range of small and medium-sized businesses that are environmentally responsible and involved in the community, including innovative new companies serving local and global markets.

***Corvallis cultivates an identity centered on arts, culture, recreation and celebration...*** where the arts and recreation are essential parts of the community's economy, quality of life and sense of place. Arts, cultural experiences, and recreational opportunities benefit from exceptional community support, are accessible to all community members, and make the city a regional destination.

***Corvallis is a compact, well-planned, livable city...*** with a vibrant downtown and commercial centers that blend employment, retail and housing; stable, healthy neighborhoods; a diverse mix of affordable housing; and a network of parks and green spaces, all connected by transit, biking and walking.

***Corvallis is a safe, sustainable, resilient, small city...*** that maintains the community's safety and security, protects its natural environment, addresses a changing climate, and prepares for emergencies with special attention paid to its most vulnerable populations.

## Engage & Support Focus Area

*Corvallis cultivates and engages a diverse and changing population emphasizing interculturally effective, inclusive and equitable programs and services.*

### **Well-Being & Basic Needs**

Corvallis advances the well-being of all of its residents, especially those with fewer resources, by addressing basic needs for food, shelter, safety, and health care.

### **Community Affordability**

Corvallis accommodates all income groups as integral parts of the community and ensures that people who work in Corvallis can afford to live here.

### **Open & Transparent Local Government**

Corvallis emphasizes open, accessible, and transparent government, fostering meaningful public involvement and volunteerism, an informed and engaged population, and community members who are empowered to participate in governance and decision-making.

### **Safe, Secure & Welcoming Community**

Corvallis is a safe, secure, and welcoming community for everyone, promoting respectful relations and collaboration between community members and those providing public safety services.

### **Strong, Vital Neighborhoods**

Corvallis promotes strong, vital neighborhoods, supporting neighborhood-centered activities and involving neighborhoods in how the community grows and develops.

### **Collaborative City/University Relationships**

Corvallis promotes positive and collaborative City/University relationships in all aspects of community life.

### **Core Community Values**

Decisions made in Corvallis honor and take into consideration the Corvallis 2040 Vision and Community Plan.

### **City Services & Financial Stability**

Corvallis balances the community's desire for services with financial stability and planning for long-term needs and contingencies through a transparent public process.

## Learn & Thrive Focus Area

*Corvallis recognizes and strengthens the connections among education, health care, human services, and personal wellness to support a healthy, educated, livable community.*

### **Equitable, Accessible Health Care and Education**

Corvallis creates new opportunities for learning and growth, accessibility and engagement, and support and inclusion. This results in high-level individual and community well-being. Community members contribute to and benefit from the resources needed to thrive.

### **Education & Diversity**

Corvallis promotes ongoing education, communication, and enhanced understanding of cultural differences, welcoming and empowering people of diverse backgrounds, cultures, and abilities.

### **Pathways for Student Achievement**

Corvallis promotes student achievement in learning, careers and life, recognizing and supporting the growing diversity of pathways to and definitions of personal and career success.

### **Opportunities for Teaching & Learning**

Corvallis promotes depth and breadth of teaching and learning from early childhood to adulthood through its schools, libraries, and other centers of community learning.

### **Culture of Learning, Engagement & Achievement**

Corvallis values education, leveraging the presence of Oregon State University and Linn- Benton Community College to foster a culture of learning, engagement, and achievement.

### **Access to Healthy Lifestyles**

Corvallis provides access for all to healthy food, water, and recreational opportunities for a healthy and active lifestyle.

### **Access to Healthcare Services**

Corvallis is home to a well-coordinated and affordable system for medical, dental, and mental health care.

### **Community Partnership for Human Services**

Corvallis ensures access to human services through a strong and collaborative partnership of nonprofit agencies, government, and local organizations to provide emergency and preventive services.

## Innovate & Prosper Focus Area

*Corvallis has a vibrant, diverse economy with a wide range of companies and businesses that are environmentally responsible and involved in the community while serving customers all over the world.*

### **Family & Living Wage Jobs**

Corvallis has sufficient availability and variety of family and living wage jobs that provide meaningful work and earning opportunities that make housing, health care, and education attainable.

### **Nurturing Small-to-Medium Sized Business**

Corvallis fosters and supports a growing number of small-to-medium sized, locally-owned companies and businesses as its key strength. These organizations are important to the community's economy and its future economic growth.

### **Recruitment of New Companies & Job Creation**

Corvallis targets and supports responsible new companies, including green manufacturing and value-added businesses, diversifying the community's economic base and creating new employment opportunities.

### **Innovative Tech Businesses & Start-Ups**

Corvallis and Oregon State University work closely together to incubate innovative technology and other start-up companies and the local services that support them.

### **Vibrant Downtown with Employment, Retail & Housing**

Corvallis supports its economy and local businesses with a vibrant downtown that combines employment, professional services, retail, housing, and entertainment to form an attractive, business-friendly district.

### **Balanced Economic Growth with Livability**

Corvallis carefully balances economic growth and opportunity with continued community livability, sustainability, and protection of the natural environment.

### **Global Economic Impacts & Local Benefits**

Corvallis has significant connections with and positive impacts on the global economy, attracting industry, talent, and services and connecting them with the scholarship, research, and cultural diversity that OSU brings to the community.

## Create & Celebrate Focus Area

*Corvallis has a strong identity centered on arts, culture, recreation and celebration. The arts are an essential element of the community, its economy, and quality of life.*

### **Community Support for the Arts & Artisans**

Corvallis demonstrates strong community support for arts and culture, as well as for local artisans and creatives.

### **Variety of Arts and Entertainment Venues**

Corvallis enjoys a wide variety of venues to engage in the arts, from performance centers, museums, and galleries, to affordable community spaces for people to learn, create, and express themselves.

### **Accessibility of Arts**

Corvallis works to make the learning and experience of art and culture a life-long endeavor accessible to all community members through resources including higher education institutions, schools, community institutions, and arts and cultural organizations.

### **Creative Destination**

Corvallis is a destination for the Willamette Valley and beyond, attracting artists and creative thinkers, supporting local businesses, and generating significant tourism investment in the community, its artists, and its economy.

### **Tourism and Visitor Attractions**

Corvallis attracts visitors to sports and cultural events, signature community events, and heritage programs.

### **Celebrating Our History & Culture**

Corvallis cultivates and celebrates its history and local sense of place through its arts, culture, historic preservation, festivals, neighborhood celebrations, and events.

### **Natural Surroundings**

The Corvallis community celebrates its geographical location in the heart of the Willamette Valley and on the banks of the Willamette River. Community members appreciate their natural surroundings, interacting with the river, mountains, and open spaces for recreation while being careful stewards of the environment.

## Plan & Change Focus Area

*Corvallis is a compact, well-planned city with extensive mixed-use development, including housing, retail and jobs in downtown and along major corridors. Vibrant neighborhoods contain a diverse mix of affordable housing, parks and open spaces – all accessible by transit, biking and walking.*

### **Mixed Use Development**

Corvallis plans and implements higher-density, mixed use development in targeted areas of the city, blending residential, commercial, and retail uses, and dining and entertainment options, focused on the downtown area and major commercial centers.

### **Integrated Parks, Green Spaces & Public Places**

Corvallis integrates parks and public spaces throughout the city, creating and maintaining new parks in underserved areas of the community and promoting new green spaces in higher-density development and redevelopment areas.

### **Diverse & Affordable Housing**

Corvallis fosters the development of housing that is affordable at all stages of life, featuring a range of housing types, sizes, costs, and configurations throughout the city.

### **Stable, Healthy Neighborhoods**

Corvallis honors its neighborhood character, working to preserve and protect the unique identity and characteristics of existing neighborhoods. New residential development incorporates elements that foster neighborhood qualities.

### **Alternative Transportation & Public Transit**

Corvallis has a high quality and heavily-utilized regional public transit system, and supports alternative forms of transportation including bicycle and pedestrian options.

### **Coordinated City & University Planning**

Corvallis works closely with Oregon State University to improve community livability, minimize its impacts on neighborhoods, mitigate parking and traffic issues, and improve collaboration between the City and University.

### **Well-Planned & Maintained Infrastructure**

Corvallis supports a reliable, safe, and connected community through well-planned, maintained, and sustainable infrastructure, including streets and bridges, pedestrian and bicycle networks, water systems, information technology, energy systems, and public buildings.

## Steward & Sustain Focus Area

*Corvallis promotes a safe, sustainable and resilient city through efficiently managing its land use development, natural resources and infrastructure.*

### **Sustainable City**

Corvallis is an environmentally sustainable city, with broad community awareness and a climate action plan that addresses the many impacts of climate change.

### **Population Changes and Migration**

Corvallis addresses growth driven by climate change and migrations, while it builds resilience into its plans and policies.

### **Community Resiliency**

Corvallis plans for unpredictable events, focusing on individual and neighborhood preparedness, as well as emergency response and recovery programs with special attention to the community's most vulnerable populations.

### **Open Spaces, Natural Areas & Wetland Protection**

Corvallis works to preserve and protect significant tracts of open space, including parks, natural areas, and wetlands within and surrounding the city, maintaining the area's rural feel, natural vegetation, and environmental character.

### **Agricultural Lands & Food Security**

Corvallis supports healthy and sustainable agricultural and food security by preserving and protecting farmlands surrounding the city and encouraging small-scale agriculture.

### **Renewable Energy**

Corvallis derives most of its energy from renewable energy sources to power its public and private buildings, infrastructure, transportation systems, and homes.

### **Green & Sustainable University**

Corvallis works collaboratively with Oregon State University to plan and implement a green, sustainable campus with a light environmental footprint.

### **Community Safety**

Corvallis maintains safety and livability for all residents and visitors by providing community-focused, effective and high-quality police, fire, Emergency Medical Services, corrections, and emergency dispatch services that meet or exceed professional standards.

### 3. Community Action Plan Development

Initial Community Action Plan development overlapped with Phase 2, utilizing information gained from the second survey and targeted engagement activities to gather suggestions for potential initiatives the community might take to accomplish its vision. During the last two months of the project, the Steering Committee worked to refine and prioritize suggested initiatives gathered from the community during the vision development phase. These will be used as a launching point for more detailed conversations with potential partners who can lead or support activities that will move Corvallis toward its vision.

The action planning phase concluded with a publication of the vision and a draft of some potential initiatives for the community to review at the OSU Community Fair and the Corvallis Fall Festival. With its review and discussions of potential actions, the ICSC refined a framework for further action planning with lead partners. The framework includes:

- The Vision
- Objectives identified to reach the Vision
- Specific initiatives the community can undertake to accomplish each objective

Listed with each initiative would be:

- The lead partner
- Supporting partner or partners (if any)
- The anticipated timeline

An example is included on the next page:

# PLAN & CHANGE

*Corvallis is a compact, well-planned city with extensive mixed-use development, including housing, retail and jobs in downtown and along major corridors. Vibrant neighborhoods contain a diverse mix of affordable housing, parks and open spaces – all accessible by transit, biking and walking.*

## P&C OBJECTIVE 4. Stable, Healthy Neighborhoods

Maintain Corvallis's neighborhood character by preserving and protecting the unique identity and characteristics of existing neighborhoods and fostering neighborhood qualities in new residential development.

INITIATIVES	LEAD PARTNER	SUPPORTING PARTNER(S)	Year 1	1-3 years	5-10 years	Longer
4.1 Implement a system of streets that favor non-motorized transportation modes, such as “bike boulevards”, “green streets”, or “healthy streets”. Start with the Safe Routes to Schools program.						
4.2 Use South Corvallis as pilot neighborhood for complete communities with close access to grocery, transit, pathway connections, etc.						
4.3 Create zoning for homes that are affordable and attractive for middle-income families with a community feel (playground, open green areas, access to safe routes for a variety of transportation modes)						

KEY: ● Initiated → Ongoing ☑ Complete

## 4. Evaluation Metrics

The ICSC worked with the project team to review and establish possible metrics to evaluate initiatives and vision progress. It is expected that these metrics will be the foundation for evaluating progress, with options to reduce, expand, or refine them over the first several evaluation periods. The metrics include several indicators for each focus area. Each indicator is intended to:

- Gauge progress toward a desired result or outcome
- Be understandable and transparent to most people
- Evaluate multiple objectives

The data for each indicator should be:

- Affordable and straightforward to gather
- Produced by a trusted source
- Available consistently over time to produce a trend
- Available region-wide, but also able to be disaggregated to local areas for comparisons and mapping

*The indicators are included as Appendix C.*

## 5. Recommendations

The ICSC recommends the Council adopt the Vision Overview and focus area Vision Statements. Moving forward, the ICSC recommends establishing a process to develop and organize strategies and specific initiatives into a Community Action Plan using the framework established by the ICSC. That effort would include coordinating with lead and supporting partners to pair specific initiatives with the Vision objectives within a Community Action Plan to achieve the goals of the Vision .

Once this is in place, we recommend establishing a long-term implementation group that would gather and coordinate initiatives and track progress in each of the six focus areas, using established metrics. The group would suggest adjustments to existing initiatives, or new initiatives based on progress to date and evaluation of the metrics. The implementation group would also serve as a liaison to the community on the Vision and Community Action Plan, and report to the community on an established, regular basis. This group should include individuals with knowledge or background in the specific focus areas, action plan partners, and members of the community at large.



**IMAGINE**  
**CORVALLIS 2040**  
OUR COMMUNITY VISION IN ACTION



*Imagine Corvallis 2040 explores the community's vision for our future. The Vision is organized into six focus areas to help community members envision all aspects of life when imagining our future in 2040. The focus areas and vision statements are mutually supportive and therefore there is no order of priority in how they are presented.*



## VISION OVERVIEW

### ***Our Vision for Corvallis in 2040...***

***Corvallis supports and engages a changing population in a welcoming community...*** that accommodates all income and cultural groups, advances the wellbeing of all residents, emphasizes open, transparent, accessible government, plans for stable financing of long-term city needs, and promotes collaborative City/University relationships in all aspects of community life.

***Corvallis is a safe, sustainable, resilient, small city...*** that maintains the community's safety and security, protects its natural environment, addresses a changing climate, and prepares for emergencies with special attention paid to its most vulnerable populations.

***Corvallis connects health care, education, and human services...*** supporting a healthy, educated, accessible community with a high level of well-being; enhanced understanding of cultural differences; and an environment of learning, engagement and achievement.

***Corvallis has a robust, diversified economy supporting good jobs and a livable community...*** with a wide range of small and medium-sized businesses that are environmentally responsible and involved in the community, including innovative new companies serving local and global markets.

***Corvallis cultivates an identity centered on arts, culture, recreation and celebration...*** where the arts and recreation are essential parts of the community's economy, quality of life and sense of place. Arts, cultural experiences, and recreational opportunities benefit from exceptional community support, are accessible to all community members, and make the city a regional destination.

***Corvallis is a compact, well-planned, livable city...*** with a vibrant downtown and commercial centers that blend employment, retail and housing; stable, healthy neighborhoods; a diverse mix of affordable housing; and a network of parks and green spaces, all connected by transit, biking and walking.





## Vision Statements

*The Imagine Corvallis 2040 Vision is organized into six focus areas to help community members envision all aspects of life when imagining our future in 2040. The Vision statements presented go into greater detail than the Vision Overview. The focus areas and vision statements are mutually supportive and therefore there is no order of priority in how they are presented.*



Corvallis cultivates and engages a diverse and changing population emphasizing interculturally effective, inclusive and equitable programs and services.

**Well-Being & Basic Needs**

Corvallis advances the well-being of all of its residents, especially those with fewer resources, by addressing basic needs for food, shelter, safety, and health care.

**Community Affordability**

Corvallis accommodates all income groups as integral parts of the community and ensures that people who work in Corvallis can afford to live here.

**Open & Transparent Local Government**

Corvallis emphasizes open, approachable, and transparent government, fostering meaningful public involvement and volunteerism, an informed and engaged population, and community members who are empowered to participate in governance and decision-making.

**Safe, Secure & Welcoming Community**

Corvallis is a safe, secure, and welcoming community for everyone, promoting respectful relations and collaboration between community members and those providing public safety services.

**Strong, Vital Neighborhoods**

Corvallis promotes strong, vital neighborhoods, supporting neighborhood-centered activities and involving neighborhoods in how the community grows and develops.

**Collaborative City/University Relationships**

Corvallis promotes positive and collaborative City/University relationships in all aspects of community life.

**Core Community Values**

Decisions made in Corvallis honor and take into consideration the Corvallis 2040 Vision and Community Plan.

**City Services & Financial Stability**

Corvallis balances the community's desire for services with financial stability and planning for long-term needs and contingencies through a transparent public process.





Corvallis promotes a safe, sustainable and resilient city through efficiently managing its land use development, natural resources and infrastructure.

#### **Sustainable City**

Corvallis is an environmentally sustainable city, with broad community awareness and a climate action plan that addresses the many impacts of climate change.

#### **Population Changes and Migration**

Corvallis addresses growth driven by climate change and migrations, while it builds resilience into its plans and policies.

#### **Community Resiliency**

Corvallis plans for unpredictable events, focusing on individual and neighborhood preparedness, as well as emergency response and recovery programs with special attention to the community's most vulnerable populations.

#### **Open Spaces, Natural Areas & Wetland Protection**

Corvallis works to preserve and protect significant tracts of open space, including parks, natural areas, and wetlands within and surrounding the city, maintaining the area's rural feel, natural vegetation, and environmental character.

#### **Agricultural Lands & Food Security**

Corvallis supports healthy and sustainable agricultural and food security by preserving and protecting farmlands surrounding the city and encouraging small-scale agriculture.

#### **Renewable Energy**

Corvallis derives most of its energy from renewable energy sources to power its public and private buildings, infrastructure, transportation systems, and homes.

#### **Green & Sustainable University**

Corvallis works collaboratively with Oregon State University to plan and implement a green, sustainable campus with a light environmental footprint.

#### **Community Safety**

Corvallis maintains safety and livability for all residents and visitors by providing community-focused, effective and high-quality police, fire, emergency medical services, corrections, and emergency dispatch services that meet or exceed professional standards.





Corvallis recognizes and strengthens the connections among education, health care, human services, and personal wellness to support a healthy, educated, livable community.

**Equitable, Accessible Health Care and Education**

Corvallis creates new opportunities for learning and growth, accessibility and engagement, and support and inclusion. This results in high-level individual and community well-being. Community members contribute to and benefit from the resources needed to thrive.

**Education & Diversity**

Corvallis promotes ongoing education, communication, and enhanced understanding of cultural differences, welcoming and empowering people of diverse backgrounds, cultures, and abilities.

**Pathways for Student Achievement**

Corvallis promotes student achievement in learning, careers and life, recognizing and supporting the growing diversity of pathways to and definitions of personal and career success.

**Opportunities for Teaching & Learning**

Corvallis promotes depth and breadth of teaching and learning from early childhood to adulthood through its schools, libraries, and other centers of community learning.

**Culture of Learning, Engagement & Achievement**

Corvallis values education, leveraging the presence of Oregon State University and Linn-Benton Community College to foster a culture of learning, engagement, and achievement.

**Access to Healthy Lifestyles**

Corvallis provides access for all to healthy food, water, and recreational opportunities for a healthy and active lifestyle.

**Access to Healthcare Services**

Corvallis is home to a well-coordinated and affordable system for medical, dental, and mental health care.

**Community Partnership for Human Services**

Corvallis ensures access to human services through a strong and collaborative partnership of nonprofit agencies, government, and local organizations to provide emergency and preventive services.





Corvallis has a vibrant, diverse economy with a wide range of companies and businesses that are environmentally responsible and involved in the community while serving customers all over the world.

#### **Family & Living Wage Jobs**

Corvallis has sufficient availability and variety of family and living wage jobs that provide meaningful work and earning opportunities that make housing, health care, and education attainable.

#### **Nurturing Small-to-Medium Sized Business**

Corvallis fosters and supports a growing number of small-to-medium sized, locally-owned companies and businesses as its key strength. These organizations are important to the community's economy and its future economic growth.

#### **Recruitment of New Companies & Job Creation**

Corvallis targets and supports responsible new companies, including green manufacturing and value-added businesses, diversifying the community's economic base and creating new employment opportunities.

#### **Innovative Tech Businesses & Start-Ups**

Corvallis and Oregon State University work closely together to incubate innovative technology and other start-up companies and the local services that support them.

#### **Vibrant Downtown with Employment, Retail & Housing**

Corvallis supports its economy and local businesses with a vibrant downtown that combines employment, professional services, retail, housing, and entertainment to form an attractive, business-friendly district.

#### **Balanced Economic Growth with Livability**

Corvallis carefully balances economic growth and opportunity with continued community livability, sustainability, and protection of the natural environment.

#### **Global Economic Impacts & Local Benefits**

Corvallis has significant connections with and positive impacts on the global economy, attracting industry, talent, and services and connecting them with the scholarship, research, and cultural diversity that OSU brings to the community.





Corvallis has a strong identity centered on arts, culture, recreation and celebration. The arts are an essential element of the community, its economy, and quality of life.

#### **Community Support for the Arts & Artisans**

Corvallis demonstrates strong community support for arts and culture, as well as for local artisans and creatives.

#### **Variety of Arts and Entertainment Venues**

Corvallis enjoys a wide variety of venues to engage in the arts, from performance centers, museums, and galleries, to affordable community spaces for people to learn, create, and express themselves.

#### **Availability of Arts**

Corvallis works to make the learning and experience of art and culture a life-long endeavor available to all community members through resources including higher education institutions, schools, community institutions, and arts and cultural organizations.

#### **Creative Destination**

Corvallis is a destination for the Willamette Valley and beyond, attracting artists and creative thinkers, supporting local businesses, and generating significant tourism investment in the community, its artists, and its economy.

#### **Tourism and Visitor Attractions**

Corvallis attracts visitors to sports and cultural events, signature community events, and heritage programs.

#### **Celebrating Our History & Culture**

Corvallis cultivates and celebrates its history and local sense of place through its arts, culture, historic preservation, festivals, neighborhood celebrations, and events.

#### **Natural Surroundings**

The Corvallis community celebrates its geographical location in the heart of the Willamette Valley and on the banks of the Willamette River. Community members appreciate their natural surroundings, interacting with the river, mountains, and open spaces for recreation while being careful stewards of the environment.





Corvallis is a compact, well-planned city with extensive mixed-use development, including housing, retail and jobs in downtown and along major corridors. Vibrant neighborhoods contain a diverse mix of affordable housing, parks and open spaces – all accessible by transit, biking and walking.

#### **Mixed Use Development**

Corvallis plans and implements higher-density, mixed use development in targeted areas of the city, blending residential, commercial, and retail uses, and dining and entertainment options, focused on the downtown area and major commercial centers.

#### **Diverse & Affordable Housing**

Corvallis fosters the development of housing that is affordable at all stages of life, featuring a range of housing types, sizes, costs, and configurations throughout the city.

#### **Well-Planned & Maintained Infrastructure**

Corvallis supports a reliable, safe, and connected community through well-planned, maintained, and sustainable infrastructure, including streets and bridges, pedestrian and bicycle networks, water systems, information technology, energy systems, and public buildings.

#### **Integrated Parks, Green Spaces & Public Places**

Corvallis integrates parks and public spaces throughout the city, creating and maintaining new parks in underserved areas of the community and promoting new green spaces in higher-density development and redevelopment areas.

#### **Stable, Healthy Neighborhoods**

Corvallis honors its neighborhood character, working to preserve and protect the unique identity and characteristics of existing neighborhoods. New residential development incorporates elements that foster neighborhood qualities.

#### **Alternative Transportation & Public Transit**

Corvallis has a high quality and heavily-utilized regional public transit system, and supports alternative forms of transportation including bicycle and pedestrian options.

#### **Coordinated City & University Planning**

Corvallis works closely with Oregon State University to improve community livability, minimize its impacts on neighborhoods, mitigate parking and traffic issues, and improve collaboration between the City and University.

