

Community Sustainability: A Framework for Action

Revision of the 2008 Community Sustainability Action Plan



Coordinated by the Corvallis Sustainability Coalition
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BACKGROUND

CORVALLIS SUSTAINABILITY COALITION

Formed in 2007, the Corvallis Sustainability Coalition is the flagship organization for sustainability in Benton County, Oregon. It is a thriving network of nearly 300 partner organizations and hundreds of volunteers working to create a more sustainable community. Coalition partners represent a broad cross-section of businesses, non-profits, faith communities, educational institutions, and local governments. The Coalition's mission is to promote an ecologically, socially, and economically healthy city and county.

The Coalition's vision for the community is *“Corvallis is a community in which the needs of the present are met without compromising the ability of future generations to meet their own needs. It is a flourishing and thriving city with a vibrant economy that respects, restores, and cares for the community of life.”*

The Coalition's four guiding objectives, based on the Natural Step system conditions for a sustainable society, reflect a concept of sustainability that views the economic and social realms as fully embedded in and limited by the natural world. The Coalition's initial efforts were built on the foundation laid by the City of Corvallis, Benton County, and many community groups. Both the City and the County have adopted sustainability policies and have integrated sustainability into their internal operations.

In 2007, the Coalition asked the Corvallis City Council to adopt a goal related to community sustainability, and the Council responded by adopting a goal to “Enhance organizational sustainability efforts and begin to develop a community-wide sustainability initiative.” The Coalition was identified as the group to partner with the City of Corvallis on implementation of this Council goal, and the Coalition was charged with leading the development of a Sustainability Action Plan for the community.

2008 TOWN HALL MEETINGS

With substantial financial support from the City and consulting assistance from Cogan Owens Cogan, the Coalition led an action planning process that involved three town hall meetings in 2008 (March, June, and October). More than 600 community members attended the first Town Hall, during which they shared their ideas for long-range goals and actions to achieve them. At the close of the meeting, more than 200 people volunteered to join work groups focused on 12 topic areas that were based on categories identified in the *Corvallis 2020 Vision Statement*. The newly-formed Work Groups met regularly for the next six months to formulate the plan, based on community input.

Subsequent town hall meetings, also attended by several hundred participants, provided opportunities for the Work Groups to gather further ideas; to refine their proposed goals, strategies, and actions; and to identify participants' preferred actions.

2008 COMMUNITY SUSTAINABILITY ACTION PLAN

The Community Sustainability Action Plan that was completed in 2008 is organized around 12 topic areas: Community Inclusion, Economic Vitality, Education, Energy, Food, Health and Human Services, Housing, Land Use, Natural Areas, Transportation, Waste Prevention, and Water. Each topic area includes a vision, long range goals, and strategies and actions to achieve them. The plan also includes baseline data, if such data was available. The 2008 *Community Sustainability Action Plan* in its entirety (including Appendices) is available for viewing at www.sustainablecorvallis.org.

Shortly after the completion of the plan, the Coalition formed Action Teams – collaborative groups organized around the 12 topic areas. Each Action Team includes both representatives of partner organizations and individual volunteers. During the past five years, the Action Plan has served as an important framework for action, both for the Coalition’s Action Teams and for the community as a whole.

Since 2009, the Action Teams have undertaken a wide variety of projects directly related to goals and strategies outlined in the Action Plan. In addition, the City of Corvallis and other partner organizations have taken significant steps toward implementation of different aspects of the plan.

REVIEW/REVISION PROCESS

From the outset, it was understood that the 2008 Action Plan was a “living document” – that it would change over time as the community gains experience, as progress is made, and as circumstances change. In 2011, the Sustainability Coalition’s Steering Committee developed a process for reviewing and revising the Action Plan every five years. The Coalition launched the first review/revision process in 2012.

The first step was to have the Coalition’s Action Teams review their sections of the Action Plan, to discuss possible changes and to propose revisions to the plan. Next, a series of public meetings called Community Conversations were held, one for each topic area. During each Community Conversation, the public had an opportunity to review, discuss, and respond to the proposed revisions. In addition, they were encouraged to suggest changes and new ideas for consideration. Each Action Team met to discuss the public input and to finalize revisions to their section of the plan. Finally, the Coalition’s Steering Committee reviewed and approved the revision for each topic area.

Community Sustainability: A Framework for Action will serve as the basis for action for the next several years for both Coalition Action Teams and for the community at large. All who are interested in creating a sustainable community are encouraged to join the Corvallis Sustainability Coalition in this quest. For further details, please visit www.sustainablecorvallis.org.

COMMUNITY INCLUSION

VISION: All people of Corvallis have a sense of belonging; they are treated justly, have a sense of connection, and are represented in the community.

<p>Goal 1: By 2020, all people of Corvallis are treated justly.</p> <p>Metrics:</p> <p>Baseline:</p>	<p>Strategy 1: Assess current levels of just treatment in the community.</p>	<p>Action 1: Assess people’s current feelings and experiences of justice/injustice in the community.</p>
		<p>Action 2: Identify current policies and practices designed to ensure just treatment.</p>
		<p>Action 3: Work with community organizations to identify obstacles to justice.</p>
	<p>Strategy 2: Engage the community in understanding obstacles to justice.</p>	<p>Action 1: Reach out to marginalized communities to share information about support services.</p>
		<p>Action 2: Sponsor public forums and other activities on civil rights issues in the community.</p>
		<p>Action 3: Utilize current organizations to disseminate information about support services such as government agencies, social service providers, churches, etc.</p>
<p>Strategy 3: Advocate for justice.</p>	<p>Action 1: Ensure that current civil rights laws are enforced.</p>	
	<p>Action 2: Advocate for equitable access to resources (e.g., health care, housing, transportation, income, etc.).</p>	
	<p>Action 3: Create and/or strengthen the role of advocates for civil rights.</p>	

COMMUNITY INCLUSION (cont.)		
Goal 2: By 2020, all people of Corvallis are connected to the community.	Strategy 1: Assess current levels of connection.	Action 1: Assess people's current feelings and experiences of connection to the community.
		Action 2: Identify current practices designed to ensure connection to the community.
		Action 3: Work with community organizations to identify obstacles to connection.
Metrics:	Strategy 2: Engage the community in understanding obstacles to connection.	Action 1: Share information about ways to connect with your community.
Baseline:		Action 2: Increase knowledge and understanding of differences and multicultural/intercultural effectiveness.
		Action 3: Utilize current organizations to disseminate ways in which people can connect with their community.
	Strategy 3: Promote connections within the community among individuals and organizations.	Action 1: Develop a tool for community organizations to coordinate planning of events.
Action 2: Encourage and support collaboration between communities and organizations.		
Action 3: Facilitate and encourage participation in government and community activities.		

COMMUNITY INCLUSION (cont.)

Goal 3: By 2020, all people of Corvallis are represented.	Strategy 1: Assess opportunities and obstacles to representation.	Action 1: Assess people’s current feelings and experiences of representation.
		Action 2: Identify current practices designed to ensure representation in the community.
		Action 3: Work with community organizations to identify obstacles to representation.
Metrics:		
Baseline:	Strategy 2: Build awareness of opportunities and obstacles to representation in the community.	Action 1: Share information on ways to become engaged and ensure representation.
		Action 2: Sponsor public forums and other activities on issues of representation.
		Action 3: Utilize current organizations to disseminate information about opportunities and obstacles to representation.
	Strategy 3: Empower the community to remove obstacles to representation.	Action 1: Develop, implement and model effective practices for equitable representation.
		Action 2: Create and/or strengthen the role of advocates for representation.

ECONOMIC VITALITY

VISION: Corvallis is home to a vibrant, diverse, and sustainable economy anchored by a broad spectrum of local, environmentally-friendly businesses.

<p>Goal 1: By 2020, 50% of residents and businesses will support the local economy through buying, investing, and/or producing locally.</p> <p>Metrics:</p> <p>Baseline:</p>	<p>Strategy 1: Educate residents, institutions, and businesses to think local first when buying products and services.</p>	<p>Action 1: Continue to support the “Buy Local First” campaign.</p>
		<p>Action 2: Assist institutional buyers, such as the school district, college and university, government, and healthcare providers in adopting policies that favor purchase of local goods and services first.</p>
		<p>Action 3: Increase awareness and use of locally-focused economic transactions such as local currency and business-to-business trades.</p>
	<p>Strategy 2: Promote investment in local businesses by residents and businesses.</p>	<p>Action 1: Promote non-traditional local and regional funding mechanisms that match businesses with non-accredited individual investors.</p>
		<p>Action 2: Facilitate community investment in large, cooperative, off-site renewable energy installations (e.g., cooperative ownership of a large photovoltaic array located outside City limits).</p>
		<p>Action 3: Educate about opportunities for businesses, institutions, and residents to save at local credit unions, banks, and cooperatives that invest locally.</p>
	<p>Strategy 3: Foster the production of local products and services.</p>	<p>Action 1: Support local cultivation and production of agricultural goods and products for which there is a regional market.</p>
		<p>Action 2: Support the local development and production of renewable and reduced-carbon energy sources.</p>
		<p>Action 3: Support green and appropriate technology in Corvallis.</p>

ECONOMIC VITALITY (cont.)

Goal 2: By 2020, 90% of businesses will use sustainable practices.	Strategy 1: Assist businesses in adopting practices and policies that foster sustainability.	Action 1: Adapt existing sustainability “best practices” guidelines for local businesses.
		Action 2: Promote the adoption and implementation of sustainability guidelines by local businesses.
		Action 3: Recognize and build community support for businesses that implement sustainable practices.
Metrics:		
Baseline:	Strategy 2: Attract sustainable businesses to locate and thrive in Corvallis.	Action 1: Support local government in making sustainability a priority when promoting economic development.
		Action 2: Revise and create regulations, codes, and policies that encourage the establishment of sustainable business clusters.
		Action 3: Establish green business clusters in the Corvallis area by supporting existing businesses and attracting new ones.
	Strategy 3: Promote just and cooperative relationships between employees and employers.	Action 1: Encourage businesses to provide living wage employment and provide recognition to those that do.
		Action 2: Research models of cooperative ownership.
		Action 3: Provide resources for businesses seeking to adopt cooperative ownership structures.

ECONOMIC VITALITY (cont.)		
<p>Goal 3: By 2020, 50% of residents will engage in community networks that meet their needs while minimizing resource consumption.</p> <p>Metrics:</p> <p>Baseline:</p>	Strategy 1: Support a thriving local arts and entertainment economy.	<p>Action 1: Support opportunities for local artisans, craftspeople, and musicians to promote and/or sell their products and services.</p> <p>Action 2: Attract a variety of artists and performers.</p> <p>Action 3: Utilize regional media to promote local arts and entertainment.</p>
	Strategy 2: Promote resources within the community that do not require the exchange of US dollars to meet people's needs.	<p>Action 1: Develop a directory of resources that will enable residents to engage in community networks, including libraries, extension services, and other resources that promote reuse, repair, barter, and the sharing of goods and knowledge.</p> <p>Action 2: Increase the awareness and use of local currency and bartering options</p> <p>Action 3: Provide opportunities for inter-generational sharing of knowledge and expertise.</p>
	Strategy 3: Promote the reuse, repair, and sharing of items.	<p>Action 1: Assist in publicizing and distributing the Corvallis Area ReUse Directory.</p> <p>Action 2: Identify and publicize local repair services.</p> <p>Action 3: Facilitate the sharing of tools and skills within neighborhoods and among businesses and organizations in the community.</p>

EDUCATION

VISION: Everyone is educated in how to live in ways that respect environmental, social, and economic needs.

<p>Goal 1: By 2020, all area school districts, private schools, and home schools will integrate sustainability concepts across all curricula and adopt model sustainable practices in all their facilities.</p> <p>Metrics: Percentage of K-12 schools adopting comprehensive sustainability plan and integrating concepts in operations and curriculum.</p> <p>Baseline (2008): Waldorf and Montessori have sustainability built into their curricula. Montessori has it within its mission statement. Other area schools, including 509J schools, have not adopted comprehensive sustainability plans. Some teachers are teaching sustainability concepts and some schools are already modeling some sustainable practices.</p>	<p>Strategy 1: Implement School Sustainability Plan.</p>	<p>Action 1: Adopt sustainability as a priority focus area and form school Sustainability Advisory teams to develop comprehensive sustainability plans</p>
		<p>Action 2: Hire a full-time school district Sustainability Coordinator.</p>
		<p>Action 3: Integrate and model sustainable practices and systems that involve policy, operations, and institutional culture.</p>
	<p>Strategy 2: Integrate sustainability concepts into curriculum at every grade level.</p>	<p>Action 1: Identify curricula that align with state and Common Core standards, and that integrate sustainability concepts at all grade levels and in all subjects.</p>
		<p>Action 2: Adopt curricula that incorporate sustainability concepts in all subjects.</p>
		<p>Action 3: Maintain and increase support for natural resource education that includes outdoor experiences.</p>
	<p>Strategy 3: Provide resources for sustainability concept training for all teachers and staff.</p>	<p>Action 1: Offer sustainability topics on teacher in-service days.</p>
		<p>Action 2: Develop sustainability education forum for educators in the community.</p>

EDUCATION (cont.)		
<p>Goal 2: By 2025, all institutions of higher learning will incorporate sustainability concepts into all curricula and adopt model sustainable practices in all their facilities.</p> <p>Metrics:</p> <ol style="list-style-type: none"> 1. Number of courses that satisfy this requirement 2. Number of students meeting the requirement <p>Baseline (2008): OSU: 10-20 courses have a strong tie to sustainability; 20-30 current OSU staff and faculty “formally and adequately” trained in sustainability; 15-20 presentations each term that relate somehow to sustainability (est. Brandon Trelstad, OSU Sustainability Coordinator). LBCC: LBCC does not have a sustainability coordinator and has not yet adopted a comprehensive sustainability plan. To the best of her knowledge, LBCC does not have courses in sustainability yet. Approximately 10 faculty/staff attended a NW Earth Institute training session. (Communicated by Megan Pickens, LBCC Facilities staff)</p>	<p>Strategy 1: Encourage, train, and engage students in sustainable practices through courses, mentoring, and service-based projects.</p>	<p>Action 1: Identify and support existing instruction that teaches sustainability concepts.</p>
		<p>Action 2: Support and expand post-secondary student engagement in businesses and organizations that foster sustainability learning.</p>
		<p>Action 3: Develop and promote post-secondary degrees or certificates in sustainability.</p>
	<p>Strategy 2: Enhance communication of sustainability practices, courses, and groups at post-secondary institutions, including operations, events, outreach, planning and policy, research, student resources, and transportation.</p>	<p>Action 1: Promote courses, groups, and practices that demonstrate sustainability.</p>
		<p>Action 2: Encourage campus clubs and organizations to hold events that integrate and promote sustainability.</p>
		<p>Action 3: Create opportunities for collaboration among diverse campus groups and programs that promote deeper understanding of sustainability.</p>
	<p>Strategy 3: Expand sustainability courses targeted at residents and businesses/organizations through OSU Extension and community colleges.</p>	<p>Action 1: Maintain and grow community education programs that utilize trained volunteers to deliver sustainability content.</p>
		<p>Action 2: Develop a sustainability leadership program for businesses and organizations.</p>

EDUCATION (cont.)			
<p>Goal 3: By 2025, all community residents, organizations, institutions, and businesses will be engaged in ongoing learning about sustainability concepts and practices.</p> <p>Metrics:</p> <ol style="list-style-type: none"> 1. Number of sustainability-focused articles in 'The City' 2. Clearinghouses for sustainability information 3. Percent of people taking the 'green tour' 4. Number of people taking NWEI courses <p>Baseline (2008):</p> <ol style="list-style-type: none"> 1. OSU Sustainability Club membership 2. # partners in Corvallis Sustainability Coalition 3. 23 courses/year; average of 10 per course, 250. NWEI/TNS training 23 attending, and talks, presentations throughout the year with usually around 60. 	<p>Strategy 1: Coordinate the dissemination of sustainability education to all sectors of the community.</p>	<p>Action 1: Develop and publicize a database of sustainability resources and organizations.</p>	
		<p>Action 2: Sponsor numerous education events on various aspects of sustainability.</p>	
		<p>Action 3: Create partnerships among organizations that share resources and expertise for sustainability education.</p>	
		<p>Strategy 2: Encourage City and County government, and organizations, such as schools, faith-based communities, businesses, and nonprofits, to actively communicate how they utilize sustainable practices.</p>	<p>Action 1: Educate the public on sustainability achievements.</p>
			<p>Action 2: Publicly display progress toward community sustainability goals.</p>
			<p>Action 3: Encourage the development of sustainability recognition programs that acknowledge individuals and organizations.</p>

ENERGY		
VISION: Corvallis has achieved energy security and net zero greenhouse gas emissions.		
<p>Goal 1: By 2025, Corvallis will reduce per capita consumption of energy in the built environment by greater than 50% using energy efficiency and conservation.</p> <p>Metrics: % reduction in total Corvallis energy usage per capita from 2008 baseline and % energy supplied using renewable energy</p> <p>Baseline (2008): Blue Sky = 12.5% of Corvallis energy purchases, 9.5% of Corvallis customers enrolled Existing solar hot water capacity (Linn and Benton) 17.5 M kwhr Light: Compact fluorescent 11% Heat: Homes with heat pumps 14% Hot water: High efficiency water heaters 40% Washing: Energy Star (2007) washing machines 51% Dryer: % with clotheslines unknown Thermostats: at least 35% mechanical (un-programmable) Wall insulation: >R21 17% Spa-bathtub: 16% Single-pane windows: 17% <1.8 gps showerheads: 50% <1.8 gps sink aerators: 52%</p>	<p>Strategy 1: Assist residents in implementing conservation and efficiency upgrades as recommended from home energy audits.</p>	<p>Action 1: Market (through web, local media, local events, quarterly gatherings, etc.) the efficacy of conservation and efficiency as a priority toward energy sustainability. Broadly disseminate information about conservation and efficiency upgrades, highlight particularly successful projects, and support continued efforts.</p> <p>Action 2: Contact citizens to arrange energy audits for 100% of homes and businesses and serve as partners/advisors for citizens during energy audits.</p> <p>Action 3: Assist residents in implementing audit recommendations.</p>
	<p>Strategy 2: Ensure professional conservation and efficiency installation capability to meet demand.</p>	<p>Action 1: Increase technical training for contractors to ensure awareness of the most cost-effective conservation and efficiency upgrades as well as supporting financial incentives.</p> <p>Action 2: Provide communication guidance for contractors to ensure they are informing customers of the most cost-effective conservation and efficiency upgrades.</p> <p>Action 3: Implement quality control through customer feedback and contractor training to ensure conservation and efficiency upgrades are being installed to the highest technical and professional standards necessary to achieve actual energy savings.</p>
	<p>Strategy 3: Provide incentives for new/existing construction to meet net zero energy criteria.</p>	<p>Action 1: Establish criteria for net zero energy/sustainable building practices.</p> <p>Action 2: Work with City, County, and State to create incentives through property tax reductions to achieve net zero building energy use.</p> <p>Action 3: Investigate/develop additional incentives to support achieving net zero energy use in buildings (e.g., work with Energy Trust of Oregon).</p>

ENERGY (cont.)

<p>Goal 2: By 2025, all energy utilized in Corvallis will be 100% renewable.</p> <p>Metrics: % of Corvallis energy used that is produced in Benton County</p> <p>Baseline: 0.822 M kwh from PV (in Linn and Benton County) 3.9 M ft³ Methane used as fuel at Corvallis Wastewater Treatment Plant (24.0 M ft³ released) 623 M ft³ Methane used as fuel at Coffin Butte Landfill (371 M ft³ released)</p>	<p>Strategy 1: Support the installation of locally owned renewable energy generation in and around Corvallis.</p>	<p>Action 1: Develop financial incentives to encourage the installation of renewable energy generation on local properties (e.g., rooftop PV).</p>
		<p>Action 2: For all new residential construction, require compliance with portions of adopted sustainable building standards that specify renewable energy production readiness.</p>
		<p>Action 3: Facilitate local ownership of large, cooperative, off-site installations (e.g., cooperative ownership of a large PV array located outside City limits).</p>
	<p>Strategy 2: Ensure that all energy streams being imported to Corvallis are renewable.</p>	<p>Action 1: Expand access to and purchasing of renewable electricity, like Pacific Power’s Blue Sky program.</p>
		<p>Action 2: Expand access to and purchasing of renewable liquid fuels (e.g., work with Sequential and other regional biofuel producers and distributors).</p>
		<p>Action 3: Expand access to and purchasing of renewable gaseous fuels.</p>
	<p>Strategy 3: Identify and develop local potential for renewable energy production.</p>	<p>Action 1: Investigate local potential for wind, wave, and hydropower (conventional and in-stream).</p>
		<p>Action 2: Investigate local potential for biological sources of energy production (e.g., biomass, biofuels, biogas, etc.).</p>
		<p>Action 3: Collaborate with OSU to commercialize renewable energy technology locally, to support local renewable energy production and job creation.</p>

ENERGY (cont.)		
<p>Goal 3: By 2030, Corvallis will eliminate net greenhouse gas emissions from energy use.</p> <p>Metrics: Net emissions of CO₂, NO_x, Methane, and CF-12 (to equal zero after emissions reduction and sequestration in place)</p> <p>Baseline (2008): Numbers need further study to explain differences: Range of 11330 kg CO₂/year per average US home (Source: EPA websites) which reduces to 1785 kg CO₂/year/household (after conservation & renewables) requiring .4 acres per household, 9300 acres, or 2.2% of land area in BC (for 2020 County population) per EPA sequestration data & Energy Work Group analysis up to EWG baseline data of 777 kg CO₂/year per citizen (for both household and commercial/industrial use), which requires .18 acres per person, 16390 acres, or 3.8% of land area in BC (for 2020 County population) per EPA sequestration data & Energy Work Group analysis baseline sequestration capacity. Existing forests in Benton County are a minimum of 11k acres; grasslands eligible for high species diversity plantings have not been catalogued.</p>	Strategy 1: Monitor greenhouse gas emissions to establish a baseline and monitor progress.	<p>Action 1: Facilitate research and development of accurate and reliable tracking methods (collaborate with OSU).</p> <p>Action 2: Track and report (annually) net greenhouse gas emissions from Corvallis.</p>
	Strategy 2: Adjust energy costs to reflect GHG emissions and use revenues to fund GHG elimination efforts.	<p>Action 1: Adopt Corvallis surcharges on fossil energy utilization that reflect the true costs, including impacts to the environment and human health.</p> <p>Action 2: Establish grant programs to fund greenhouse gas mitigation projects using funds raised through energy surcharges.</p>
	Strategy 3: Mitigate greenhouse gas emissions through local land use and management.	<p>Action 1: Develop a list of best management practices for small land owners and homeowners to implement in order to achieve greenhouse gas mitigation (e.g., planting trees, garden and lawn management, etc.).</p> <p>Action 2: Increase local conservation areas (greenbelts and native grasslands).</p> <p>Action 3: Facilitate the development and implementation of local forestry and agricultural practices that improve greenhouse gas mitigation capacity (e.g., alternative tillage and cropping practices, selective thinning, etc.).</p>

FOOD

VISION: We are fed primarily by food which is locally produced, using practices that renew and enrich the land and community.

<p>Goal 1: By 2020, 40% of the food consumed by the Corvallis population is grown, processed, or produced in Benton, Lane, Lincoln, Linn, Marion, and Polk counties.</p> <p>Metrics: 1. \$ spent on local food divided by total \$ spent on food (local and non-local) 2. Comparison between current acreage used for food production and acreage amounts in 2014 and 2020</p> <p>Baseline (2008): Approximately 2% of food consumed here is grown here. (Source: Larry Lev, OSU)</p>	<p>Strategy 1: Increase local demand for locally grown foods.</p>	<p>Action 1: Create an ad campaign to bolster awareness and use of existing initiatives that promote local food consumption.</p>
		<p>Action 2: Facilitate the practice of identifying local food products at businesses (food stores, restaurants), institutions (schools, Linn Benton Community College (LBCC), OSU, hospital), and events where food is sold and/or served.</p>
		<p>Action 3: Link food purchasers from local institutions (school system, LBCC, OSU, hospital) and businesses (restaurants, food stores) with local food producers.</p>
	<p>Strategy 2: Increase amount of local land used for food production (includes agricultural land, private property, and public property).</p>	<p>Action 1: Provide education and support to increase the number of farmers and farm workers in the community.</p>
		<p>Action 2: Create government incentives that encourage property owners to use their land for food production. (Includes both urban agriculture and conversion of agricultural land from non-food production to food-based uses.)</p>
		<p>Action 3: Model and promote edible landscaping and home food production.</p>
	<p>Strategy 3: Increase capacity for local food processing, storage, and distribution.</p>	<p>Action 1: Develop and implement neighborhood-based food processing, storage, and distribution.</p>
		<p>Action 2: Facilitate the creation of commercial and cooperative local food processing, storage, and distribution facilities.</p>
		<p>Action 3: Coordinate with local agencies regarding emergency preparedness, and encourage community members to prepare for disruptions in the normal food supply.</p>

FOOD (cont.)		
<p>Goal 2: By 2020, all Corvallis residents will have access at all times to enough food for an active and healthy life.</p> <p>Metrics: % of population that is food insecure</p> <p>Baseline: 13.95% of Benton County residents were food insecure in 2000 (Source: Grussing)</p>	<p>Strategy 1: Support existing emergency food programs and other food assistance programs.</p>	Action 1: Expand efforts to get fresh produce to food banks.
		Action 2: Help existing food programs reach minority populations by providing culturally sensitive food and utilizing volunteers with necessary language skills.
		Action 3: Assist existing food programs with community education and outreach efforts.
	<p>Strategy 2: Provide opportunities that encourage consumption of nutritious food, produced using practices that renew and enrich the land and community.</p>	Action 1: Improve nutrition of food in schools, institutions and public events by implementing programs featuring a variety of fruits, vegetables, whole grains and lean proteins.
		Action 2: Conduct low and no-cost nutrition classes in the community and at schools.
		Action 3: Support the efforts of food markets (farmers' markets, co-ops, supermarkets, etc.) to promote the purchase of nutritious food, produced using practices that renew and enrich the land and community.
	<p>Strategy 3: Increase access to nutritious food, produced using practices that renew and enrich the land and community.</p>	Action 1: Support efforts to educate people about buying nutritious food on a budget.
		Action 2: Expand current and start new low-income community gardens.
		Action 3: Facilitate low-cost seasonal food preservation sessions in a community kitchen.

FOOD (cont.)

<p>Goal 3: By 2020, 80% of all land area in community food-producing farms, ranches, and gardens will be managed using practices that renew and enrich the land and community.</p> <p>Metrics: % of land area devoted to sustainable food production</p> <p>Baseline:</p>	<p>Strategy 1: Increase demand for foods that are grown using practices that renew and enrich the land and community.</p>	<p>Action 1: Promote the benefits of foods produced using practices that renew and enrich the land and community.</p>
		<p>Action 2: Launch a campaign to educate the community about genetically modified foods and their potential impact on our local food system and local economy.</p>
		<p>Action 3: Support programs that assist people in growing their own food, either at home or through community gardens.</p>
	<p>Strategy 2: Encourage local farmers and gardeners to use practices that renew and enrich the land and community.</p>	<p>Action 1: Publish a Corvallis Garden Resource Guide to connect gardeners with local resources supporting practices that renew and enrich the land and community.</p>
		<p>Action 2: Support programs that educate local farmers and gardeners to utilize practices that renew and enrich the soil.</p>
		<p>Action 3: Support local organizations that promote food production using practices that renew and enrich the land and community.</p>
	<p>Strategy 3: Support local farmers, specialty seed growers, and gardeners in their efforts to develop, maintain, and access locally adapted food crop varieties.</p>	<p>Action 1: Maintain crop varieties developed over generations and adapted to local growing conditions.</p>
		<p>Action 2: Provide opportunities for community engagement in developing food crop varieties adapted to the Corvallis area.</p>
		<p>Action 3: Support neighborhood and community seed exchanges.</p>

HEALTH AND HUMAN SERVICES

VISION: All residents enjoy a positive state of health including physical, mental and social well-being and not merely the absence of disease or infirmity.

<p>Goal 1: By 2018, all Corvallis residents will have access to programs that promote healthy behaviors.</p> <p>Metrics: # of people who have access to programs that promote healthy behaviors</p> <p>Baseline:</p>	<p>Strategy 1: Promote healthy lifestyles in multiple settings (e.g., community, schools, worksites, health system policy) by adopting policies, creating environments and programs that support healthy behavior.</p>	<p>Action 1: Create access for all Corvallis residents to environments that support healthy behavior (e.g. access to tobacco-free environments, healthy food choices, and physical activity opportunities).</p>
		<p>Action 2: Ensure that Corvallis residents have optimal availability of and access to chronic disease self-management programs in English and Spanish.</p>
		<p>Action 3: Conduct a collaborative community assessment to determine the health status, including measures of physical, mental and social well-being, of Corvallis residents. Conduct every 5 years.</p>
	<p>Strategy 2: Develop a program to encourage interdisciplinary exchange between health care providers.</p>	<p>Action 1: Sponsor a community forum featuring diverse health care providers</p>
		<p>Action 2: Survey health care providers to assess their networking interests.</p>
		<p>Action 3: Provide ongoing education about health care reform, especially in preparation for the next legislative opportunity.</p>
	<p>Strategy 3: Support universal health care so that all Corvallis residents have health care coverage.</p>	<p>Action 1: Facilitate access to the Affordable Care Act as an initial step toward health care coverage for the uninsured.</p>
		<p>Action 2: Publicize the work of health care reform groups in our area.</p>
		<p>Action 3: Provide ongoing education about health care reform, especially in preparation for the next legislative opportunity.</p>

HEALTH AND HUMAN SERVICES (cont.)

<p>Goal 2: By 2025, our community will no longer discharge or be exposed to persistent, bio-accumulative and/or toxic pollutants.</p> <p>Metrics: % of persistent, bio-accumulative and/or toxic pollutants in stormwater; % in wastewater; % in air</p> <p>Baseline (2008): Governor's Exec Order 99-13 assigned ODEQ to lead a statewide effort to eliminate release of persistent, bio-accumulative and toxic chemicals by 2020 to outline a range of approaches that could be taken to identify, track and eliminate. California's Proposition 65 (The Safe Drinking Water and Toxics Enforcement Act of 1986) and Eugene's Right to Know policy require notification. 2009 Oregon legislation proposed to disallow herbicides in schools (currently banned in Eugene and Portland).</p>	<p>Strategy 1: Establish a framework that requires a systematic study of health impacts for new projects, products or policies in the Corvallis area (e.g. Natural Step, Precautionary Principle, and Health Impact Assessments).</p>	<p>Action 1: Assign an appropriate task force to evaluate existing strategies.</p>
		<p>Action 2: Draft legislation requiring the consideration of health impacts on Corvallis projects or policies.</p>
		<p>Action 3: Provide training and/or information of chosen framework.</p>
	<p>Strategy 2: Identify and promote safe alternatives to regularly used toxics that are discharged into the local biosphere.</p>	<p>Action 1: Adopt policies for 1) building maintenance and operations at publicly-owned facilities that are aligned with LEED (green building) for existing buildings, 2) new construction and remodels of publicly-owned buildings that meet LEED standards, and 3) eliminating pesticide/herbicide spraying on publicly-owned property.</p>
		<p>Action 2: Develop legislation that focuses on incentives for residential land owners, businesses, and institutions that have found alternatives to using or releasing toxic chemicals.</p>
		<p>Action 3: Help businesses identify and use alternatives to toxic chemicals.</p>
	<p>Strategy 3: Provide education on toxics, their effects and viable alternatives for all ages and cultural groups in Corvallis.</p>	<p>Action 1: Advertise Oregon Environmental Council's (OEC) Tiny Footprint materials (Green Cleaning Guide, Family Pledge, Sage toys, etc.) and "No Idling/No Topping Off" benefits in The City newsletter, local school programming and through other family awareness avenues.</p>
		<p>Action 2: Provide comprehensive education of alternatives to toxic agricultural chemicals aimed at conventional agriculture farmers in the area.</p>
		<p>Action 3: Require "Right to Know" notification in stores that sell products with chemicals known to cause cancer, birth defects or reproductive harm, and restrict discharge of these chemicals in a manner that could end up in the local biosphere.</p>

HEALTH AND HUMAN SERVICES (cont.)		
<p>Goal 3: By 2025, 50% of Corvallis residents will volunteer in the community.</p> <p>Metrics: % of Corvallis population aged 16 years and older volunteering at least 1 hour per year.</p> <p>Baseline (2008): Oregon ranks # 15 among the 50 states and District of Columbia in volunteer intensity, with 33.3% aged 16 years or older volunteering. Rank # 19 in Baby Boomer volunteer rate of 36.4% (highest state Nebraska at 49%). Also ranked #19 for young adult volunteer rate of 29% (highest is Utah at 39%). The volunteer rate of college age students was #22 at 32.1% (2nd highest was Idaho at 48%). The volunteer rate increased .5% from 2002-2006, whereas some states increased by 1-2%. Oregon ranked #6 in average volunteer hours per state resident per year at 50.3.</p>	Strategy 1: Promote volunteerism.	<p>Action 1: Educate the community on the value of and long-term health benefits of volunteering for one's community.</p> <p>Action 2: Provide incentives to engage more organizations and individuals in the Day of Caring, Martin Luther King Day, and other volunteer opportunities.</p> <p>Action 3: Publicize volunteer opportunities, and promote HandsOn Willamette to match volunteers with needs</p>
	Strategy 2: Address costs of living, financial needs and other obligations that inhibit some residents from having time to volunteer (e.g., adopt a living wage including health insurance, 35-hour work week, family volunteer opportunities, etc.).	<p>Action 1: Organize an educational program to introduce local employers to the concept of a living wage and to identify roadblocks.</p> <p>Action 2: Explore options for supporting local employers in providing a living wage or "paying" for volunteerism (reduced full-time workweeks, etc.).</p> <p>Action 3: Investigate the overall benefits of a shorter work week.</p>
	Strategy 3: Encourage volunteerism that connects residents with resources to help them meet their own needs.	<p>Action 1: Engage volunteers in promoting universal health care reform.</p> <p>Action 2: Engage volunteers in providing information to the public about 211 (free information about health, community, and social services).</p>

HOUSING

VISION: All residents have access to affordable housing options. Housing is energy efficient, provides a healthy living environment, and reduces waste through recycling and preservation; and all new construction minimizes impacts on our resources and environment.

<p>Goal 1: By 2025 all residents/ households will have access to affordable housing options. [For purposes of assistance, housing is considered “affordable” if housing costs (rent and utilities or mortgage, taxes and home owners insurance) costs 30% or less of a family’s gross income. The term “affordable housing” is generally used in relation to low income families (those earning 80% or less of the Area Median Income).]</p> <p>Metrics: # of residents/households with access to affordable housing options</p> <p>Baseline (2012): Benton County Median Family Yearly income for family of 4 = \$74,200</p> <p>80% = \$59,350 50% = \$37,100 30%= \$22,250 (US 2011 Poverty level) (Source: Willamette Neighborhood Housing)</p> <p>(2011) Approximately 42.2% of households in Benton County earned less than 80% of the median family income.</p> <p>(2008) 5200 renter households & 1200 owner households in Benton County made 80% or less of mean family income and paid more than 30% of income for housing. (Source: HUD Comprehensive Housing Study Data from City of Corvallis)</p>	<p>Strategy 1: Explore development of a “community land trust” and increased options for rent assistance.</p>	<p>Action 1: Research housing land trusts and rental assistance programs in other communities and funding options including grants; examine the feasibility of developing a Housing Land Trust for our community.</p>
		<p>Action 2: Educate the public about community housing land trusts and rental assistance programs.</p>
		<p>Action 3: Identify and pursue funding and land donation options.</p>
	<p>Strategy 2: Promote appropriately designed and located higher density options for family housing by incorporating housing into new/existing commercial building projects where related residential services are available.</p>	<p>Action 4: Work with churches and other groups to help with proposals and to help pay for rent and other expenses to keep families in their housing.</p>
		<p>Action 1: Explore private/public partnerships to convert vacant/ underutilized sites and structures in downtown and in other mixed-use zones throughout the city into affordable housing where residential services are available.</p>
		<p>Action 2: Work with city to identify funding for conversion of appropriate structures for needed housing.</p>
	<p>Strategy 3: Maintain and increase affordable housing stock for low and moderate income families and those with children.</p>	<p>Action 3: Work with owners of suitable properties to create low income housing options.</p>
		<p>Action 1: Work with OSU/City Collaboration project and students on housing issues in the community and on campus.</p>
		<p>Action 2: Work with OSU students to develop affordable housing ideas, concepts, designs, etc., including on-campus housing for students, faculty and staff.</p>
		<p>Action 3: Advocate for an increase in local housing grants (federal & state) and protect current housing subsidies.</p>

HOUSING (cont.)		
<p>Goal 2: By 2025, all existing housing in Corvallis will be preserved, adaptively reused or recycled.</p> <p>Metrics: % of buildings preserved, reused, or recycled</p> <p>Baseline: From 2008 to 2012 there were 85 demolition permits issued in Corvallis for residential structures, including five multi-family structures. More than 35% of these were issued in 2012. During this same period, only four permits were issued for moving structures.</p>	<p>Strategy 1: Reuse existing housing stock before building new homes. Encourage people to recycle or relocate a house vs. demolition.</p>	<p>Action 1: Work with city, county, private owners, housing organizations and others to rehabilitate older, existing housing and other structures suitable for housing instead of building new housing.</p> <p>Action 2: Review codes to increase demolition requirements, by increasing notice & fees. Require owners to attempt to sell and relocate home first and give evidence of why this cannot be done. Require photo documentation of buildings before permit is issued for demolition.</p>
	<p>Strategy 2: To counter demolition by neglect, provide incentives for owners to maintain their historic homes.</p>	<p>Action 1: Provide materials and workshops to educate owners on maintaining their historic homes and educate builders on the art and craft of older homes; i.e., window tuning.</p>
		<p>Action 2: Seek funding for and establishment of a low or no interest revolving loan fund for rehabilitation linked to the Secretary of Interior's Guidelines for Historic Preservation.</p>
		<p>Action 3: Provide workshops on methods such as Conservation Easements for property owners to protect historic resources.</p>
		<p>Action 4: Determine conflicts that exist between historic/older neighborhoods and high density zones in city. Resolve conflicts in the LDC re historic resources and high density zoning.</p>
	<p>Strategy 3: Create Historic Preservation Plan.</p>	<p>Action 1: Seek funds for an intern to work on city-wide reconnaissance level historic survey.</p>
	<p>Strategy 4: Deal with hazardous materials abatement in demolition or adaptive reuse.</p>	<p>Action 1: Change Land Development Code, Chapter 2.9, to include costs of hazardous materials abatement in all demolitions.</p>

HOUSING (cont.)		
<p>Goal 3: By 2025, 100% of new construction will have minimal impact on resources and the environment.</p> <p>Metrics: % of new construction that meets VOC guidelines and % of new construction that meets recycled/renewable construction materials use guidelines</p> <p>Baseline:</p>	<p>Strategy 1: Encourage and support more diverse housing options.</p>	<p>Action 1: Develop website with map showing housing options; remodels; small family homes, conversion of commercial to residential, and historic districts and homes.</p>
		<p>Action 2: Examine zoning codes to allow for more diverse neighborhoods, mixing small homes and housing types with larger single family homes.</p>
	<p>Strategy 2: Reduce size of homes and ecological footprint in order to conserve energy, land area and resources.</p>	<p>Action 1: Initiate educational campaign for smaller houses by publishing information on housing issues (including floor plans for smaller homes) and the environment in the media including use of social media.</p>
		<p>Action 2: Locate funding sources for eco-housing demonstration projects (i.e., minimize permit costs and find logical connections between green methods and SDC fees for reducing SDC fees).</p>
	<p>Strategy 3: Ensure that all homes are non-toxic and use recycled, renewable, and local materials as much as possible.</p>	<p>Action 1: Adopt “green” codes, such as “all new and remodeled homes shall comply with either the International Code Council (ICC) ‘Green Codes’ or Austin, Texas, codes prior to obtaining a permit” or provide incentives for all who comply (reduced permit fees).</p>
		<p>Action 2: Explore banning the use of toxic building materials, especially formaldehyde and volatile organic compounds (VOCs).</p>
		<p>Action 3: Encourage small local businesses that fabricate green building materials.</p>

HOUSING (cont.)		
<p>Goal 4: By 2025, chronic homelessness will be reduced by 65%.</p> <p>Metrics: # of homeless persons</p> <p>Baseline (2012): Data from the Oregon Department of Education indicated that there are more than 276 K-12 students in Benton County living on the streets, in cars, or in informal camps around the county. This is an increase of 12% from 2011. In School District 509J there are 170 K-12 homeless students.</p> <p>Data gathered by the Corvallis Homeless Shelter Coalition from 2008-2010 indicates there are approximately 150 homeless persons living in and around the City of Corvallis in each of these three years.</p>	Strategy 1: Locate/ educate and assist potentially homeless persons and families prior to housing displacement.	<p>Action 1: Provide information to employers, social service agencies, and the press about actions that families (who are on the edge of eviction) can take.</p> <p>Action 2: Work with churches and other non-profits to provide emergency rental assistance, including help with deposits and first and last month's rent payments. Consider establishment of an endowment for this purpose.</p>
	Strategy 2: Increase the number of affordable supported housing units suitable for the previously homeless.	<p>Action 1: Identify gaps in housing for specialized populations. Develop solutions to serve these populations and urge agencies to tailor some services to meet the specific needs of specialized populations who are underserved, such as families with children.</p> <p>Action 2: Work with the 10-year planning group to select priorities and identify resources to develop housing projects.</p>
	Strategy 3: Enhance communication between the homeless and service providers.	<p>Action 1: Use the 10-year plan as a mechanism to improve the sharing of information.</p> <p>Action 2: Carry out vigorous outreach so that homeless groups know what services are available and what the eligibility requirements are.</p>

LAND USE

VISION: Corvallis is a compact, small city with walkable neighborhoods, a vibrant downtown, and diverse natural areas interwoven in urban landscapes, whose community members actively participate in land use planning decisions.

<p>Goal 1: By 2040, 80% of Corvallis will be a sustainable and compact city with walkable, mixed-use neighborhoods, functioning neighborhood centers, and a vibrant downtown, whose community members actively participate in land use planning decisions.</p> <p>Metrics:</p> <p>Baseline:</p>	<p>Strategy 1: Develop, coordinate, and work to implement land use planning policies, standards and processes that support walkable, bikable, mixed-use neighborhoods.</p>	<p>Action 1: Educate community members to increase their understanding of and involvement in land use planning.</p>
		<p>Action 2: Inventory existing and proposed neighborhoods and developments (including residential, mixed-use, commercial, and industrial) for range of amenities, walkability, and bikability.</p>
		<p>Action 3: Identify code changes needed to support mixed-use, diverse neighborhoods while protecting resource lands, quality of life and environment, and ask City Council to revise existing codes, regulations, and planning documents accordingly. (Examples: Form-based Development, Human Fractal City Design, LEED for Neighborhood Standards.)</p>
	<p>Strategy 2: Develop, coordinate, and implement land use strategies that support local business, green industry and downtown vitality.</p>	<p>Action 1: Assess current strategies (e.g., incentives, policies, marketing, and activities) to support local business, green industry and downtown vitality, and identify and remove barriers (e.g., zoning, regulations, purchasing policies).</p>
		<p>Action 2: Promote existing and new strategies that support locally owned businesses, green industry, and a dynamic downtown.</p>
	<p>Strategy 3: Develop, coordinate, and implement land use strategies that balance compact, urban mixed use development with the enhancement of existing neighborhoods and green space.</p>	<p>Action 1: Inventory and develop incentives and regulations to protect, restore, and maintain historic structures, landscapes, neighborhood character, and significant (over 8" dbh) trees, to stop teardowns, and to preserve a sense of place and uniqueness.</p>
		<p>Action 2: Using neighborhood dialogue, review City codes and planning processes to identify changes needed to preserve existing neighborhood character while increasing density of development and green space.</p>
		<p>Action 3: Rezone to distribute schools, mixed-use neighborhood centers, green space, and indoor and outdoor gathering spaces throughout the city.</p>
	<p>Strategy 4: Develop, coordinate, and implement land use strategies to replace 50% of private conventional motorized vehicle trips with alternative transportation modes (human-powered, electric vehicles and public transit).</p>	<p>Action 1: Evaluate methods to encourage the use of shared parking and alternative transportation modes.</p>
		<p>Action 2: Create light rail with a downtown station to connect to Albany, Philomath, and Eugene.</p>
		<p>Action 3: Identify 25% of streets for conversion to non-motorized transit or low-speed electric carts only and expand the network of multimodal paths and public transit to connect all neighborhoods to neighborhood centers and downtown.</p>

LAND USE (cont.)		
<p>Goal 2: By 2040, Corvallis will be a livable city with functional, integrated and diverse natural areas interwoven in urban landscapes.</p> <p>Metrics:</p> <p>Baseline:</p>	<p>Strategy 1: Develop, coordinate, and implement land use planning policies, standards and processes that implement this goal.</p>	<p>Action 1: Complete a survey to determine which undeveloped areas already meet the significant natural feature criteria, which park/open space areas need improvement to meet the criteria, and what new areas offer opportunities to create or restore natural areas.</p>
		<p>Action 2: Coordinate all codes, regulations, and planning documents in GIS (mapping) layers to improve plan review process, assess cumulative impacts of new development, and enforce existing codes, regulations, and planning documents to protect natural areas.</p>
		<p>Action 3: Positively correlate building heights with distance from the Willamette and Marys Rivers.</p>
	<p>Strategy 2: Develop, coordinate, and implement land use strategies that protect and restore natural areas and native species.</p>	<p>Action 1: Review natural features inventories to identify the most sensitive or significant natural areas; acquire and restore diverse ecosystem types distributed throughout the Urban Growth Boundary (UGB) using land swaps, purchase of conservation easements, or other green investment funding methods.</p>
		<p>Action 2: Promote incentives for planting native species and limiting impervious cover in private remodeling and development projects, and require use of native species in all public projects.</p>
		<p>Action 3: Enforce dark sky compliant lighting of all streets, parking lots and buildings to protect circadian rhythms.</p>
		<p>Action 4: Revise the Minimum Allowed Development Area (MADA) provisions of the 2006 Land Development Code to minimize negative impacts on significant natural features.</p>
	<p>Strategy 3: Have in place land use strategies that improve connections between neighborhoods and natural areas within and outside the city.</p>	<p>Action 1: Maintain inventory of urban tree species and percent canopy cover of urban forest, and develop and implement tree/urban forest protection program with incentives, regulations, and penalties for unauthorized removal of significant trees.</p>
		<p>Action 2: Protect significant natural areas from development, using creative funding strategies, and ensure that future development provides/maintains access from existing neighborhoods to developed parkland and undeveloped publicly accessible natural areas.</p>
<p>Action 3: Inventory and improve existing natural corridors and create a network of pathways throughout the city, connecting to parks, streams, and outlying areas. Make it possible to travel from one park to another along these greenways.</p>		

LAND USE (cont.)

<p>Goal 3: By 2030, 50% of items consumed or purchased in Corvallis will be produced within 100 miles by diverse locally-owned businesses, family farms, forests, and urban gardens in a manner that protects all of its natural resources.</p> <p>Metrics:</p> <p>Baseline:</p>	<p>Strategy 1: Develop, coordinate, and implement land use strategies in the City and County that minimize loss of natural resource quality and quantity.</p>	<p>Action 1: Overlay existing natural resource inventories and planning documents to assess cumulative impacts of previous development and any proposed development on natural environment and quality of life, in order to direct development for goods and services production to less sensitive areas.</p>
		<p>Action 2: Use multiple strategies (e.g., education, incentives, regulations, enforcement, and land swaps) to direct development to areas with least ecological significance to minimize negative environmental impacts.</p>
		<p>Action 3: Promote conversion from grass seed farms to food production within the County.</p>
	<p>Strategy 2: Continue to develop, coordinate, and implement land use strategies to increase urban food production.</p>	<p>Action 1: Identify suitable (less sensitive) farmable land within the UGB to convert to community gardens and/or urban farms, remove and modify government and private restrictions that are barriers, and provide education and incentives for organic and sustainable food production, including at all schools.</p>
		<p>Action 2: Modify local land use codes and zoning, and advocate for state land use regulations, to support local businesses and organizations in producing and marketing local products.</p>
		<p>Action 3: Include common garden areas, greenhouses, food preservation and food processing facilities within neighborhoods.</p>

LAND USE (cont.)		
<p>Goal 4: By 2020, 100% of Corvallis and Benton County will use green building (LEED or a similar standard) practices in all renovation and construction.</p> <p>Metrics:</p> <p>Baseline:</p>	Strategy 1: Change and improve the Land Development Code and locally adopted building codes and policies to support this goal.	<p>Action 1: Encourage renovation over new construction and direct new development first to the redevelopment of brownfields (areas in need of rehabilitation). Track and recognize renovation that uses green building standards.</p> <p>Action 2: Modify code to allow renovation of existing buildings without having to comply with all current codes.</p>
	Strategy 2: Develop, coordinate, and implement a comprehensive green building program for Corvallis and Benton County.	<p>Action 1: Adopt measurable standards and utilize green building practices (equivalent to Green Building Council, LEED, Natural Step, 2030 Challenge or similar standards) (required for all city-owned property and encouraged for all private property).</p> <p>Action 2: Provide and promote incentives for utilizing green renovation/green building practices which include streamlined permitting.</p>
		<p>Action 3: Create re-building center for sorting usable waste for new construction materials. Include warehouse area for re-fabricating and re-designing materials.</p>
		<p>Action 1: Sponsor design competition to clarify and inspire creative solutions to accomplish this strategy.</p> <p>Action 2: Provide and promote incentives for the use of local contractors, suppliers, materials and labor.</p>
	Strategy 3: Establish target goals for percentages of new construction and renovations which meet certification standards.	

ENDNOTES

Definitions:

- **Compact city** – Urban area with dense, diverse mixed-use development linked by public transport systems for less dependence on autos for access to jobs, services, and amenities, with a clear boundary that conserves nearby resource areas (See http://www.keepeek.com/Digital-Asset-Management/ocd/urban-rural-and-regional-development/compact-city-policies/the-compact-city-concept-in-today-s-urban-contexts_9789264167865-6-en.)
- **Small city** – Urban area with a population size of 50,000 to 100,000 people (US Census Bureau, Office of Management and Budget, US Department of Education)
- **Sustainable community** – Reflects the interdependence of economic, environmental, and social issues by growing and prospering without diminishing the land, water, air, natural and cultural resources on which communities depend. Housing, transportation and resource conservation are managed in ways that protect economic, ecological and scenic values. (See <http://www.nrdc.org/sustainable-communities/default.asp>.)
- **Mixed-use neighborhoods** – Housing, jobs, daily needs and other activities are within easy walking distance of each other and/or public transportation.
- **Functioning neighborhood centers** – Appropriately scaled neighborhood core within walking or biking distance that enhances neighborhood character and includes civic and recreational uses, retail and service businesses, and public gathering places to serve the needs of neighborhood residents.
- **Maintain neighborhood character** – Preserve links to natural, cultural and architectural history which promote a sense of place and loyalty from residents and businesses.
- **Density** – People or housing units per square mile of land area (US Census Bureau – see https://www.census.gov/geo/www/geo_defn.html#Place).
- **Significant natural features** – Streams, wetlands, riparian areas, wildlife habitat, trees or tree groves, viewsheds, and hillsides determined to have historic or current cultural, social or ecological value. (See City of Corvallis Natural Features Inventory.)
- **Green Building standards** – Various sets of measurable indicators of a building's structure and construction and use processes that are environmentally healthy, responsible and resource-efficient throughout its life-cycle from siting to design, construction, operation, maintenance, renovation, and demolition.

Links to websites:

- **Form-based Development** – Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development, rather than only distinctions in land-use types. (See <http://www.formbasedcodes.org/> or <http://www.sacog.org/projects/form-based-codes.cfm>.)
- **Human Fractal City Design** – A guiding principle to build cities on a pedestrian scale with a matrix of connections and infrastructures that creates multiple interconnected nodes that encourage people's movements and interactions. (See <http://zeta.math.utsa.edu/~yxk833/connecting.html>.)
- **LEED for Neighborhood Development Standards** – LEED-ND integrates principles of smart growth, urbanism and green building into a set of national standards for green neighborhood design. LEED for Neighborhood Development is a collaboration among USGBC, Congress for the New Urbanism, and the Natural Resources Defense Council. LEED-ND certification provides independent, third-party verification that a development's location and design meet accepted high levels of environmentally responsible, sustainable development. (See <http://www.usgbc.org/ShowFile.aspx?DocumentID=6131> or http://www.nrdc.org/cities/smartgrowth/files/citizens_guide_LEED-ND.pdf.)
- **US Green Building Council** - <http://www.usgbc.org/Default.aspx>
- **LEED** - <http://www.leed.net/>
- **Natural Step**- <http://www.thenaturalstep.org/en/usa>
- **2030 Challenge** - <http://www.architecture2030.org/>

NATURAL AREAS

VISION: Our natural features, hillsides, floodplains, streams, wetlands and other open spaces and natural areas are protected and treasured.

<p>Goal 1: By 2030, the acreage of protected natural habitat in Benton County will be increased by 50%.</p> <p>Metrics: Acreage</p> <p>Baseline: Needs to be developed by joining together descriptive databases from City, County, state, feds, and NGOs.</p>	<p>Strategy 1: Initiate a comprehensive, long-range, natural area conservation plan.</p>	<p>Action 1: Regularly convene a gathering of public and private partners around natural areas conservation planning.</p>
		<p>Action 2: Adopt an integrated natural areas conservation plan, which includes acquisition criteria and priorities for acquisition, protection and active conservation management.</p>
		<p>Action 3: Implement conservation priorities under the plan.</p>
	<p>Strategy 2: Provide stable, long-term revenue sources for the acquisition, restoration and preservation of prime natural areas.</p>	<p>Action 1: Identify potential, long-term funding sources.</p>
		<p>Action 2: Establish a range of diverse, stable, long-term funding mechanisms.</p>
		<p>Action 3: Disburse conservation funds according to priorities established by the integrated natural area conservation plan.</p>
	<p>Strategy 3: Assign the monetary value of services provided by natural ecosystems to guide and inform land use planning and development decisions.</p>	<p>Action 1: Compile and undertake, as needed, research to establish equivalent monetary values of the full range of natural ecosystem services.</p>
		<p>Action 2: Establish guidelines to take ecosystem values into account and seek appropriate code amendments for land use and development decisions.</p>
		<p>Action 3: Provide an extensive, publicly-accessible database of equivalent monetary values for services provided by our local ecosystem.</p>

NATURAL AREAS (cont.)		
<p>Goal 2: By 2030, 100% of public and private natural area acreage in Benton County will be managed under a set of practices that optimizes their ecological integrity and resilience.</p> <p>Metrics: Acreage restored</p> <p>Baseline: Must be developed by Planning Committee in Goal 1.</p>	<p>Strategy 1: Adopt a restoration and best management practices plan for all public natural areas.</p>	<p>Action 1: Develop restoration and management plans for areas within the cities, and newly acquired natural areas beyond city limits.</p>
		<p>Action 2: Review and update existing natural area management and restoration plans in accordance with best management practices.</p>
	<p>Strategy 2: Promote habitat management and restoration on private land.</p>	<p>Action 1: Provide comprehensive education and training on sustainable restoration and management practices to private landholders.</p>
		<p>Action 2: Develop and promote residential natural habitat programs.</p>
		<p>Action 3: Develop a wide range of incentive and recognition programs to encourage habitat restoration and management projects on private lands.</p>
	<p>Strategy 3: Promote community volunteer-supported restoration projects on public and accessible private natural areas.</p>	<p>Action 1: Establish an electronic network and web presence for community natural areas conservation activities and volunteer opportunities.</p>
		<p>Action 2: Coordinate volunteer conservation activities in the community.</p>
		<p>Action 3: Further develop and expand urban creek restoration and outreach program (UCROP), including development of urban creek watershed councils.</p>

NATURAL AREAS (cont.)		
<p>Goal 3: By 2030, 60% of community members will participate in natural areas appreciation programs or restoration efforts.</p> <p>Metrics: % of residents</p> <p>Baseline: Must be developed, perhaps through annual City survey, a web-based instrument, or reports from partner organizations.</p>	<p>Strategy 1: Increase the number and accessibility of conservation education and outreach programs.</p>	<p>Action 1: Establish and maintain outdoor classroom programs for all community K-12 schools.</p>
		<p>Action 2: Integrate locally-focused (place-based) natural history instruction into all K-12 school curricula.</p>
		<p>Action 3: Increase the number of and access to a wider range of natural history programs for adults.</p>
	<p>Strategy 2: Increase appropriate recreation and access in public and private natural areas.</p>	<p>Action 1: Expand and improve opportunities and facilities for unstructured recreational opportunities such as hiking, fishing, bird watching, nature photography.</p>
		<p>Action 2: Create and maintain a functional network of paths and trails to and between natural areas.</p>
		<p>Action 3: Continue a week of celebration and awareness around local natural areas.</p>
	<p>Strategy 3: Provide natural history and cultural information at natural areas.</p>	<p>Action 1: Establish natural history interpretive activities on public and private natural areas.</p>
		<p>Action 2: Develop and implement state-of-the-art ecological, natural, and cultural history interpretive tools, including signs at public natural areas that do not detract from the natural aesthetic.</p>

TRANSPORTATION

VISION: Corvallis is a hub in a regional transportation system that includes sustainable transportation modes for people and goods.

<p>Goal 1: By 2015, efficient alternatives for transportation to destinations beyond Corvallis will be increased.</p> <p>Metrics: Ridership on transportation systems Number of connecting points between transportation systems Number of locations and number of people served</p> <p>Baseline:</p>	<p>Strategy 1: Increase the use of existing transit system options, such as CTS and Amtrak.</p>	<p>Action 1: Advertise existing transit system connections.</p>
		<p>Action 2: Promote maps showing points of connection between transit systems.</p>
		<p>Action 3: Make transit systems easier to use by decreasing wait times and coordinating fares.</p>
	<p>Strategy 2: Strengthen transit system connections to other communities.</p>	<p>Action 1: Encourage collaboration among local and regional transportation organizations.</p>
		<p>Action 2: Coordinate regional transit system schedules.</p>
		<p>Action 3: Increase transit system routes and runs throughout the region.</p>
	<p>Strategy 3: Provide transportation to recreation areas.</p>	<p>Action 1: Promote recreation transportation services, such as Peak Ski Bus, Coast to Valley Express, and Valley Retriever.</p>
		<p>Action 2: Promote Parks and Recreation outings with shared or provided transportation.</p>

TRANSPORTATION (cont.)		
<p>Goal 2: By 2020, community members will reduce per-capita gasoline consumption to 90 gallons annually, 50% below 2008 levels.</p> <p>Metrics: Gallons of gasoline per capita per year</p> <p>Baseline (2008): 180 gallons annually per capita in Corvallis</p>	<p>Strategy 1: Offer public and private incentives to encourage employees, shoppers, and students to walk, cycle, or use mass transit.</p>	Action 1: Expand hours, frequency, and range of city buses, and continue to offer fareless transit.
		Action 2: Provide incentives to walk, cycle, or bus to businesses, such as discounts and covered bike parking.
		Action 3: Provide free audits of transportation energy use so that people learn to meet their transportation needs more efficiently.
	<p>Strategy 2: Foster a culture of cycling in the community.</p>	Action 1: Assist people in overcoming barriers to cycling, such as physical ability, safety, wet weather, darkness, and carrying other people and goods.
		Action 2: Sponsor an annual World Car Free Day in Corvallis event.
		Action 3: Promote multigenerational cycling activities.
	<p>Strategy 3: Encourage the use of fuel-efficient and renewable energy vehicles.</p>	Action 1: Purchase fuel-efficient and renewable energy vehicles for fleets, such as at the City and OSU.
		Action 2: Promote fuel-efficient and renewable energy carshares.
		Action 3: Encourage people to use fuel-efficient and renewable energy vehicles, when owning or renting a personal vehicle is necessary.

TRANSPORTATION (cont.)		
<p>Goal 3: By 2020, single occupancy motor vehicle trips will be reduced by 20% below 2008 levels.</p> <p>Metrics: Vehicle trips</p> <p>Baseline: 515,000 vehicle trips in 1991</p>	<p>Strategy 1: Encourage people to make long-term decisions that reduce or eliminate the need to own motor vehicles.</p>	Action 1: Assist people in setting personal annual goals for sustainable transportation.
		Action 2: Encourage people to live near their jobs, schools, shops, and places of recreation.
	<p>Strategy 2: Encourage organization members and employees to walk, bike, use mass transit, or carpool.</p>	Action 1: Encourage organizations to arrange carpooling to meetings and events.
		Action 2: Provide incentives for employees to commute sustainably.
		Action 3: Implement Transportation Demand Management (TDM) and support Employee Transportation Coordinators (ETC) at businesses and institutions.
	<p>Strategy 3: Implement land use strategies that encourage sustainable modes of transportation.</p>	Action 1: Support land use planning policies that result in walkable, bikeable, mixed-use neighborhoods.
		Action 2: Educate the public about “Healthy Streets,” which promote cycling and walking, in collaboration with the City of Corvallis.
		Action 3: Expand the network of multimodal paths and public transit to connect all community members to neighborhood centers and downtown.

WASTE PREVENTION

VISION: Corvallis is a waste-free community.

<p>Goal 1: By 2020, the recycling rate for the Corvallis community will be 75%. Recycling rate is defined as total pounds of waste recovered (recycled, composted or reused) divided by the total waste generated (recovered and landfilled).</p> <p>Metrics: Tons recycled divided by total tons disposed less industrial tons</p> <p>Baseline (2007): 45.2% recycling rate</p>	<p>Strategy 1: Collect all organic waste (yard debris and food waste) for alternative uses.</p>	<p>Action 1: Promote curbside pickup of food waste for residential and commercial collection programs.</p>
		<p>Action 2: Promote use of durable, recyclable, and/or other non-disposable take-out containers and food serving ware.</p>
		<p>Action 3: Develop and implement a program to educate residents, businesses, and institutions about existing opportunities for composting and/or reuse of organic materials.</p>
	<p>Strategy 2: Divert landfill-bound construction waste to existing or new facilities for recycling.</p>	<p>Action 1: Develop a program to educate building contractors and homeowners regarding existing opportunities for recycling and/or reuse of construction materials.</p>
		<p>Action 2: Research models for private and public deconstruction operations (i.e., dismantling of residential and commercial structures in a way that allows for reuse of building materials).</p>
		<p>Action 3: Establish and/or promote deconstruction operations.</p>
	<p>Strategy 3: Increase amount of recyclable material collected from businesses, institutions and residences (single- and multi-family).</p>	<p>Action 1: Support and expand existing programs that offer waste audits for businesses, institutions and residences.</p>
		<p>Action 2: Develop and implement a comprehensive recycling education program that targets businesses, institutions and residences (single- and multi-family).</p>
		<p>Action 3: Identify materials commonly discarded by businesses because they are not part of the collection infrastructure.</p>

WASTE PREVENTION (cont.)		
<p>Goal 2: By 2020, there will be a 50% reduction in the per capita weight of landfill disposal (discards)</p> <p>Metrics: Pounds per capita of landfill-bound waste</p> <p>Baseline: 1,496 lbs per person annually (2006)</p>	<p>Strategy 1: Increase education and promotion of existing waste reduction and reuse opportunities.</p>	<p>Action 1: Continue and expand the public outreach program that educates the community on waste reduction and reuse opportunities (i.e. Recycling Block Captains, ReUse Directory, etc.).</p>
		<p>Action 2: Continue to strengthen and implement a K-12 curriculum on waste reduction and reuse.</p>
		<p>Action 3: Increase the number and availability of technical education programs that teach repair skills at secondary and continuing education levels.</p>
	<p>Strategy 2: Increase opportunities for materials reuse.</p>	<p>Action 1: Continue to update, distribute and promote the directory of businesses and non-profits that will accept items for reuse, including the development of an online version.</p>
		<p>Action 2: Identify and promote organizations and businesses that provide on-site collection of reusable items (e.g. furniture, appliances, etc.) from residential and commercial customers.</p>
		<p>Action 3: Facilitate establishment of "neighborhood lending libraries" for tools and other items.</p>
	<p>Strategy 3: Provide incentives and establish policies that encourage reduction of per capita landfill-bound waste.</p>	<p>Action 1: In response to the city's single-use plastic bag ban and paper bag fee, continue to develop and implement an educational and promotional program to help people transition from single-use plastic and paper bags to reusable alternatives.</p>
		<p>Action 2: Structure the city franchise agreement so that it is more profitable for the hauler to reduce, rather than to increase, the volume of landfill-bound waste disposed per capita.</p>
		<p>Action 3: Research residential waste collection systems that provide a variety of incentives (monetary and non-monetary) for reducing landfill-bound waste.</p>

WASTE PREVENTION (cont.)		
<p>Goal 3: By 2020, the Corvallis community will increase proper disposal of hazardous waste by 75%.</p> <p>Metrics: Number of customers participating annually in household hazardous waste disposal events</p> <p>Baseline: 3,027 customers (2007)</p>	<p>Strategy 1: Provide increased education to residents, businesses, and institutions regarding proper disposal of hazardous waste.</p>	<p>Action 1: Utilize additional media opportunities to publicize hazardous waste collection events.</p>
		<p>Action 2: Promote existing resources that provide information about how to properly dispose of specific hazardous materials, including education on which items are hazardous.</p>
	<p>Strategy 2: Broaden opportunities for proper disposal of hazardous waste.</p>	<p>Action 1: Establish and promote a hazardous waste facility that is open year-round.</p>
		<p>Action 2: Research, implement and promote a pharmaceutical take-back program that is available year round.</p>
		<p>Action 3: Explore alternative methods of disposing of toxics, such as mycological remediation.</p>
	<p>Strategy 3: Promote non-toxic and less toxic alternatives.</p>	<p>Action 1: Launch a public awareness campaign to promote non-toxic alternatives to toxic cleaning products.</p>
		<p>Action 2: Establish purchasing policies at public institutions that give preference to non-toxic alternatives to toxic products for cleaning, building repair and maintenance, landscape maintenance, and automotive repair and maintenance.</p>
		<p>Action 3: Establish recognition programs for "toxic-free" environments at businesses, schools, government facilities, and other institutions.</p>

WATER

VISION: Water conservation efforts decrease the amount of water city residents use, and streams and creeks are clean and clear.

Goal 1: By 2050, there will be a 50% reduction in the water flow (quantity) from 2008 annual levels through the Corvallis municipal water systems

(currently including the Taylor and Rock Creek Water Treatment Plants, Wastewater Treatment Plant, and storm water piping system).

Metrics: Gallons/year total volume, not adjusted for population growth or any other factor.

Baseline: Annual flows (2008): Wastewater treatment plant = 4 billion gallons. Storm-water through the treatment plant = 0.76 billion gallons. Storm-water directly into waterways = 1.52 billion gallons. Drinking water = 2.76 billion gallons

Strategy 1: Develop programs to reduce water level flows by addressing individual and organizational water/wastewater use patterns.

Strategy 2: Install water-efficient technologies that reduce annual flow through municipal tapwater, wastewater, and stormwater pipes.

Strategy 3: Develop alternative water sources that will reduce current flow levels in the municipal piping systems.

Action 1: Adopt individual plans and goals to reduce drinking, sewer and storm water flow levels resulting from personal water/wastewater use patterns.

Action 2: Provide recognition and economic incentive programs for reduced usage of the three municipal water systems.

Action 3: Evaluate both residential and institutional usage patterns of the three municipal water systems and current water use reduction programs. Recommend new programs targeting lowering water-use patterns.

Action 1: Promote and incentivize water-efficiency technologies to all property owners and, during the permitting phase, require such technologies on all water-related systems.

Action 2: Promote state-sanctioned water-efficiency wastewater technologies that safely reduce municipal wastewater flow for all existing buildings and, for all relevant building permits, require technologies that result in reductions. These technologies could include composting toilets, graywater re-use, and on-site biological wastewater treatment systems.

Action 3: Promote Low Impact Development (LID) techniques for all properties and, when issuing building permits, require use of LID techniques. These techniques include minimizing pavement/building footprint plus installing rain gardens, infiltration trenches, permeable pavers, rainwater harvesting systems, green roofs, vertical gardens, drought-tolerant/layered vegetation, and “permaculture” design techniques.

Action 1: Install community sustainable water demonstration sites in high-traffic and accessible existing enterprises that demonstrate large-scale usage of alternate water sources, such as rainwater and graywater.

Action 2: Develop a system for reclaiming municipal treated wastewater for state-approved functions within the City of Corvallis.

WATER (cont.)		
<p>Goal 2: By 2025, Corvallis watersheds will be revived to conditions that provide healthy habitat characteristics that support reproducing populations of cold water native fish as indicator species of aquatic health in Corvallis principal streams.</p> <p>Metrics: % of self-sustaining cold water native fish populations compared to non-native fish</p> <p>Baseline:</p>	<p>Strategy 1: Evaluate current stream habitat characteristics and develop a plan to meet the designated federal or state standards, whichever is higher.</p>	Action 1: Evaluate the presence and conditions of cold water native fish in the waterways.
		Action 2: Engage property owners adjacent to principle streams in the evaluation of the healthy habitat characteristics, such as diversity and biomass of native riparian vegetation and native aquatic fauna, natural stream flow patterns, and a functioning underground hyporheic zone.
		Action 3: Engage property owners adjacent to principle streams in the planning process to remediate, where necessary, stream characteristics and to preserve the existing healthy stream characteristics.
	<p>Strategy 2: Reduce or eliminate piped stormwater from draining directly into streams.</p>	Action 1: Evaluate the number and impact of direct storm drain outfalls on local waterways.
		Action 2: Open and set back piped stormwater outfalls that drain directly into streams.
		Action 3: Construct velocity-reducing wetlands and/or buffers between selected piped stormwater outfalls and stream channels.
	<p>Strategy 3: Improve and protect Corvallis urban stream corridors to provide habitat characteristics that support cold water native fish.</p>	Action 1: Pursue acquisition or easement to protect land along principle stream corridors.
		Action 2: Implement plans to improve healthy stream characteristics.
		Action 3: Evaluate and develop plans to increase sufficient vegetation throughout the Corvallis watersheds that will provide ecological and hydrological support to cold-water native fish in the streams.