



# Community Sustainability Final Action Plan

Focus on the **future**  
Action in the **present**

December 15, 2008



# ACKNOWLEDGEMENTS

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City of Corvallis

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## FOREWORD

We live at a pivotal moment in the story of humankind. For thousands of years, we have utilized the earth's abundant resources to meet our needs. But now, nearly 300 years into the Industrial Revolution, we are starting to see the limits of what the earth can provide. The signs are all around us. We can choose to ignore these signs and wait until we are forced to react. Or we can seize this opportunity to work together to create a sustainable world.

This action plan represents the decision on the part of hundreds of residents and dozens of organizations in Corvallis, Oregon to choose the path toward a sustainable future. No one knows for sure what a sustainable world will look like. But the promise of low-impact, high-quality lives for our children and grandchildren is too important an opportunity to ignore.

At the Town Hall meeting on March 31, 2008, that launched this community-wide effort, Corvallis Mayor Charlie Tomlinson challenged an audience of over 600 area residents to join this quest:

*“This is the most difficult thing, the most important thing that our community will embark upon over the next number of years – to create a plan that envisions a sustainable Corvallis, a community that understands its impact in the world, a community that understands that it can be a role model for communities across America and across the world.”*

And the participants responded to his call with enthusiasm, energy, and a willingness to put in long hours and hard work. The result is an impressive collection of long-range, visionary goals paired with practical strategies that will help move us toward those goals.

For the past several years, Corvallis has established itself as a leader in sustainability. The City has received numerous awards for its efforts in this area. This action plan seeks to build on all of the great work that has already been done.

Betty Griffiths, Co-facilitator  
Corvallis Sustainability Coalition

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## EXECUTIVE SUMMARY

The Corvallis Sustainability Coalition (Coalition) was formed in 2007 to bring together businesses, non-profits, faith communities, educational institutions, and government entities in the Corvallis/Benton County area to accelerate the creation of a sustainable community – one that values environmental quality, social equity, and economic vitality. Participation in the Coalition is open to local organizations and individuals who support its vision, mission, goals and guiding objectives. As of December 2008, the Coalition has 135 partner organizations.

The Coalition uses a concept of sustainability that views the economic and social realms as fully embedded in and limited by the natural world. The Coalition has adopted four guiding objectives based on the Natural Step framework. These objectives provide a comprehensive systems approach to decision making. Sustainable decisions do not allow trade-offs between economy, society and the environment, but rather create multiple benefits.



The Coalition's work follows a tradition of sustainability efforts by the City of Corvallis and other community groups. Gathering public input and involving community members in the development of this Action Plan were central elements of the 2008 action planning process, which engaged hundreds of community members and volunteers in exploring what is required to create a sustainable community.

The Sustainability Coalition sponsored three Town Hall meetings over eight months to engage a broad base of citizens. Town Hall attendance ranged from 350 to 600 participants. A variety of communication tools were used to actively engage Coalition partners and the broader community.

Over 200 community volunteers served as Work Group members who worked intensively between Town Halls. These groups were formed after the first Town Hall and were organized around 12 topic areas based on "The Corvallis 2020 Vision Statement". Work Groups developed visionary goals and strategies and received feedback at the following two Town Halls.

The Coalition's Action Plan, organized by these 12 topics, describes *what* needs to be done, *when* and *whose participation is needed* to achieve these goals and strategies. The plan is intended to lay the groundwork for the next several years of Coalition and community work by identifying actors and timelines for each action.

Plan implementation is being led by the Coalition. Action Teams will implement actions by working collaboratively with other teams and other organizations to further the goals. The Steering Committee will provide Coalition leadership, identify stable funding sources, coordinate annual Town Hall meetings, and publish annual updates.

This Action Plan is a “living document”. It is intended to be refined and improved over time. The community will be invited to participate in modifying the plan as progress is made towards the goals.

## INTRODUCTION

This Action Plan reflects a “bottom-up”, community-based process in which a diverse group of residents worked together to identify our greatest challenges and the best means to address them. It is a proactive effort to address current challenges, including climate change, rising energy costs, social inequity and economic instability. This plan is the result of volunteer efforts by the Corvallis Sustainability Coalition, its partner organizations and hundreds of community members. It provides a record and description of the Coalition’s work to date and outlines the goals, strategies, and actions developed. These Action Plan elements are a blueprint for a more sustainable and vibrant community.



Funding of the community-wide sustainability initiative has been provided by Coalition partners who have served as “sponsors.” The City of Corvallis is the Coalition’s primary sponsor. Other highly-valued partner organizations and individuals who have supported the action planning process are listed in Appendix C.

## CONTEXT

*"Whatever befalls the earth befalls the people of earth. The earth does not belong to man, man belongs to the earth. All things are connected like the blood which unites one family. Man did not weave the web of life; he is merely a strand in it. Whatever he does to the web, he does to himself."*  
Chief Seattle

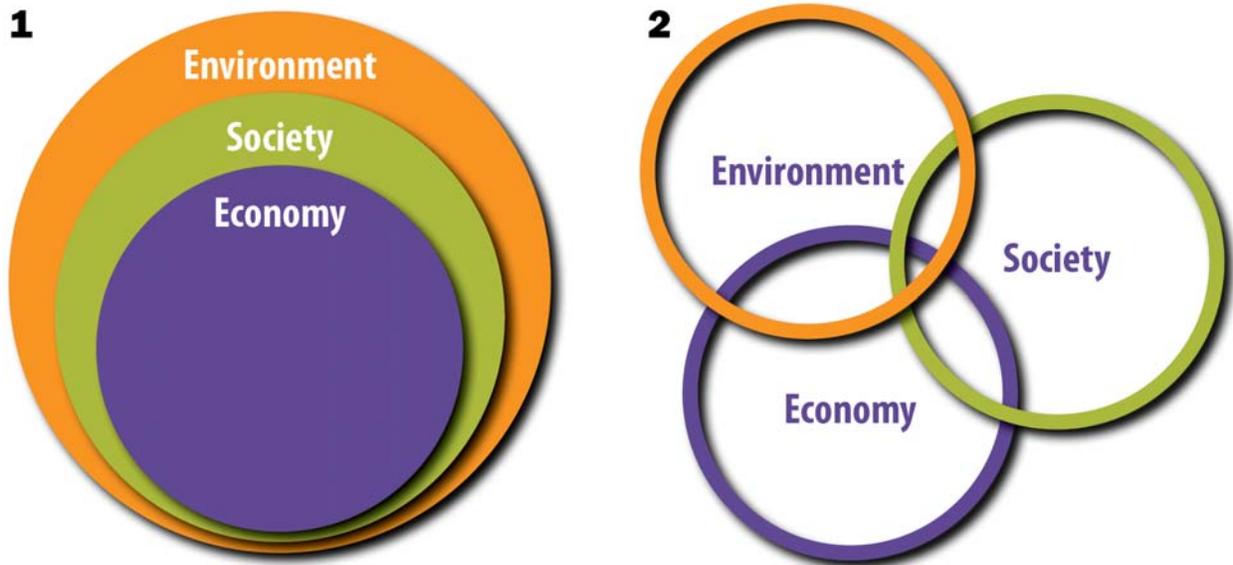
### What is Sustainability? Environment, Society and Economy

The word “sustainability” is being used more frequently, but is still not commonly understood. Sustainability has been described in many ways:

- “Meeting the needs of the present without compromising the ability of future generations to meet their own needs,” *The Brundtland Commission, World Commission on Environment and Development, 1983.*
- “Living well within the limits of nature,” *Mathis Wackernagel, author of Sharing Nature’s Interest.*
- “Using natural, financial and human resources in a responsible manner that meets existing needs without compromising the ability of future generations to meet their own needs,” *City of Corvallis.*

Regardless of the definition, sustainability encompasses three realms—environmental, social and economic. Instead of allowing trade-offs between these realms, (jobs or the environment; economic growth or environmental health, development or habitat), sustainability aims to optimize all three. These three are inter-related and inter-dependent. For example, without a healthy environment, we deplete the resources upon which our economy depends and contribute to human illness. Without a healthy economy, unemployment will be high, leading to a host of social problems.

The two graphics below illustrate different ways of looking at the same approach.



The approach that the Coalition emphasizes (the three nested circles in graphic 1) does not imply that the environment is the most important element; rather it is intended to reflect the following relationship. The economy is a human construct that was created to enable and facilitate certain social functions, primarily trade and the provision of basic human needs. An economy is a system of rules and agreements designed to allow us to do business with each other. It serves a larger social need, as shown by the circle residing within the larger circle labeled society.

Society is the collection of values, laws, cultural distinctions and other norms that define, facilitate, and govern our human interactions. Humans developed these to enable us to live and thrive in harmony.

Both of these areas – our economy and society – exist within the natural realm. Everything we do, make, touch or use comes directly or indirectly from nature. Nature defines the limits and laws within which we have to operate. A basic premise of sustainability is that the economy is a “wholly owned subsidiary” of nature, since it must operate within nature’s laws.

The model showing three equal, overlapping circles inadvertently reinforces the misconception that the laws of nature are subordinate to our human laws and constructs

(society and economy). The embedded circles reinforce that human society is subordinate to nature. Optimal decision-making is based on accurately understanding the relationships between the three.

At its most basic level, sustainability means we need to live in a manner that meets our current needs without jeopardizing our children's and their children's ability to meet their needs. Sustainability is not just an environmental issue; it is the recognition of the connections between our environmental health, our social well-being, and our economic viability. Decisions and actions that sacrifice one or two of these for another are simply not sustainable.



By using a sustainability-based systems approach, we can:

1. Share a mental model of how the world works based on scientific principles.
2. See the world more holistically.
3. Consider how actions can provide multiple benefits – not just winners and losers.
4. Broaden community engagement because everyone has a stake in sustainability.
5. Develop innovative solutions to the challenges we face as a community and as a civilization.
6. Encourage new enterprises, products and services that address the challenges of becoming more sustainable.

## The Natural Step Framework and Guiding Objectives

The Coalition has adopted four guiding objectives as the basis for its vision of a sustainable community. The guiding objectives are based on The Natural Step's four system conditions. The Natural Step is a comprehensive framework that identifies unsustainable aspects of human behavior and prescribes the conditions that we need to meet in order to return to a sustainable relationship with the earth and society. It is important to note that these guiding objectives are not edicts, but guides that help us redesign our activities to be in alignment with the laws of nature. The four guiding objectives adopted by the Coalition are listed below.

1. Reduce and ultimately eliminate our community's contribution to fossil fuel dependence and wasteful use of scarce metals and minerals. Use renewable resources whenever possible.
2. Reduce and ultimately eliminate our community's contribution to dependence upon persistent chemicals and wasteful use of synthetic substances. Use biologically safe products whenever possible.
3. Reduce and ultimately eliminate our community's contribution to encroachment upon nature, e.g., land, water, wildlife, forests, soil, ecosystems. Protect natural ecosystems.
4. Support people's capacity to meet their basic needs fairly and efficiently.

## BACKGROUND

The City of Corvallis has laid the foundation for moving towards becoming a more sustainable community. In 1998, “The Corvallis 2020 Vision Statement” was adopted following a community-wide visioning process. In 2003, the City Council adopted an overarching goal of sustainability and the following year adopted a sustainability policy. In 2005, the City Council adopted a goal to enhance organizational sustainability efforts and hired a consultant to help develop a strategy to implement this goal. In 2006, the Council approved funding to hire a sustainability coordinator to develop a sustainability management plan for city government. During this time, residents have increased their knowledge of the relationship between our environment, society and economy and have increased their concern regarding the long-term impacts of our decisions. This has led to the awareness of the need for coordinated community-based actions to address the issues of environmental protection, social equity and economic stability.

The impetus for this Action Plan came from the Corvallis Sustainability Coalition, a local grassroots organization formed in 2007 that operates under the auspices of the Oregon Natural Step Network. The Coalition is a network of partner organizations working together to accelerate the creation of a sustainable community. As of December, 2008, there were 135 partner organizations. See Appendix D for detailed Coalition background.

The Coalition asked the 2007-2008 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. The partner agreement between the City of Corvallis and the Coalition stipulates that “To best position Corvallis to begin implementing Vision 2020, the partners will work together to develop a Sustainability Action Plan targeted for completion by December 2008.” This Action Plan builds upon “The Corvallis Vision 2020 Statement” which draws a picture of the desired Corvallis community in the future. Though Vision 2020 does not refer to “sustainability”, many of its objectives relate directly to goals encompassed within the context of sustainability. The partnership agreement acknowledges that progress toward a more sustainable community may only be achieved through collective and focused action.

During 2008, the Coalition with the assistance of consultants from Cogan Owens Cogan led an action planning process to establish a comprehensive action strategy that is integrated across environmental, social and economic spheres of our community. Key elements of this planning process have been community participation, assessment of current conditions, and establishing specific goals, strategies and actions that can be monitored and reported. This plan is the result of this process.



## PROCESS

### Principles of Coalition Process

The process of developing a Sustainability Action Plan for Corvallis was envisioned as an inclusive, community-wide initiative involving a broad cross-section of the community. Representatives of diverse organizations collaborated to organize and implement a democratic, highly-participatory, transparent public planning process focused on three Town Hall meetings and interim Work Group efforts. Hundreds of area residents were involved in this process, which was led and staffed by community volunteers who contributed thousands of person-hours to the effort. See Appendix E for process diagrams.

### Outreach and Engagement

Gathering public input and involving community members in the development of the Action Plan were crucial elements of the action planning process. To create awareness and interest in the Town Hall meetings, a Communications Plan was developed by the Coalition's Communications Committee that targeted partner organizations, youth and the community-at-large. The Communications Committee developed a variety of promotional messages, tailoring them to target audiences, and utilized the following tools:



- Website – The Coalition's website ([www.sustainablecorvallis.org](http://www.sustainablecorvallis.org)) outlined the logistics and purpose of the Town Hall meetings and provided a means for community members to register for the meetings.
- Google Group Announcements – Announcements were sent to hundreds of partner representatives and interested community members who are part of the Sustainable Corvallis Google group.
- *E-Update* – An electronic newsletter providing news of the Town Hall meetings and other events was e-mailed to Google group members every two weeks.
- Posters – Full-color posters, in English and Spanish were posted throughout the community.
- Mini-flyers – Thousands of quarter-page flyers were distributed at community events, City Board and Commission meetings, service club meetings, and classes, and were placed at the public library and Senior Center.
- Quarterly Gatherings – Quarterly meetings of the Coalition partners in January, June and September 2008 provided an opportunity to report on plans, generate excitement, solicit input and distribute promotional materials for the Town Hall meetings. Organizational representatives were encouraged to distribute mini-flyers and to utilize articles provided by the Coalition in their newsletters.

- Presentations – Communications Committee members made announcements and/or presentations at meetings of the City Council, boards and commissions, service clubs, business and civic organizations, and high school classes.
- Public Service Announcements (PSAs) – PSAs were mailed to local radio and TV stations. In addition, announcements were posted electronically throughout the Oregon State University (OSU) community.
- Press Releases – Press releases were sent to local newspapers, including the *OSU Barometer*, and Coalition leaders met with the staff of the *Corvallis Gazette-Times* prior to each Town Hall meeting.
- Personal Contacts - One hundred discussion leaders and recorders who were recruited for the first Town Hall meeting helped spread the word through their personal and professional networks.
- Public Access TV - Coalition partner Willamette Watershed Productions organized volunteer film crews to document each of the three Town Hall meetings on a DVD. These videos have been repeatedly broadcast on local cable access channels 21 and 29.

Promotional efforts were enhanced by the Coalition’s involvement in the Corvallis Energy Challenge, a partnership with the Energy Trust of Oregon, which was launched the first week of March 2008. Media focus on the Energy Challenge provided opportunities to build awareness about the community sustainability action planning process.

## Town Halls and Work Groups

Since soliciting and documenting public input was an important part of the first Town Hall meeting, Steering Committee members recruited and trained 50 discussion leaders and 50 recorders. The initial objective was to have 500 people attend the first Town Hall meeting on March 31, 2008. This meeting attracted over 600 participants. During the meeting, discussion leaders encouraged participants to share their ideas for long-range goals and broad strategies and facilitated the generation of ideas for specific actions to help achieve those goals. Appendix F contains participant input from Town Hall 1. At the close of the Town Hall meeting the Coalition asked for volunteers. More than 200 people responded by joining Work Groups focused on 12 different topic areas:

- |                             |                              |
|-----------------------------|------------------------------|
| ▪ Community Inclusion       | ▪ Housing                    |
| ▪ Economic Vitality         | ▪ Land Use                   |
| ▪ Education                 | ▪ Natural Areas and Wildlife |
| ▪ Energy                    | ▪ Transportation             |
| ▪ Food                      | ▪ Waste and Recycling        |
| ▪ Health and Human Services | ▪ Water                      |

These topic areas were selected by the Steering Committee based on categories identified in the *Corvallis 2020 Vision Statement*, as well as responses of participants at Town Hall 1. Two or more facilitators were recruited to lead each Work Group. They attended an orientation session to receive training in facilitation and information regarding Work Group timeline and objectives. Work Groups met between the first and second Town Hall meetings. Their first tasks were to review the vision statements from the *Corvallis 2020 Vision Statement* and to select long-range, visionary goals for their topic area. In addition,

they reviewed the sustainability efforts already being pursued by different groups in the Corvallis community, as well as initiatives and programs in other communities.

The second Town Hall meeting on June 25, 2008, was attended by approximately 350 community members. Work Groups shared their proposed goals with Town Hall participants and solicited input to determine whether their Work Groups were moving in the right direction. Town Hall participants also brainstormed actions and indicated those they might be willing to commit to carrying out. Appendix G contains participant input from Town Hall 2.

Work Groups continued to meet between the second and third Town Hall meetings. Based on input from the second Town Hall meeting, they revised their goals and began the process of selecting actions to meet those goals. Each Work Group was asked to develop no more than three goals and to determine how each goal would be measured. Where possible, Work Group members gathered baseline metrics. For each goal, they selected up to three strategies and for each strategy, three actions. The Work Groups also reviewed related efforts currently under way in the community and acknowledged those efforts in their recommendations. Timeframes (0-2 years, 3-5 years, or 6-10 years) were designated for each action and potential key organizations were listed next to each action.



The third Town Hall meeting on October 7, 2008, was attended by approximately 400 people. The purpose was two-fold: to present the Work Group proposals and to engage attendees in committing to action. Upon entering the Town Hall meeting, each participant received a comprehensive reference guide listing the goals, strategies and actions that had been developed for the 12 topic areas.

Electronic keypad polling was utilized to introduce participants to the topic area goals, gather some demographic information and to register participants' opinions regarding which goals from each topic area should be addressed first by the community. The keypad polling information helped stimulate and inform the table conversations during the remainder of the meeting. The results of the keypad polling provided an interesting snapshot of participants and their preferences. For example, 63% of the participants were between the ages of 36 and 65 and in the areas of Food, Economic Vitality, and Land Use, participants showed a strong preference for the goals related to local products and businesses. The keypad polling at Town Hall 3 was not a scientific public opinion survey; however, it provided valuable information that will be considered by Action Teams as they determine what they will work on in 2009. See Appendix H for the complete results of the polling.

During the second part of the meeting, participants were given an opportunity to consider what actions they would commit to at home or work. Participants moved to topic area tables of their choice, reviewed the proposed strategies and actions for that topic area, and wrote them on individual "passports" they could take with them and post as a reminder of their

commitment. This was called the “Corvallis Compact”. Topic area posters were posted on the walls and participants then placed dots next to those actions that they had selected. See Appendix I for results. In addition, participants were invited to sign up for topic area Action Teams to indicate their interest in collaborating with others on implementation of the Action Plan.

## ACTION PLAN

### Blueprint for a Sustainable Corvallis

Action plans describe *what* needs to be done, *who* will do the work, and *when* the established goals will be achieved. This Community Sustainability Action Plan is based on the work of the 12 Coalition Work Groups and is organized by topic area. It is intended to lay the groundwork for the next several years of Coalition and community work by identifying long range goals, strategies and actions to achieve them, key organizations to work on plan implementation, and timelines for each action. Details regarding how the plan will be accomplished are included in the implementation section of this report.

This plan is a living document. It will be refined and improved over time and modified as progress is made towards the goals. The Coalition will be responsible for yearly updates to the Action Plan.

### Elements of the Plan

The action plan that is outlined on the following pages includes these elements.

- **Vision:** An image or description of what the community desires to become in the future.
- **Goals:** Descriptions of the “end state” we would like to achieve. Goals are accomplished through implementation of strategies and actions.
- **Strategies:** Statements of approach or method of attaining goals and resolving specific issues. Strategies begin to answer the question, “How will we go about accomplishing our goals?” Strategies describe a general approach or method.
- **Actions:** The projects, plans or activities, ideally prioritized annually, which must be accomplished in order to achieve a stated goal. Individuals or organizations are sponsors of actions and responsible for their advancement.
- **Metrics:** A unit of measurement used to help track progress towards a goal.
- **Baseline:** The current situation or the initial set of metrics used for comparison over time.



- *Potential Key Organizations:* Organizations and/or agencies that have been identified by the Work Groups as potential implementers of the strategies that have been proposed. These lists are not exhaustive and will be modified during the course of plan implementation. The organizations that are in bold text are those that have confirmed that they wish to be listed in this plan as key organizations that are already working on or are interested in working on the strategies.
- *Timeline:* Anticipated implementation date, selected from 0-2 years, 3-5 years and 6-10 years. The elements of the plan that had not been defined as of December 15, 2008 are intentionally blank.

**TOPIC AREA: COMMUNITY INCLUSION**

VISION: We envision that in 2020 Corvallis will be a community that has a priority of integrating diversity; that works actively against prejudice, bigotry, and hate; that promotes social justice; and celebrates the talents and cultures of the people who live here.				Potential Key Organizations (bold = confirmed)	Timeline
<b>Goal 1: Describe who is here in Corvallis and facilitate communication with the whole community by 2010.</b>	Metrics:	Strategy 1: Map the community: develop a complete and accurate description of who lives here and where.	Action 1: Summarize existing data.	<b>Health Equity Alliance; Solar Summit; Census Bureau; Benton County; Multicultural Literacy Center</b>	
			Action 2: Inventory entities that interact with diverse populations.		
			Action 3: Contact entities for additional data and add in.		
	Baseline:	Strategy 2: Describe communication networks: understand how people get information about our community.	Action 1: Contact marketing professionals regarding known media outlets.	<b>Corvallis Benton Chamber Coalition; Health Equity Alliance; Solar Summit; Digital City Guide; T. Gerding Construction; Timberhill Athletic Club; OSU</b>	
			Action 2: Collect local printed materials (e.g. brochures, posters) and contact producers regarding intended audiences and to identify possible media outlets outside of the mainstream.		
			Action 3: Contact cultural organizations regarding communication networks and successful communication methods.		Depts. of Anthropology and Sociology; City of Corvallis; Benton County
		Strategy 3: Create avenues for communicating with community at large.	Action 1: Create and maintain an on-line community calendar. <i>(Similar to visitcorvallis.com at Corvallis Tourism.)</i>	<b>Corvallis Benton Chamber Coalition; FireWorks Restaurant; First Alternative Co-op; First United Methodist Church, Corvallis; Health Equity Alliance; Solar Summit; T. Gerding Construction</b>	
			Action 2: Create a guide for marketing community activities and make it available to organizations interested in reaching the whole community.		
			Action 3: Compile a resource directory including service providers and cultural resources. <i>(Similar to county-wide resource directory produced by LOVE Inc. or Community Consortium)</i>		
<b>Goal 2: Foster understanding and respect for all members of our community through new community events by 2010.</b>	Metrics:	Strategy 1: Develop an annual multicultural bazaar.	Action 1: Identify organizations interested in collaborating.	<b>First United Methodist Church, Corvallis; Solar Summit; LBCC</b>	
			Action 2: Plan funding and logistics.		Diversity Engagement Council; OSU Office of Community and Diversity; ASOSU, OSU Cultural and Resource Centers; City of Corvallis; Benton County; Multicultural Literacy Center; Community Alliance for Diversity; Employer Diversity Partnership
	Baseline:	Strategy 2: Coordinate a high-profile series of events around a "culture of the month" theme. <i>(Similar to OSU Life-long Learners Program and Montessori international curriculum)</i>	Action 1: Contact potential participating organizations such as: storytellers, art organizations, local performance groups (theater and music), restaurants, public library, lifelong learners, OSU organizations (student, faculty, alumni), youth organizations, business organizations, faith organizations, GT.	<b>FireWorks Restaurant; Solar Summit; Timberhill Athletic Club; LBCC Diversity Engagement Council; OSU Office of Community and Diversity; ASOSU, OSU Cultural and Resource Centers; City of Corvallis; Benton County; Multicultural Literacy Center; Community Alliance for Diversity; Employer Diversity Partnership</b>	
			Action 2: Create organizing committee and generate a calendar/poster.		
			Action 3: Advertise widely including high-quality poster and on-line calendar.		

**TOPIC AREA: ECONOMIC VITALITY**

VISION: Corvallis is home to a vibrant, diverse and sustainable economy anchored by a broad spectrum of local, environmentally-friendly businesses.				Potential Key Organizations (bold = confirmed)	Timeline	
<b>Goal 1: Buy Local: By 2015, 50 percent of Corvallis residents, organizations, government and businesses will buy local first. (Buy Local First = when there is a reasonable local choice of product or service, it will be taken)</b>	Metrics:	Strategy 1: Promote a community-wide buy local campaign that encompasses all local businesses.	Action 1: Start supporting CIBA's buy local campaign in 2009.	<b>CIBA; Corvallis Benton Chamber Coalition; Cycle Solutions; FireWorks Restaurant; First Alternative Co-op; Oregon Natural Step Network, Corvallis Chapter; Corvallis HOURS Exchange; First United Methodist Church, Corvallis; T. Gerding Construction; Timberhill Athletic Club; Downtown Corvallis Association; OSU; Benton County</b>		
			Action 2: Establish an annual Buy Local First Day, commencing in 2009.			
			Action 3: Meet in 2009 with institutional buyers to Increase their purchasing of local goods and services. (Examples of institutions include: OSU, City of Corvallis, Benton County, Samaritan Health Services, and Corvallis School District)			
	Baseline:	Strategy 2: Local currencies will compose one percent of the local economy by 2020.	Action 1: Host a public outreach forum to take place by February 2009.			<b>Abundant Solar; Corvallis Benton Chamber Coalition; Corvallis HOURS Exchange; Cycle Solutions; FireWorks Restaurant; Emerald Forest Architecture; Solar Summit; Citizens Bank; OSU Credit Union</b>
			Action 2: Form an alliance of issuers of local currencies during 2010.			
			Action 3: By 2014, enlist at least one local bank or credit union and at least one business with at least 30 employees in a local currency program.			
<b>Goal 2: Invest Local: By 2020, increase local investing in locally owned, traded-sector businesses, emphasizing "green" enterprises, to one percent of annual payroll (about \$13 million).</b>	Metrics:	Strategy 1: Establish a Qualified Investor Sustainable Investment Fund.	Action 1: Establish a study group to commence in May 2009 and form an operating agreement by November 2009.	<b>Oregon Natural Step Network, Corvallis Chapter; Abundant Solar; Corvallis Benton Chamber Coalition; Digital City Guide; Emerald Forest Architecture; Solar Summit; T. Gerding Construction</b>		
			Action 2: Launch fund by May 2010.			
			Action 3:			
	Baseline:	Strategy 2: Establish a peer-based sustainable business loan program	Action 1: Form a study group to identify features of existing programs (i.e. prosper.com) and design a local peer lending program (loans up to 25K) by November 2009.			<b>FireWorks Restaurant; Abundant Solar; CIBA; Corvallis Benton Chamber Coalition; Emerald Forest Architecture; First United Methodist Church, Corvallis; Solar Summit; T. Gerding Construction</b>
			Action 2: Identify fifty people willing to invest \$1000.00 each by March 2010.			
			Action 3: Grow the fund to \$500,000 by 2018.			
		Strategy 3: Host an Angel Investing Conference in 2009.		<b>Corvallis Benton Chamber Coalition; Abundant Solar; Emerald Forest Architecture; Solar Summit; T. Gerding Construction</b>		
<b>Goal 3: Produce Local: Increase local production by locally owned businesses, both for export and for local use, emphasizing "green" enterprises; add 1,000 such jobs by 2020.</b>	Metrics:	Strategy 1: Process and package 10 percent of raw, locally grown agricultural products by 2020	Action 1: In 2009, arrange a series of meetings among sustainability and local agricultural interests to determine the best course of action.	<b>Corvallis HOURS Exchange; FireWorks Restaurant; Oregon Natural Step Network, Corvallis Chapter; CIBA; Corvallis Benton Chamber Coalition; Ecumenical Ministries of Oregon; Solar Summit</b>		

**TOPIC AREA: ECONOMIC VITALITY**

<b>Goal 3 continued.</b>	Baseline:	Strategy 2: Support the efforts of the Prosperity That Fits committee that is working to establish “green” business clusters in Corvallis and vicinity.	Action 1: Blend the efforts of the Prosperity That Fits committee with those of the economic vitality action committee that emerges from community sustainability plan.	Corvallis Benton Chamber Coalition; Oregon Natural Step Network, Corvallis Chapter; CIBA; Cycle Solutions; Ecumenical Ministries of Oregon; Energy Trust of Oregon; Health Equity Alliance; Solar Summit; Timberhill Athletic Club; City of Corvallis; Benton County	
			Action 2: Work with the Prosperity That Fits committee to develop clusters of locally owned businesses in the fields of green building, clean technology, and alternative energy.		
			Action 3: Work with the City and County to revise and create government regulations, codes, and policies in order to encourage the establishment of sustainable business clusters.		

**TOPIC AREA: EDUCATION**

VISION: To become better stewards of our environment and responsible world citizens, everyone in our community is educated in how to engage in sustainable practices by 2015. Everyone understands fundamental life-support systems, feels connected to environment, and has high awareness of environmental footprint and what it takes to balance economic, environmental, and community needs while building opportunities for future generations to meet their own needs.				Potential Key Organizations (bold = confirmed)	Timeline		
<p><b>Goal 1: Area school districts and private schools will integrate sustainability concepts into their curricula and adopt and model sustainable practices in 100% of their facilities by 2015.</b></p> <p><i>Interim Goal: School district will integrate sustainability concepts into single grade level by 2011. 1st teacher in-service day by 2010. 50% of district teachers receive sustainability concept training by 2012.</i></p>	<p>Metrics: % K-12 schools adopting comprehensive sustainability plan and integrating concepts in operations and curriculum.</p>	<p>Strategy 1: Develop a District/School Sustainability Plan. Form a Sustainability Advisory Team that may include community experts, administrators, teachers, facilities staff, board members and students by September 2010.</p>	<p>Action 1: School boards adopt sustainability as a priority focus area and form district or school Sustainability Advisory teams to develop comprehensive sustainability plan.</p>	<p><b>Corvallis School District 509J; First Alternative Co-op; Science Education Partnerships Program; Solar Summit; Allied Waste of Corvallis; Corvallis Environmental Center; Corvallis Public Schools Foundation; Health Equity Alliance; Institute for Applied Ecology; OSU Extension, Benton County; T. Gerding Construction; private schools, including Santiam Christian School, Ashbrook Independent School, Zion Lutheran School, Corvallis Montessori School, Waldorf School, charter schools</b></p>	0-2 years		
			<p>Action 2: Designate/hire Sustainability Coordinator by 2010.</p>		0-2 years		
			<p>Action 3: Prioritize, integrate and model sustainable practices, such as alternative energy use in school, use of sustainable materials in construction, use of environmentally friendly products.</p>		3-5 years		
	<p>Baseline: Waldorf and Montessori have sustainability built into their curriculum. 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 2: Integrate sustainability concepts into curriculum at every (100%) grade level by 2015.</p>	<p>Action 1: Determine how sustainability can be integrated into existing state standards and current educational offerings K-12. Identify funding needs.</p>		<p><b>Corvallis School District 509J; Benton Soil and Water Conservation District; Corvallis Environmental Center; Greenbelt Land Trust; Corvallis Public Schools Foundation; First United Methodist Church, Corvallis ; Institute for Applied Ecology; OSU Extension, Benton County; Science Education Partnerships Program; Solar Summit</b></p>	0-2 years	
			<p>Action 2: Establish Sustainability lesson plans. Identify curriculum resource materials.</p>			3-5 years	
			<p>Action 3: Maintain and increase support for natural resource education and funding (e.g., Outdoor School). For example, develop comprehensive plan to seek funds through "No Child Left Inside" (if passed).</p>			3-5 years	
		<p>Strategy 3: 100% of district teachers and staff will receive sustainability concept training.</p>	<p>Action 1: Offer teacher in-service days on sustainability topics.</p>			<p><b>Benton Soil and Water Conservation District; Institute for Applied Ecology; Corvallis Environmental Center; Corvallis Public Schools Foundation; First Alternative Co-op; Emerald Forest Architecture; Oregon Natural Step Network, Corvallis Chapter; OSU Extension, Benton County; Science Education Partnerships Program; Solar Summit</b></p>	0-2 years
			<p>Action 2: Adopt requirement that teachers attend professional development workshop on sustainability to maintain certification. Continuing education requirement.</p>				6-10 years
			<p>Action 3: Develop sustainability education forum for private school teachers to attend.</p>				3-5 years

**TOPIC AREA: EDUCATION**

<p><b>Goal 2: Area institutions of higher education make a sustainability course required for graduation by 2012 (a variety of courses will meet this requirement) and expand course offerings to the community.</b></p>	<p>Metrics: 1. Number of courses that satisfy this requirement. 2. Number of students meeting the requirement.</p>	<p>Strategy 1: Encourage, train, and engage students in sustainable practices through courses, mentoring, and service-based projects.</p>	<p>Action 1: Identify sustainability concepts that all students should understand. Identify and develop courses that currently meet the requirement. Seek national funding to develop sustainability leaders training programs.</p>	<p>Allied Waste of Corvallis; ASOSU Environmental Affairs Task Force; Benton Habitat for Humanity; Benton Soil and Water Conservation District; Chintimini Wildlife Center; Corvallis Environmental Center; Emerald Forest Architecture; First Alternative Co-op; First United Methodist Church, Corvallis; Marys Peak Natural Resources Interpretive Center; Solar Summit; Student Sustainability Initiative; Willamette Disc Golf Club; Cycle Solutions; Oregon Natural Step Network, Corvallis Chapter; OSU Campus Recycling; OSU Extension, Benton County; T. Gerding Construction; OSU; LBCC</p>	3-5 years	
			<p>Action 2: Connect OSU with community to promote sustainability through mentoring programs (college to K-12; youth projects) and internships with organizations and businesses.</p>		3-5 years	
			<p>Action 3: Develop graduate and undergraduate degrees or certificates in sustainability; include a community outreach sustainability component such as internships and mentoring programs.</p>		6-10 years	
	<p>Baseline: 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. Approx 10 faculty/staff attended a NW Earth Institute training session. (Communicated by Megan Pickens, LBCC Facilities Staff.)</p>	<p>Strategy 2: Publicize sustainability approaches, courses, and groups at OSU and LBCC: Operations, Events, Outreach, Planning and Policy, Research, Student Resources, and Transportation.</p>	<p>Action 1: Integrate sustainability focus at career fair; invite 'key note' speaker to talk about sustainability topic.</p>		0-2 years	
			<p>Action 2: Have sustainability clubs hold events to promote new requirement.</p>		3-5 years	
			<p>Action 3: Develop and encourage sustainability training for staff and faculty.</p>		3-5 years	
			<p>Strategy 3: Develop sustainability courses targeted at individuals and businesses/organizations through OSU Extension and/or LBCC.</p>		<p>Action 1: Develop guidelines for sustainability program like the Master Gardeners program and identify workshops and training sessions that already meet these guidelines.</p>	0-2 years
					<p>Action 2: Develop guidelines and sustainable Leadership Training Program for businesses and organizations.</p>	0-2 years

**TOPIC AREA: EDUCATION**

<p><b>Goal 3: Sustainability information from various sources, including Corvallis Sustainability Coalition Work Groups, partner organizations, and external resources, is available to all members of the community, e.g.: businesses, government entities, general public by 2012.</b></p>	<p>Metrics: 1. Number of sustainability-focused articles in 'The City'. 2. Clearing houses for sustainability information. 3. Percent of people taking the 'green tour' 4. Number people taking NWEI courses.</p>	<p>Strategy 1: Establish permanent "sustainability center" for coordinating and disseminating sustainability education to all sectors of the community by 2010.</p>	<p>Action 1: Identify location and funding for potential sustainability center sites</p>	<p>Benton Soil and Water Conservation District; Corvallis Environmental Center; Ecotecture Publications; Allied Waste of Corvallis; Benton Habitat for Humanity; Corvallis NW Earth Institute; Institute for Applied Ecology; Marys Peak Natural Resources Interpretive Center; Natural Choice Directory; Oregon Natural Step Network, Corvallis Chapter; Solar Summit; Timberhill Athletic Club; City of Corvallis; Benton County</p>	0-2 years
			<p>Action 2: Develop, hold, and promote training, courses, talks, workshops on all aspects of sustainability, including green tours of city sites (landfill, waste treatment plant, water treatment plant, and watershed).</p>		0-2 years
			<p>Action 3: Develop creative array of community media resources to reach all community members, such as website, kiosk, riverfront display, sustainability beaver column in GT, resource guide for sustainable products, programming for public access TV, and radio, incentive campaigns, and neighborhood leaders program.</p>		0-2 years
<p>Baseline: 1. OSU Sustainability Club membership. 2. # Partners in Corvallis Sustainability Coalition. 3. 25 course/year; average of 10 per course, 250. NWEI TNS training 23 attending, and talks, presentations throughout the year with usually around 60.</p>	<p>Strategy 2: City, county, and organizations, such as schools, faith-based communities, businesses, and nonprofits, actively communicate how they utilize sustainable practices.</p>	<p>Strategy 3: Businesses actively communicate how they are using sustainable practices.</p>	<p>Action 1: Work in conjunction with Corvallis Sustainability Center to communicate goals and achievements.</p>	<p>Allied Waste of Corvallis; Benton Habitat for Humanity; Corvallis Environmental Center; First Alternative Co-op; First United Methodist Church, Corvallis; Corvallis NW Earth Institute; Ecumenical Ministries of Oregon; Institute for Applied Ecology; Marys Peak Natural Resources Interpretive Center; Oregon Natural Step Network, Corvallis Chapter; Solar Summit; Timberhill Athletic Club</p>	3-5 years
			<p>Action 2: Publically display progress toward sustainability coalition goals such as kiosk, riverfront display, publish goal, progress reports including info on all community partners.</p>		0-2 years
			<p>Action 1: Develop criteria and guidelines for what a sustainable business is, like "LEED" certification for building.</p>	<p>Abundant Solar; Allied Waste of Corvallis; Corvallis Environmental Center; Cycle Solutions; Emerald Forest Architecture; First Alternative Co-op; Natural Choice Directory; Solar Summit; Willamette Disc Golf Club; Benton Habitat for Humanity; Corvallis NW Earth Institute; Marys Peak Natural Resources Interpretive Center; Oregon Natural Step Network, Corvallis Chapter</p>	0-2 years
			<p>Action 2: Hold sustainable business and products fair to showcase.</p>		0-2 years
			<p>Action 3: Publicize 'supply chain' of everyday products and foods.</p>		3-5 years

## TOPIC AREA: ENERGY

VISION: By 2020, Corvallis has achieved energy security and net zero greenhouse gas emissions.				Potential Key Organizations (bold = confirmed)	Timeline
<p><b>Goal 1: By 2020, Corvallis will reduce per capita consumption of energy in buildings by 50% using energy conservation. Remaining energy for buildings will be supplied using renewable energy.</b></p> <p><i>Interim Goal:</i> <b>By 2014, Corvallis will reduce its per capita greenhouse gas emissions from energy use and production by 50%.</b></p>	<p>Metrics: % reduction in total Corvallis energy usage per capita from 2008 baseline, % energy supplied using renewable energy.</p>	<p>Strategy 1: Organize and train volunteers to assist citizens in implementing conservation recommendations from Energy Trust audits and renewable energy for buildings.</p>	<p>Action 1: Volunteers contact citizens to arrange energy audits for 100% of homes &amp; businesses, serve as partners/advisors for citizens during energy audits, assist citizens in implementing audit recommendations, and assist with grant or tax credit paperwork or with renewable energy purchases.</p>	<p><b>Abundant Solar; ASOSU Environmental Affairs Task Force; OSU Extension, Benton County; Student Sustainability Initiative; Corvallis Environmental Center; Solar Ki; City of Corvallis; developers; builders; contractors; individuals; utilities; website designers; engineers</b></p>	0-2 years and ongoing
			<p>Action 2: Volunteers technicians/engineers to assist citizen in implementing renewable energy for their buildings including: augmenting energy audits with a first pass audit/estimate for renewable energy installations, assisting in contractor selection, carrying out technical advising for self-installers, and writing grant proposals or setting up tax credit paperwork.</p>		0-2 years and ongoing
			<p>Action 3: City of Corvallis advertises that conservation will be the highest priority effort in energy sustainability grants.</p>		0-2 years and ongoing
	<p>Baseline: 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 &gt;R21 17% Spa-bathtub 16% Single-pane windows 17% &lt; 1.8 gps showerheads 50% &lt; 1.8 gps sink aerators 52%</p>	<p>Strategy 2: Grow professional conservation &amp; renewable energy installation capability to meet demand.</p>	<p>Action 1: Efficient lighting, solar hot water &amp; heat pumps are the most cost effective efficiency improvements; develop plan to grow this installation capability as a priority.</p>	<p><b>Abundant Solar; Solar Summit; Energy Wise Lighting; Integrated Resource Management; International Brotherhood of Electrical Workers LU 280; OSU Hydrogen Club; T. Gerding Construction; Energy Trust of Oregon; City of Corvallis; developers; large land owners; large building owners; utilities; individual PV power purchasers; Economic Vitality Partnership</b></p>	0-2 years
			<p>Action 2: LBCC/509J/OSU to establish courses in renewable energy installation and focus hands on internships in renewable energy installation on low income properties. Focus to be on solar hot water and geothermal heat pumps.</p>		2-4 years
			<p>Action 3: City of Corvallis will add a position for training local builders/remodelers in Corvallis sustainable building incentives.</p>		3-5 years
	<p>Strategy 3: Provide incentives for new/existing construction to meet net zero energy criteria.</p>	<p>Action 1: Adopt Portland Sustainability Department proposals for construction incentives.</p>	<p><b>Energy Trust of Oregon; Solar Summit; Corvallis Benton Chamber Coalition; Emerald Forest Architecture; OSU Hydrogen Club; Seventh Generation Building Guild; City of Corvallis; professional consultants; OSU professionals; utilities; Preservation WORKS; Economic Vitality Partnership</b></p>	3-5 years	
		<p>Action 2: Establish criteria for net zero energy/sustainable building practices that are eligible for financial incentives. Criteria to include quality control processes that must be in place to be eligible for these incentives.</p>		0-2 years	
		<p>Action 3: City of Corvallis to provide an annual 10% property tax reduction or equivalent payment (for tax exempt buildings) for building that achieve net zero energy use.</p>		3-5 years	

**TOPIC AREA: ENERGY**

<p><b>Goal 2: By 2025, Corvallis becomes a net energy producer with 100% of all energy produced being renewable energy.</b></p> <p><i>Interim Goal: By 2014, Corvallis will reduce per capita consumption of energy by buildings by 25% using energy conservation. 50% of remaining energy requirements for buildings will be met using renewable energy.</i></p>	<p>Metrics: % of Corvallis energy used produced in Benton County.</p>	<p>Strategy 1: Facilitate installation of small scale grid tied photovoltaic systems (less than 5kw).</p>	<p>Action 1: Offer financial incentives (see Goal 3, strategy 3, action 1 for funding source) to encourage PV installation on new and existing structures. Provide local installation rebates in addition to current state and federal rebates.</p>	<p><b>Abundant Solar; Energy Trust of Oregon; International Brotherhood of Electrical Workers LU 280; Solar Ki; Solar Summit; Emerald Forest Architecture; City of Corvallis; developers; builders; contractors; individuals; utilities; engineers; PreservationWORKS; website designers</b></p>	0-2 years
			<p>Action 2: For all new residential construction, require compliance with portions of adopted sustainable building standards that specify renewable energy production. This may include technology other than PV.</p>		2-4 years
			<p>Action 3: Establish a photovoltaic's group as part of the resource center discussed in Goal 3, strategy 3, action 1. The PV group at the resource center would offer services including, but not limited to the following:                      -Performs site visits that evaluate site PV potential.                      -Provides cost and incentive information.                      -Provides technical data for PV systems.                      -Lists of qualified installers.                      -Provides assistance with grant/rebate/incentive applications.                      -Maintain a website with information and a mechanism that allows people to ask questions of the resource center.                      -Provides links to pertinent websites.</p>		0-2 years
	<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 of methane used as fuel at Coffin Butte Landfill (371 M ft3 released)</p>	<p>Strategy 2: Facilitate installation of large scale grid tied photovoltaic systems (greater than 5kw).</p>	<p>Action 1: Encourage installation of large PV systems by offering greater incentives (see Goal 3, strategy 3, Action 1 for funding source) to individuals who have the highest potential for PV at their site.</p>	<p><b>Energy Trust of Oregon; International Brotherhood of Electrical Workers LU 280; Solar Ki; Solar Summit; Abundant Solar; First United Methodist Church, Corvallis; Seventh Generation Building Guild; T. Gerding Construction; City of Corvallis; developers; large land owners; large building owners; utilities; individual PV purchasers</b></p>	2-4 years
			<p>Action 2: Encourage large PV installations by creating a financial system where individuals can invest in offsite/remote systems.</p>		2-4 years
		<p>Strategy 3: Facilitate professional technical/economic evaluation of potential local renewable energy sources (other than photovoltaics).</p>	<p>Action 1: Investigate local potential for wind power and three forms of hydropower: Wave, in-stream hydro, and dammed (or potential energy) hydro. Consider land in the coast range that may be viable due to water rights issues. Consider the nearby Oregon coast for wave power projects.</p>	<p><b>Energy Trust of Oregon; International Brotherhood of Electrical Workers LU 280; OSU Hydrogen Club; Solar Summit; Abundant Solar; Corvallis Benton Chamber Coalition; T. Gerding Construction; City of Corvallis; professional consultants; local university experts; utilities; Economic Vitality Partnership</b></p>	3-5 years
			<p>Action 2: Attract renewable energy manufacturing and servicing to Corvallis in order to localize production of renewable energy and create new industry/jobs, thus strengthening energy security.</p>		0-2 years
			<p>Action 3: Investigate local potential for biological sources of electrical energy production: Consider waste gas from dairies, landfills, and water treatment plants. Consider biomass (waste grass, woody debris) energy.</p>		3-5 years
		<p><b>Goal 3: By 2020, Corvallis will eliminate its net per capita greenhouse gas emissions from energy use and production.</b></p> <p><i>Interim Goal: By 2016, Corvallis produces 50% of its energy requirements, all of which is renewable energy.</i></p>	<p>Metrics: Net emissions of CO2, NOX, Methane, and CF-12 (to equal zero after emissions reduction and sequestration in place).</p>	<p>Strategy 1: Offset greenhouse gas emissions from energy use in buildings &amp; businesses, through agricultural methods of carbon sequestration.</p>	<p>Action 1: Establish a managed, forested greenbelt and network of high diversity native species "grasslands" that sequesters 100% of remaining greenhouse gas emissions from energy use and production for Benton County (those expected after Goal #1 &amp; #2 are accomplished.). After Town Hall #3, scrub/validate baseline data versus EPA website to validate acreage requirements.</p>
<p>Action 2: OSU Department of Forestry/McDonald-Dunn Forest develops plan to focus on management for greenhouse gas sequestration, alongside existing lumber management.</p>	0-2 years (develop plan & mechanisms), 2-12 years(manage)				

**TOPIC AREA: ENERGY**

<b>Goal 3 continued.</b>			Action 3: County forests and grasslands develop plan to manage for greenhouse gas sequestration, alongside recreation and habitat preservation.		0-2 years (develop plan & mechanisms), 2-12 (manage)
	<p>Baseline: Numbers need further stud 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 &amp; renewables) requiring .4 acres per household, 9300 acres, or 2.2% of land area in BC (for 2020 County population) per EPA sequestration data &amp; Energy Workgroup 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 &amp; Energy Workgroup Analysis</p> <p>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>	<p>Strategy 2: Offset greenhouse gas emissions from energy use in buildings &amp; businesses, through agricultural methods of carbon sequestration.</p>	Action 1: Make greenhouse gas elimination more affordable by using Western Climate Initiatives or other cap and trade dollars to subsidize local efforts. This assumes we best WCI/other standards for GHG elimination; the basis for cap and trade.	<p><b>Solar Summit;</b> City of Corvallis; GECO; local businesses; local public organizations</p>	3-5 years
			Action 2: Track greenhouse gases from all activities (energy, waste, etc) through methods leveraged from WCI or Portland Sustainability Office.		0-2 years (baseline), 2-12 ongoing
			Action 3: Increase forested greenbelts, grassland sequestration, and sequestration outside-of-Benton-County (if necessary) to cover greenhouse gas emissions of Transportation, Waste Generation, etc. After Town Hall #3, launch study of additional acreage needed.		0-2 years (study, collect funds) 3-5 years (purchase/plant)
		<p>Strategy 3: Make GHG sequestration more comprehensive and more affordable by coordinating with other Oregon sustainability initiatives.</p>	Action 1: Establish Corvallis surcharges on energy utilization to pay for GHG elimination. Create a multi-tiered surcharge that progressively increases the per unit cost of power as more power is used. Investigate the best systems for fund collections (utilities or City collection) and the rates required to bring about GHG targets/timelines.	<p><b>Cycle Solutions; OSU Hydrogen Club; Solar Summit; Willamette Disc Golf Club;</b> City of Corvallis; Benton County; Pacific Power; Consumers Power; NW Natural, GECO</p>	0-2 years
			Action 2: Establish grant programs for GHG projects. Coordinate surcharge revenue estimates, proposal processes, and grant criteria across GHS elimination strategies: reduction (conservation), renewable energy purchases (from outside Benton County), local renewable energy (solar hot water, geothermal wells, PV, etc), and land purchase/planting for greenhouse gas sequestration.		0-2 years
			Action 3: Structure a resource center for Energy Sustainability to provide citizens and volunteers-in-training with information on conservation, renewable energy and GHG sequestration. Include data bases enabling citizens to choose among products based on life cycle energy and GHG emissions.		0-2 years

**TOPIC AREA: FOOD**

VISION: We are fed primarily by food which is locally produced, using practices that renew and enrich the land and community.				Potential Key Organizations (bold = confirmed)	Timeline		
<b>Goal 1: By 2020, 60% of the food consumed by the Corvallis population is grown or produced in Benton, Linn, Lincoln, or Lane county.</b>	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.	Strategy 1: Increase local demand for locally grown foods.	Action 1: Create an ad campaign to bolster awareness and use of existing initiatives that promote local food consumption.	<b>Ten Rivers Food Web; Corvallis Environmental Center; Corvallis HOURS Exchange; Corvallis NW Earth Institute; Corvallis-Albany Farmers' Markets; Cycle Solutions; Ecumenical Ministries of Oregon; FireWorks Restaurant; First Alternative Co-op; First United Methodist Church, Corvallis; Health Equity Alliance; Natural Choice Directory; OSU Extension, Benton County; Timberhill Athletic Club; Slow Food Corvallis, Economic Vitality Partnership; local restaurants; grocery stores; OSU; OSU Food Group; OSU Housing and Dining Services; Willamette Food and Farm Coalition</b>	0-2 years		
			Action 2: Facilitate the practice of labeling local food products at businesses (food stores, restaurants), institutions (schools, LBCC, OSU, hospital), and events where food is sold and/or served.		0-2 years		
			Action 3: Link food purchasers from local institutions (school system, LBCC, OSU, hospital) and businesses (restaurants, food stores) with local food producers.		3-5 years		
	Baseline: Approximately 2% of food consumed here is grown here. (Source: Larry Lev, OSU)	Strategy 2: Increase amount of local land used for food production (includes agricultural land, private property, and public property).	Action 1: Provide education and support to increase the number of farmers and farm workers in the community.		<b>Ten Rivers Food Web; Benton Habitat for Humanity; First Alternative Co-op; Greenbelt Land Trust; Student Sustainability Initiative; Corvallis-Albany Farmers' Markets; Ecumenical Ministries of Oregon; Health Equity Alliance; Solar Summit; LBCC; OSU; local farmers; local community gardens; OSU Organic Growers Club; City of Corvallis; Benton County; Willamette Valley Bean &amp; Grain Project; Economic Vitality Partnership; Willamette Food &amp; Farm Coalition</b>	0-2 years	
			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.)			3-5 years	
			Action 3: Model and promote edible landscaping and home food production.			0-2 years	
		Strategy 3: Increase capacity for local food processing, storage, and distribution.	Action 1: Develop and implement neighborhood-based food processing, storage, and distribution.			<b>Ten Rivers Food Web; Corvallis HOURS Exchange; Ecumenical Ministries of Oregon; FireWorks Restaurant; First United Methodist Church, Corvallis; Corvallis-Albany Farmers' Markets; Emerald Forest Architecture; Health Equity Alliance; Solar Summit; T. Gerding Construction; North College Hill Neighborhood Association; Southtown Neighborhood Food Group; Economic Vitality Partnership; private investors; City of Corvallis; Benton County</b>	3-5 years
			Action 2: Facilitate the creation of commercial and cooperative local food processing, storage, and distribution facilities.				6-10 years
<b>Goal 2: By 2020, all Corvallis residents will have access at all times to enough food for an active and healthy life.</b>	Metrics: % of population which is food insecure.	Strategy 1: Support existing emergency food programs and other food assistance programs.	Action 1: Expand efforts to get fresh produce to food banks.	<b>Corvallis Environmental Center; Corvallis-Albany Farmers' Markets; Ecumenical Ministries of Oregon; Ten Rivers Food Web; Emerald Forest Architecture; FireWorks Restaurant; First United Methodist Church, Corvallis; Health Equity Alliance; OSU Campus Recycling; T. Gerding Construction; Allied Waste of Corvallis; Timberhill Athletic Club; South Corvallis Food Bank; St. Vincent de Paul; Gleaners; Linn-Benton Food Share; Fresh Alliance; HEAL (Healthy Eating and Active Living Community Initiative); local gardens; Comidas Latinas</b>	0-2 years		
			Action 2: Help existing food programs reach minority populations by providing culturally sensitive food and utilizing volunteers with necessary language skills.		0-2 years		
			Action 3: Assist existing food programs with community education and outreach efforts.		0-2 years		

**TOPIC AREA: FOOD**

Goal 2 continued.	Baseline: 13.95% of Benton County residents were food insecure in 2000. (Grassing)	Strategy 2: Increase access to and demand for nutritious food produced using biologically safe products.	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.	Corvallis Environmental Center; Ecumenical Ministries of Oregon; FireWorks Restaurant; First Alternative Co-op; Ten Rivers Food Web; Health Equity Alliance; Oregon Natural Step Network, Corvallis Chapter; Timberhill Athletic Club; Good Samaritan Hospital; Benton County Healthy Weight and Lifestyle; Benton County TROCD; Comidas Latinas; grocery stores	3-5 years			
			Action 2: Conduct low and no-cost nutrition classes in the community and at schools.		3-5 years			
			Action 3: Provide workshops for food markets (supermarkets, co-ops, farmer's markets) how to buy and promote nutritious food produced with biologically safe products.		6-10 years			
	Strategy 3: Increase affordability of nutritious food produced using biologically safe products.	Action 1: Develop education campaign on buying nutritious food on a budget.	Corvallis Environmental Center; Ecumenical Ministries of Oregon; FireWorks Restaurant; First Alternative Co-op; First United Methodist Church, Corvallis; Ten Rivers Food Web; Health Equity Alliance; Timberhill Athletic Club; Benton County; Benton County Healthy Weight and Lifestyle; Benton County TROCD; City of Corvallis; Westside Community Garden; local gardeners; community gardens	3-5 years				
		Action 2: Expand current and start new low-income community gardens.		0-2 years				
		Action 3: Facilitate low-cost seasonal food preservation sessions in a community kitchen.		0-2 years				
Goal 3: By 2020, 80 percent of all local land area in family and community food-producing gardens and in small and mid-sized farms will be managed using accepted practices for "Sustainable Food Growing."	Metrics: Land area devoted to sustainable food production.	Strategy 1: Encourage residents to eat healthful foods that are grown by sustainable methods.	Action 1: Educate family and friends that quality of life, particularly health, can be substantially increased by consuming recommended amounts of a variety of healthful foods that are grown through sustainable practices.	Ten Rivers Food Web; Corvallis Environmental Center; Corvallis NW Earth Institute; Ecumenical Ministries of Oregon; Emerald Forest Architecture; FireWorks Restaurant; First Alternative Co-op; First United Methodist Church, Corvallis; Natural Choice Directory; OSU Extension, Benton County; Health Equity Alliance; Solar Summit; Timberhill Athletic Club; individual residents; Corvallis Clinic; Good Samaritan Hospital; Sustainable Food Garden Club	0-2 years			
			Action 2: Join and support Master Gardeners, Northwest Earth Institute, Ten Rivers Food Web, and other similar organizations to learn about sustainable food growing and to teach others about the importance and methods for doing so.		0-2 years			
			Action 3: Join, help organize and support the Sustainable Food Garden Club (SFGC) whose members will assist families, schools and other organizations in planting sustainable gardens.		0-2 years			
	Baseline:	Strategy 2: Encourage owners of local farms to produce healthful foods using sustainable agricultural practices.	Action 1: Purchase as much food as practicable from those local farmers who are utilizing sustainable agricultural practices and from grocers who market and identify these products.	Action 2: Educate farmers to utilize sustainable agricultural practices.	Ten Rivers Food Web; FireWorks Restaurant; First Alternative Co-op; First United Methodist Church, Corvallis; OSU Extension, Benton County; Ecumenical Ministries of Oregon; Health Equity Alliance; Oregon Natural Step Network, Corvallis Chapter; Cycle Solutions; Emerald Forest Architecture; Timberhill Athletic Club; individual residents; Willamette Valley Bean and Grain Project; local agricultural researchers; professors and instructors; Oregon Tilth; local grocers	0-2 years		
						Strategy 3: Support and expand ongoing efforts to develop, store and exchange seeds of food crops that are the most consistently productive for sustainable food growing in this area.	Action 3: Implement a rating system that labels the degree to which sustainable practices are used.	0-2 years
							Action 1: Help engage ongoing plant development programs in a cooperative effort involving family and community gardeners and local farmers in sustainable plant development for this area. Use these resources to teach techniques for sustainable plant development.	3-5 years
				Action 2: Help prepare and execute a plan to utilize volunteer gardeners and students in developing best plant varieties for local sustainable food. Include an annual, judged contest to be a featured as part of the Benton County Fair and other venues year round.	Ten Rivers Food Web; FireWorks Restaurant; Ecumenical Ministries of Oregon; Health Equity Alliance; Solar Summit; Timberhill Athletic Club; local agricultural researchers; professors and instructors; Sustainable Food Garden Club	3-5 years		
				Action 3: Prepare and execute a plan to collect, develop and store diverse seed collections of sustainable food plant varieties for local use and to exchange seeds for trials and production.		3-5 years		
						3-5 years		

**TOPIC AREA: HEALTH AND HUMAN SERVICES**

VISION: All residents have the opportunity to enjoy a positive state of health including physical, mental and social well-being and not merely the absence of disease or infirmity.				Potential Key Organizations (bold = confirmed)	Timeline
<p><b>Goal 1: By 2025 reduce the death and disability from chronic disease (e.g. heart disease, stroke, cancer, chronic lower respiratory disease diabetes, tobacco-related diseases) among Corvallis residents by 25%.</b></p> <p><i>Interim Goal: By 2015, increase the percentage of non-smokers to 93%. By 2015, increase the percentage of adults meeting the CDC recommendations for physical activity to 65%. By 2015, decrease the percentage of adults classified as obese to 11%.</i></p>	<p>Metrics: # of people who have chronic diseases or have died from chronic disease; # of obese people; # of smokers; # of people meeting Center for Disease Control's recommendations for physical activity.</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: By 2012, 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><b>Ecumenical Ministries of Oregon; Emerald Forest Architecture; First Alternative Co-op; Health Equity Alliance; OSU Extension, Benton County; Timberhill Athletic Club; Willamette Disc Golf Club; Solar Summit; Benton County Health Dept. (Community Health Advisory Council, Tobacco-Free Advisory Group, Healthy Eating Active Living Council); City of Corvallis; OSU Public Health Program; Corvallis Clinic; Samaritan Health Services; United Way of Benton County; Heartspring Wellness Center</b></p>	0-2 years
			<p>Action 2: By 2010, Corvallis residents have optimal availability of and access to evidenced-based chronic disease self-management programs in English and Spanish (e.g. Living Well, Tomando Control de Su Salud, Meals Made Easy, Platos Saludables, Breathe Well, Live Well).</p>		3-5 years
			<p>Action 3: By 2013, 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>		6-10 years
	<p>Baseline: Benton County Death Rates*+:Heart Disease (169.3), Stroke (65.1), Cancer (156.3), CLRD (39.1), Diabetes (25.5), Tobacco-related Diseases (139.7) Benton County Chronic Conditions**+: Arthritis (24%), Asthma (9%), Heart Attack (3%), Coronary Heart Disease (4%), Stroke (2%), Diabetes (5%), High Blood Pressure (20%), High Blood Cholesterol (28%) Benton County Modifiable Risk Factors***+: 13% of adults smoke cigarettes, 58% of adults meet the CDC recommendations for physical activity, 16% of adults are classified as obese. * Age-adjusted death rates per 100,000 population, 2000-2004 **Age-adjusted prevalence among adults, 2002-2005 ***Age-adjusted prevalence of adults, 2002-2005 +source Keeping Oregonians Healthy, 2007</p>	<p>Strategy 2: Support statewide and national healthcare reform initiatives that allow access for everyone that wants coverage as well as secure help for residents with advocacy for billing issues and denied care.</p>	<p>Action 1: In 2009, The City newsletter prints information about the work of the healthcare reform groups in our area.</p>	<p><b>Health Equity Alliance; League of Women Voters of Corvallis; Timberhill Athletic Club; First United Methodist Church, Corvallis; City of Corvallis; Physicians for a National Health Plan; Interfaith Health Care Network; Mid-Valley Health Care Advocates; Healthcare for All – Oregon</b></p>	0-2 years
			<p>Action 2: By 2011, compile and publicize a resource list of health insurance assistance programs, noting gaps in services offered.</p>		3-5 years
			<p>Action 3: Regularly provide education to all Corvallis residents and businesses about facts of healthcare reform especially in preparation for the next legislative opportunity.</p>		0-2 years
<p>Strategy 3: Set-up up local clinics which are non-insurance based, low cost, for everyone, for less-critical care and focused on education and improving health.</p>	<p>Action 1: By 2011 Set up a task force to outline in detail the infrastructure ("who, what, where, funding and how's") for additional health clinics in Corvallis.</p>	<p><b>Health Equity Alliance; Timberhill Athletic Club; Solar Summit; Benton County Health Dept. (ad hoc volunteer committee); Downtown Corvallis Association; Good Samaritan Health Services; Corvallis Clinic</b></p>	0-2 years		
	<p>Action 2: Work with civic groups and local businesses to establish their own on-site healthcare services for members/owners/employees.</p>		3-5 years		
<p><b>Goal 2: By 2025, eliminate our community's discharge of persistent, bio-accumulative and/or toxic pollutants into the local biosphere.</b></p>	<p>Metrics: % in storm water; % in waste water; and % in air</p>	<p>Strategy 1: By 2010, establish a framework that requires a systematic study of health impacts for new projects, products or policies in the Corvallis area; (such as Natural Step, Precautionary Principle, Heath Impact Assessments).</p>	<p>Action 1: By 2009, assign an appropriate task force to evaluate existing strategies.</p>	<p><b>Health Equity Alliance; Oregon Natural Step Network, Corvallis Chapter; Timberhill Athletic Club; City of Corvallis; Benton County</b></p>	0-2 years
			<p>Action 2: By 2010, the above taskforce drafts legislation requiring the consideration of health impacts on Corvallis projects or policies.</p>		0-2 years
			<p>Action 3: Provide training and/or information of chosen framework.</p>		3-5 years

**TOPIC AREA: HEALTH AND HUMAN SERVICES**

<p><b>Goal 2 continued.</b></p> <p><i>Interim Goal: By 2015, reduce by 50% our community's discharge of persistent, bio-accumulative and/or toxic pollutants into the local biosphere.</i></p>	<p>Baseline: 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 ID, 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 p Oregon legislation proposed to disallow herbicides in schools (currently banned in Eugene and Portland).</p>	<p>Strategy 2: By 2020, develop and identify 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 for existing buildings , and 2) new construction and remodels of publicly-owned buildings that meet LEED standards 3) eliminating pesticide/herbicide spraying on publicly-owned property.</p>	<p><b>Corvallis NW Earth Institute;</b> City of Corvallis; OSU; LBCC; all public private &amp; charter schools; Oregon Toxics Alliance</p>	0-2 years	
			<p>Action 2: By 2015, develop legislation that focuses on incentives for residential land owners, businesses, and institutions that have found alternatives to using or releasing toxic chemicals.</p>		3-5 years	
			<p>Action 3: Establish an institution (or a connection with an existing institution), such as Toxics Use Reductions Institute in Mass, to help industries identify alternatives to toxic chemicals.</p>		6-10 years	
			<p>Strategy 3: Provide education on toxics, their effects and viable alternatives for all ages and cultural groups in Corvallis.</p>	<p>Action 1: By 2010 Advertise OEC's 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><b>Corvallis NW Earth Institute; Emerald Forest Architecture; First Alternative Co-op; Natural Choice Directory; Willamette Disc Golf Club; First United Methodist Church, Corvallis; Timberhill Athletic Club;</b> City of Corvallis; Corvallis Clinic; Samaritan Health Services; Women in Agriculture; National Coalition Against Pesticides; Organic Consumers Association</p>	0-2 years
			<p>Action 2: Provide comprehensive education of alternatives to toxic agricultural chemicals aimed at conventional agriculture farmers in the area.</p>	3-5 years		
			<p>Action 3: By 2015, 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 drinking water.</p>	6-10 years		
<p><b>Goal 3: By 2025, 50% of Corvallis residents volunteer in the community, resulting in 1) dedicated citizens, 2) healthier and happier residents 3) inclusion of diverse groups and 4) sharing of expertise to help meet the needs of the community.</b></p>	<p>Metrics: % of Corvallis population aged 16 years and older volunteering at least 1 hour a year.</p>	<p>Strategy 1: By 2012, educate the Community on the value of and long-term benefits of volunteering for one's community.</p>	<p>Action 1: Start tracking volunteer rates for City of Corvallis for all age groups.</p>	<p><b>Benton Habitat for Humanity; First Alternative Co-op; Natural Choice Directory; Timberhill Athletic Club; Willamette Disc Golf Club; First United Methodist Church, Corvallis; Health Equity Alliance;</b> Benton County; City of Corvallis; RSVP; Love, Inc.; United Way of Benton County; Living Wage Resource Center</p>	0-2 years	
			<p>Action 2: Determine funding for a volunteer advocate position.</p>		3-5 years	
			<p>Action 3: Develop a city-wide Volunteer Advocate position to: 1) educate on the value of and ethics of volunteerism in Corvallis, 2) help organization to link diverse groups together to meet needs (elderly with students, etc) 3) track volunteer rates and opportunities 4) create solutions to "lack of time" obstacles (e.g. coordinate volunteer efforts).</p>		6-10 years	
	<p>Baseline: Oregon ranks number 15 among the 50 states and District of Columbia in volunteer intensity, with 33.3% aged 16 years or older volunteering. Rank number 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 number 6 in average volunteer hours per state resident per year at 50.3.</p>	<p>Strategy 2: By 2020, 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, 35hr work week, family volunteer opportunities, etc).</p>	<p>Action 1: Arrange an educational forum with local businesses for introduction to living wage (reasons, calculations and strategies) and to identify solutions to roadblocks.</p>	<p><b>First United Methodist Church, Corvallis; Timberhill Athletic Club;</b> Living Wage Resource Center; Community Outreach</p>	0-2 years	
			<p>Action 2: Arrange task force to explore solutions for supporting local businesses in providing a living wage or "paying" for volunteerism (reduced FT workweeks, etc).</p>		3-5 years	
		<p>Strategy 3: By 2025, rethink "welfare" type programs to be volunteer-based to help those in need get connected to sources to help them meet their own needs.</p>	<p>Action 1: Evaluate city-wide recognition events (Celebrate Corvallis, etc) to ensure ALL community members, including those at risk, have opportunities for recognition of contributions to our community.</p>	<p><b>Ecumenical Ministries of Oregon; First United Methodist Church, Corvallis;</b> Community Services Consortium; United Way; Community Action Partnership of Oregon; Assistance League of Corvallis</p>	0-2 years	
	<p>Action 2: Create an efficient network of social and government agencies able to identify necessary resources and opportunities to community members in need.</p>	6-10 years				
		<p>Action 3:</p>				

**TOPIC AREA: HOUSING**

VISION: All residents will have access to affordable housing options. Housing will be energy efficient, provide a healthy living environment, reduce waste through recycling and preservation, and all new construction will minimize impacts on our resources and environment.				Potential Key Organizations (bold = confirmed)	Timeline		
<p><b>Goal 1: By the year 2020 all residents/ households will have access to affordable housing options.</b></p> <p><i>Interim Goal: By the year 2015, 65% of residents/households will have access to affordable housing options.</i></p>	<p>Metrics: To achieve goal of providing affordable housing for all households by 2020, need approximately 300 additional housing units for very low income renters (income less than 30% of median) per year. 30% of MFI = \$20,450/yr 30% of this income = \$511/month. As these renters move into new apts. rehab existing stock for very low income (50% of median) and low income (80% of median) renters. Currently few rentals costing \$500/month exist. According to current stats, these units must be 500sf or less.</p>	<p>Strategy 1: Change land use laws to incorporate "Inclusionary Zoning" to encourage affordable housing.</p>	<p>Action 1: Work with diverse constituent groups, affordable housing advocates, and others to develop language for a bill to support "Inclusionary Zoning" (requiring a percentage of developments over a certain size to include affordable units).</p> <p>Action 2: Contact State Legislature to introduce "Inclusionary Zoning" bill.</p> <p>Action 3: Lobby to pass "Inclusionary Zoning" bill.</p>	<p><b>Benton Habitat for Humanity; First United Methodist Church, Corvallis; League of Women Voters of Corvallis; Health Equity Alliance; T. Gerding Construction</b></p>			
	<p>Baseline: In 2008 there are approximately 5200 renter households and 1200 owner households that are making 80% or less of the Corvallis mean family income and paying more than 30% of their income for housing. (Con Plan, 5-08.)</p>	<p>Strategy 2: Promote higher density options.</p>	<p>Action 1: Incorporate housing into new/existing commercial building projects where related residential services are available.</p>		<p><b>Benton Habitat for Humanity; League of Women Voters of Corvallis; Health Equity Alliance; T. Gerding Construction; contractors; City of Corvallis; Benton County</b></p>		
			<p>Action 2: Convert underutilized/vacant structures and sites in downtown and other mixed-use sites into affordable housing where related residential services are available.</p>				
			<p>Action 3: Examine land use and building code to encourage reduced set-backs and reductions in minimum building size.</p>				
			<p>Strategy 3: Maintain/increase affordable housing stock.</p>		<p>Action 1: Establish design competition for small adaptable housing. The winners will obtain pre-approved city permits.</p>	<p><b>Benton Habitat for Humanity; League of Women Voters of Corvallis; State, HOME, HUD,CDBG and Municipal Bonds</b></p>	
					<p>Action 2: Protect expiring housing subsidies and increase community development block grant (CDBG) (and other leveraged funding) to retain/increase subsidies/rehab/sweat equity affordable housing.</p>		
<p>Action 3: Encourage donation of properties/structures/land to local land trust for affordable housing.</p>							
<p><b>Goal 2: By 2020, all existing homes in Corvallis will be preserved, adaptively reused, or recycled.</b></p> <p><i>Interim Goal: By the year 2015, at least 85% of existing homes in Corvallis will be preserved, adaptively reused, or recycled.</i></p>	<p>Metrics: By the year 2016, the number of buildings demolished per year in Corvallis is reduced to 10. These buildings will be preserved, adaptively reused, or recycled.</p>	<p>Strategy 1: Reuse existing housing stock before building new homes. Encourage people to recycle or relocate a house vs. flat out demolition.</p>	<p>Action 1: Work with Habitat for Humanity to rehabilitate older, existing homes instead of building new homes (perhaps for homeless shelters).</p>	<p><b>Benton Habitat for Humanity; Health Equity Alliance; Seventh Generation Building Guild; Solar Summit; Emerald Forest Architecture; City of Corvallis and Fire Department</b></p>			
			<p>Action 2: Find alternative training for firefighters than doing "courtesy burns" of houses.</p>				
			<p>Action 3: Change the zoning laws to allow more homes on county land zoned EFU, UR, or RR (zoning designations – Exclusive Farm Use, Urban Residential and Rural Residential) if the homes are salvaged (relocated) homes at least 50 years or old or older.</p>				
	<p>Baseline: An average of 20 buildings per year are demolished in the city of Corvallis (not including those demolished due to natural fire). An average of three buildings are moved per year. In the past 16 years, four homes have been courtesy burned.</p>	<p>Strategy 2: Provide incentives for owners to maintain their historic homes in order to counter demolition by neglect.</p>	<p>Action 1: Develop workshops to educate owners on how to maintain their historic homes and educate builders on the art and craft of older homes; i.e., window tuning workshops.</p>	<p>LBCC; City of Corvallis; Benton County; Willamette Neighborhood Housing Services</p>			
			<p>Action 2: Redirect some housing funds to sensitive rehabilitation of structures over 50 years.</p>				

**TOPIC AREA: HOUSING**

<p>Goal 2 continued.</p>			<p>Action 3: Establish a low or no interest revolving loan fund for rehabilitation linked to the Secretary of Interior's Guidelines for Historic Preservation.</p>		
		<p>Strategy 3: Deal with hazardous materials abatement in demolition or adaptive reuse.</p>	<p>Action 1: Change Chapter 2.9 of the Land Development Code (LDC) to include costs of hazardous materials abatement in consideration of demolition requests.</p>	<p>Allied Waste of Corvallis; First Alternative Co-op; Benton Habitat for Humanity; City of Corvallis</p>	
			<p>Action 2: Develop a clearinghouse or website to identify materials from deconstruction for new and remodeled development.</p>		
<p>Goal 3: By 2020, all housing in Corvallis will be energy efficient and provide a healthy living environment. By 2010, 100% of new construction will have minimal impact on resources and the environment.</p>	<p>Metrics: Reduce average energy used by households to 18,000 kwh/yr in 2012; 14,000 kwh/yr in 2016; and 9000 kwh/yr in 2020. By 2010 establish guidelines for VOC levels in homes, and minimum use of recycled and renewable construction materials. By 2016 these guidelines will be mandated, and all new homes will be in compliance.</p>	<p>Strategy 1: Minimize energy use in all homes using conservation measures.</p>	<p>Action 1: Monitor advances in residential construction technologies and materials that lead to improved efficiency.</p>	<p>Benton Habitat for Humanity; Ecotecture Publications; Emerald Forest Architecture; First Alternative Co-op; First United Methodist Church, Corvallis; League of Women Voters of Corvallis; Seventh Generation Building Guild; Sustainable Building Network</p>	
			<p>Action 2: Expand, strengthen Energy Challenge Project.</p>		
			<p>Action 3: Correlate energy costs (\$/BTU or \$/kwh) with energy use. (i.e. the more energy used the higher the rate.)</p>		
<p>Interim Goal: By the year 2015, 65% of all housing in Corvallis will be energy efficient and provide a healthy living environment. All new construction (as of 2010) will have minimal impact on resources and the environment.</p>	<p>Baseline: Average energy use per housing unit is approximately 23,000 kwh/yr. Currently there are no standards or guidelines for toxic VOC levels in living spaces. There are no guidelines or requirements for conservation (reuse/recycling) of building materials.</p>	<p>Strategy 2: Reduce size of homes and ecological footprint in order to conserve energy, land area and resources.</p>	<p>Action 1: Encourage modular and other green demonstration housing concepts.</p>	<p>Benton Habitat for Humanity; Ecotecture Publications; Emerald Forest Architecture; Seventh Generation Building Guild; Solar Summit; City of Corvallis</p>	
			<p>Action 2: Reduce permit costs and System Development Charges (SDC's) for smaller homes.</p>		
			<p>Action 3: 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: Encourage more diverse housing options.</p>	<p>Action 1: Revise zoning laws to allow for more diverse neighborhoods, mixing small homes with larger, resource sharing.</p>	<p>Benton Habitat for Humanity; Emerald Forest Architecture; League of Women Voters of Corvallis; Health Equity Alliance; Seventh Generation Building Guild; Timberhill Athletic Club; Sustainable Building Network; local architects</p>	
			<p>Action 2: Develop educational programs to encourage sustainable building solutions. Institute monthly programs at public library that cover alternative housing, green materials, and right size options.</p>		
			<p>Action 3: Design competition for small adaptable housing.</p>		
		<p>Strategy 4: 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: for example-all new and remodeled homes shall comply with International Code Council (ICC)"Green Codes" (or Austin, Texas Codes: <a href="http://www.austinenenergy.com/Energy%20Efficiency/Programs/Green%20Building/Participation/participationFormsAndGuides.htm">http://www.austinenenergy.com/Energy%20Efficiency/Programs/Green%20Building/Participation/participationFormsAndGuides.htm</a> prior to obtaining a permit. OR all those who do comply benefit via reduced permit fees.</p>	<p>Benton Habitat for Humanity; Emerald Forest Architecture; Health Equity Alliance; Seventh Generation Building Guild; Timberhill Athletic Club; Benton County; City of Corvallis</p>	
			<p>Action 2: Ban use of toxic building materials (esp. formaldehyde and volatile organic compounds (VOCs)).</p>		
			<p>Action 3: Encourage small local businesses (i.e. tax incentives) that fabricate green building materials.</p>		
<p>Goal 4: By 2020, chronic homelessness will be reduced by 75%.</p>	<p>Metrics: By the year 2012, chronic homelessness will be reduced by 35% from 120 homeless to 78.</p>	<p>Strategy 1: Locate/educate/assist potentially homeless persons and families prior to housing displacement.</p>	<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>First United Methodist Church, Corvallis; Health Equity Alliance; City of Corvallis; Willamette Neighborhood Housing Services</p>	
<p>Goal 4 continued.</p>			<p>Action 2: Provide and promote financial fitness classes to very low income groups.</p>		
			<p>Action 3: Provide emergency rental assistance, including help with deposits and first and last month's rent payments.</p>		

**TOPIC AREA: HOUSING**

<p><i>Interim Goal: By the year 2015, chronic homelessness will be reduced by 50%.</i></p>	<p>Baseline: On Sept 14, 2008 there were 120 homeless persons living on the streets, or in informal camps around the Corvallis community.</p>	<p>Strategy 2: Increase the number of affordable supported housing units suitable for the previously homeless.</p>	<p>Action 1: Identify the types and sizes of groups needing supported housing such as recovering alcoholics, survivors of domestic violence, the marginally mentally ill, mentally disabled adults, ex-convicts and physically disabled persons.</p>	<p><b>First United Methodist Church, Corvallis; Health Equity Alliance</b></p>	
			<p>Action 2: Work with the 10 year planning group to select priorities and identify resources to develop housing projects.</p>		
			<p>Action 3: Develop a mechanism to reserve some Section 8 vouchers for women and children coming out of Community Outreach.</p>		
		<p>Strategy 3: Enhance communication between the homeless and service providers in the community.</p>	<p>Action 1: Conduct a resource fair targeting the homeless twice a year to showcase services that are available.</p>	<p><b>First United Methodist Church, Corvallis; Health Equity Alliance</b></p>	
			<p>Action 2: Use the 10 year plan as a mechanism to improve the sharing of information.</p>		
			<p>Action 3: Urge agencies to tailor some services to meet the specific needs of the homeless and then to do vigorous outreach so that homeless groups know what services are available and what the eligibility requirements are.</p>		

**TOPIC AREA: LAND USE**

VISION: Corvallis is a compact, mid-sized city with walkable neighborhoods, a vibrant downtown, and diverse natural areas interwoven in urban landscapes.				Potential Key Organizations (bold = confirmed)	Timeline	
<p><b>Goal 1: By 2040 80% of Corvallis will be a sustainable and compact city with walk-able, mixed-use neighborhoods, functioning neighborhood centers and a vibrant downtown.</b></p> <p><i>Interim Goal: By 2020 50% of Corvallis will be a sustainable and compact city with walk-able, mixed-use neighborhoods, functioning neighborhood centers and a vibrant downtown.</i></p>	Metrics:	Strategy 1: By 2012 develop, coordinate, and implement land use planning policies, standards and processes that implement this goal.	Action 1: By the end of the term of the next Council, establish procedures, criteria and a schedule for redevelopment plans for everything inside the city limits. Action 2: Inventory existing and planned neighborhoods for range of amenities and walkability, including those that are residential, mixed-use, commercial and industrial. Action 3: Identify code changes needed to support transition to mixed-use neighborhoods while protecting quality of life and environment, and revise existing codes, regulations, and planning documents accordingly.	<b>League of Women Voters of Corvallis; Corvallis Benton Chamber Coalition; Cycle Solutions; Health Equity Alliance; Emerald Forest Architecture;</b> City of Corvallis; neighborhoods; local professionals		
	Baseline:	Strategy 2: By 2012 develop, coordinate, and implement land use strategies that support local business, green industry and downtown vitality.	Action 1: Define the intended role and purpose for downtown and for the neighborhood centers.		<b>League of Women Voters of Corvallis; T. Gerding Construction; Corvallis Benton Chamber Coalition; Cycle Solutions; Health Equity Alliance; Emerald Forest Architecture;</b> City of Corvallis; Downtown Corvallis Association; OSU; construction industry	
			Action 2: Immediately begin an assessment by staff with public input on what already exists to achieve these goals, and what needs to be changed in the planning rules or other government or private activities.			
			Action 3: Create incentives and policies that support downtown, locally owned, and green industry.			
		Strategy 3: By 2012 develop, coordinate, and implement land use strategies that balance compact, urban mixed use development with the enhancement of existing neighborhoods and green space.	Action 1: Inventory and develop incentives and regulations to protect, restore, and maintain historic and modernist neighborhoods, structures, landscapes, and trees to stop teardowns and to preserve a sense of place and uniqueness.	<b>League of Women Voters of Corvallis; Emerald Forest Architecture; Cycle Solutions; Health Equity Alliance; T. Gerding Construction; Timberhill Athletic Club;</b> City of Corvallis; Benton County; HRC; OSU; National Trust Regional Office; CBUF; PreservationWORKS; neighborhood associations; Parks, Natural Areas & Recreation Board		
			Action 2: Using neighborhood dialogue, review the code and City procedures which present obstacles to the accomplishment of this goal.			
			Action 3: Rezone where needed to distribute schools, mixed use neighborhood centers, green space and indoor and outdoor gathering spaces throughout the city.			
		Strategy 4: By 2012 develop, coordinate, and implement land use strategies to replace 50% of private motorized vehicle trips with human-powered and public transit	Action 1: Revise parking requirements to encourage the use of shared parking and alternative transportation including use of non-motorized vehicles and public transit.	<b>Cycle Solutions; Emerald Forest Architecture; Willamette Disc Golf Club; Corvallis Benton Chamber Coalition; Health Equity Alliance; Timberhill Athletic Club;</b> City of Corvallis; Downtown Corvallis Association; Parking Commission; Bicycle Advisory Group; Public Transit Commission; OSU and other major employers; state, federal, CAMPO, counties, cities, ODOT		
			Action 2: Create light rail with a station downtown to connect to Albany, Philomath, Salem and Eugene.			
			Action 3: Reduce the use of motorized transit by identifying 25% of roads for conversion to non-motorized transit only and by expanding the network of multimodal paths and public transit to connect all neighborhoods to neighborhood centers and downtown.			
	Metrics:	Strategy 1: By 2012 develop, coordinate, and implement land use planning policies, standards and processes that implement this goal.	Action 1: Complete a survey to determine what areas already meet the natural area criteria, what areas already set aside need improvement to meet the criteria and what new areas offer opportunities for creating or restoring natural areas.	<b>Greenbelt Land Trust; Cycle Solutions; Health Equity Alliance; Native Plant Society of Oregon; T. Gerding Construction; Emerald Forest Architecture;</b> City of Corvallis; Benton County; watershed councils; OSU		
			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.			
Action 3: Building heights shall be positively coordinated with distance from the Willamette and Marys Rivers.						

**TOPIC AREA: LAND USE**

<p><b>Goal 2 continued.</b></p> <p><i>Interim Goal: By 2020 70% of Corvallis will be a livable city with functional, integrated and diverse natural areas interwoven in urban landscapes.</i></p>	<p>Baseline:</p>	<p>Strategy 2: By <b>2012</b> develop, coordinate, and implement land use strategies that protect and restore natural areas and native species.</p>	<p>Action 1: Review natural features inventories; prioritize, acquire and restore diverse areas throughout the UGB; arrange land swaps to protect most significant natural features, and promote use of native species (mandate planting of native species in all public projects, provide incentives for de-paving and offer incentives for native species planting in new developments).</p> <p>Action 2: Enforce dark sky compliant lighting of all streets, parking lots and buildings to protect circadian rhythms.</p> <p>Action 3: Repeal the Minimum Allowed Development Area (MADA) provisions of the new Land Development Code (LDC).</p>	<p><b>Audubon Society Corvallis; Emerald Forest Architecture; Institute for Applied Ecology; Native Plant Society of Oregon; Benton Habitat for Humanity; Cycle Solutions; League of Women Voters of Corvallis;</b> City of Corvallis; Benton County; Downtown Corvallis Association; Parking Commission; Bicycle Advisory Group; Public Transit Commission; OSU and other major employers</p>
		<p>Strategy 3: By <b>2012</b> have in place land use strategies that improve connections between neighborhoods and natural areas within and outside the city.</p>	<p>Action 1: Inventory 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, and ensure that any 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 web of bio/modal connections throughout the city and connecting to outlying areas. These corridors will incorporate some natural or organic space: rivers and streams, forested strips, and/or areas of native or agricultural plantings as well as paths for pedestrians and non-motorized vehicles. Make it possible to travel from any park to any other along greenways.</p>	<p><b>Benton Habitat for Humanity; Cycle Solutions; League of Women Voters of Corvallis; Native Plant Society of Oregon; OSU Extension, Benton County; Emerald Forest Architecture; Willamette Disc Golf Club;</b> City of Corvallis; Civic Beautification &amp; Urban Forestry Advisory Commission; OSU; PNRB; local planning professionals; developers; watershed councils; Benton County</p>
<p><b>Goal 3: By 2040, 50% of Corvallis will be sustained by diverse local products (produced within 100 miles) from locally-owned businesses, family farms, forests, and urban gardens in a manner that protects all of its natural resources.</b></p> <p><i>Interim Goal: By 2020 25% of Corvallis will be sustained by diverse local products (produced within 100 miles) from locally-owned businesses, family farms, forests, and urban gardens in a manner that protects all of its natural resources.</i></p>	<p>Metrics:</p>	<p>Strategy 1: By <b>2012</b> develop, coordinate, and implement land use strategies that minimize loss of natural resource quality and quantity.</p>	<p>Action 1: Overlay existing natural resource inventories, environmental assessments and planning documents to assess cumulative impacts of previous development and any proposed development on natural environment and quality of life.</p> <p>Action 2: Modify local land use codes, including zoning, to support local businesses and organizations in developing ways local products can be produced and marketed locally more effectively. Advocate for state land use regulations to support this goal.</p> <p>Action 3: Direct development to areas with least environmental impact and least ecological significance through education, regulations, enforcement, incentives, and land swaps.</p>	<p><b>Greenbelt Land Trust; Cycle Solutions; Health Equity Alliance; Institute for Applied Ecology; League of Women Voters of Corvallis; Timberhill Athletic Club; Emerald Forest Architecture;</b> City of Corvallis; EPA; OSU; natural resources professionals; state; Benton County; Downtown Corvallis Association; agricultural organizations; Dept. of Agriculture; watershed councils</p>
	<p>Baseline:</p>	<p>Strategy 2: By <b>2012</b> develop, coordinate, and implement land use strategies that increase urban food production by <b>100%</b>.</p>	<p>Action 1: Identify farmable land within Urban Growth Boundary (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.</p> <p>Action 2: Promote conversion from grass seed farms to food production within the County.</p> <p>Action 3: Include greenhouses, food preservation and food processing facilities within the neighborhood centers.</p>	<p><b>Ten Rivers Food Web; Ecumenical Ministries of Oregon; First Alternative Co-op; Cycle Solutions; First United Methodist Church, Corvallis; League of Women Voters of Corvallis; T. Gerding Construction; Emerald Forest Architecture;</b> watershed councils; City of Corvallis; state; Oregon Tilth; Benton County; agricultural groups; neighborhoods</p>

**TOPIC AREA: LAND USE**

<p><b>Goal 4: By 2020, 100% of Corvallis and Benton County will use green building (LEED or a similar standard) practices in all renovation and new construction.</b></p>	Metrics:	Strategy 1: By 2012 change and improve the Land Development Code and locally adopted building codes and policies to support this goal.	<p>Action 1: Adopt LEED for Neighborhoods Standards that support sustainable communities and protection of natural features, and reject those that are in conflict.</p> <p>Action 2: 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 3: Modify code to allow renovation of existing buildings without having to comply with all current code.</p>	<p><b>Abundant Solar; League of Women Voters of Corvallis; Seventh Generation Building Guild; T. Gerding Construction; Emerald Forest Architecture;</b> City of Corvallis; certified professionals; construction industry; local green building professionals; PreservationWORKS; Green Building Council</p>
	Baseline:	Strategy 2: By <b>2012</b> develop, coordinate, and implement a comprehensive green building program for Corvallis and Benton County equivalent to 2030 Challenge, LEED or similar standards.	Action 1: Adopt measurable standards for city owned property such as LEED and Natural Step.	<p><b>Abundant Solar; Benton Habitat for Humanity; League of Women Voters of Corvallis; Seventh Generation Building Guild; T. Gerding Construction; Emerald Forest Architecture;</b> City of Corvallis; green building professionals; construction industry; state; PreservationWORKS; building products retailers; Green Building Council</p>
			Action 2: Provide incentives for green building and renovation which include streamlined permitting and reduced building and SDC fees (system development charges).	
			Action 3: Create re-building center for sorting usable waste for new construction materials. Include warehouse area for re-fabricating and re-designing materials.	
			Action 4: Utilize green building practices equivalent to LEED, 2030 Challenge, or similar standards.	
		Strategy 3: By <b>2012</b> establish target goals for percentages of new construction and renovations which meet an applicable LEED (or equal) certification standard.	<p>Action 1: Sponsor design competition to clarify and inspire creative solutions to accomplish this strategy.</p> <p>Action 2: Support urban renewal district to improve downtown renovations.</p> <p>Action 3: Give incentives for the use of local contractors, suppliers, materials and labor.</p>	<p><b>Emerald Forest Architecture; Abundant Solar; Seventh Generation Building Guild; T. Gerding Construction;</b> local architects; Green Building Council; OSU, U of O; PSU; City of Corvallis; Downtown Corvallis Association; PreservationWORKS; construction industry</p>

## TOPIC AREA: NATURAL AREAS AND WILDLIFE

VISION: Our natural features, hillsides, floodplains, streams, wetlands and other open spaces natural areas are protected and treasured.				Potential Key Organizations (bold = confirmed)	Timeline
<p><b>Goal 1: By 2030, increase the acreage of protected natural habitat by 50 percent to ensure the integrity and resilience of diverse, native ecosystems.</b></p> <p><i>Interim Goal: By 2020, increase the acreage of protected natural habitat by 30 percent to ensure the integrity and resilience of diverse, native ecosystems.</i></p>	Metric: Acreage	Strategy 1: Initiate a comprehensive, long-range, natural area conservation plan.	Action 1: Convene a natural area conservation planning committee with public and private partners.	<b>Benton Soil and Water Conservation District; Chintimini Wildlife Center; Greenbelt Land Trust; Institute for Applied Ecology; Marys Peak Natural Resources Interpretive Center; Audubon Society Corvallis;</b> City of Corvallis; Benton County; US Fish and Wildlife Service; ODFW; USFWS; OSU; BLM; NRCS; State Parks; ODOT; TNC; USFS; City of Philomath; OSU; Starker Forests; Marys River Watershed Council	0-2 years
			Action 2: Adopt an integrated natural areas conservation plan, which includes acquisition criteria and priorities for acquisition, protection and active conservation management.		3-5 years
			Action 3: Agencies and non-profits implement conservation priorities under the plan.		4-10 years
	Baseline: Needs to be developed by joining together descriptive databases from City, county, state, feds, NGOs.	Strategy 2: Stable, long-term revenue sources for the acquisition; restoration and preservation of prime natural areas are in place.	Action 1: Identify potential, long-term funding sources.	<b>Greenbelt Land Trust; Marys Peak Natural Resources Interpretive Center;</b> City of Corvallis; Benton County	0-3 years
			Action 2: The fullest range of stable, long-term funding sources are in place.		3-6 years
			Action 3: Conservation funds are disbursed according to priorities established by the integrated, regional natural area conservation plan.		5-10 years
Strategy 3: The monetary value of services provided by natural ecosystems guides and informs all land-use planning and development decisions.	Action 1: Initiate research to establish equivalent dollar values of the full range of natural ecosystem services such as weather and climate change buffering, water clarification, and pollination.	Action 2: Amend local laws and development codes to take ecosystem service values into account.	<b>Marys Peak Natural Resources Interpretive Center;</b> OSU Dept. of Agricultural and Resource Economics; City of Corvallis Parks & Recreation Dept.; Benton County Natural Areas & Parks; USFWS; Conservation Biology Institute	0-3 years	
				3-5 years	
				5-7 years	
<p><b>Goal 2. By 2030, 100 percent of public and private natural area acreage is being restored and managed under a set of best practices that optimizes their ecological integrity and resilience.</b></p> <p><i>Interim Goal: By 2020, 75% of public and private natural area acreage is being restored and managed under a set of best practices that optimizes their ecological integrity and resilience.</i></p>	Metric: Acreage restored	Strategy 1: Adopt a restoration and management practices plan for all public natural areas.	Action 1: Develop restoration and management plans for areas within the cities, and newly acquired natural areas beyond city limits.	<b>Marys Peak Natural Resources Interpretive Center; Audubon Society Corvallis; Institute for Applied Ecology;</b> City of Corvallis Parks Dept.; Benton County Parks Dept.; other public landowners; ODFW; interested public and users groups	
			Action 2: Review and update existing natural area management and restoration plans in accordance with best management practices.		
	Baseline: Must be developed by Planning Committee in Goal 1.	Strategy 2: Promote habitat management and restoration on private land.	Action 1: Provide comprehensive education and training on sustainable restoration and management practices to private landholders.	<b>Benton Soil and Water Conservation District; Chintimini Wildlife Center; Greenbelt Land Trust; Institute for Applied Ecology; Marys Peak Natural Resources Interpretive Center; Student Sustainability Initiative; First United Methodist Church, Corvallis;</b> NRCS; Partners for Wildlife Program; USFWS; City of Corvallis; Benton County; National Wildlife Federation; nurseries; neighborhood associations; City of Philomath	0-3 years
			Action 2: Develop and promote backyard natural habitat programs.		1-4 years
			Action 3: Develop a wide range of incentive and recognition programs to encourage habitat restoration and management projects on private lands.		3-5 years

**TOPIC AREA: NATURAL AREAS AND WILDLIFE**

Goal 2 continued.		Strategy 3: Promote community volunteer-supported restoration projects on public and accessible private natural areas.	Action 1: Establish a network and web presence for community natural areas conservation activities and volunteer opportunities.	<b>Benton Soil and Water Conservation District; Emerald Forest Architecture; Greenbelt Land Trust; Institute for Applied Ecology; Marys Peak Natural Resources Interpretive Center; Student Sustainability Initiative; Willamette Disc Golf Club; First United Methodist Church, Corvallis; OSU Extension, Benton County; City of Corvallis; SOLV; USFWS; Benton County; cities; USFS; ODFW; ODOT</b>	0-2 years		
			Action 2: Coordinate volunteer conservation activities in the community.		0-2 years		
			Action 3: Further develop and expand urban creek restoration and outreach program (UCROP), including development of urban creek watershed councils.		0-3 years		
<p><b>Goal 3: By 2030, 80 percent of community members actively participate in natural areas appreciation programs or restoration efforts.</b></p> <p><i>Interim Goal: By 2020, 50 percent of community members actively participate in natural areas appreciation programs or restoration efforts.</i></p>	Metric: % of residents	Strategy 1: Increase the number and accessibility of conservation education and outreach programs.	Action 1: Outdoor classroom sites exist at all community K-12 schools.	<b>Benton Soil and Water Conservation District; Chintimini Wildlife Center; Corvallis Environmental Center; Corvallis NW Earth Institute; First Alternative Co-op; Greenbelt Land Trust; Institute for Applied Ecology; Marys Peak Natural Resources Interpretive Center; OSU Extension, Benton County; Audubon Society Corvallis; public and private schools; Parent-Teacher organizations; public, private, and charter school boards; Oregon Trout; Oregon Natural Resource Education Program; Marys River Watershed Council; LBCC; OSU; City and County Parks Departments; Beth Young Garden Design</b>	0-3 years		
			Action 2: Locally-focused (place-based) natural history instruction is integrated into all K-12 school curricula.		3-5 years		
			Action 3: Increase the number of and access to a wider range of natural history programs for adults.		0-2 years		
	Baseline: Must be developed, perhaps through annual City survey, a web-based instrument, or reports from partner organizations.	Strategy 2: Increase recreation and access in public and private natural areas.	Action 1: Expand and improve opportunities and facilities for unstructured recreational opportunities such as hiking, fishing, bird watching, nature photography.	Action 2: Create and maintain a functional network of paths and trails to and between natural areas.	<b>Benton Soil and Water Conservation District; Greenbelt Land Trust; Neighborhood Naturalist; Willamette Disc Golf Club; Marys Peak Natural Resources Interpretive Center; Timberhill Athletic Club; City and County Parks and Natural Areas Departments; LBCC; OSU; Oregon Trout; Trout Unlimited; Corvallis Mountain Bike Club; HOTV Runners; Northwest Youth Corps; Corvallis to the Sea; Bicycle Transportation Alliance; USFWS</b>	0-3 years and ongoing	
						Action 3: Create a City wide week of celebration and awareness around local natural areas.	3-5 years and ongoing
							0-3 years
		Strategy 3: Provide natural history and cultural information at natural areas.	Action 1: Natural history interpretive activities are available on public and private natural areas.	Action 2: State-of-the-art, natural and cultural history interpretive tools, including signs, are in place at public natural areas.	Action 3: A system of informative, interpretive signs on ecological topics along trails and paths helps the community appreciate the value and role of natural areas.	<b>Chintimini Wildlife Center; Greenbelt Land Trust; Marys Peak Natural Resources Interpretive Center; Neighborhood Naturalist; Institute for Applied Ecology; OSU Extension, Benton County; City of Corvallis; Benton County; USFWS; Oregon Trout; Corvallis Waldorf School; Philomath School District; Wilderness Society</b>	0-3 years
							3-5 years
							5-7 years

## TOPIC AREA: TRANSPORTATION

VISION: In 2020 Corvallis will be a hub in a regional transportation system that includes sustainable transportation modes for people and goods that connect Linn and Benton Counties and provides a link to the north-south high-speed rail system.				Interim Goal:	Potential Key Organizations (bold = confirmed)	Timeline
<b>Goal 1: Increase the alternatives for transportation and linkages to destinations beyond Corvallis so that by 2015 people have efficient options for travel throughout the region.</b>	Metrics: Ridership on transportation systems. Number of connecting points between transportation systems. Number of locations and numbers of people served.	Strategy 1: Increase the use of existing transit options.	Action 1: Advertize existing connections.	People are aware of transportation options.	<b>Corvallis Benton Chamber Coalition; Emerald Forest Architecture; First Alternative Co-op; League of Women Voters of Corvallis; First United Methodist Church, Corvallis; Health Equity Alliance; Timberhill Athletic Club; CAMPO; City of Corvallis</b>	0-2 years
			Action 2: Create a regional map showing points of connection between transit systems and links to detailed maps of those systems.	People use the map when planning trips and can access it on paper or electronically.		0-2 years
			Action 3: Make the systems easier to use by decreasing wait times and coordinating fares.	People want to use the transportation systems because it is easier than driving.		3-5 years
	Baseline: Has not been measured yet.	Strategy 2: Strengthen transit connections to other communities by forming a more regional transportation district including as much of Western and Central Oregon as possible.	Action 1: Improve the timing of existing connections.	Ensure that the whole system can carry bikes.	<b>Corvallis Benton Chamber Coalition; Cycle Solutions; Health Equity Alliance; League of Women Voters of Corvallis; CAMPO; City of Corvallis; City of Albany; Linn &amp; Benton Counties; Albany Transit; CARTS; Lane Transit; Valley Retriever; Lincoln Transportation System; Portland Metro; other MPOs</b>	0-2 years
			Action 2: Connect to every train (Albany).			0-2 years
			Action 3: Add routes and/or runs throughout the region.	People can travel between communities in less than twice the time it takes to drive.		3-5 years
		Strategy 3: Provide transport to recreational areas.	Action 1: Add scheduled stops at trailheads.	It is convenient to go hiking and camping without a car	<b>Willamette Disc Golf Club; Health Equity Alliance; League of Women Voters of Corvallis; Valley Retriever and other bus systems; Peak Sports; ski areas, local transit systems; Corvallis Parks and Recreation Department; OSU Dixon Recreation Center</b>	0-2 years
			Action 2: Increase use and frequency of ski busses.	It is more pleasant, cheaper and easier to take the bus skiing than to drive.		0-2 years
			Action 3: Increase the Parks and Recreation outings with shared or provided transportation.	People have many recreation opportunities with transportation included.		0-2 years
	<b>Goal 2: Motivate community members to reduce per-capita gasoline consumption by 50% by 2020.</b>	Metrics: Gallons of gasoline used per capita per year.	Strategy 1: Offer public and private incentives to encourage employees, shoppers, and students to ride, cycle, or use mass transit.	Action 1: Expand hours, frequency, and range of city buses, and reduce or eliminate cost.	<b>Allied Waste of Corvallis; Cycle Solutions; First Alternative Co-op; League of Women Voters of Corvallis; Health Equity Alliance; City of Corvallis; Corvallis Transit System; merchants and associations; DCA</b>	0-2 years
				Action 2: Provide price break incentives at downtown businesses for bus/bike patrons.		0-2 years
				Action 3: Establish an organization based on Energy Trust model to provide free audits of transportation energy use and help people plan to meet their transport needs more efficiently.		People are more aware of the costs (direct and indirect) of their fuel use.
Baseline: 180 gallons annually per capita in Corvallis.		Strategy 2: Offer incentives and disincentives to increase the miles per gallon (MPG) of the Corvallis fleet.	Action 1: Encourage purchase of more efficient vehicles through a state rebate program.	<b>Health Equity Alliance; Timberhill Athletic Club; State of Oregon; City of Corvallis; Zipcar, Inc..</b>	3-5 years	
			Action 2: Have City show leadership by purchasing highly efficient vehicles.		3-5 years	
			Action 3: Get fuel-efficient car share vehicles (e.g. Zip car) in every Corvallis neighborhood. Twenty-five people from a neighborhood have to sign up to get a car placed.		0-2 years	

**TOPIC AREA: TRANSPORTATION**

Goal 2 continued.		Strategy 3: Encourage and facilitate use of alternative fuels.	Action 1: Promote and encourage compressed natural gas (CNG) use in the private, public, and commercial sectors by tax credits.		Abundant Solar; Cycle Solutions; First Alternative Co-op; League of Women Voters of Corvallis; Corvallis Benton Chamber Coalition; Health Equity Alliance; Dept. of Energy; City of Corvallis; CTC; CAMPO; Dial-a-Bus; NW Natural; commercial stations; local installers of "at-home" CNG systems; local commercial fleet; Dept. of Energy; Energy Trust; local commercial producers of NEVs; power companies; OSU; DOE; DOT; grant-making organizations	0-2 years
			Action 2: Promote and encourage neighborhood electric vehicle (NEV) use by tax credits, priority parking, and availability of charging stations.			0-2 years
			Action 3: Fund alternative fuels research and development at OSU.			3-5 years
Goal 3: Decrease vehicle trips by 20% by 2020 through effective planning.	Metrics: Vehicle Trips	Strategy 1: Reduce single occupancy vehicle trips (Implement Transportation Demand Management or TDM).	Action 1: Mandate that employers have TDM program.	10% reduction in trips.	Cycle Solutions; Emerald Forest Architecture; League of Women Voters of Corvallis; City of Corvallis; major community employers; OSU; Benton County; Good Samaritan Medical Services; HP; Corvallis Clinic	3-5 years
			Action 2: Free expanded transit.			0-2 years
			Action 3: Install City-wide WiFi.			3-5 years
	Baseline: 515,000 vehicle trip ends in 1991.	Strategy 2: Redevelop property to higher densities per current Land Development Code (LDC) and Comp Plan.	Action 1: Develop a program of tax incentives.		League of Women Voters of Corvallis; City of Corvallis; Benton County	0-2 years
			Action 2: Develop a funding source.			3-5 years
			Action 3: Implement the program.			6-10 years
		Strategy 3: Put in place infrastructure to support neighborhood centers.	Action 1: Purchase properties to create neighborhood centers and in planned new neighborhoods.		League of Women Voters of Corvallis; Health Equity Alliance; new private non-profit/ Development Commission; City of Corvallis; private developer; neighborhood associations	6-10 years
			Action 2: Construct streets, water sewer.			6-10 years
			Action 3: Develop funding sources.			3-5 years

## TOPIC AREA: WASTE

VISION: By 2030, Corvallis is a waste-free community.				Potential Key Organizations (bold = confirmed)	Timeline	
<p><b>Goal 1: By 2020, the recycling rate for the Corvallis community will be 75%.</b> (The recycling rate includes cardboard, commingled materials, electronics, food waste, office paper, wood waste, and yard debris that have been recycled.)</p> <p><i>Interim Goal: By 2014, the recycling rate for the Corvallis community will be 65%.</i></p>	<p>Metrics: Tons recycled divided by total tons disposed less industrial tons.</p>	<p>Strategy 1: Collect all organic waste (yard debris and food waste) for alternative uses.</p>	<p>Action 1: Develop curbside pickup of food waste for residential and commercial collection programs. Concurrently, promote the use of compostable take-out containers and develop a timeline for prohibiting the use of expanded polystyrene (EPS) take-out containers at local food service businesses.</p>	<p><b>Abundant Solar; Allied Waste of Corvallis; ASOSU Environmental Affairs Task Force; Cycle Solutions; Emerald Forest Architecture; FireWorks Restaurant; First Alternative Co-op; First United Methodist Church, Corvallis; League of Women Voters of Corvallis; OSU Extension, Benton County; Student Sustainability Initiative; Health Equity Alliance; OSU Campus Recycling; City of Corvallis; Benton County; Benton County Solid Waste Advisory Committee; Oregon Soil Corporation; food service businesses; Downtown Corvallis Association; OSU Housing and Dining Services; neighborhood associations; Master Recyclers; Corvallis Gazette-Times; OSU</b></p>	0-2 years	
			<p>Action 2: Create alternative, neighborhood-based composting programs.</p>		3-5 years	
			<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>		0-2 years	
	<p>Baseline: 45.2% recycling rate (2007).</p>	<p>Strategy 2: Divert construction wastes 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><b>Abundant Solar; Allied Waste of Corvallis; Benton Habitat for Humanity; Emerald Forest Architecture; FireWorks Restaurant; First Alternative Co-op; League of Women Voters of Corvallis; OSU Campus Recycling; T. Gerding Construction; building contractors; Economic Vitality Partnership; City of Corvallis</b></p>	0-2 years
			<p>Action 2: Establish a private or public deconstruction operation.</p>			3-5 years
		<p>Strategy 3: Increase amount of recyclable material collected from businesses, residences, and institutions.</p>	<p>Action 1: Support and expand existing programs that offer waste audits for businesses, residences, and institutions.</p> <p>Action 2: Develop and implement a comprehensive recycling education program.</p>		<p><b>Allied Waste of Corvallis; Benton Habitat for Humanity; Corvallis NW Earth Institute; Cycle Solutions; Emerald Forest Architecture; FireWorks Restaurant; First Alternative Co-op; League of Women Voters of Corvallis; OSU Campus Recycling; Student Sustainability Initiative; First United Methodist Church, Corvallis; Master Recyclers; City of Corvallis; St. Mary's Care for Creation Committee</b></p>	0-2 years 0-2 years
<p><b>Goal 2: By 2020, there will be a 50% reduction in the per capita weight of landfill disposal (discards).</b></p> <p><i>Interim Goal: By 2014, reduce per capita weight of landfill disposal by 25%.</i></p>	<p>Metrics: Pounds per capita of landfill-bound waste.</p>	<p>Strategy 1: Increase education and promotion of existing waste reduction and reuse opportunities.</p>	<p>Action 1: Create a public outreach program that educates the community on waste reduction and reuse opportunities.</p>	<p><b>Allied Waste of Corvallis; Benton Habitat for Humanity; Corvallis NW Earth Institute; EcNow Tech; Emerald Forest Architecture; First Alternative Co-op; League of Women Voters of Corvallis; OSU Campus Recycling; OSU Extension, Benton County; Student Sustainability Initiative; First United Methodist Church, Corvallis; Health Equity Alliance; City of Corvallis; Master Recyclers; Benton Furniture Share; Downtown Corvallis Association; Scouts; OSU; LBCC; Mac Users Group; local appliance and HVAC businesses</b></p>	0-2 years	
			<p>Action 2: Develop and implement a K-12 curriculum on waste reduction and reuse.</p>		0-2 years	
			<p>Action 3: Increase the number and availability of technical education programs that teach repair skills at secondary and continuing education levels.</p>		3-5 years	

**TOPIC AREA: WASTE**

<p><b>Goal 2 continued.</b></p>	<p>Baseline: 1,496 lbs per person annually (2006)</p>	<p>Strategy 2: Increase opportunities for materials reuse.</p>	<p>Action 1: Create and distribute a directory of businesses and non-profits that will accept items for reuse.</p>	<p><b>Abundant Solar; Allied Waste of Corvallis; Benton Habitat for Humanity; EcNow Tech; Emerald Forest Architecture; First Alternative Co-op; OSU Campus Recycling;</b> City of Corvallis; Master Recyclers; Downtown Corvallis Association; Vina Moses; local thrift stores; Benton Furniture Share; neighborhood associations; Scouts</p>	0-2 years		
			<p>Action 2: Increase convenience of collecting reusable items from residential and commercial/industrial customers through curbside and on-site collection.</p>		3-5 years		
			<p>Action 3: Facilitate establishment of "neighborhood lending libraries" for tools and other items.</p>		3-5 years		
		<p>Strategy 3: Provide financial incentives and establish policies that encourage reduction of per capita waste.</p>	<p>Action 1: Promote rebates for reusable bags (\$.05 per bag) and mandate charges for disposable bags (\$.25 per bag) at local stores that exceed minimum annual sales volume (\$ TBD). Assess after two years to determine if rebates/charges are effective, or if a ban on plastic bags is justified.</p>		<p><b>Allied Waste of Corvallis; Abundant Solar;</b> City of Corvallis; Downtown Corvallis Association; local retailers</p>	0-2 years	
			<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 waste disposed per capita.</p>			0-2 years	
			<p>Action 3: Implement a residential waste collection system that automatically weighs each container as it is picked up and charges by the pound. As the weight increases over a specific established weight per household/capita, the charge per pound increases (progressive rate schedule above base rate).</p>			3-5 years	
<p><b>Goal 3: By 2020, the Corvallis community will increase proper disposal of hazardous waste by 75%.</b></p> <p><i>Interim Goal: By 2014, increase proper disposal of hazardous waste by 40%.</i></p>	<p>Metrics: Number of customers participating annually in household hazardous waste disposal events.</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><b>Allied Waste of Corvallis; Benton Habitat for Humanity; OSU Campus Recycling; First United Methodist Church, Corvallis; Health Equity Alliance; Natural Choice Directory;</b> City of Corvallis; Master Recyclers; Benton County</p>	0-2 years		
			<p>Action 2: Promote existing resources that provide information about how to properly dispose of specific hazardous materials.</p>		0-2 years		
	<p>Baseline: 3,027 customers (2007).</p>	<p>Strategy 2: Broaden opportunities for proper disposal of hazardous waste.</p>	<p>Strategy 3: Promote non-toxic alternatives.</p>	<p>Action 1: Provide bi-annual curbside collection of e-waste.</p>	<p><b>Benton Habitat for Humanity; Allied Waste of Corvallis; Health Equity Alliance;</b> City of Corvallis; local retailers of computers; local pharmacies; OSU; Mycological Society</p>	0-2 years	
				<p>Action 2: Support establishment and implementation of pharmaceutical take-back program.</p>		0-2 years	
				<p>Action 3: Explore alternative methods of disposing of toxics, such as mycological remediation.</p>		3-5 years	
		<p>Strategy 3: Promote non-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>	<p><b>Allied Waste of Corvallis; Corvallis NW Earth Institute; Emerald Forest Architecture; First Alternative Co-op; Natural Choice Directory; First United Methodist Church, Corvallis; Health Equity Alliance; OSU Campus Recycling;</b> Your Green Home; Downtown Corvallis Association; Oregon Toxics Alliance; local retailers; LBCC; OSU; local faith communities</p>	0-2 years
							3-5 years
							3-5 years

**TOPIC AREA: WATER**

VISION: Water conservation efforts decrease the amount of water city residents' use, and streams and creeks are clean and clear.				Potential Key Organizations (bold = confirmed)	Timeline			
<p><b>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, the Wastewater Treatment Plant, and the storm water drainage system).</b></p> <p><i>Interim Goal: Reduce water flow from 2008 annual levels through the Corvallis municipal water systems 25% by 2020. Develop a community water center for public demonstration in a publicly accessible location.</i></p>	<p>Metrics: Gallons/year total volume, not adjusted for population growth or any other factor.</p>	<p>Strategy 1: Develop programs to reduce water level flows by addressing individual and organizational water/wastewater use patterns.</p>	Action 1: Adopt individual plans and goals to reduce drinking, sewer and storm water flow levels resulting from personal water/wastewater use patterns.	<p><b>First Alternative Co-op; League of Women Voters of Corvallis; Emerald Forest Architecture; Willamette Disc Golf Club; Willamette Watershed Productions; First United Methodist Church, Corvallis; Seventh Generation Building Guild; City of Corvallis; OSU</b></p>	0-2 years			
			Action 2: Provide recognition and economic incentive programs for reduced usage of the three municipal water systems.		0-2 years			
			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.		3-5 years			
	<p>Baseline: Annual flows: Waste water treatment plant = 4 billion gallons. Storm water through the treatment plant = 0.76 billion gallons. Storm water directly into water ways = 1.52 billion gallons. Drinking water = 2.76 billion gallons.</p>	<p>Strategy 2: Implement technologies that reduce annual flow through drinking, sanitary and storm water systems.</p>	Action 1: Low-flow Technologies – Promote to all property owners and require low flow technologies on all water-related systems during the permitting phase.		<p><b>First Alternative Co-op; League of Women Voters of Corvallis; Emerald Forest Architecture; Willamette Watershed Productions; T. Gerding Construction; City of Corvallis</b></p>	0-2 years		
			Action 2: Alternative Sewer Technologies - Promote state-sanctioned alternative sewer technologies that safely reduce municipal sewer flow for all existing buildings and require reductions for all relevant building permits. These technologies could include gray-water re-use, composting toilets, and Living Machines©.			0-2 years		
			Action 3: Low Impact Development Storm Water Runoff Reduction Technologies – Promote Low Impact Development techniques for all properties and require when issuing building permits. These techniques could include minimizing pavement/building footprint, rain gardens, infiltration trenches, permeable pavers, rainwater harvesting, green roofs, vertical gardens, drought-tolerant/layered vegetation, and permaculture.			0-2 years		
	<p>Strategy 3: Develop alternative water sources that will reduce current flow levels in the municipal systems.</p>	<p>Action 1: Plan and install a community Sustainable Water Demonstration Site in a high-traffic and accessible existing enterprise that will demonstrate large-scale usage of alternative water sources, such as rainwater and gray-water.</p>	<p>Action 2: Develop a system for using municipal treated wastewater for state-approved functions within the City of Corvallis.</p>			<p><b>Willamette Watershed Productions; First Alternative Co-op; Seventh Generation Building Guild; Emerald Forest Architecture; City of Corvallis</b></p>	0-2 years	
								6-10 years
	<p><b>Goal 2: By 2025, the Corvallis watersheds will be revived to conditions that provide healthy habitat characteristics that support reproducing populations of cold water native fish in Corvallis principal streams.</b></p> <p><i>Interim Goal: Set back 25% of piped stormwater outfalls by 2013. Construct velocity-dispersing wetlands and/or buffers on all stormwater outfalls set back in Action B by 2023.</i></p>	<p>Metrics: The presence of self-sustaining cold water native fish populations.</p>	<p>Strategy 1: Evaluate current stream habitat characteristics and develop a plan to meet the designated standards.</p>				Action 1: Evaluate the presence and conditions of cold water native fish in the waterways.	<p><b>Benton Soil and Water Conservation District; Marys Peak Group Sierra Club; Native Plant Society of Oregon; Willamette Watershed Productions</b></p>
Action 2: Engage property owners adjacent to principle streams in the evaluation of the healthy habitat characteristics.				3-5 years				
Action 3: Engage property owners adjacent to principle streams in the planning process to remediate stream characteristics.				3-5 years				
<p>Baseline: Current watershed conditions providing healthy habitat characteristics for cold water native fish. The baseline will be determined by completion of Strategy 1 by 2012.</p>		<p>Strategy 2: Eliminate direct draining of stormwater from the municipal storm drain outfalls into existing stream channels.</p>	<p>Action 1: Evaluate the number and impact of direct storm drain outfalls on local waterways.</p>	<p><b>Benton Soil and Water Conservation District; Marys Peak Group Sierra Club; First Alternative Co-op; Willamette Watershed Productions; City of Corvallis; Corvallis property owners</b></p>			0-2 years	
					<p>Action 2: Open and set back 50% of piped stormwater outfalls.</p>		6-10 years	
							Action 3: Construct velocity-dispersing wetlands and/or buffers between all 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>		<p>Action 1: Pursue acquisition or easement to protect land along principle stream corridors.</p>	<p>Action 2: Implement plans to improve conditions of streams, native riparian vegetation and stream flows.</p>		<p><b>Benton Soil and Water Conservation District; Emerald Forest Architecture; Greenbelt Land Trust; Marys Peak Group Sierra Club; OSU Extension, Benton County; Native Plant Society of Oregon; T. Gerding Construction; Willamette Watershed Productions; Corvallis property owners</b></p>		3-10 years	
						<p>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.</p>	3-10 years	

## IMPLEMENTATION

### Action Teams

At Town Hall 3, participants volunteered for Actions Teams, collaborative groups that will be tasked with implementation of the Action Plan. Approximately 190 volunteers expressed interest in joining an Action Team. Additional volunteers are able to join Action Teams via the Coalition website.

On October 25, 2008, a work session was held with Work Group leaders and Steering Committee members to celebrate the Work Groups' efforts and to explore how best to transition from the planning to the implementation stage. The focus was on identifying and discussing interconnections between topic area goals and strategies and identifying opportunities for collaboration among the newly forming Actions Teams. Each volunteer identified help needed from other groups, where they could offer assistance to other groups, and areas of overlap.



### Action Team Responsibilities and Structure

Action Teams have responsibility for on-the-ground activities which include:

- Identifying and convening appropriate partners for collaborative actions
- Implementing strategies and actions
- Gathering needed metrics (i.e. baseline data) for reporting and planning
- Submitting reports and data (progress on metrics)
- Working with other Action Teams on addressing inter-related goals and actions

Initially the Actions Teams are being organized around topic areas. Each Action Team is facilitated by a leadership team of three or more people. The role of the leadership team is to coordinate meetings and provide reports to the Steering Committee. One leader from each Action Team is designated as the team's point of contact for communication with the Coalition Steering Committee.

As Action Teams are formed, members are given detailed guidelines and information about Coalition management so that all volunteers may work as effectively as possible with each other, with partner organizations such as the City of Corvallis, and with the Sustainability Coalition Steering Committee. Each action team has a Steering Committee liaison who will attend Action Team meetings regularly. The liaison's role is to assist the leaders in facilitating the team's progress and to provide regular written updates to the Steering Committee.

## Guidelines for Selection of Actions

In selecting actions to begin working on, Action Teams are asked to briefly and quickly evaluate all actions in their topic area based on the following criteria:

- How well does the action move the community toward the guiding objectives
- Feasibility within resources (volunteer time available, partner commitments, funds)
- Amount of time required to accomplish the action
- Interest in the group to pursue the action
- Whether action has been successfully implemented locally or elsewhere
- Financial implications (cost/benefit analysis of the action)
- Legal implications (is the action allowed by law)
- Coordination with others needed (identify who and how)

If the Action Team has concerns regarding the effectiveness or appropriateness of any actions included in the topic area matrix, they may consider whether different actions should be substituted to more effectively implement the proposed strategy. During this discussion, the Action Team will consult the list of all actions gathered during the Town Hall process as well as consider new actions.

Following this evaluation, Actions Teams will determine how many actions to begin working on. Teams will select at least one “quick win” (an action that can be easily implemented and quickly produce results by January 2010) and one “big win” (an effort-intensive action that that will have a significant impact). They will also identify key organizations, including those identified in the Community Sustainability Action Plan that may already be working on the actions chosen.

Action Team membership may change as the need and opportunity arises. Each team will decide how they are going to do their work. For example, they may focus on one goal at a time or split the team into sub-committees focused on specific goals or strategies.

Action Teams may also elect to form a committee or team with representatives from each Action Team to meet quarterly or bi-annually to manage inter-connections between goals, strategies and actions. Ad hoc groups can be assembled from multiple teams to implement actions that fit into multiple topic areas.

## Partnering with the City of Corvallis

The partnership agreement between the City of Corvallis and the Coalition that was signed in 2008 establishes the cooperative partnership between the two organizations. This document provides an important framework for moving the community more effectively towards its vision. Throughout the community initiative process, the Coalition has received the support and guidance of City Council liaison(s) who have attended Steering Committee and Executive Committee meetings on a regular basis. The City Council liaison(s) to the Steering Committee will provide a valuable communication channel to continue the productive relationship between the Coalition and the City of Corvallis.

In November, 2008 the Mayor of Corvallis convened a seven member Ad Hoc Committee consisting of current and former City Councilors and the City Manager to discuss the goals, strategies, and actions proposed by the 12 Coalition Work Groups. The committee reviewed the actions to determine the City resources and existing plan modifications necessary in order to implement the Action Plan. This plan has considerable potential public policy impacts. The committee identified many City policies that would be affected by this plan such as the Comprehensive Plan, Corvallis Area Metropolitan Planning Organization (CAMPO) Destination 2030 Plan, and the Parks and Recreation Master Plan. The group's consensus was that more than half of the strategies involved either a significant leadership role for the City or a support role. City staff is currently reviewing the goals, strategies and actions with the goal of providing the City Council with the information necessary to determine their next steps. This evaluation will be on-going, but an initial report is anticipated in late December 2008. This report will assist the 2009-10 City Council in setting goals and priorities in the area of sustainability.

## **COALITION MANAGEMENT**

Successful implementation of the Community Sustainability Action Plan will require effective coordination in management of the Action Teams and other Coalition committees. The following section outlines how implementation will occur within the current Coalition management structure, as well as recommendations from the consulting team regarding possible changes in this management structure.

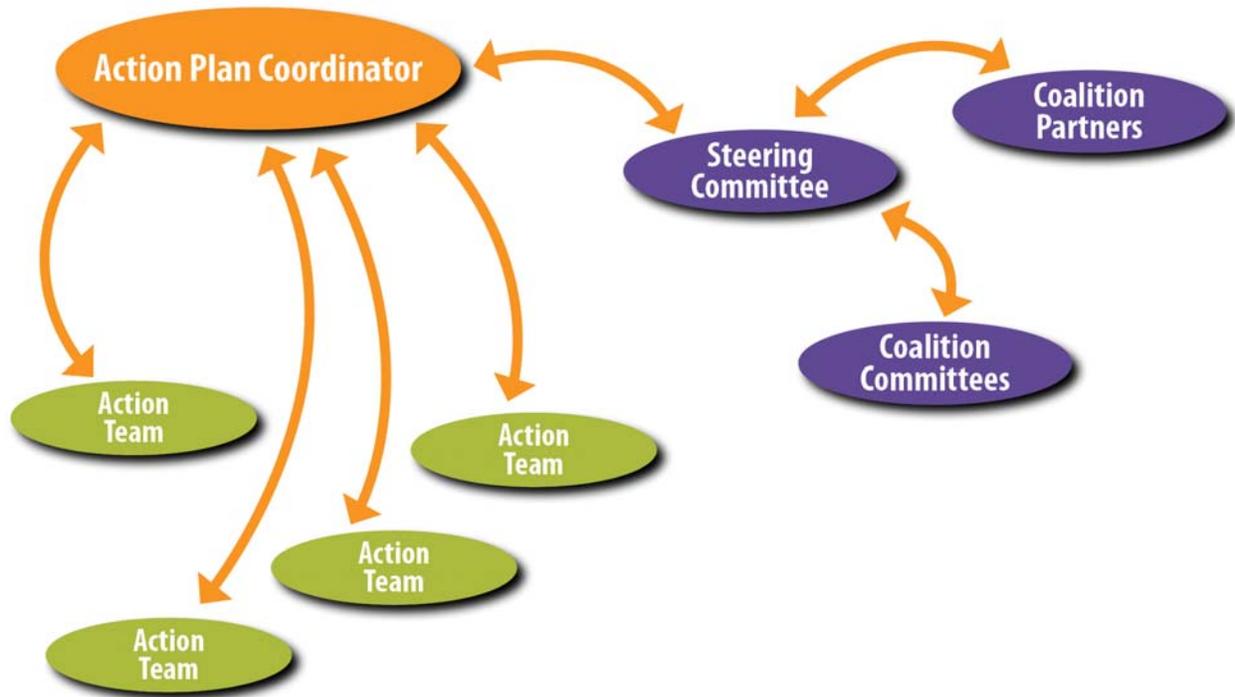
### **Current Coalition Structure**

The 15-member Steering Committee will continue to set policy and approve the budget for the Coalition. In addition, they will be responsible for the coordination and management of the Action Plan implementation and will approve actions, grant proposals, requests for funding, and public positions submitted by Action Teams and Committees. The Coalition's two co-facilitators will continue to work together to schedule meetings, set agendas, facilitate meetings and serve as the official spokespersons for the Coalition. A five-member Executive Committee will continue to carry out the day-to-day responsibilities of the Coalition. Other committees will be established as needed and report to the Executive Committee and the full Steering Committee. Each member of the Steering Committee will serve as the liaison for one or more Action Teams and provide periodic reports to the Steering Committee.

### **Consultant Recommendations**

In order to preserve the momentum that has been created and to ensure adequate coordination and oversight to successfully implement the Action Plan, the Coalition would benefit from a management structure that clarifies the roles and responsibilities of all participants. The team at Cogan Owens Cogan proposes a series of recommendations that are detailed here.

The consulting team recommends the following structure:



## Coordination

As soon as funding is available, an Action Plan Coordinator position should be created to provide strong coordination, ensure accountability, and maximize efficiency. In addition, this person will manage record keeping, assure data and reports are filed, help establish reporting standards, recruit and orient new members, prepare case studies and best practices, publicize the program, coordinate program partners, and manage Coalition communication.

The Coalition Steering Committee should continue to provide leadership for the organization as they are in the best position to provide the leadership and oversight for the effort going forward. This group should continue to be the keeper of the vision, the primary decision making body and the sounding board for input from the Coalition and community members. The Steering Committee should participate in the annual planning and review process, provide direction and supervision of the Action Plan Coordinator, and oversee budgeting and fundraising.

## Role of Partners in Plan Implementation

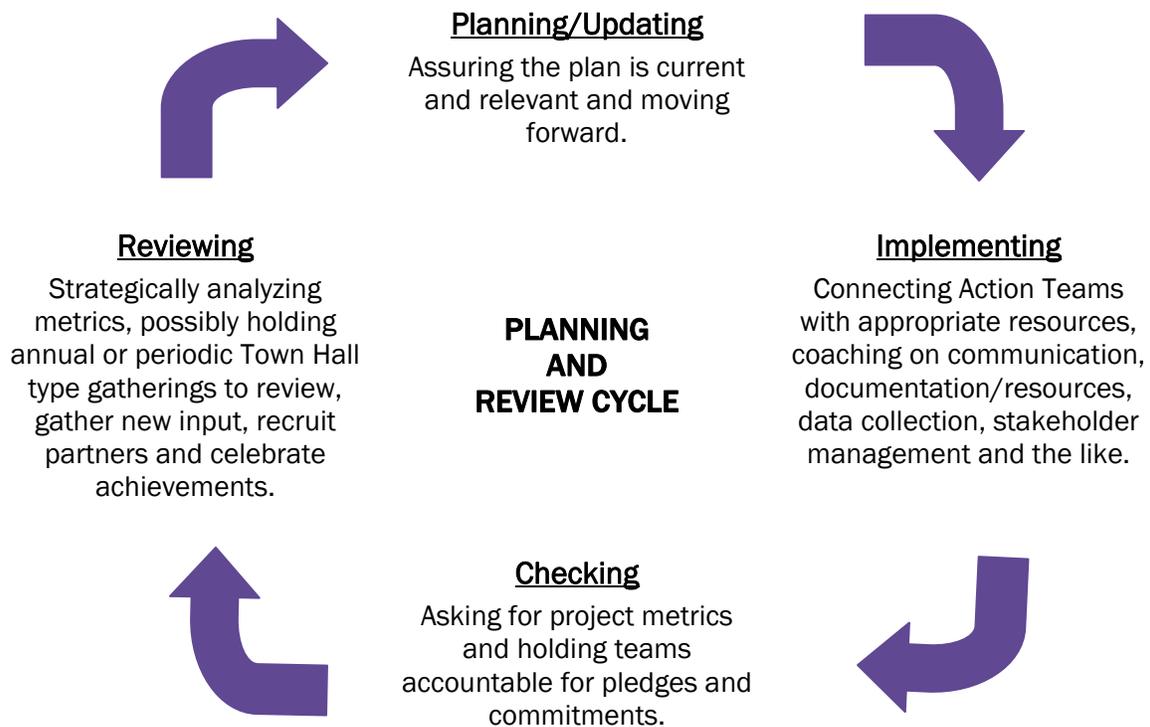
Commitments by partner organizations to work on specific strategies and actions are a significant and necessary component of the Action Plan implementation. All partner organizations should seek ways to participate in and support the action plan. The Steering Committee should continue to reach out to all partner organizations and seek their

participation and support of the Action Plan. In addition, all of the potential key organizations listed in the Action Plan should be contacted to encourage their active participation on an Action Team. The Coalition should continue regular communication with the partner organizations via e-mail and quarterly meetings to share information, learn about their sustainability activities, and to provide support for mutual efforts.

Maintaining a productive and positive relationship with the City of Corvallis will be critical to the success of the Action Plan. The Coalition should track City sustainability actions and how the community actions will benefit from collaboration with the City or support the City's goals. The Coalition should invite the appropriate City staff to participate on Action Teams that align with or overlap with the City's key priorities. Coalition members should actively participate in processes open to the public, such as attending open houses and serving on City advisory committees.

### Implementation Process

The diagram below illustrates the planning and review process that should underpin the effort. The Coalition should pursue the following cycle, ideally on an annual basis:



The Coalition should detail each of these steps and schedule those onto a master calendar such as the one illustrated below.

### ***Action Team Responsibilities***

- Meetings: Initially monthly. At least quarterly in 2010
  - Update Steering Committee about on-going projects
  - Track results
  - Request help as needed
  - Coordinate with other teams
  - Work on collaborative projects
- Collect and report metrics: Annually
- Review actions, create new actions and identify collaborative actions: Annually

### ***Annual Community Sustainability Report***

- Coordinator collects data from teams
- Coordinator prepares report
- Presented/reviewed by Coalition
- Released broadly to community, media and partners

### ***Annual Town Hall***

- Report and celebration

### ***Steering Committee***

- Communicates regularly with partner organizations
- Reviews and evaluates annual report from Coordinator on progress
- Reports on individual efforts (passports)
- Adaptive management

### Sample Calendar

	Q1 2009	Q2 2009	Q3 2009	Q4 2009	Q1 2010
<b>Steering Committee</b>					-Review project data -Update plan
<b>Action Plan Coordinator</b>	Support baseline data collection		Facilitate mid-year project conference (bring team representatives together for cross team coordination, data alignment, training, celebration, etc.)		Issue annual report
<b>Action Teams</b>	-Identify at least two projects: a quick win and a big win. -Assign lead accountability of each project to a team member. -Begin collection of base line data. -Identify partners for projects.	Implement projects	Gather progress data	Gather and report data on project progress or impact	Implement new actions
<b>Action Team Leaders</b>		Integration work session		Integration work session	

## **Program Metrics**

The success of the action planning effort is based on the ability to establish and track program goals and progress on chosen actions. The metrics established as part of the planning process should form the cornerstone of this effort. The coordinator should take responsibility for assuring the data is aggregated and associated with the original program goals.

In addition, the Coalition should maintain a small set of additional measures that will provide feedback on the effectiveness of the process itself. This should include monitoring on some of the following indicators:

- Participation – Number of Coalition partners, number of people participating in Action Teams or other committees, residents who participate in special events such as the Town Halls.
- Progress on actions – Number of actions undertaken/completed each year.
- Financial – Amount of support funding taken in by Coalition, return on investment or savings from completed projects.
- Exposure and publicity – Number of times efforts/events are mentioned in media, number of presentations Coalition members are asked to do, inquiries from citizens or other communities, media, partner organizations or others.

## **Documentation and Reporting**

To ensure that all lessons and achievements are captured, the Coalition should maintain a set of records, including the following documentation:

### ***Records of Process***

- Procedures used for data collection on surveys as well as on the metrics associated with each project or goal.
- Archive of public relations materials produced throughout the year(s).
- Training support materials.
- Frequently asked questions (FAQ's) and lessons learned.

### ***Records of Results***

- Annual reports that include data on actions and internal measures of success.
- Meeting records of Action Teams, committees and other groups associated with the effort.
- Case studies and best practices related to individual projects.

## **Communication**

The Coalition should develop a comprehensive communication plan to ensure all interested parties are kept informed and involved in the effort. The plan should include systems to maintain both internal as well as external communications. The communications should be scheduled on the master calendar along with regular meetings and other key milestones.

### **Internal**

The focus of internal communications is to keep Coalition partners and Action Team members apprised of progress, issues, and events. The Google groups or other web-based tools should provide a central repository of information that is largely maintained by the contributors and participants. By centrally locating meeting records and having a single distribution system for communications, the Coalition will facilitate communication both across and within the teams.

### **External**

In addition to keeping Coalition partners informed, the coordinator should take responsibility for maintaining the public website where the most recent reports can be posted along with announcements, event notifications and requests for participation or funding.

### **Training**

The following training should be developed to keep the effort moving forward:

- Orientation for new Coalition partners and new Action Team or committee members.
- Speaker's bureau training to prepare Coalition members to represent the program to the public.
- Facilitator training to prepare Action Team leaders.
- Training on sustainability or The Natural Step for community members.
- Regular briefings and work sessions with the City Council.

### **Funding**

The Coalition should seek a sustainable source of funding to maintain the effort. Some potential sources include:

- Coalition partners
- City of Corvallis
- Grants from foundations, government agencies and others
- Corporate sponsors
- Individual donations
- Businesses providing in-kind donations
- Savings that result from some of the actions

### **New Partners**

The Steering Committee should continue to solicit and encourage the participation of community members and organizations that are new to the Coalition. They may join Action Teams at any time and offer ideas for strategies and actions that may not have been recommended during the initial action planning process.

### **Transitional Management Structure**

Since funding is not currently available for the implementation of this plan or for any paid positions, the Coalition will continue to operate under the current structure. In January, 2009, the Coalition will review and evaluate the effectiveness of the proposed model and

other management models. Concurrently, the Steering Committee will seek funding for implementation of the Action Plan, including funds for possible staff positions.

## CONCLUSION

The Corvallis Sustainability Coalition Action Plan process has been an extraordinary community effort. Many individuals including students, business owners, community leaders, and other area residents volunteered thousands of hours to this process. It could not have been accomplished without these volunteers and without extensive collaboration among many diverse segments of the community working together towards a common vision: “creating a community in which the needs of the present are met without compromising the ability for future generations to meet their own needs. It is a flourishing and thriving community with a vibrant economy that respects, restores and cares for the community of life”. (Corvallis Sustainability Coalition Vision)

How to achieve a truly sustainable community is the greatest challenge we face. This plan for the community identifies actions that individuals and organizations can take at the local level that will create the greatest impact on the lives of residents.

This integrated Community Sustainability Action Plan is an opportunity for the Corvallis/Benton County community to examine where we are today, to look down the road at the community we desire, and to take strong steps toward our preferred future. It is an opportunity for all of us to engage and take action to protect what we value about our community and ensure that those values will endure into the future. It is an opportunity to work on specific actions that address environmental, social and economic challenges today - while there is still time. And most of all, it is an opportunity to leave a positive legacy for future generations.

We invite you to be a part of this effort. Contact us at: [www.sustainablecorvallis.org](http://www.sustainablecorvallis.org).

## APPENDICES

- Appendix A: Work Group Volunteers
- Appendix B: Sponsors
- Appendix C: Partner Organizations
- Appendix D: Corvallis Sustainability Coalition Background
- Appendix E: Process diagrams
- Appendix F: Town Hall 1 – Participant Input
- Appendix G: Town Hall 2 – Participant Input
- Appendix H: Town Hall 3 – Keypad Polling Results
- Appendix I: Town Hall 3 – Corvallis Compact Tallies
- Appendix J: Resource List