

City of Corvallis **Strategic Operational Plan**



2021 - 2025





Building the Strategic Plan

The various goals and metrics in the SOP were pulled together from a variety of sources that reflect the community's intent, including:

- Priorities identified by the community in the Imagine Corvallis 2040 vision
- Current City plans and policies (most of which have their own associated public processes)
- Council direction based on community feedback
- Work efforts from City advisory boards, commissions, committees, and task forces
- The biennial Corvallis Community Survey
- Periodic surveys focusing on land use, historic preservation, and strategic planning
- Legal compliance, legislative changes, and safety needs

It Started with a Vision...

The Corvallis community came together in 2016 to develop a new vision for the future. The result was **Imagine Corvallis 2040: Our Community Vision in Action** — a far-reaching document that aimed to represent the community's goals and priorities over the next two decades. Public engagement around the vision was comprehensive, energetic, and sustained. More than 3,000 comments, ideas, and work items were received as the vision was being developed in 2016 and 2017.

Using this robust outreach framework as a starting point, the City of Corvallis developed the Strategic Operational Plan (SOP) to align the work of the City organization with the community vision. This project had some specific goals, including:

- Identifying how the City is taking specific steps within its operations toward realizing the vision.
- Bringing together a combination of aspirational goals, concrete programs and projects, and operational actions, to give a holistic look at the City's strategic operations.
- Communicating current priorities, as well as the resources required to support those priorities.
- Guiding the annual budget by providing a tool for the City Council and staff to produce the budget.
- Informing both policy decisions and operational actions as the City translates conceptual ideas and values into actions that impact city operations.
- Telling the City's story by serving as a window to the future and showing that decisions are not made in a vacuum.

How the Plan Is Organized

The Corvallis City Council developed a series of Policy Priorities — value statements that describe where we are trying to go in the future — organized around the six focus areas of the vision, which reflect the Corvallis community's overall goals sentiment as expressed through the vision outreach process.

Each Policy Priority has its own set of associated goals and metrics. These represent the specific actions that the City can take to advance each Policy Priority.

The City Council invites the community's feedback on Policy Priorities as part of the annual SOP review. This yearly check-in is intended to ensure that the SOP continues to reflect the community's goals and aspirations, and that the City is making meaningful progress toward those goals. This connection also invites the public to learn more about how the City's work fits into the many components of the larger Corvallis community.

What's Coming Next?

To be sure, the Strategic Operational Plan doesn't encompass the entirety of the City's municipal operations. The projects listed here tend to reflect high-level policy decisions, often with significant public input behind them. Even so, the City can't do

Tips for Reading and Using The SOP

everything. Every year during budget season, the City Council must carefully balance the City's available resources in the face of increasing requests for service from the Corvallis community.

While it is important to be flexible and adaptive to changing needs, it is equally important that the SOP maintain longevity and consistency to allow long-term efforts time to develop and mature. This way the City can continue to make progress in spite of unforeseen challenges.

The Corvallis community will continue to change in areas such as population, demographics, and economic conditions. Many of these changes will be outside our control — but how the City responds is firmly within our control. The Strategic Operational Plan allows the City to respond to changes while maintaining a focus on long-term expectations.



Each section of the Strategic Operational Plan includes a summary of each Vision focus area, followed by Policy Priority statements, endorsed by the City Council, that support the focus area. Each Policy Priority typically has one or more actions and objectives listed below it that represent initiatives that the City is pursuing. Summary tables are included for each focus area, which show key dates and milestones for each objective.

The SOP is optimistic but also realistic. Readers may notice that the City falls short of various metrics and benchmarks on the summary tables. That is because the SOP represents the City's best efforts with current resources – and those resources may not be sufficient to move the needle on some goals.

By presenting the City's services, programs and initiatives in the same document, City leaders can get the information they need to make well-informed, long-term decisions.

How Can We Use The SOP?

The SOP was developed to help different audiences in different ways. Here's a short, but by no means comprehensive, breakdown of what you can expect.

- **Elected Officials** — The Corvallis City Council uses the SOP to gain a broad understanding of where the City's efforts are focused at any given time. The SOP is particularly helpful for new or prospective City Councilors who may be interested in a particular topic or issue. Lastly, the SOP can help regional elected officials at the local and state level understand the City's current priorities.
- **City Staff** — The City's professional staff use the SOP to set their annual work plans and determine resource needs for upcoming projects and initiatives. Services identified in the SOP drive staffing levels and can lead to adjustments in service levels provided by City departments and divisions.
- **Budget Commission** — The 18-member Budget Commission meets annually to review the next fiscal year's budget. The SOP helps the Budget Commission understand the City Council's priorities, which in turn assists them as they review the financial tool (the budget) to achieve those priorities.
- **Advisory Boards** — The volunteers who serve on the City's many advisory boards, commissions, committees, and task forces build their annual work plans around the projects laid out in the SOP.
- **The Corvallis Community** — If you've ever wondered "What's the City doing about [X]?" then the SOP is for you! The Corvallis community is encouraged to explore the SOP to learn more about the many and varied services provided by the City of Corvallis. Think of it as a single location to see not only what's coming in the next year, but also what's on the horizon for future years for all City departments.

Acronyms in the SOP

- ADU - Accessory Dwelling Unit
- CALEA - Commission on Accreditation for Law Enforcement Agencies
- CAP - Climate Action Plan
- CCP - Corvallis Comprehensive Plan
- FY - Fiscal Year
- GHG - Greenhouse Gas
- HDTF - Housing Development Task Force
- HPP - Historic Preservation Plan
- LDC - Land Development Code
- SDC - System Development Charges
- TMF - Transportation Maintenance Fee
- TOF - Transit Operations Fee
- TSP - Transportation System Plan



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

A Focus on the Vision

The Strategic Operational Plan is built around the framework of Imagine Corvallis 2040. As such the Strategic Operational Plan addresses six focus areas, which mirror the six focus areas of the vision.

E-1: The City fosters meaningful public involvement through a diverse array of methods.

- B. Connect with the community through expanded use of social media. (City Manager's Office)
- G. Conduct a review of all City advisory boards, commissions, committees and task forces. (Mayor & City Council)
- H. Review and update the Strategic Operational Plan annually to ensure it reflects the City Council's priorities and the resources available to the City. (City Manager's Office)
- I. Host events to encourage community involvement with and education about the fire service. Examples include Community Fire Academy, Volunteer Firefighter Academy, Fire Ops 101, Explorer Program, and Auxiliary Volunteer Program. (Fire)
- J. Develop centralized resources for housing development and affordability information. (Community Development)
- K. Conduct annual housing affordability/cost burden public outreach event. (Community Development)
- L. Gather feedback on community satisfaction through regular use of comprehensive, statistically valid surveying tools. (City Manager's Office)
- M. Produce Imagine Corvallis 2040 Vision progress reports. (City Manager's Office)
- N. Increase awareness and opportunities for community engagement in the Imagine Corvallis 2040 vision. (City Manager's Office)

E-2: The City manages its finances to effectively provide services to the full spectrum of the community over the long term.

- C. Develop and implement a budget and accounting systems for the South Corvallis Urban Renewal District. (Finance)
- E. Develop and implement an annual rate review process for all fees and charges. (Finance)
- F. Consider alternatives and develop a plan for replacing the local option levy expiring June 30, 2024. (Mayor & City Council)

E-3: The City supports the community through professional, community-oriented, and transparent public safety services.

- A. Implement wearable body cameras in coordination with the District Attorney's Office, to enhance transparency in community policing. (Police)
- C. Prioritize Police recruitment to include specific outreach to minorities and women. (Police)
- D. Achieve trained solo status officers from those funded by the Police Public Safety Fee. (Police)





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What's with the weird numbering?

The SOP is a living document. As objectives are achieved, they'll "fall off" the SOP. To maintain continuity, the SOP doesn't re-use objective numbers. It's a sign of progress!

- E. Achieve trained and solo status non-sworn Community Service Officers. (Police)
- G. Conduct informational and cooperative meetings with community groups. Examples include open houses at each fire station, coordination with OSU on technological innovation, and use of department advisory committees (DACs). (Fire)
- H. Provide community disaster and safety courses. (Parks & Recreation)
- I. Annually conduct targeted outreach (presentations, events, social media campaigns) for high fire hazard groups, including seniors, K-12 and OSU students. (Fire)
- J. Recruit and train seven trained solo dispatchers and four dispatch supervisors funded the new 9-1-1 Service District. (Police)

E-4: The City supports community nonprofits that provide services to those in Corvallis with fewer resources.

- A. Distribute annual social services funding through the City budget process. (Finance)
- B. Investigate and develop a low-income assistance program for city services customers. (Finance)



E-5: The City fosters and engages a diverse population through appropriate and accessible services, programs and events.

- A. Provide volunteer opportunities through Parks and Recreation outside of Majestic Theatre. (Parks and Recreation)
- B. Host classes and programs that enhance cultural awareness. (Parks and Recreation)
- C. Provide scholarships to income-eligible families for recreation. (Parks and Recreation)
- D. Develop and host Library events and outreach that promote cultural competence. (Library)

- E. Develop and implement sensory sensitive programs or services in the Library. (Library)

E-6: The City supports robust, secure software infrastructure for managing technology resources to assist the community.

- B. Manage the implementation of human resources systems. (Information Technology)

E-7: The City maintains a mutually respectful, productive, and proactive relationship with Oregon State University.

- B. Present OSU's annual monitoring, reporting and data regarding recommendations of impacts on and around OSU campus area. (Community Development)
- C. Collaborate with Oregon State University on community programs at least four times each year. (Library)



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E-8: The City supports strong, thriving neighborhoods and community groups.



A. Improve communications and outreach to neighborhood associations through annual summit. (Community Development)

B. Administer and fund the Empowerment Grant program to encourage neighborhood improvement and community participation. (Mayor & City Council, Community Development)

C. Provide information briefings on disaster preparedness to community organizations, neighborhood associations, and any members of the community. Provide interpretation for non-English speaking community members at every opportunity. (Fire)

E-9: The City supports organizations that are working towards solutions for homelessness in Corvallis.

B. Define the City Council's goals for homeless support services. (Mayor & City Council)

C. Update the LDC for various types of homeless support services. (Community Development)

E-10: The City fosters a safe, secure, and welcoming community for everyone by promoting respectful relations, collaboration, and civil discourse among community members including city staff.

A. Conduct annual Fair Housing outreach and education activities and workshops. (Community Development)

B. Pursue collaborative community-wide bias response initiative. (City Manager's Office)



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Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
E-1B	Expand use of social media platforms	10 messages per week	10	10	10	10	10
E-1G	Advisory Board review	December 2020	12-2020	-	-	-	-
E-1H	Strategic Operational Plan review and update	Annually in February	02-2021	02-2022	02-2023	02-2024	02-2025
E-1I	Host and attend events to encourage community involvement with and education about the fire service. Examples include Volunteer Firefighter Academy, Fire Ops 101, Cadet Program, and Auxiliary Volunteer Program.	1 event annually	1 outreach event	1 outreach event	1 outreach event	1 outreach event	1 outreach event
E-1J	Develop centralized resources for housing development and affordability information	January 2021	01-2021	-	-	-	-
E-1K	Conduct annual housing affordability/cost burden public outreach event	Annual event	4-2021	4-2022	4-2023	4-2024	4-2025
E-1L	Conduct annual citywide survey	Biennial survey	Survey (delayed)	Survey	-	Survey	-
E-1M	Produce Imagine Corvallis 2040 Vision progress reports	Annual updates and five-year update	Annual update	5-year update	Annual update	Annual update	Annual update
E-1N	Increase awareness and opportunities for community engagement in the Imagine Corvallis 2040 vision	500 ideas from the Corvallis community each year	0	2500	500	500	500
E-2C	Develop and implement Urban Renewal budget and accounting systems	June 2021	06-2021	-	-	-	-
E-2E	Develop and implement an annual rate review process for all fees and charges	December 2021	12-2021	-	-	-	-
E-2F	Develop a plan for replacing the five-year local option levy	Revenue plan by December 2024	-	-	Initiate	11-2024	-



ENGAGE
SUPPORT

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



Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
E-3A	Implement body cameras, in coordination with District Attorney's Office	August 2019	50% rollout	75% rollout	100% rollout	-	-
E-3C	Police Department diversity recruitment	20 opportunities per year	12	14	16	16	16
E-3D	Achieve trained solo status officers from those funded by the Police Public Safety Fee	15 new trained/solo status officers	10	15	-	-	-
E-3E	Achieve four trained and solo status non-sworn Community Service Officers	June 2021	06-2021	-	-	-	-
E-3G	Conduct informational and cooperative meetings with community groups. Examples include open houses at each fire station, coordination with OSU on mutually beneficial projects, and use of department advisory committees (DAC).	12 events annually	12	12	12	12	12
E-3H	Provide community disaster and safety courses (CAP)	Three courses annually beginning in 2023	-	-	-	3 courses	3 courses
E-3I	Annually conduct targeted outreach (presentations, events, social media campaigns) for high hazard groups, including seniors, K-12, and OSU students (CAP)	8 high hazard groups reached annually	8	8	8	8	8
E-3J	Recruit and deploy seven trained solo dispatchers and four dispatch supervisors funded the new 9-1-1 Service District.	June 2022	-	50% hired and trained	100% hired and trained	-	-
E-4A	Distribute annual social services funding	\$360,000 in annual funding	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
E-4B	Investigate and develop a low-income assistance program for City Services customers	December 2020	-	-	-	-	-
E-5A	Provide volunteer opportunities through Parks and Recreation outside of Majestic Theatre	26,000 hours annually	25,000	25,500	25,500	26,000	26,000
E-5B	Hold classes and programs that enhance cultural awareness	75 events	75 events	75 events	75 events	75 events	75



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Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
E-5C	Provide scholarships to income-eligible families for recreation	\$125,000 annually	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
E-5D	Host Library events and outreach that promote cultural competence	20 events per year	20	20	20	20	20
E-5E	Develop and implement sensory sensitive programs or services in the Library	March 2023	-	-	03-2023	-	-
E-6B	Manage the implementation of human resources systems	January 2020	-	-	-	-	-
E-7B	Annual reporting and recommendations of OSU impacts	Annually in April	04-2021	04-2022	04-2023	04-2024	04-2025
E-7C	Collaborate with Oregon State University on community programs at least four times each year.	4 programs per year	4	4	4	4	4
E-8A	Conduct Neighborhood Association Summit (CAP)	Annual spring summit	04-2021	04-2022	04-2023	04-2024	04-2025
E-8B	Administer and fund the Empowerment Grant program (CAP)	\$10,000 per year	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
E-8C	Provide information briefings on disaster preparedness to community organizations, neighborhood associations, and members of the community. Provide interpretation for non-english speaking community members at every opportunity (CAP)	10 times per year with at least 2 supported by ESL interpreter	06-2021	06-2022	06-2023	06-2024	06-2025
E-9B	Define Council support goals for homeless services	August 2021	-	08-2021	-	-	-
E-9C	Update LDC for various types of homeless services (HDTF, CAP)	June 2023	-	Initiate	06-2023	-	-
E-10A	Conduct annual Fair Housing outreach and education activities and workshops	Twice annually	Fall & spring events	Fall & spring events	Fall & spring events	Fall & spring events	Fall & spring events





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

S-1: The City maintains safe and accessible natural resources and facilities through long-range planning to ensure proper maintenance and capital investments in critical community resources.



- A. Develop and implement management plans for each natural area and park. (Parks and Recreation)
- B. Secure funding for deferred maintenance in parks and trails system. (Parks and Recreation)
- C. Maintain the urban stream system to increase stormwater flow capacity to accommodate changing rain patterns and to encourage native plant growth. (Public Works)
- D. Update natural hazards and hillside maps. (Community Development)
- F. Develop an asset management plan for park maintenance and capital projects. (Parks and Recreation)

G. Develop a Strategic Land Acquisition plan. (Parks and Recreation)

H. Provide a park or natural area within a half-mile of every household in accordance with the Parks and Recreation Master Plan 2015. (Parks and Recreation)

I. Build out the comprehensive recreational trails network with a goal of 81 miles of trail upon completion. (Parks and Recreation)

J. Develop a strategic Urban Tree Canopy Plan. (Parks and Recreation)



K. Update the Urban Forest Management Plan. (Parks and Recreation)

L. Complete a citywide facility and space needs assessment that identifies solutions to current and long-range facility needs regarding space, function, maintenance, and safety. (City Manager's Office)

M. Develop and implement a funding strategy to address citywide facility needs regarding space, function, maintenance, and safety. (City Manager's Office)

S-3: The City invests in the integrity of infrastructure with a goal of uninterrupted service.

A. Use the data from the Asset Management Plan to proactively replace water pipe lines before the pipe reaches the end of its useful life, with a long-term goal of 13,000 feet replaced per year. (Public Works)



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

Who's the audience?

The SOP is designed to be a resource for elected officials, city staff, and the general public. Although it's a detailed document, the SOP is intended to be readable and transparent for a broad audience.

B. Use the data from the Asset Management Plan to proactively replace wastewater pipe lines before the pipe reaches the end of its useful life, with a long-term goal of 11,000 feet replaced per year. (Public Works)

C. Use the data in the Pavement Management System to prioritize and complete arterial, collector and local street maintenance to maintain an average Pavement Condition Index score of 70 out of 100. (Public Works)

D. Determine priority use for transportation funding streams other than the Transportation Maintenance Fee. (Public Works)

E. Create the 'critical path' water distribution system by seismically hardening key pipelines. (Public Works)

F. In the absence of state funding, make plans to replace the 911 phone system. (Police)

G. Maximize the efficient utilization of current and future fire stations to remain in functional condition after a significant event (e.g., Cascadia); ensure they are properly located to meet the current and projected growth areas of the City as well as response time goals; ensure they are located outside of flood-prone areas and near main arterial roadways. (Fire)

H. Evaluate the feasibility of a 9-1-1 backup center outside of the downtown corridor. (Police)

S-4: The City promotes community resiliency by actively planning for disasters, including the effects of climate change.

A. Develop, review and maintain current Emergency Plans. This requires collaborative effort amongst all City departments and Benton County staff. Plans include: Integrated Emergency Operations Plan (IEOP), Continuity of Government (COG), and Continuity of Operations (COOP). (Fire)

B. Participate in one tabletop or full-scale exercise per year with City Departments, Emergency Operations Center Staff and external agencies. (Fire)

D. Provide ongoing Emergency Operations Center (EOC) staff training each month with a quarterly exercise to reinforce the training received, plus additional training for EOC Directors and Section Chiefs. (Fire)

E. Develop a system to ensure City of Corvallis maintains compliance with the National Incident Management System (NIMS). This requires all employees complete online, advanced, and intermediate training courses. (Fire)

G. Achieve zero wastewater effluent discharge during summer months to help minimize the impact of climate change on the Willamette River. (Public Works)





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S-5: The City enhances safety for all community members by providing professional and proactive public safety services.

A. Achieve a response time of 5:20 or less from dispatch to arrival on Code 3 fire calls within the city limits, per National Fire Protection Association (NFPA) standards. (Fire)

B. Achieve target response time from dispatch to arrival of EMS calls within the city as dictated by the Ambulance Service Area agreement with Benton County. (Fire)

C. Staff the Fire Department at a ratio consistent with comparator cities' averages to increase available response units. Current staffing is 68 sworn personnel with 17 daily staffing. Goal is 84 sworn with 21 daily staffing. Daily staffing of 17 was reached in FY19-20 through Public Safety Fee funding. (Fire)

D. Increase fire engine availability at City stations through the deployment of additional staffing funded by the Public Safety Fee. (Fire)

E. Conduct fire and life safety maintenance inspections in all commercial occupancies, including multi-family residential occupancies triplex and larger. (Fire)

I. Increase efficiency and effectiveness of fire prevention efforts by implementing new fire inspection software. (Fire)

K. Develop a reporting system to facilitate sharing occupancy data among City departments. (Fire)

L. Conduct an annual smoke detector installation campaign for mobile home residents, including pre-event outreach and a day-of installation conducted by Fire staff. (Fire)

S-6: The City develops and sustains a safe, secure and welcoming community through crime reduction and focusing on livability offenses throughout the community in coordination with partners.

A. Reduce livability offenses to less than 1,000 offenses per year. (Police)

B. Improve community safety through proactive and educational efforts: Tactical Action Plans, liaisons with Oregon State, and with community. (Police)

D. Maintain average fatal and injury traffic crashes at less than state and national averages: fewer than 5 per 1,000 population. (Police)

E. Ensure that emergency calls for service are dispatched within 60 seconds. (Police)



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

Climate Action in Focus

Sustainability is a core value of the City of Corvallis, and the SOP highlights the many and varied ways that we are incorporating these principles into daily municipal operations.

S-7: The City ensures the integrity, security and availability of key technology and data systems. Emergency dispatch service is supported by robust, fault-tolerant infrastructure.

A. Ensure availability of 911 dispatch services with robust infrastructure and implement ability for 911 services to transfer reliably to Fire Station 1 and an additional site in the event of a catastrophic event. (Information Technology)

S-8: The City moves purposefully toward a net-zero municipal carbon footprint, and actively engages with the community in its efforts to reduce greenhouse gas emissions.

A. Update the municipal operations greenhouse gas inventory every two years. (Public Works)

B. Reduce the organization's carbon footprint by increasing the amount of renewable electrical power used to provide City services, measured as a percent of total electrical power used, with an aspirational goal of 100% renewable power by 2030. (City Manager's Office)

C. Implement Commercial Property Assessed Clean Energy (C-PACE) financing in Corvallis. (City Manager's Office)

D. Convert the transit fleet to electric when replacing city buses, per Transit Development Plan. (Public Works)

E. Reduce greenhouse gas emissions produced by City vehicles by transitioning the passenger vehicle fleet to electric. (Public Works)

F. Evaluate efficiencies of hybrid Police patrol vehicles for future purchase planning. (Police)

G. Adopt Building Code amendments requiring new commercial buildings to be solar panel ready. (Community Development)

H. Adopt Building Code amendments requiring new residential buildings to be solar panel ready. (Community Development)

I. Adopt Building Code amendments exceeding the International Energy Conservation Code for commercial buildings. (Community Development)

J. Adopt Building Code amendments requiring parking structures for new buildings be able to support electric vehicle chargers. (Community Development)

K. Adopt Building Code amendments requiring new residential buildings to be meet the Department of Energy's Zero Energy Ready Standards. (Community Development)

L. Update the community greenhouse gas inventory every two years. (City Manager's Office)

M. Develop an implementation plan for the community sections of the Climate Action Plan. (City Manager's Office)



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S-10: The City is a steward of its natural resources with the goal of promoting native and sustainable ecological systems.

A. Update the Corvallis Forestry Stewardship Plan. (Public Works)

B. Assess specific ecological systems with partner agencies (OSU, U.S. Forest Service, Benton County). (Public Works)

Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
S-1A	Develop and implement management plans for each Parks and Recreation natural area and park.	Every 2 years	Witham Hill Natural Area	-	Marys River Natural Area	-	Shawala Point
S-1B	Address deferred maintenance in parks and trails	Reduce backlog to zero	Current backlog of \$282,000	Current backlog of \$282,000	Current backlog of \$282,000	Current backlog of \$282,000	Current backlog of \$282,000
S-1C	Remove invasive species and improve riparian habitat to promote healthy urban stream systems with sufficient stormwater flow capacity to accommodate changing rain patterns (CAP)	10,000 feet/year	10,000	10,000	10,000	10,000	10,000
S-1D	Update natural hazards and hillside maps	December 2020	12-2020	-	-	-	-
S-1F	Develop an asset management plan for park maintenance and capital projects	Completed Plan	-	Initiate 01-2022	Complete 06-2023	-	-
S-1G	Strategic Land Acquisition plan for Parks & Recreation	June 2023	-	-	06-2023	-	-
S-1H	Acquire land and construct a park or natural area in a needed area	1 new park or natural area every 5 years	Land acquisition - bike park	-	-	-	-
S-1I	Build out the comprehensive recreational trails network with a goal of 81 miles of trail upon completion	2,640 feet per year	5,000 feet - Caldwell Natural Area & Chip Ross	2,640 feet - Dr. Martin Luther King, Jr. Park	2,640 feet - Herbert Farms Natural Area	2,640 feet - location TBD	2,640 feet - location TBD
S-1J	Develop a strategic Urban Tree Canopy Plan (CAP)	April 2023	-	-	April 2023	-	-
S-1K	Update Urban Forest Management Plan (CAP)	February 2024	-	-	Initiate 07-2023	Complete 02-2024	-
S-1L	Complete a citywide facility and space needs assessment	August 2021	-	08-2021	-	-	-
S-1M	Develop a funding strategy to address the citywide facility needs	June 2022	-	06-2022	-	-	-
S-3A	Replace water pipe lines	5,000 feet replaced per year	1,500	1,500	2,000	2,000	2,000
S-3B	Replace wastewater pipe lines	7,000 feet replaced per year	3,000	4,000	5,000	5,000	5000
S-3C	Maintain arterial, collector and local streets in "average" condition	Average Pavement Index Score of 70	69	69	69	69	70
S-3D	Determine the priority use for transportation funding streams other than TMF (CAP)	June 2022	-	06-2022	-	-	-
S-3E	Create a "critical path" plan for seismically hardening the water distribution system backbone	Initiate in spring 2024	-	-	-	05-2024	-
S-3F	Replace 911 phone system	December 2020	12-2020	-	-	-	-





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Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
S-3G	Maximize the efficient utilization of current and future fire stations.	Address operational and livability needs at City substations	-	Station 3	-	Station 4	Station 2
S-3H	Evaluate the feasibility of a 9-1-1 backup center outside of the downtown corridor	June 2021	06-2021	-	-	-	-
S-4A	Develop, review and maintain all current Emergency Plans. This requires collaborative effort amongst all City departments and Benton County staff	Develop and review plans in accordance with current county, state and federal guidelines.	06-2021	06-2022	06-2023	06-2024	06-2025
S-4B	Participate in one tabletop or full-scale exercise per year with City Departments, Emergency Operations Center Staff and external agencies.	Annual exercise	06-2021	06-2022	06-2023	06-2024	06-2025
S-4D	Provide on-going Emergency Operations Center (EOC) staff training each month with a quarterly exercise to reinforce the training received. EOC Directors and Section Chiefs are provided 1 additional hour of training.	2 hours/month 3 hour quarterly EOC exercise 1 hour Director/Chief	16 hours 12 hours 8 hours	16 hours 12 hours 8 hours	16 hours 12 hours 8 hours	16 hours 12 hours 8 hours	16 hours 12 hours 8 hours
S-4E	Develop a system to ensure City of Corvallis maintains National Incident Management System (NIMS) compliance	Monthly status checks with each Department Director reporting compliance	On-boarding packet created; Compliance reviewed & confirmed	Compliance reviewed & confirmed	Compliance reviewed & confirmed	Compliance reviewed & confirmed	Compliance reviewed & confirmed
S-4G	Achieve zero wastewater effluent discharge during summer months (CAP)	Begin evaluating upon completion of WWMP	-	-	-	-	Initiate
S-5A	Achieve a response time of 5:20 or less from dispatch to arrival on Code 3 fire calls within the city limits, per National Fire Protection Association (NFPA) standards	>90% of fire calls	>90%	>90%	>90%	>90%	>90%
S-5B	Achieve target response time from dispatch to arrival of EMS calls within the city as dictated by the Ambulance Service Area agreement with Benton County	8 minutes at 90% 5 minutes at 45%	90% 45%	90% 45%	90% 45%	90% 45%	90% 45%
S-5C	Staff the Fire Department at a ratio consistent with comparator cities' averages to increase available response units.	1.42 FTE per 1,000 population	1.42	1.42	1.42	1.42	1.42
S-5D	Increase fire engine availability at City stations through the deployment of additional staffing funded by the Public Safety Fee.	Fire Engine In-City Response Times < XX	Fire Engine In-City Response Times < XX	Fire Engine In-City Response Times < XX	Fire Engine In-City Response Times < XX	Fire Engine In-City Response Times < XX	Fire Engine In-City Response Times < XX





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

Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
S-5E	Conduct fire and life safety maintenance inspections in all commercial occupancies, including multi-family residential occupancies 3-plex and larger	Initiate 100% of the occupancy inspections to create a foundation for the implementation of the new inspection RMS software	06-2021	-	-	-	-
S-5I	Increase efficiency and effectiveness of fire prevention efforts by implementing new fire inspection software.	June 2021	06-2021	-	-	-	-
S-5K	Develop a reporting system to facilitate sharing occupancy data among City departments.	June 2021	06-2021	-	-	-	-
S-5L	Annual smoke detector campaign for mobile home residents	Annually in June	06-2021	06-2022	06-2023	06-2024	06-2025
S-6A	Reduce livability offenses	less than 1000 offenses per year	<1000	<1000	<1000	<1000	<1000
S-6B	Improve community safety through proactive and educational efforts, Tactical Action Plans, liaisons with Oregon State, and with community	Violence < State Avg. Implement TAPs Liaison w/OSU Liaison w/community	<32/1000 12/year 10/year 12/year	<32/1000 12/year 10/year 12/year	<32/1000 12/year 10/year 12/year	<32/1000 12/year 10/year 12/year	<32/1000 12/year 10/year 12/year
S-6D	Maintain average fatal and injury traffic crashes at less than State and National Averages per 1,000 population (CAP)	< 5 per 1,000 population	< 5 per 1,000	< 5 per 1,000	< 5 per 1,000	< 5 per 1,000	<5
S-6E	Emergency calls for service dispatched within 60 seconds	100%	100%	100%	100%	100%	100%
S-7A	Ensure 911 dispatch capability with robust, fault-tolerant infrastructure and transfer reliability	FS-1 in July 2018; one additional site in July 2019	-	-	-	-	-
S-8A	Update municipal operations GHG inventory	Municipal GHG every two years	-	06-22	-	06-24	-
S-8B	Increase renewable power used to provide City services (CAP)	35% of total power	25%	25%	25%	30%	30%
S-8C	Complete implementation of C-PACE program in Corvallis. (CAP)	June 2022	-	06-2022	-	-	-
S-8D	Convert transit fleet to electric vehicles (CAP)	Purchase electric when replacing a bus	-	-	2 buses	-	-





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

Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
S-8E	Reduce GHG emissions from City fleet (CAP)	Begin purchasing electric passenger vehicles	1	1	1	1	1
S-8F	Evaluate efficiencies of hybrid patrol vehicles for future purchase planning (CAP)	June 2022	-	06-2022	-	-	-
S-8G	Adopt Building Code amendments requiring new commercial buildings to be solar panel ready (CAP)	October 2022	-	-	10-2022	-	-
S-8H	Adopt Building Code amendments requiring new residential buildings to be solar panel ready (CAP)	October 2020	10-2020	-	-	-	-
S-8I	Adopt Building Code amendments exceeding the International Energy Conservation Code for commercial buildings (CAP)	October 2022	-	-	10-2022	-	-
S-8J	Adopt Building Code amendments requiring parking structures for new buildings be able to support electric vehicle chargers (CAP)	October 2022	-	-	10-2022	-	-
S-8K	Adopt Building Code amendments requiring new residential buildings to be meet the Department of Energy's Zero Energy Ready Standards (CAP)	October 2023	-	-	-	10-2023	-
S-8L	Update the community GHG inventory (CAP)	Biennial update starting in 2022	-	01-2022	-	01-2024	-
S-8M	Develop an implementation plan for the community sections of the Climate Action Plan (CAP)	December 2021	-	12-2021	-	-	-
S-10A	Update Corvallis Forest Stewardship Plan (CAP)	April 2023	-	-	04-2023	-	-
S-10B	Assess Specific Ecological Systems with partner Agencies (OSU, Forest Service, County)	July 2025	-	-	-	-	07-2025





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

L-2: The City actively seeks out opportunities to build lasting, respectful relationships with diverse populations in Corvallis.



A. Schedule meetings annually with OSU student groups and community organizations. (Police)

B. Hold an annual Citizens Police Academy to allow 20 to 30 participants a closer look at the Police Department's daily operations. (Police)

C. Maintain accreditation through Commission for Accreditation of Law Enforcement (CALEA). (Police)

D. Partner with diverse populations to create a welcoming inclusive environment in parks and programs. (Parks & Recreation)

L-3: The City supports a healthy, educated, and livable community through programs, facilities, and infrastructure.

A. Conduct youth water safety classes. (Parks and Recreation)

B. Provide wellness programs at community centers for youth and adults. (Parks and Recreation)

C. Develop classes and programs that promote an active lifestyle for youth under age 18. (Parks and Recreation)

D. Expand outdoor programs and environmental education opportunities for youth. (Parks and Recreation)



E. Boost participation through the Library's Summer Reading program. (Library)

F. Maintain annual deliveries to local schools through the Library's Book Box program. (Library)

G. Increase Library program attendance serving 62 people per 100 population. (Library)

H. Maintain circulation at 18 items per capita. (Library)

I. Re-introduce inter-library loan services. (Library)

J. Provide community education on topics such as CPR, babysitting, water safety, and car seat safety. (Fire)



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

Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
L-2A	Meetings with student & community	10 meetings annually	12	14	16	16	16
L-2B	Host annual Citizens Police Academy	30 people annually	30	30	30	30	30
L-2C	Maintain CALEA accreditation	Maintain certification	1/4 Inspection	On-Site Inspection	1/4 Inspection	1/4 Inspection	On-Site Inspection
L-2D	Partner with diverse populations to create a welcoming inclusive environment in parks and programs	10 action items annually starting in	-	-	-	10 action items	-
L-3A	Water safety outreach and education	5,500 youth annually	5,100	5,200	5,300	5,400	5450
L-3B	Wellness classes at community centers	900 participants	700	750	800	850	900
L-3C	Develop classes and programs that promote an active lifestyle for youth under 18	350 programs	335 programs	340 programs	345 programs	350 programs	350 programs
L-3D	Expand outdoor programs & environmental education opportunities for youth	60	40	45	50	55	60
L-3E	Boost summer reading participation	3500 signups	3,275	3,375	3,475	3,500	3600
L-3F	Book deliveries to local schools through Book Box program	70 participating classrooms annually	70	70	70	70	70
L-3G	Increase Library program attendance	62.5 attendees per 100 population	61.0	61.5	62.0	62.5	62.5
L-3H	Maintain Library material circulation	18.6 items circulated per capita	18.6	18.6	18.6	18.6	18.6
L-3I	Re-introduce inter-library loan services	January 2022	-	01-2022	-	-	-
L-3J	Provide community education on topics such as CPR, babysitting, water safety, and car seat safety	11 classes annually	11	11	11	11	11





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

I-1: The City works closely with Oregon State University to incubate innovative technologies and foster new business opportunities to capture the long-term economic benefits for the local community.



I-3: The City maintains an adequate supply of land available for life cycle housing, economic growth and employment and regulates it in a way that balances community impact while encouraging economic prosperity.

A. Ensure Buildable Lands Inventory addresses land deficits required to grow employment. (Community Development)

B. Annex the Corvallis Municipal Airport and Industrial Park. (City Manager's Office)

I-4: The City provides advisory services to invite and support local businesses.

I-5: The City operates a business retention and expansion program that connects with the "traded sector" businesses in the community, providing assistance for businesses to prosper and thrive.

A. Provide business retention and expansion services, including a minimum of 150 business visits annually to traded sector and minority owned businesses in the area. (City Manager's Office)

I-6: The City partners with local and regional stakeholders on events and programs for local entrepreneurs.

A. Support innovation and organizations for programs for local entrepreneurs. (City Manager's Office)

I-7: The City cultivates businesses in target and emerging sectors such as food, beverage, agriculture, agritourism, science, research and technology.

A. Develop a "continuity of care" paradigm for businesses in the area. (City Manager's Office)

I-8: The Corvallis-Benton County Economic Development Office is a leader and key partner in the economic development ecosystem for Corvallis and Benton County.

I-9: The City actively engages with community partners to support a strong and vibrant downtown as the heart of our community.

A. Participate in downtown events at least 12 times per year. (Library)

B. Support renewal of Downtown Corvallis Economic Improvement District. (City Manager's Office)

A Window into City Operations

The SOP offers a window into the operations of the City of Corvallis. Hopefully it will help answer that pesky question: "What's the City doing about this?" The answer is in the SOP!



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

Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
I-3A	Address employment deficits in the Buildable Lands Inventory	June 2021	06-2021	-	-	-	-
I-3B	Annex the airport and industrial park property	June 2022	-	06-2022	-	-	-
I-5A	Provide business retention and expansion services with a focus on traded sector and	150 business outreach contacts	150	150	150	150	150
I-6A	Support innovation organizations and programs for local entrepreneurs	10 events per year	10	10	10	10	10
I-7A	Develop a "continuity of care" paradigm for businesses in the area	Draft plan by June 2022		6/2022	-	-	-
I-9A	Participate in downtown events at least 12 times per year	12 events per year	12	12	12	12	12
I-9B	Support renewal of Downtown Corvallis Economic Improvement District	June 2022	-	06-2022	-	-	-





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



C-1: The City cultivates the arts and artisans in the community.

C-2: The City supports affordable and accessible spaces for people to learn, create, express themselves, and build community.

A. Increase attendance of community arts, theater and performance events. (Parks and Recreation)

B. Increase volunteer participation in theater and arts programs and performances. (Parks and Recreation)

C. Encourage participation in the Library's Maker program, which motivates hands-on learning for all ages in science, technology, engineering and computer sciences, by hosting at least one themed event per month. (Library)

C-3: The City provides opportunities for public recreation to contribute to the community's overall quality of life.

A. Increase recreation program registration for adults and children to 220,000 registrations annually. (Parks and Recreation)

C-4: The City supports tourism and related activities through partnerships with local and regional organizations.

Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
C-2A	Increase attendance of community arts, theater, and performance events	23,000 attendance	22,500	23,000	23,500	24,000	24,000
C-2B	Increase participation in theater classes and performances and arts programs	2,200 participants	2,000	2,200	2400	2600	2600
C-2C	Hosting Library Maker programs in the new Maker Space	18 programs per year	20	21	23	25	25
C-3A	Increase recreation program attendance	220,000 attendance	214,000	216,00	218,000	220,000	220,000



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

Making Efficient Use of Resources

Achieving the community's goals requires resources. The SOP helps bring everything into focus so we can make the best use of those resources and be careful stewards of the community's tax dollars.

P-1: The City supports sustainable stewardship of assets and infrastructure through well-planned, well-maintained, and accessible public facilities.

- B. Evaluate feasibility of solar installation and heat collection system at Osborn Aquatic Center (Parks and Recreation)
- G. Update master plans for water system, stormwater system, and wastewater system. (Public Works)
- H. Review and update System Development Charges methodology and rates. (Public Works)
- I. Audit the citywide parking program. (Public Works)
- K. Update the mechanism used to appropriately charge new connections to existing City infrastructure to ensure new development pays its fair share of the community's previous investment. (Public Works)
- M. Remote site integration for Majestic Theatre. (Information Technology)
- N. Remote site integration for branch libraries. (Information Technology)
- O. Plan for 10- and 20-year growth needs in fiber network infrastructure. (Information Technology)



P-4: The City works to achieve a high quality and well-utilized public transit system.

- B. Improve service, marketing and outreach to motivate more community members to routinely use CTS, increasing ridership and reducing congestion and greenhouse gas emissions from single occupancy vehicles. (Public Works)
- C. Review Transit Operations Fee. (Mayor & City Council, Public Works)
- E. Support ODOT's corridor safety study along Highway 99W in South Corvallis. (Community Development)
- G. Enhance the transit system frequency, hours of operation and service by implementing the Transit Development Plan. (Public Works)

P-5: The City engages the community in proactively planning for managed growth to achieve compact, resource efficient development that provides for a) a range of housing options; b) a variety of commercial opportunities; c) adequate industrial sites; and d) parks and open spaces.

- B. Prepare annual Land Development Information Report (Community Development)
- D. Create a Specific Area Plan for Planning Area A: South Corvallis. (Community Development)
- E. Create a Specific Area Plan for Planning Area B: Southwest Corvallis. (Community Development)
- F. Create a Specific Area Plan for Planning Area C: Downtown and OSU Campus. (Community Development)



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Eye on the Ball

Many of the City's programs and work efforts unfold over a period of years. The SOP helps ensure that we don't lose track of the important initiatives even if they're still years away from being completed.

- G. Create a Specific Area Plan for Planning Area E: Northeast Corvallis. (Community Development)
- H. New Campus Vision for Oregon State University's campus. (Community Development)
- I. Process island annexations. (Community Development)
- J. Conduct a community land use survey every five years. (Community Development)
- K. Bring zoning map and comprehensive plan map into alignment. (Community Development)
- L. Process LDC Amendment for Block Perimeter Standards. (Community Development)
- N. Process LDC Amendment for Annexation Chapter. (Community Development)
- O. Evaluate street light standard specifications for new construction. (Public Works)

P-8: The City leverages community development resources to prioritize housing affordability, energy efficiency, solutions for homelessness, and fair housing issues.



- A. Complete the federal five-year Consolidated Plan and Fair Housing Plan. (Community Development)
- B. Solicit projects and allocate housing and community development funding annually. (Community Development)
- E. Administer the EPA Brownfields grant program. (Community Development)
- G. Evaluate property tax incentives for affordable housing. (Community Development)
- H. Evaluate City-sponsored annexation process to support affordable housing. (Community Development)
- I. Evaluate density bonus incentives to encourage more affordable housing. (Community Development)
- J. Evaluate reduced parking requirement incentives to facilitate more affordable housing. (Community Development)

- K. Evaluate using receivership tools to support affordable housing efforts. (Community Development)
- L. Create a parcel assembly/land banking program for affordable housing. (Community Development)
- M. Create a community land trust program to support affordable housing. (Community Development)
- N. Create policies, programs, and procedures for South Corvallis Urban Renewal District. (Community Development)



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P-9: The City supports historic resources, properties, and neighborhoods.

- B. Explore incentives for historic preservation. (Community Development)
- C. Develop historic preservation guidelines. (Community Development)

P-13: The City updates its Comprehensive Plan and Land Development Code consistent with State and Federal laws and Council priorities.



- A. Create a new Parks and Natural Area Zone. (Parks and Recreation, Community Development)
- B. Seek Council action on a series of LDC changes for the OSU campus area. (Community Development)
- F. Review and amend LDC sections on mixed use districts. (Community Development)
- H. Update the LDC to accommodate historic preservation provisions. (Community Development)
- M. Review and modify pedestrian-oriented design standards in the LDC. (Community Development)

- N. Process LDC Amendment for Middle Housing. (Community Development)
- O. Process LDC Amendment for Residential Standards and Housing Types. (Community Development)
- P. Process CPA Amendment for Comprehensive Plan Structural Elements. (Community Development)
- Q. Process LDC Amendment for Consolidated Application Appeals. (Community Development)
- R. Process LDC Amendment for Land Division Standards. (Community Development)

Tools in the Toolbox

The SOP highlights many of the tools in the City's toolbox that can be used to address many of the community's pressing challenges. Expect to see a few things you haven't heard of before!

P-17: The City provides safe and connected bicycle and pedestrian infrastructure.

- A. Construct the Neighborhood Bikeway System identified in the Transportation System Plan. (Public Works)
- B. Improve the safety and walkability of the pedestrian system through implementing the high-priority pedestrian projects identified in the Transportation System Plan. (Public Works)
- C. Enhance the bicycle system with wayfinding signage. (Public Works)
- D. Evaluate guidelines and standards for protected bike lanes on arterial streets. (Public Works)
- E. Develop guidance for active mode improvements with pavement preservation projects on existing streets. (Public Works)
- F. Partner with Oregon Department of Transportation on pedestrian and bicycle system improvements in the Hwy 99W corridor in South Corvallis. (Public Works)



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Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
P-1B	Evaluate feasibility of solar installation at Osborn Aquatic Center (CAP)	January 2022	-	01-2022	-	-	-
P-1G	Update infrastructure system master plans for water system, stormwater system, and wastewater system	September 2021 (water), June 2024 (wastewater)	-	Water System Master Plan	-	Wastewater System Master Plan	-
P-1H	Review/update SDC methodology and charges	After master plans are complete	Streets SDC		Water SDC	-	WW SDC
P-1I	Audit the citywide parking program (CAP)	June 2021	06-2021	-	-	-	-
P-1K	Update the mechanism to charge development when connecting to existing public infrastructure	June 2021	Jun-21	-	-	-	-
P-1M	Remote site integration for Majestic Theatre	July 2020	07-2020	-	-	-	-
P-1N	Remote site integration for branch libraries	July 2020	07-2020	-	-	-	-
P-1O	Plan 10- and 20-year growth needs for fiber network infrastructure	July 2021	-	07-2021	-	-	-
P-4B	Increase annual transit passenger trips per capita through outreach (CAP)	29 trips	24	25	26	26	26
P-4C	Review Transit Operations Fee	June 2024	-	-	-	06-2024	-
P-4E	Support ODOT's corridor safety study on Highway 99W in South Corvallis	June 2022	Initiate	06-2022	-	-	-
P-4G	Enhance the transit system frequency, hours of operation and service by implementing the Transit Development Plan (CAP MO-10)	Implement Transit Development Plan	-	-	-	-	Initiate Medium Term Phase
P-5B	Prepare annual Land Development Information Report (LDIR)	Annually in April	04-2021	04-2022	04-2023	04-2024	04-2025
P-5D	Planning Area A Specific Area Plan	Every 10 years	-	12-2021	-	-	-
P-5E	Planning Area B Specific Area Plan	Every 10 years	-	-	Initiate	06-2024	-
P-5F	Planning Area C Specific Area Plan	Every 10 years	-	-	-	Initiate	06-2025
P-5G	Planning Area E Specific Area Plan	Every 10 years	-	-	-	-	Initiate
P-5H	New OSU Campus Vision	July 2021	06-2021	-	-	-	-
P-5I	Process island annexations	June 2024	-	-	Initiate	06-2024	-
P-5J	Conduct community land use survey	Every 5 years	-	-	12-2022	-	-
P-5K	Bring zoning map and comprehensive plan map into alignment	June 2023	-	-	06-2023	-	-
P-5L	LDC Amendment - Block Perimeter Standards (Code Audit, HDTF, CAP)	June 2021	06-2021	-	-	-	-





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Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
P-5N	LDC Amendment - Annexation Chapter (HDTF, Code Audit)	June 2021	06-2021	-	-	-	-
P-5O	Evaluate street light standard specifications for new construction	If appropriate, implement new standards in June 2024	-	-	-	06-2024	-
P-8A	Complete federal 5-year Consolidated Plan and Fair Housing Plan	Every 5 years	-	-	06-2023	-	-
P-8B	Solicit projects and allocate housing and community development funding	Annually in May	05-2021	05-2022	05-2023	05-2024	05-2025
P-8E	Administer EPA Brownfields Grant Program	September 2021	-	09-2021	-	-	-
P-8G	Evaluate property tax incentives for affordable housing (HDTF)	December 2021	Initiate	12-2021	-	-	-
P-8H	Evaluate city participation in annexations for affordable housing (HDTF)	December 2023	-	-	Initiate	12-2023	-
P-8I	Evaluate density bonus incentives for affordable housing (HDTF)	December 2024	-	-	-	Initiate	12-2024
P-8J	Evaluate reduced parking requirement incentives for affordable housing (HDTF)	December 2024	-	-	-	Initiate	12-2024
P-8K	Evaluate using receivership tools for affordable housing (HDTF)	June 2023	-	Initiate	6-2023	-	-
P-8L	Create parcel assembly/land banking program for affordable housing (HDTF)	December 2025	-	-	-	-	Initiate
P-8M	Create community land trust program for affordable housing (HDTF)	December 2025	-	-	-	-	Initiate
P-8N	Set up urban renewal policies, programs and procedures (HDTF)	June 2022	-	06-2022	-	-	-
P-9B	Explore incentives for historic preservation (HPP)	June 2023	-	Initiate	06-2023	-	-
P-9C	Develop historic preservation design guidelines (HPP)	June 2024	-	-	Initiate	06-2024	-
P-13A	Create new Parks and Natural Area Zone	July 2022	-	07-2022	-	-	-
P-13B	LDC changes for the OSU campus area	July 2023	-	Initiate	07-2023	-	-
P-13F	Review/amend Mixed Use Districts in LDC (HDTF, CAP)	June 2021	06-2021	-	-	-	-





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Objective	Measure	Target	19/20	20/21	21/22	22/23	23/24
P-13H	LDC update for historic preservation provisions (HPP)	Dec 2021	-	12-2021	-	-	-
P-13M	Review/Modify Chapter 4.10 in LDC (Pedestrian oriented design standards) (Code Audit, CAP, HDTF)	June 2023	-	Initiate	06-2023	-	-
P-13N	LDC Amendment - Middle Housing (HB 2001, HDTF)	June 2022	-	06-2022	-	-	-
P-13O	LDC Amendment - Residential Standards and Housing Types (Code Audit, HDTF)	June 2022	-	06-2022	-	-	-
P-13P	CPA Amendment - Comprehensive Plan Structural Elements	December 2022	-	-	12-2022	-	-
P-13Q	LDC Amendment - Consolidated Application Appeals	December 2022	-	-	12-2022	-	-
P-13R	LDC Amendment - Land Division Standards (Code Audit, HDTF)	June 2021	06-2021	-	-	-	-
P-17A	Construct neighborhood bikeway system as identified in TSP (CAP)	1 project per year starting in FY21-22	-	11th - North Phase I	11th - North Phase II	Location TBD	Location TBD
P-17B	Improve the safety and walkability of the pedestrian system as identified by TSP (TSP, CAP)	1 project per year starting in FY22-23	-		Location TBD	Location TBD	Location TBD
P-17C	Enhance the bicycle system with wayfinding signage (CAP)	Signs installed	-	Phase 1	Phase 2	Phase 3	-
P-17D	Evaluate guidelines and standards for protected bikelanes on new arterials (TSP, CAP)	June 2022	-	06-2022	-	-	-
P-17E	Develop guidance for active mode improvements with pavement preservation projects on existing streets (CAP)	December 2022	-	-	12-2022	-	-
P-17F	Partner with ODOT on pedestrian/bicycle system improvements in the Hwy 99 corridor in south Corvallis	Implement improvements	-	Mid-term project	-	Long-term project	-

