



# Corvallis-Benton County Economic Vitality Partnership

## “Prosperity That Fits”

### An Economic Development Plan for Corvallis and Benton County

#### *Report and Action Plan*

October, 2006

#### **Corvallis-Benton County Economic Vitality Partnership Members**

Business Enterprise Center - Benton County - Corvallis Independent  
Business Association - City of Corvallis – Corporate Roundtable –  
Corvallis-Benton Chamber Coalition –  
Business Advocacy Committee - Corvallis Neighborhood Housing  
Services - Corvallis Tourism  
Downtown Corvallis Association - Linn Benton Community College  
Oregon Natural Step Network – Oregon State University



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# I. Introduction

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The Corvallis-Benton County Economic Vitality Partnership (EVP)<sup>1</sup> is pleased to present this strategic economic development plan, produced by and for the people who live and work in our community.

“Prosperity That Fits” is not just a title, but also the guiding principle behind all actions proposed in this document. We understand people who live here place a premium on the extraordinary quality of life our region offers, and that they are not willing to sacrifice it just to “get ahead.” At the same time, we recognize that economic vitality does not happen by accident. Continued economic health, and by default the high quality of services and amenities we value, are not in any way guaranteed without careful planning and strategic action.

With this plan, we have sought to identify the most effective means for building and extending economic prosperity while minimizing impacts to the quality of life features that make us proud to call this community home. In short, we believe these initiatives will create “prosperity that fits.”

Planning for “Prosperity That Fits” began nearly two years ago, as a number of factors – including downsizing at Hewlett Packard – made it apparent that we could soon be facing a dearth of jobs, declining school funding and reduction in, if not termination of, some public services as the result of shrinking tax rolls.

While these challenges may have startled us into the planning process, the opportunities that emerged thereafter inspired us to continue, and with the community’s help, craft a path to a stable if not even more prosperous future. For example, what if job losses at Hewlett Packard could be converted to additional small business development? What if we could help businesses understand that certain socially and environmentally-beneficial operational adjustments were also beneficial to bottom-lines?

And, what if a place blessed with a world-class educational institution, renowned research facilities and highly-active community organizations could all play a part in a coordinated effort to ensure economic health?

These are but a few of the questions and opportunities visited during the Prosperity That Fits planning process. The remainder of this report and action plan provides:

- A description of the process and people involved in the action plan’s formation;
- An overview of key facts and figures behind some of the decision-making;
- A summary of priority strategy initiatives; and
- A detailed action plan that identifies the actions to be implemented, and by when and by whom.

Several appendices capturing public feedback and other research information are available upon request and are identified in the table of contents.

The Economic Vitality Partnership is grateful to all the individuals and organizations that contributed time, energy and resources toward completion of this plan. It truly was a community-wide planning effort and, we trust and believe, reflects the values and priorities of Corvallis and Benton County citizens, businesses and all interests in between. With help from the various implementation partners who have agreed to lead various initiatives proposed within, we believe the community stands to enjoy continued economic prosperity for years to come.

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<sup>1</sup> The EVP is a consortium of organizations including non-profit, government and private industry that meet regularly to coordinate and positively impact the economic development efforts in Benton County.

## II. Project Process and Structure

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Discussion surrounding the need for comprehensive economic development planning has been on-going for years. Formal action, however, began in earnest following news of projected layoffs at Hewlett Packard and a very public and difficult conversation regarding the size, location and types of businesses can or should be located in Benton County. In early 2005, the Economic Vitality Partnership (EVP) began laying out a course of action for economic development planning. The following sections describe the various components included in that process along with the purpose of and results from each step.

### Pre-Planning Process

#### Winter Survey

As an initial step in the planning process, the EVP created and advertise an electronic survey to help frame public opinion on a variety of economic development-related questions.<sup>2</sup> Over 600 individuals responded, providing – in many cases – pretty clear feedback on a variety of topics. Some key findings include:

- 73% of respondents said staying like we are is the last thing Corvallis/Benton County ought to do
- 92% of respondents thought Corvallis/Benton County should have an economic development plan
- 63% of respondents are not willing to increase in population to achieve economic goals

Some other key messages and themes drawn from the survey include:

#### ***Respondents' perceived benefits of economic development:***

- Sustainable community; a healthy town and environment with outdoor activities
- Upward mobility
- Sound infrastructure

#### ***Respondents emphasize trust and participation in the planning process:***

- Keep process open and transparent; Encourage participation from the community
- Take community input seriously

#### ***Respondents' suggestions regarding what to do about job loss:***

- Bring in new business
- Use tax incentives to keep small businesses going and bring new businesses in
- Create manufacturing jobs

#### ***Respondents' personal economic visions:***

- No growth will have a negative effect on the community
- More small businesses
- Jobs, education and recreation are main priorities

#### ***Respondents' suggestion as to where to focus improvements:***

- Diversify business opportunities, allow more functional businesses in ("functional" = environmentally friendly/sustainable)

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<sup>2</sup> Dave Lundahl and staff at InsightsNow donated many hours of time during the set up, implementation and results phases of the winter survey. Thank you!

- Create a diversified and attractive downtown
- Offer incentives to new businesses

***Respondents suggestions on the most important qualities to look for in new business:***

- Commitment to Environmental Sustainability
- Employee Wages
- Social Responsibility

Further analysis conducted by Oregon State University students as part of a research assignment and members of the Prosperity That Fits Focus Area Teams, including summaries of the various “write-in” responses, was used at the Focus Area Team level to help inform strategy and action concept development. That process is described later in this document.

## **Consultant Selection**

Following the winter survey, the EVP strategic planning subcommittee crafted and advertised a request for proposals seeking out an independent, third-party economic development specialist and facilitator. Their primary objective was to ensure the community would be afforded multiple venues and opportunities to help shape the resulting plan. The EVP selected Barney & Worth, Inc. of Olympia, Washington / Portland, Oregon to design and lead the subsequent planning program, in association with E.D. Hovee and Co., economists based out of Vancouver, Washington.

## **Kickoff Meeting**

At the project kickoff meeting, facilitated by Jason Robertson of Barney & Worth, participating EVP members identified several guiding principles for the planning process. They asked that the strategic plan:

1. Incorporate and build on the Corvallis 2020 Vision Statement, a widely supported description of how Corvallis should look and feel in the future, and the type of economy that supports that vision.
2. Include open, interactive public participation components.
3. Reflect, respect and, to the extent feasible, weave together the various goals, policies and missions of some two dozen additional organizations and community groups.

These objectives provided the framework for the ensuing planning process which is described in additional detail below.

## **Planning Process**

### **Community Plan Review**

As an early step in the Economic Vitality Partnership’s (EVP) Strategic Economic Development project, the consultant team obtained and reviewed two-dozen documents related to past and current community and economic development efforts within the Corvallis-Benton County planning area. For each document, the consultant team has excerpted key goals and strategies and noted important observations / information contained therein.

The resulting summary table, provided as Appendix A (available upon request), was used – along with input from key stakeholders and an analysis of several data sets – to identify a series of proposed “focus areas” upon which the community began developing strategy and action concepts for the plan. Plans reviewed are listed in the table below.

Year	Document Name	Organization
1995	Benton County Strategic Plan	Benton County
1997	Oregon Shines II: Updating Oregon's Strategic Plan	Oregon Progress Board
2001	Corvallis/Benton County Business Retention & Expansion Task Force	Economic Development Partnership
2002	Economic Diversity in Benton County: An Input-Output Analysis	OSU Extension Services/Economic Development Partnership
2002	Annual Report & Business Plan	Corvallis Area of Chamber of Commerce
2003	Vision 2020	City of Corvallis
2003	2003-2005 Benton, Lane, Lincoln and Linn Regional Investment Strategy	Cascades Council of Government (Regional Investment Board)
2003	Realizing the Vision: A business Plan for Corvallis	Corvallis Corporate Round Table
2004	Strategic Plan	Oregon State University
2004	2-3 Year Strategic Plan	Corvallis Tourism
2004	Investing in Prosperity	Corvallis Corporate Round Table
2004	Corvallis Chapter of Oregon Natural Step Network 2003 Strategic Plan	Corvallis Chapter of Oregon Natural Step Network
2004	Philomath Strategic Plan for Community and Economic Development	City of Philomath
2004	Downtown Corvallis Strategic Vision Report	Downtown Corvallis Association
2004	Status Report on the Statewide Economic Development Strategy	OECD
2004	A Business Plan for the Linn-Benton Microenterprise Program	Corvallis Neighborhood Housing Services
2004	Business Enterprise Center 2004 Business Plan	Business Enterprise Center
2005	Oregon Benchmarks County Data Book	Oregon Progress Board
2005	Achieving the Oregon Shines Vision: 2005 Benchmark Performance Report	Oregon Progress Board
2005	BEC Business Plan Presentation VI	Business Enterprise Center
2005	Corvallis-Benton EDP Marketing Plan	Economic Development Partnership
2005	Sustainability Recommendations for City of Corvallis - Phase 2 Report	Zero Waste Alliance (for City of Corvallis)
2005	CEDS Regional Investment Strategy	Cascades Council of Government (Regional Investment Board)
2006	EVP Overview Presentation	Benton-Corvallis Economic Vitality Partnership

## Data Profile

Another early step in the planning process involved developing a data profile for Corvallis and Benton County. The complete data profile is available upon request. Key findings and information utilized for background purposes during the planning process are summarized below.

### Data Analysis Geography and Timeframe

Demographic and life mode data were collected at four levels of geographic detail:

- The City of Corvallis
- Benton County
- Mid-Valley Counties – of Benton, Lane, Lincoln, Linn, Marion, Polk
- State of Oregon

Market profile data estimates are generally provided for 2000 and 2005 (as estimates), with a number of items projected to 2010. LifeMode grouping data represents estimates for 66 groupings across the U.S. as of 2005. Information is from ESRI Business Information Services – a major national demographic and psychographic data firm – and was compiled primarily by E.D. Hovee & Co.

### Market Profile

Some notable findings from a review of economic and demographic data include:

- With over 82,000 residents as of 2005, Benton County represents less than 9% of the mid-valley population and 2.3% of population statewide. With nearly 52,000 residents, Corvallis accounts for 63% of countywide population.
- Since 2000, population has grown at a similar rate of 1.1% annually – both for Benton County and the mid-valley counties combined.
- By comparison with the entire mid-valley and state, Corvallis (and even Benton County) appears short on owner-occupied housing. Statewide, 60% of housing is owner occupied as of 2005; in Corvallis the figure is 45% (and in Benton County 56%). Whether or not this is an issue of availability for workers attracted to the area is uncertain due to the effect that permanent students have on shifting the mix to more of a renter profile.
- Countywide median household income, at nearly \$50K, is 5% above the statewide, 12% above the mid-valley, and 19% above the City of Corvallis median.
- Presence of OSU students (over 5,000 assumed permanent residents) brings the median age of Corvallis and then Benton County to well below the valley- and statewide median age levels.
- Benton County is less racially and ethnically diverse but Corvallis has a diversity level similar to that of the entire state. However, both Corvallis and Benton County have a higher proportion of Asian and lower proportion of Hispanic residents than the rest of the state.
- Nearly 25% of Corvallis and over 21% of Benton County adults age 25 and over have graduate degrees. The comparable figure for the state of Oregon is 9%.
- Compared to the rest of Oregon, Benton County has above average proportions of its employed workforce in agriculture/mining, manufacturing and services. All other industries have proportions below those of the state.

- By occupation, 35% of the employed population is in professional (white collar) positions, compared to 21% statewide. All other occupations are under-represented compared to the state.
- Benton County residents generally don't have far to travel to work with an average commute time of 17.8 minutes versus 22.2 minutes statewide. However, it is noted that a distinct minority (of almost one-third) have commutes ranging between 20 – 90+ minutes in duration. Also noted: somewhat below average proportions work at home.
- While a distinct proportion of households (i.e. students) are highly mobile, median number of years a household has lived at their current address is comparable to that of the state – as is median age of housing.
- When it comes to consumer spending, Corvallis and Benton County households not surprisingly spend more than the national average on education. Benton County households also are indicated as having slightly above national average potential to spend for food away from home. As shown in the table on the following page, in all other retail and service categories, area households residents are indicated as having below national average spending potential.



### Sales Potential Index

2005 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

	<u>Corvallis City</u>	<u>Benton County</u>	<u>Benton/Lane</u>
Apparel & Services: Total \$	\$36,015,385	\$62,219,843	\$594,614,950
Average Spent	\$1,729.85	\$1,947.84	\$1,638.23
Spending Potential Index	66	74	62
Computers & Accessories: Total \$	\$4,881,503	\$8,375,661	\$78,095,794
Average Spent	\$234.46	\$262.21	\$215.16
Spending Potential Index	94	106	87
Education: Total \$	\$26,255,446	\$42,188,352	\$360,849,725
Average Spent	\$1,261.07	\$1,320.74	\$994.18
Spending Potential Index	115	121	91
Entertainment/Recreation: Total \$	\$54,956,135	\$98,963,798	\$984,018,419
Average Spent	\$2,639.58	\$3,098.14	\$2,711.08
Spending Potential Index	83	97	85
Food at Home: Total \$	\$82,323,880	\$144,922,030	\$1,467,422,652
Average Spent	\$3,954.08	\$4,536.89	\$4,042.91
Spending Potential Index	83	95	85
Food Away from Home: Total \$	\$59,885,895	\$103,570,367	\$1,000,641,534
Average Spent	\$2,876.36	\$3,242.35	\$2,756.88
Spending Potential Index	89	101	86
Health Care: Total \$	\$55,467,351	\$102,452,376	\$1,106,174,517
Average Spent	\$2,664.14	\$3,207.35	\$3,047.63
Spending Potential Index	75	90	86
HH Furnishings & Equipment: Total \$	\$32,516,927	\$58,525,271	\$573,094,076
Average Spent	\$1,561.81	\$1,832.18	\$1,578.94
Spending Potential Index	73	86	74
Investments: Total \$	\$75,133,849	\$140,063,213	\$1,332,998,893
Average Spent	\$3,608.73	\$4,384.79	\$3,672.56
Spending Potential Index	80	97	81
Retail Goods: Total \$	\$416,015,714	\$743,063,228	\$7,506,824,785
Average Spent	\$19,981.54	\$23,262.16	\$20,682.12
Spending Potential Index	79	92	82
Shelter: Total \$	\$245,373,346	\$433,749,411	\$4,192,292,786
Average Spent	\$11,785.46	\$13,578.86	\$11,550.23
Spending Potential Index	85	99	84
TV/Video/Sound Equipment: Total \$	\$19,214,030	\$33,320,457	\$326,337,098
Average Spent	\$922.86	\$1,043.12	\$899.09
Spending Potential Index	87	99	85
Travel: Total \$	\$29,968,143	\$54,224,426	\$532,677,689
Average Spent	\$1,439.39	\$1,697.54	\$1,467.59
Spending Potential Index	83	98	85
Vehicle Maintenance & Repairs: Total \$	\$18,479,327	\$32,606,972	\$323,003,972
Average Spent	\$887.58	\$1,020.79	\$889.91
Spending Potential Index	86	99	86

**Note:** The Spending Potential Index represents amount spent in area relative to a national average of 100.  
**Source:** Expenditure data are derived from the 2001, 2002 and 2003 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2005 and 2010.

## LifeMode Groups

ESRI Business Information Systems classifies all households across the U.S. based on 66 LifeMode groupings. These groupings are generated from a proprietary database system that combines demographic information with observed consumer spending and preference information. While not all aspects of each group description apply to all particular households in that grouping, the information is helpful for generally understanding local consumer patterns. Indeed, many businesses use this or similar data analysis to make their business siting or expansion decisions.

For this overview, the “top three” life mode groupings are identified and compared for Corvallis, Benton County, mid-valley counties, and the state of Oregon. The table below shows the largest groupings for each geographic division, and is followed by a description of each.

**Top 3 Tapestry LifeMode Groupings by Geography (as % of Households)**

Corvallis		Benton County		Mid-Valley		Oregon	
Enterprising Professionals	15.1%	Exurbanites	15.4%	Main Street, USA	7.3%	Main Street, USA	10.6%
Dorms to Diplomas	14.0%	Enterprising Professionals	11.0%	Exurbanites	7.3%	Rural Resort Dwellers	6.5%
Metropolitans	10.9%	Aspiring Young Families	9.6%	Green Acres	6.6%	Green Acres	5.8%
Subtotal	40.0%	Subtotal	36.0%	Subtotal	21.2%	Subtotal	22.9%

Source: ESRI Business Information Systems and E. D. Hovee & Company, LLC

Two overall notes can be drawn from this chart: a) as might be expected, the smaller geographic areas tend to be more *homogenous* than the larger areas, except that Oregon is actually a bit more homogenous than the mid-valley area; and b) there is remarkable *divergence* in the top life mode groupings between Corvallis and the rest of Benton County, and between Benton County and the broader mid-valley area. More detailed ESRI definitions for the top Tapestry LifeMode groupings (by geographic area) follow:

### Corvallis:

- **Enterprising Professionals** – This market is home to young, highly educated working professionals. Single or recently married, they prefer newer neighborhoods with townhomes or apartments. Typically found in cities, these residents would rather rent than own. Median household income is almost \$65,000. Their lifestyle reflects their youth, mobility and growing consumer clout. To keep in touch, Enterprising Professionals residents rely on cell phones, PDAs, and PCs. They use the Internet to search for a job or a place to live, track their investments, or shop. Enterprising Professionals residents travel for business and pleasure. They practice yoga, take aerobic classes and jog to stay physically fit.
- **Dorms to Diplomas** – More than 80 percent of this market attend college, living in dormitories or off-campus housing. The majority of off-campus housing is in multi-unit apartment buildings. Many work part time in low-paying service jobs. College dominates life for Dorms to Diplomas residents. PCs are considered a necessity, and the Internet is easily accessible to research school assignments, search for jobs, make travel plans, and keep in touch with family. They get their exercise by participating in college sports, walking, jogging, and working out at the campus gym. They enjoy going to rock concerts and the movies, dancing, and playing pool or cards. They shop at discount stores regularly, but prefer apparel from Old Navy, The Gap, and Banana Republic.
- **Metropolitans** – Metropolitans residents favor city living in older neighborhoods populated by singles or childless couples. These neighborhoods are an eclectic mix of single- and multifamily

structures, with a median home value of \$183,000. Residents include both Generation Xers and retirees, most of whom are prosperous with a median household income of more than \$55,000. Busy and actively living the urban lifestyle, Metropolitan residents participate in yoga, attend rock concerts, and visit museums. They listen to jazz, news, talk, and sports radio and rent foreign videos. They travel for business or pleasure, belonging to three or more frequent flyer programs. They participate in numerous civic activities such as volunteering for environmental causes.

#### **Benton County:**

- Exurbanites – Open areas with affluence define Exurbanites neighborhoods and the resident households. Median home value is approximately \$235,000, with a median household income of more than \$80,000. Homeowners are older, primarily empty nesters, and professionally employed; many work from home. Their financial health is a priority as they near retirement; they consult financial planners and track their investments online. For leisure, they enjoy dining in fine restaurants, reading, and participating in physical activities including golf, boating, and hiking.
- Enterprising Professionals – as described for Corvallis.
- Aspiring Young Families – Residents of Aspiring Young Families neighborhoods are attracted to the large, growing metropolitan areas in the South and West, with the highest concentrations in California, Florida, and Texas. These residents are mainly young, start-up families, married couples, or single parents with children. Although young with a median age of 30 years, almost half of them have already purchased start-up homes, with a high percent of townhouses. Half of them are renters who live in newer multiunit buildings. Residents spend much of their discretionary income on their children and homes. They buy baby and children's products and toys, bedroom and dining room furniture, cameras, and VHS/DVD players. For leisure, families enjoy dining out, going to the movies, playing baseball or basketball and visiting theme parks. They spend time online visiting chat rooms, searching for employment, playing games, researching information about real estate, and making travel plans.

#### **Mid-Valley:**

- *Main Street USA* – Main Street USA residents profile the American population. They are families with a growing mix of single households (household size of 2.51), have a median age of 36 years, have a comfortable middle income with a median of \$50,000, and are homeowners (64 percent) living in older single-family homes with a market value of \$165,000. They are suburbanites who live in smaller metropolitan U.S. cities. Active members of the community, Main Street residents participate in fund-raising and volunteer programs. They enjoy taking day trips to the beach, visiting a theme park or the zoo, or occasionally a domestic vacation. They invest in tools bought at Home Depot or Lowe's to complete small improvement and remodeling projects. They rely on the Yellow Pages over the Internet for information about restaurants, stores, and contractors.
- Exurbanites – as described for Benton County.
- Green Acres – A "little bit country," Green Acres residents enjoy homes in a pastoral setting. This upscale market represents developing fringe areas, with more in the Midwest. Most families are blue-collar baby boomers, many with children aged 6-17 years. Their median household income of \$61,200 and median home value of \$168,000 are high compared to that of the United States. Country living describes the lifestyle of Green Acres residents. They are do-it-yourselfers and are not afraid to tackle home improvement projects such as painting and installing decks, patios, and spas. They are enthusiastic gardeners and own a separate freezer to hold the bounty. For leisure, they watch Home and Garden Television, NASCAR races, and pro football games on TV. Their favorite outdoor activities include hiking, hunting, and backpacking.

#### **Oregon:**

- Main Street USA – as described for mid-valley.

- Rural Resort Dwellers – Rural Resort Dwellers residents follow the scenic route. Favoring milder climates and pastoral settings, they live in rural non-farm areas throughout the United States. These small, growing communities consist of single-family or mobile homes with a significant inventory of seasonal housing. With a median age of 46 years, the population is older than the U.S. median; most residents are married with no children living at home. Although retirement officially looms for many, most are still working. Many in Rural Resort Dwellers neighborhoods are self-employed with a median household income of \$43,000. Simple living and consumer tastes describe the Rural Resort Dwellers residents. They own equipment so they can work on home and garden improvement projects. Domestic four-wheel drive trucks are popular. Their lifestyle includes baking and preparing home-cooked meals as well as participation in local civic issues. They read magazines that focus on fishing, hunting, and home improvement. They go hunting, listen to country music, and zoom around in power boats.
- Green Acres – as described for mid-valley.

## Public Scoping Workshop

Upon completing the data profile and establishing preliminary focus areas, the EVP organized and hosted a public workshop to introduce the project, refine objectives and recruit participants for the focus area planning teams. Held in December, 2005, the workshop filled the Fire Station #5 meeting hall and resulted in a volunteer sign-up sheet totaling more than 100 people. The workshop also helped to confirm the major focus area topics described below.

## Focus Area Teams

Immediately following the public scoping workshop, Focus Area Teams were assembled to begin shaping economic development strategies based on major themes emerging from the community plans review, data profile, winter survey, public scoping meeting and other preliminary public feedback. Each team was comprised of approximately 10-12 individuals representing a cross-section of community interests. The following targets framed the invitation and selection process:

- People with expertise in the specific focus area topic
- Likely to be involved in implementation
- Community-at-large (not just the “usual suspects”)
- Geographic diversity
- Range of ages
- Respected / trusted in community

Focus Area Teams were arranged under the following categories:

- Strengthening and Expanding Existing Business and Industry
- Recruiting Targeted Business Icons
- Developing Human and Physical Infrastructure
- Integrating Economic Development and Quality of Life

Each of these Focus Area Teams met on 3 to 4 occasions between January and September. They began by framing a series of strategies befitting their particular topic and gradually developed supporting actions that, when implemented, would bring specific strategies to fruition. Along the way, Focus Area Team members discussed formative ideas with peers, community groups and others to test the validity and import of the various strategy and action concepts. Later, teams incorporated input from Town Hall meeting #1 and the summer survey to finalize and prioritize proposed strategies and actions.

A fifth committee, nicknamed the “5<sup>th</sup> Element,” worked behind the scenes coordinating logistics, reviewing progress and contacting potential partner organizations to build interest in the plan and identify potential implementation partnership opportunities.

The Focus Area Team work product is described in greater detail later in this report.

## **Town Hall #1**

In June 2006, the EVP hosted the first community Town Hall meeting to reconfirm public goals and priorities and test the preliminary set of strategy and action concepts. With help from dozens of volunteers and the Focus Area Team members themselves, the EVP successfully accommodated, fed and engaged over 350 attendees at the Corvallis Boys & Girls Club. The high level of participation was extremely rewarding and the input gleaned from participants helped to shore up many of the initial strategy and action concepts.

The Town Hall was kicked off with an introduction by Pat Lampton, EVP Strategic Planning Committee Chair and downtown business owner, followed by a brief report on the planning process and data profile by members of the consultant team. For the next several hours, the Town Hall became an exclusively interactive affair, featuring electronic polling, small group breakout sessions and an open question and answer period. Accomplishments were summarized in a conclusion and thank you delivered by EVP Strategic Planning Chair, Mike Corwin. Summaries from the e-polling, small group breakout sessions and feedback forms returned by participants following the event are provided below.

### Electronic Polling

To help connect with such a large audience, meeting planners used electronic polling – subsequently described by the Gazette-Times as being like “Who Wants to be a Millionaire?” Using remote handsets, audience members were asked to respond to a variety of question by selecting from among several pre-determined options. While this process does not presume to provide empirical evidence in favor or against any particular initiative, it does provide a good sense for participant values and priorities. Results from that electronic polling exercise, attached as Appendix B, reveal a number of interesting preferences among those in attendance at Town Hall meeting #1, including:

- A mix of business sizes is desired, though small and mid-size (10-50 employees) are preferred.
- Recruiting or fostering business “clusters” – where similar businesses complement the services and products of the others – is preferable to allowing the “market” alone to determine development.
- In terms of recruiting future businesses, attendees rated “environmental responsibility” higher in importance than “high paying wages.”
- About 3 out of 4 participants say they are not willing to allow larger businesses displace smaller ones even if it means they can get goods or services at lower costs.
- About 80% of participants said they would be willing to vote for a housing development annexation or rezone if it increased the opportunity for young families to live near work.
- About two-thirds of participants would like to see economic development based on a combination of “helping existing businesses grow and prosper” and “selectively recruiting new businesses.”

Additional results can be viewed in the appendix.

### Small Group Breakout Sessions

About halfway through the Town Hall meeting, the audience was divided into 13 small groups, totaling about 25 people each. Each group, led by a trained EVP volunteer facilitator, was asked to review preliminary strategy and action concepts for one of the four Strategic Plan Focus Areas. A representative from each group then reported back to the full audience, identifying the group’s “favorite” ideas and any new ideas to help improve or supplement the original slate of suggestions. Many of the “new” ideas were

then used to modify or enhance the proposed list strategies and actions. The full list of strategies and actions were then posted electronically for public review and ranking, as discussed below.

### Feedback Forms

Approximately 100 feedback forms were submitted by Town Hall participants. A summary of their comments is available upon request. However, it is worth noting here some of the most often cited responses to the question “which of the ideas discussed here tonight are you most excited about?” The feedback received in this area was especially helpful in selecting priority actions from among the nearly 100 suggestions being tested at the time. Audience priorities included:

- Affordable housing – whether accomplished through land trusts, builder incentives, design competitions, permit streamlining or otherwise.
- Supporting local businesses first, then supplementing with complimentary new businesses.
- Providing a business checklist that outlines development steps/requirements and identifies sources of assistance.
- Increasing business development and employment opportunities through strategic partnerships with Oregon State University.
- Supporting local agriculture – whether through the provision of processing facilities, promotion of local foods, partnerships with local institutional buyers or otherwise.
- Identifying critical “lost sales” opportunities through further review of sales leakage and focusing recruitment efforts on businesses that fill those voids.
- Establishing, adopting and promoting “community health indicators” to help guide future economic development and resource use.
- Aligning business and transportation corridors to reduce dependence on vehicles, protect open space and minimize sprawl.
- Continuing to strive toward the creation of an 18-hour downtown Corvallis.

### Summer Survey

In the summer of 2006, the EVP hosted and promoted a web survey containing the entire list of action concepts as modified following the incorporation of input from Town Hall meeting #1. Participants were asked to rate the various ideas on a scale of 0 (low) to 10 (high) based on the following questions:

- Is the action an essential step toward achieving economic prosperity?
- Is the action financially and politically feasible?
- Will the action help maintain or improve local quality of life?

An average score was computed for each of the 97 action concepts. Scores ranged from a high of 7.88 to a low of 4.12. The average score was approximately 6.49 and the median score 6.58. Actions rating above the median score are listed in the table below, in descending order. The full list of ratings are provided in Appendix C. The summer survey was one of multiple inputs used in setting plan priorities.

<b>Rank /Rating</b>	<b>Action Topic</b>
1)	7.88 Ensure that current land use codes do not prevent 'greener' alternatives
2)	7.81 Establish an 'incubation to hatching' program
3)	7.74 Support the preservation of farm and cropland
4)	7.65 Publicly reward companies that have made a measurable commitment to sustainability
5)	7.64 Investigate incentives to encourage recruitment of sustainable businesses
6)	7.62 Strengthen partnerships between OSU, technology transfer organizations and the community
7)	7.60 Create a businesses development checklist
8)	7.55 Establish a temporary 'Business Incubation Task Force'
9)	7.51 Create non-academic entrepreneurship and business training opportunities
10)	7.43 Identify and/or define companies or clusters that provide sustainable products and services
11)	7.41 Proactively recruit incubator tenants from OSU, LBCC, HP
12)	7.41 Create and maintain a current web-based business lands and space database
13)	7.34 Pursue creation of an alternative fuel agri-business cluster
14)	7.31 Establish a venture capital and angel investor resource pool
15)	7.26 Incentivize infill and redevelopment projects
16)	7.26 Improve timeliness of public transit routes between Corvallis and Albany
17)	7.25 Investigate establishing a 'permit partner' program at city- and county-level regulatory offices
18)	7.25 Create a 'buy local' campaign to educate consumers about the benefits of buying local
19)	7.24 Promote growth in key traded sector growth clusters
20)	7.20 Convene an Emerging Technology Forum
21)	7.20 Establish a series of Site Readiness Teams
22)	7.20 Design and test a 'model permitting and development review package'
23)	7.18 Incorporate project review incentives for projects that utilize sustainable building practices
24)	7.17 Increase public awareness about the integral linkages between business and schools
25)	7.14 Support emerging industry clusters (e.g. microtechnology) by focusing on needs of existing firms
26)	7.13 Establish a 'receiving team' charged with welcoming and assisting relocating businesses
27)	7.13 Develop a targeted infill strategy to attract businesses based on sales leakage information
28)	7.13 Identify, create and promote flex-space and sites that can accommodate a variety of uses
29)	7.11 Establish a 'barrier buster' team to complete priority downtown redevelopment initiatives
30)	7.08 Continue to support ONAMI, OSU Inc. and other community-university collaborative efforts
31)	7.07 Establish a 'blue ribbon' panel to identify development review improvement opportunities
32)	7.07 Support and expand tourism economy through targeted investments
33)	6.95 Investigate opportunities for expanding agri-, eco- and cultural heritage tourism
34)	6.94 Work with the Education Executive Team to bring vocational ed into local schools and colleges
35)	6.85 Combine business support organizations to leverage limited funding resources
36)	6.85 Leverage resources available at Oregon State University
37)	6.84 Identify development and expansion alternatives that would reduce demand on public resources
38)	6.77 Support development of nurseries, specialty ag goods, value added timber and forestry initiatives
39)	6.75 Develop an integrated marketing strategy and implementation plan
40)	6.69 Identify incentives that would most help with early capital costs
41)	6.67 Conduct a regular business employment needs survey
42)	6.66 Create a business resource guide for distribution to existing and prospective businesses
43)	6.65 Develop a 'core business training' program that offers instruction in key business skill areas
44)	6.65 Expand after-school activities to include senior-youth mentoring and other creative programming
45)	6.63 Establish a 'barrier buster' team to complete priority development and redevelopment initiatives
46)	6.62 Develop and offer incentives for development projects that achieve identified public policy goals
47)	6.60 Enhance the role businesses play in community leadership
48)	6.59 Increase the volume and range of large group conferences hosted in Benton County
49)	6.58 Investigate opportunities to strengthen mass transit in all directions



## Focus Area Team Review

In early September, the Focus Area Teams reconvened to review feedback from the summer survey and begin identifying prospective implementation partners based on revisions to the proposed action list. Based on perceived public priority, Focus Area Teams recommended implementation “start dates” for all actions, with top priorities being assigned to the years 1-2 timeframe, secondary priorities to the years 3-5 timeframe and longer term priorities to the years 6+ timeframe. Implementation activities were spread across time to limit strain on resources and enable partners to focus on getting top priorities underway.

Generally speaking, Focus Area Team members sought to assign perceived public priorities to the earlier timeframes. However, in some circumstances, specific actions were moved up or down the implementation timeline due to necessity or because additional information was gleaned through contact with prospective partners. For example, in some cases, an action that did not rank as high as others had to be moved up because implementation of another high-ranking action could not take place without accomplishing the former.

## Preliminary Partner Meetings

Following the Focus Area Team review, project staff met with representatives from several prospective partners to review proposed actions and identify potential partnering opportunities. As a result of these meetings, several organizations agreed to both support the proposed plan, and take responsibility for leading various actions. These preliminary partners included the City of Corvallis, Benton County, Oregon State University, Chamber and Linn-Benton Community College. Based on further insight from some of these partners, several modifications were made to the proposed list of actions to better align with partner resources and capabilities.

## Town Hall #2

A revised draft final plan was introduced to the community at a second Town Hall meeting held October 4, 2006. Over 200 individuals attended and helped provide direction for plan implementation, both in terms of defining priorities and identifying specific steps for “getting things done.” During the public comment period, approximately 20 individuals representing a broad range of community partners testified in support of the plan, and many committed to participate in the implementation stage. Some of the top priorities identified by participants of the second Town Hall include:

- Incubation to Hatching – helping small and emerging businesses stay and succeed
- Blue Ribbon Panel – streamlining permitting and project review processes
- Affordable Housing – planning for affordable housing in future developments
- Natural Resource Industries Investment – supporting our most sustainable industries
- Marketing Strategy – building and promoting the “prosperity that fits” brand
- Business Recruitment and Retention Position – bringing in an keeping business we need and want
- Emerging Technology Forum – building on our natural competitive advantages in innovation
- Site Readiness Teams – getting sites ready for businesses we recruit

Highlights from both Town Hall meetings were captured by the Corvallis Gazette-Times. Both articles are included here as Appendix D. Photos from the second Town Hall are displayed on the following page.

## Partner Confirmation and Public Adoption

Partner development began prior to and continues following the positive public reception at the second Town Hall meeting. The Plan is scheduled to be formally presented to the City of Corvallis and Benton County for approval in November, 2006.





## Public Feedback from Town Hall #2

- "I've been very pleased by the cross-pollination that has been brought about between ordinary citizens, people not involved in business, and the business community." – Barbara Ross, Citizen
- "I was a skeptic in the very beginning. I've been a skeptic through the process, but I have to say I am blown away by this plan. It is really, really good. It is what we've needed for a while and I hope the next city council will follow-up." – Betty Griffiths, Corvallis City Council
- "From a newcomer's perspective, it's really impressive how this community has taken its destiny in its own hands. The most impressive of all is that this is a growth plan, but it's not growth for growth's sake." – Curtis Wright, Citizen
- "We're in." – Jay Dixon, Benton County Commissioner

### III. Focus Areas

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As described earlier, responsibility for developing targeted strategies and actions was assigned to four themed Focus Area Teams. More than 50 community members, representing various service organizations, businesses, governmental entities and the public-at-large, spent hours brainstorming, crafting and fine-tuning economic development ideas based on previously-expressed community values and priorities. In all, the Teams produced an initial set of 15 strategies and 97 actions for public review and prioritization. That list, through a series of public reviews, was later streamlined to 14 strategies and 49 actions. The overarching strategies are listed below under the appropriate focus area:

#### **Focus Area: Strengthening and Expanding Existing Business and Industry**

- Strategically invest in established business districts (e.g. downtowns, 9th St. in Corvallis, etc.) to ensure a balanced portfolio of services, amenities, housing and new opportunity.
- Strengthen the economy and depth of culture and arts available in Benton County through increased tourism revenue.
- Help grow and retain local businesses through targeted assistance and creation of a business incubation system.
- Enhance local business support services.

#### **Focus Area: Recruiting Targeted Business Icons**

- Ensure an adequate supply of business-ready land and space resources to accommodate targeted industries.
- Create high technology business opportunities through increased collaboration and targeted recruitment.
- Establish a tool box of incentives and leadership resources to eliminate recruiting barriers and foster prosperity.

#### **Focus Area: Developing Human and Physical Infrastructure**

- Ensure an adequate supply and balance of housing stock and price ranges to support households of varied means and schools.
- Create a continuum of workforce development and targeted training opportunities to ensure local jobs are created for and filled by Benton County residents wherever feasible.
- Make the most out of existing physical infrastructure resources and ensure future infrastructure levels meet essential business and community requirements.
- Enhance community and social infrastructure by building on and promoting what we already have and working to fill-in gaps.

#### **Focus Area: Integrating Sustainability and Economic Development**

- Promote sustainability in our business community.
- Support and protect our natural resource base and our resource-based entrepreneurs.
- Streamline, clarify and update local permit and development review processes to reduce costs and increase the quality level of future developments.

A condensed set of supporting actions is included in the proposed Action Plan discussed in the following section. If strategies identify “what we need to do to achieve economic prosperity,” the actions essentially describe “how we intend to go about doing it.” The action list was pared down to help community partners focus on those activities and initiatives that are most important to the public, and to achieving specific goals described in the various strategy statements.

## IV. Priority Actions

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The *Prosperity That Fits* Action Plan Matrix contains a detailed listing of all 49 actions proposed for implementation, along with implementation partner and timeline information. The section below summarizes a few highlight action concepts from each of the four plan focus areas:

### Strengthening and Expanding Existing Business

A few of the actions and initiatives proposed to help strengthen and expand existing businesses and overall business environment include:

- Exploring the feasibility and best method for combining business support organizations to leverage resources without losing sight of unique offerings and needs of individual members.
- Creating a temporary “Business Incubation Task Force” to identify, define and map out priority business incubation needs for Corvallis, Benton County and surrounding region.
- Developing an “incubation to hatching” program that helps businesses grown in Benton County stay here upon reaching maturation.
- Establishing a “barrier buster” team charged with identifying cost-effective solutions for completing priority redevelopment initiatives in Corvallis’ downtown (e.g. Whiteside).
- Pursuing development of a formal Urban Renewal District to generate a self-sustaining revenue source for future downtown improvements.

### Recruiting Targeted Business Icons

Actions and initiatives associated with future business recruitment and development include, but are not limited to:

- Creating and maintaining a web-based business lands and space database that provides site-specific data generally requested by site locator specialists.
- Establishing a series of Site Readiness Teams to ensure key land and building resources are available for “move in” when a targeted company is recruited.
- Convening an Emerging Technology Forum, bringing together BEC, EDP, OEF, OSU, ONAMI, LBCC, Open Source Software Lab, Hewlett Packard and other locally-based high technology partners to discuss capacity development needs and opportunities.
- Forming a “receiving team” charged with welcoming and assisting businesses relocating to Benton County, and providing resource information and guidance to assure a seamless transition.
- Promoting growth in key traded sector growth clusters, such as microtechnology, automation, nanometrology, alternative/renewable energy and pharmaceutical device delivery, through investment in such companies.
- Funding a business recruitment and retention specialist position to ensure sufficient staff resources are available to develop on-going relationships with existing and prospective businesses and their representatives, and to provide 24-hour turn-around on all inquiries.

## Developing Human and Physical Infrastructure

Priority initiatives and investments related to the maintenance and development of Benton County's human and physical infrastructure include:

- Supporting Corvallis' Neighborhood Housing Services and similar efforts to establish community land trusts for housing.
- Collaborating with Oregon State University, through OSU Inc., Open Source Lab, Austin Entrepreneurship Program and OSU Extension to include non-OSU students community members, high school and LBCC students in business programs as done in SMILE and Saturday Academy models.
- Conducting a regular business employment needs survey to identify most in-demand employment skill needs.
- Encouraging LBCC and other small business support providers to become more proactive in marketing their services to small businesses.
- Continuing to support and promote ONAMI, OSU Inc. and other community-university collaborative efforts at the state legislature and at home, to ensure elected officials and the public understand what this collaboration adds to our economy, quality of life and future.
- Improving the scope, funding and timeliness of public transit routes.

## Integrating Sustainability and Economic Development

Economic and community growth does not need to be random nor rampant. Measures proposed to help Corvallis and Benton County grow smart and in sustainable fashion include:

- Proactively identifying and/or defining companies or clusters that provide sustainable products and services and provide targeted assistance to help them get started in Benton County.
- Publicly rewarding companies that have made a measurable commitment to sustainability (with goal of showing benefits to business bottom lines, and promoting similar behavior from others).
- Investing in natural resource industries that help protect forests, farmland and open spaces, and investigating opportunities for expanding agri-, eco- and cultural heritage tourism.
- Incorporating project review incentives, such as permit fast-tracking, for projects that utilize sustainable building practices.
- Establishing a "blue ribbon" panel to identify priority permit, development and annexation review process improvements and opportunities. The goal is not to "relax" standards, but rather to add clarity and certainty to the review process and result in more sustainable development.

## Consultant Recommendations

Each of the 49 actions proposed in this document will help move Corvallis and Benton County toward implementation of key strategies and, ultimately, achieving “prosperity that fits.” But some may have a bigger impact than others. As a third-party, independent observer who has had an opportunity to witnessing the entire planning process unfold, the consultant for this project - Barney & Worth, Inc. – was asked to identify the “most critical and important” initiatives among the range of ideas developed by the community. Those recommendations are listed below, along with a brief rationale explaining why each was selected. Recommendations are listed by level of “potential payoff” rather than implementation sequence.

### Top 7 Action Initiatives from Prosperity That Fits Plan:

Action Title	Description	Rationale
<b>Consolidation of Economic Development Organizations</b>	Establishes single point of contact for any and all business needs and questions.	Streamlines business support and development efforts. Forms foundation for image and branding efforts. Reduces or eliminates redundancy. Funding support not spread as thin and accountability easier to measure, enforce.
<b>Emerging Technology Forum</b>	Brings together disparate players to define best market opportunities and define most pressing needs.	Takes advantage of innovation economy and extremely talented workforce. Breeds collaboration. Makes sure resources go to best opportunities.
<b>Business Incubation to Hatching Program</b>	Provides “next step” assistance for small companies that want to grow and stay in Corvallis/Benton County.	Changes perception that “we’re good at growing companies, but bad at keeping them.” Offers emerging companies assistance finding resources, land/space, investment. Offers opportunity to keep those leaving HP, other downsizing companies here to create new businesses.
<b>Sustainable Industry Cluster I.D. &amp; Development</b>	Seeks to put Corvallis/Benton County at forefront of emerging economic sector.	Consistent with quality of life goals. Can leverage research at OSU, ONAMI, other local companies. Potential “home run” action if Corvallis/Benton County can become the “innovation seat” for sustainable energy research.
<b>Blue Ribbon Permit and Code Review Panel</b>	Rectifies conflicts between quality of life policy goals, land/space affordability and speed of business decision-making vs. permit review process.	Opportunity to promote improvements already made at planning/permitting offices, and to fine-tune other outstanding issues. Proactive site permitting and preparation will facilitate recruitment of desired businesses.
<b>Business Recruitment Specialist</b>	One or more individuals assigned to respond in real-time to business inquiries and requests for assistance.	In conjunction with marketing/branding effort, this position could expedite growth of existing companies and facilitate recruitment of businesses community wants vs. those that come on their own.
<b>Urban Renewal District</b>	Creates a stable and meaningful revenue source to fund on-going improvements in downtown Corvallis.	No new tax created. Reinvests downtown value growth into additional downtown improvements. Ensures downtown remains vibrant, heart of the community as proposed in Corvallis 2020.

Collectively, these and the other proposed actions would represent three strategic shifts in Corvallis’ and Benton County’s economic development efforts, as displayed in the table below:

**Strategic Shifts and Direction for Future Economic Development:**

From	To	How
<b>Many Cooks</b>	<b>One Kitchen, Many Hands</b>	<ul style="list-style-type: none"> <li>■ Empower a single organization <i>to lead</i> economic development; assuring coordination, prioritized funding, accountability</li> <li>■ Regularly and <i>personally contact</i> every business in County to identify opportunities and impediments affecting job creation and innovation</li> <li>■ Promote <i>success</i> through branding and identity marketing</li> </ul>
<b>Slow/No Growth</b>	<b>Targeted Development</b>	<ul style="list-style-type: none"> <li>■ Focus on urban renewal as catalyst for downtown revitalization</li> <li>■ Target incentives to firms willing to invest</li> <li>■ Create shovel-ready business park/campus office site(s)</li> <li>■ Appropriate public opportunity funding for targeted economic development – for projects yielding return on investment (ROI)</li> <li>■ Recruit national/regional retailers to fill key market gaps</li> <li>■ Assemble sites, recruit business icons and select developers via RFPs backed by performance incentives</li> <li>■ Offer 60-day assured permitting on pre-approved, shovel-ready sites</li> </ul>
<b>Institutions</b>	<b>Entrepreneurs</b>	<ul style="list-style-type: none"> <li>■ ONAMI – assure Corvallis is the nerve center of the global nanotechnology revolution in microelectronics and forestry</li> <li>■ Create technology commercialization, incubator and marketing services in collaboration with OSU</li> <li>■ Seed and grow a Benton venture capital fund / investor network</li> </ul>

## V. Action Plan Matrix

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*(This, the Action Plan Matrix portion of the Master Report and Action Plan, is designed to be stand-alone document, per the request of the Economic Vitality Partnership. It contains the final list of priority actions, partners, resources and timelines in a simple table format to simplify monitoring and future updating. It begins on the following page.)*



**Corvallis-Benton County Economic Vitality Partnership  
Prosperity That Fits Strategic Economic Development Plan**

**Action Plan Matrix**

<b>Focus Area: Strengthening and Expanding Existing Business and Industry</b>					
<b>Strategy 1: Strategically invest in established business districts (e.g. downtowns, 9<sup>th</sup> St. in Corvallis, etc.) to ensure a balanced portfolio of services, amenities, housing and new opportunity.</b>				<b>Implementation to Begin:</b>	
<b>#</b>	<b>Action Description</b>	<b>Partners (* Denotes Lead)</b>	<b>Yrs 1-2</b>	<b>Yrs 3-5</b>	<b>Yrs 6+</b>
1.1	Establish a “barrier buster” team comprised of professional planning and engineering staff, architects and business owners/developers charged with identifying cost-effective solutions for completing priority redevelopment initiatives in Corvallis’ downtown (e.g. Whiteside). Build on initial work conducted by Downtown Corvallis Association.	City*, Chamber*, DCA, Gary Pond	▶▶▶▶		
1.2	Evaluate the feasibility of establishing a more formal Urban Renewal District or business/local improvement district (LID/BID) to generate a self-sustaining revenue source for future downtown improvements. Such a structure would replace the current, voluntary Economic Improvement District which generates limited funding. Funds from such a designation direct that funds generated from increased assessed property values be reinvested in priority district improvements.	City of Corvallis*, DCA, with backup support by Chamber and CIBA	▶▶▶▶		
1.3	Develop a targeted infill business recruitment strategy that seeks to attract businesses based on sales leakage information and recently completed demographic and consumer retail preference data. Emphasize businesses that help achieve an “18-hour” city with extended store hours and entertainment/cultural activities. Pursue “anchor tenants” for key intersections of downtown areas. Ideal icon tenants would generate additional foot traffic and provide services that complement those provided by existing businesses.	Chamber, City of Corvallis, CIBA, DCA, Benton County		▶▶▶▶	
<b>Strategy 2: Strengthen the economy and depth of culture and arts available in Benton County through increased tourism revenue.</b>				<b>Implementation to Begin:</b>	
<b>#</b>	<b>Action Description</b>	<b>Partners (* Denotes Lead)</b>	<b>Yrs 1-2</b>	<b>Yrs 3-5</b>	<b>Yrs 6+</b>
2.1	Increase visitor volume by developing niche markets and promoting them through tailored lifestyle marketing and packaging. Work to cement the use of the tagline “the Pacific Northwest’s Most Beautiful College Town” in various tourism marketing materials and within visitor destinations.	Corvallis Tourism ; OSU Conference Services	▶▶▶▶		
2.2	Improve the conversion rate of “leads” to “booked” conferences so more conferences are hosted in Benton County. Include community education to help show the value of these events to the economy.	Corvallis Tourism; OSU Conference Services, LBCC	▶▶▶▶		
2.3	Work with Willamette Valley Visitors Association and State Tourism Office to increase market share for Oregon through cooperative marketing programs.	Corvallis Tourism		▶▶▶▶	
2.4	Leverage Gazette Times resources to create a comprehensive multi-media (Internet, printed) entertainment guide to externally market such opportunities. A successful marketing program would be expected to reduce a documented entertainment sales leakage and help bring additional visitors into the area. Use a “packaged” approach that shows prospective visitors how they can spend an hour, a few hours or a full day and night in downtown, for example. Emphasize a memorable downtown “identity” in all marketing materials. Target marketing efforts to capture a greater share of OSU student market.	Gazette Times, DCA, OSU Conference Services, Corvallis Tourism		▶▶▶▶	



Strategy 3: Help grow and retain local businesses through targeted assistance and creation of a business incubation system.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
3.1	<p>Establish a temporary “Business Incubation Task Force” to identify, define and map out priority business incubation needs for Corvallis, Benton County and surrounding region. The Task Force should include representatives from BEC, OSU, ONAMI, HP, LBCC, and other workforce training organizations and employers. Specific tasks to be addressed:</p> <ul style="list-style-type: none"> <li>Determining if incubation needs can be met through adjustments at Business Enterprise Center, or if different “types” of incubation require separate facilities (i.e. high-tech vs. service vs. retail vs. research). This will require businesses to identify specific needs.</li> <li>Creating partnerships among various entities to invest in incubator development. How can non-OSU businesses utilize OSU’s 52-acre Innovation Place?</li> <li>Establish criteria for incubator siting, financing, organizational structure and staffing, and operational parameters.</li> </ul>	OSU*, City of Corvallis/CNHS Micro Enterprise Program, Chamber, BEC, CIBA, DCA, ONAMI, HP, LBCC/SBDC, State and Federal Legislators	»»»»		
3.2	<p>Upon determining incubation needs and executing corresponding development, establish an “incubation to hatching” program that helps businesses grown in Benton County stay here upon reaching maturation. The transitional program should provide site location services and specialized training in finance, organizational development, marketing and other aspects of running and growing small businesses. The program should serve as a conduit between emerging businesses and sources of seed money including venture capital and angel investors. Proactively recruit tenants from among students, alumni and professors at OSU and LBCC, and entrepreneurs coming from HP or other downsizing companies.</p> <p>Support emerging industry clusters (e.g. microtechnology) by focusing on needs of existing firms including Korvis, ATS, TDS, Wetlabs, Nypro and HP, and leverage existing work in areas of microtechnology automation, nanometrology and pharmaceutical device delivery given available local workforce, physical infrastructure and other resource capacities.</p>	City of Corvallis, BEC, CIBA, DCA, OSU, LBCC, Chamber, Corporate Round Table, State and Federal Legislators		»»»»	
3.3	<p>Ensure Benton County’s status as a regional healthcare center by establishing and promoting its role as an enduring health care destination. Seek input from existing health care-related industry to best determine how this can be accomplished.</p>	Benton County (Dixon)*, City of Corvallis, Benton County Health Center, Good Samaritan, Corvallis Clinic, LBCC		»»»»	
Strategy 4: Enhance local business support services.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
4.1	<p>Explore the feasibility and best method of combining business support organizations to leverage limited funding resources without losing sight of unique offerings and needs of individual members. Seek to create a single economic development entity to handle all situations and scenarios.</p>	Chamber*, City of Corvallis, Benton County, Other economic development orgs, LBCC	»»»»		
4.2	<p>Expand on the Corvallis Independent Business Association’s “buy local” campaign to educate consumers about the benefits of buying local. Utilize information from Strategic Plan Data Profile to help people understand the impact of sales leakage and the broad community value that results from local purchases, rather than trying to make people feel guilty for not shopping at home.</p>	Gazette Times, Chamber, Comcast, KEZI, Radio, CIBA, Tourism, OSU Extension	»»»»		
4.3	<p>Explore establishing a county-wide, self-supporting business licensing fee that would make it easier to gather business information for retention purposes. As a baseline service, provide participating businesses a multi-media business resource guide that includes a listing of what business service and resources are available locally, an inventory of grant and loan programs and a schedule of training courses.</p>	Chamber, LBCC, DCA, CIBA	»»»»		
4.4	<p>Create a “Top 10 Local Companies to Watch” program focused on employment growth. Target companies with fewer than 25 employees and support growth to 100+ employees in 3-5 years. Provide resources and mentor service to assist them in reaching growth targets.</p>	Chamber*, LBCC/SBDC		»»»»	

## Focus Area: Recruiting Targeted Business Icons

Strategy 5: Ensure an adequate supply of business-ready land and space resources to accommodate targeted industries.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
5.1	Create and maintain a web-based business lands and space database that provides the range of site-specific data generally requested by site locator specialists. Promotion of the database would occur as a staple part of all recruitment activities. The database should be designed to facilitate re-use of existing buildings before construction of new ones.	Chamber*, City of Corvallis, County	▶▶▶▶		
5.2	Establish a series of Site Readiness Teams, spearheaded by the Corvallis –Benton Chamber Coalition, to ensure key land and building resources are available for “move in” when a targeted company is recruited.	Chamber*, City of Corvallis, Benton County and other townships	▶▶▶▶		
5.3	Define, identify, enable and promote flex-space and sites that can accommodate a variety of uses. (e.g., some companies may desire or need to integrate their administrative, research and production facilities.)	City of Corvallis*, Chamber/Recruiter*		▶▶▶▶	
Strategy 6: Create high technology business opportunities through increased collaboration and targeted recruitment.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
6.1	<p>Convene an Emerging Technology Forum, bringing together BEC, EDP, OEF, OSU, ONAMI, LBCC, Open Source Software Lab, Hewlett Packard and other locally-based high technology partners to discuss capacity development needs and opportunities. This action should take place prior to and help inform decision-making on local business incubation needs. (*Examples include cellulose wood products, microtechnology, Nanoscience, automation technology, pharmaceutical research, software, medical devices, pharmaceutical device delivery systems, biodiesel and other alternate fuels and energy sources, various oceanographic technological advances, food and forest products applications, and others). Specifically, the Emerging Technology Forum should take an “industry cluster” approach, and focus on:</p> <ul style="list-style-type: none"> <li>▪ Linking various technological fields and niches with local competitive advantages / Conducting a shift-share analysis to identify best prospects.</li> <li>▪ Defining labor, infrastructure, education, other capacity needs.</li> <li>▪ Establishing a coordinated business development “office” so that interested organizations can obtain one-stop shopping start-up and site location assistance.</li> <li>▪ Organizing a delegation to represent Corvallis and Benton County in future recruitments and industry development endeavors at the state and national level.</li> <li>▪ Creating non-academic entrepreneurship and business training opportunities that include mentor opportunities for aspiring entrepreneurs to connect with successful entrepreneurs.</li> <li>▪ Researching and cataloguing local, state incentives.</li> <li>▪ Establish a venture capital and angel investor resource pool from which to fund and support innovative research and product development (and prevent it from leaving!).</li> </ul>	OSU Office of Technology Transfer, Chamber, City of Corvallis, ONSN, BEC, OEF, AO, LBCC, HP	▶▶▶▶		
6.2	Establish a “receiving team” charged with welcoming and assisting businesses relocating to Benton County, and providing resource information and guidance to assure a seamless transition. This effort could be led by the proposed business recruitment specialist. As part of this effort, provide new and prospective businesses a checklist and narrative summary describing the process for establishing or relocating a business to the Corvallis/Benton County area.	Chamber/Recruiter*, City of Corvallis, Benton County, LBCC		▶▶▶▶	

6.3	<p>Promote growth in key traded sector growth clusters, such as microtechnology, automation, nanometrology, alternative/renewable energy and pharmaceutical device delivery, through investment in such companies (e.g. targeted grants and loans, technical assistance, bridge building) and through targeted recruitment of compatible or supplemental companies (e.g. that provide a technology or component usually imported by existing companies) that can draw from the local workforce.</p> <p>As an early step in this action, produce a profile of 1-3 “net importer” (sustainable) companies from among the traded sector clusters identified above, showing how their existence in Benton County adds tangibly to revenues, employment and/or quality of life in ways that exceed its use of resources (e.g. ImTech, InsightsNow, Moneytree Software).</p>	Chamber/Recruiter*, ONAMI, SAO, OSU College of Business-possible graduate work), LBCC		»»»»	
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<b>Strategy 7: Establish a tool box of incentives and leadership resources to eliminate recruiting barriers and foster prosperity.</b>			<b>Implementation to Begin:</b>		
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#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
7.1	Establish a business recruitment and retention specialist position to ensure sufficient staff resources are available to develop on-going relationships with existing and prospective businesses and their representatives, and to provide 24-hour turn-around on all inquiries. Identify and secure a stable funding source to support this position(s), and put in place a measurement system for tracking timeframe and success.	Chamber*, City of Corvallis, Benton County	»»»»		
7.2	Survey existing, emerging and departed businesses and recruiting professionals to identify actions that can be taken to help with start-up and retention costs and attracting and retaining high caliber managers. Recommendations should address barriers such as tax structure, space availability (room to grow), external amenities (things for spouses to do, housing, etc.), distance to major business hubs (airport, transportation improvements) and venture capital. Conversely, investigate areas of shortcoming in other regions and seek to offer incentives not achievable in those locations. Maintain an inventory of priority wants and needs.	Chamber/Recruiter*, City of Corvallis, OECDD, City, County, HP (Kathy Miller)	»»»»		
7.3	Develop an integrated marketing strategy and implementation plan that efficiently and powerfully captures the “best of” Benton County business opportunities. This message should be consistently shared by all entities likely to come in contact with prospective business recruits. Key themes to include or strive for: streamlined permitting; catalogue of incentives; business networking and resource center; “Top Ten Places”; Home of OSU, ONAMI; etc.).	Chamber (Kathy Cleland), OSU Business School		»»»»	

<b>Focus Area: Developing Human and Physical Infrastructure</b>					
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<b>Strategy 8: Ensure an adequate supply and balance of housing stock and price ranges to support households of varied means and schools.</b>			<b>Implementation to Begin:</b>		
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#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
8.1	Support Corvallis’ Neighborhood Housing Services and similar efforts to establish community land trusts for housing.	CNHS*, City of Corvallis, Benton County, Real estate sector	»»»»		
8.2	Survey other comparable communities and study affordable housing projects. Identify possible funding options.	City of Corvallis/CNHS*, State of Oregon., Local consultants, Small builders	»»»»		
8.3	Look at opportunities to build affordable housing as infill within existing developments, and provide incentives for future development to include a percentage of affordable housing through appropriate zoning. Proactively contact developers to state desired housing goals.	City of Corvallis*, Benton County, Major developers		»»»»	
8.4	Consider arranging a design competition around one or more specific housing sites identified by the city or the development community, with the “winner” receiving some kind of incentive to offset development costs. Include ideas and suggestions proposed by potential tenants in the design criteria.	City of Corvallis*, Benton County, Oregon Natural Step Network, GBLT, Benton County Foundation			»»»»

Strategy 9: Create a continuum of workforce development and targeted training opportunities to ensure local jobs are created for and filled by Benton County residents wherever feasible.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
9.1	Collaborate with Oregon State University, through OSU Inc., Open Source Lab, Austin Entrepreneurship Program and Extension to include non-OSU students community members, high school and LBCC students in business programs as done in SMILE and Saturday Academy models.	OSU, LBCC, Chamber, School District	▸▸▸▸		
9.2	Encourage LBCC and other small business support providers to become more proactive in marketing their services to small businesses. Provide training and instruction on targeted topics identified as high priority by a critical mass of businesses in the business needs survey.	LBCC*, BEC, CIBA, COG, Linn County	▸▸▸▸		
9.3	Conduct a regular business employment needs survey to identify most in-demand employment skill needs.	LBCC*, COG	▸▸▸▸		
9.4	Work with the Education Executive Team and Pathways Initiative to identify cost-appropriate opportunities for bringing vocational education programs into local high schools and colleges. Training programs should focus on imparting skills most desired by local employers and include "competency based" education practices that help students plan a path for their future.	School District, LBCC, OSU, Corporate Round Table		▸▸▸▸	
9.5	Market "after work" employment skills training for incumbent workers and others seeking to enhance their employment status and fill local positions. Ensure the training program is designed to be flexible and able to keep pace with rapidly-changing employment needs. Use employment needs survey businesses to identify unmet needs.	LBCC*, Chamber, COG, Linn County, WIB, WRT		▸▸▸▸	
Strategy 10: Make the most out of existing physical infrastructure resources and ensure future infrastructure levels meet essential business and community requirements.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
10.1	Improve timeliness of public transit routes between Corvallis and Albany, and ensure trips are scheduled to accommodate work force as defined through a comprehensive assessment of large employer transit needs. Explore possibility of securing matching funds (city/employer) to help improve service. Investigate opportunities to strengthen transit in all directions, with emphasis on lines between Monroe and Albany/South Corvallis and Corvallis to Toledo, and those within Corvallis (e.g. to Benton Center). Consider transit access to Portland, Eugene and Seattle.	City of Corvallis/Transportation Management Association*, Corporate Round Table, Benton County and other local townships	▸▸▸▸		
10.2	Conduct a power study to identify existing capacity and future needs required to sustain targeted industries (e.g. protect against surges or vacuums).	COG, City of Corvallis, Chamber, ONAMI, OSU, Regional Economic Development Organizations, Utility companies		▸▸▸▸	
10.3	Act to increase use of the Airport by exploring non-passenger uses (e.g. possibility of becoming a regional training center for pilots).	City of Corvallis*, Chamber, Benton County		▸▸▸▸	
Strategy 11: Enhance community and social infrastructure by building on and promoting what we already have and working to fill-in gaps.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
11.1	Continue to support ONAMI, OSU Inc. and other community-university collaborative efforts. Promote these mutual efforts at the state legislature and at home, to ensure elected officials and the public understand what this collaboration adds to our economy, quality of life and future. Consider establishing an event to promote what is working well, and to forge new partnerships.	Chamber*, OSU, ONAMI, Hewlett Packard, LBCC, SAO	▸▸▸▸		
11.2	Partner with Corvallis Tourism to create an annual community calendar.	Corvallis Tourism, Chamber, School District, DCA, OSU, Gazette Times, LBCC	▸▸▸▸		

11.3	Develop a plan to pull together and enhance current “welcome wagon” programs around the area.	Chamber*, OSU, CIBA, DCA, Mayor, Hewlett Packard, School District, LBCC	»»»»		
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## Focus Area: Integrating Sustainability and Economic Development

Strategy 12: Promote sustainability in our business community.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
12.1	Ensure that current land use and building codes do not prevent the use of “greener” alternatives, simply because they were not previously adopted. {This action may be accomplished as part of Blue Ribbon Panel work described in another action}	City of Corvallis*, Chamber, Benton County, Oregon Natural Step Network	»»»»		
12.2	Proactively identify and/or define companies or clusters that provide sustainable products and services and provide targeted assistance to help them get started in Benton County. Upon defining such industries and or business clusters, develop a program to encourage sustainable industry recruitment emphasizing industry clusters that are symbiotic, have by-product synergy and that can use the model of industrial ecology. Use the identified list to help inform recruitment activities outlined in the industry cluster strategy.	Chamber, Oregon Natural Step Network, City of Corvallis, Benton County	»»»»		
12.3	Publicly reward companies that have made a measurable commitment to sustainability (with goal of showing benefits to business bottom lines, and promoting similar behavior from others).	Oregon Natural Step Network, City of Corvallis, Benton County, Chamber		»»»»	
12.4	Increase public awareness about the integral linkages between business and schools (K-20), both in terms of funding support and personal development opportunities.	EVP, School District/Foundation, OSU, LBCC, Chamber, ONAMI		»»»»	
12.5	Work with businesses and Transportation Management Association to identify development and expansion alternatives that would reduce demand on public resources and impacts on the social and natural environments. Emphasize systemic changes that reduce single-occupant auto transportation to and from work and reduce unnecessary waste (e.g. expand transit service to Benton Center). Establish a free “system audit” program to help business identify resource reduction and cost-saving business process improvements.	OSU, Corvallis Environmental Center, City of Corvallis/Transportation Management Association, Oregon Natural Step Network		»»»»	
Strategy 13: Support and protect our natural resource base and our resource-based entrepreneurs (projecting farms and farmers).			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
13.1	Support the preservation of farm and cropland – and the community’s access to safe, fresh local produce – through direct investment in farm operations (to keep them on the land). Pursue the following initiatives: <ul style="list-style-type: none"> <li>▪ Support training in: niche product development, marketing, business management, cooperative development and management.</li> <li>▪ Further develop local markets with the goal of increasing local consumption of local food market products by expanding farmers markets, funding and administering a “buy local” program, adopting a county-wide (public institution) food purchase policy and increasing access to stores for vendors.</li> <li>▪ Organize farm management and design charrettes with the goal of bringing in varied experts to help improve resource conservation while improving the bottom line for farm operations.</li> <li>▪ Support development of nurseries, specialty agricultural goods, value added timber and forestry initiatives, including development of necessary infrastructure such as specialty food processors.</li> </ul>	Ten Rivers Food Web, OSARC, OSU, OSU Extension, LBCC, Cascade Pacific Resource Conservation District, CIBA, Starker Forests, Stahlbush Farms, Chamber		»»»»	
13.2	Investigate opportunities for expanding agri-, eco- and cultural heritage tourism. For example, consider instituting a regional winery marketing program as has been done in McMinnville and Dundee, or establishing a centrally-located multi-winery tasting room with ancillary marketing materials that provide information on lodging and tourist attractions.	Corvallis Tourism; OSU (student project?), Benton County, OSU Extension, Resource and Conservation District, LBCC Culinary Arts Program		»»»»	

Strategy 14: Streamline, clarify and update local permit and development review processes to reduce costs and increase the quality level of future developments.			Implementation to Begin:		
#	Action Description	Partners (* Denotes Lead)	Yrs 1-2	Yrs 3-5	Yrs 6+
14.1	<p>Establish a “blue ribbon” panel consisting of planners, engineers, policymakers, developers and other appropriate interests to identify priority permit, development and annexation review process improvements and opportunities. The goal is not to “relax” standards, but rather to add clarity and certainty to the review process. Specific assignments might include:</p> <ul style="list-style-type: none"> <li>▪ Facilitating a community conversation to identify development projects that are consistent with community objectives.</li> <li>▪ Identifying and rectifying any potential redundancies, unnecessary restrictions and/or unclear requirements with the goal of setting a “guaranteed review timeline.”</li> <li>▪ Evaluating and improving the current procedure for annexing properties.</li> <li>▪ Prioritizing future areas for annexation, and defining acceptable development types for each.</li> <li>▪ Inventorying future development potential by type based on known land amounts in distinct geographic areas.</li> <li>▪ Assessing the current PDO process and recommending critical improvements.</li> <li>▪ Establishing zoning and permit flexibility for downtown and other in-fill areas to stimulate increased use of existing land and building resources before developing new.</li> <li>▪ Establishing a “permit partner” program at city- and county-level regulatory offices, to: A) provide clear instructions to business applicants seeking new development, building improvements, etc.; B) establish and clarify a project review timeline; C) troubleshoot review glitches or discrepancies; and D) offer insight or strategies for achieving defined policy or performance objectives. Provide a directory of related professional services offered locally.</li> <li>▪ Designing and testing a “model permitting and development review package” that clearly articulates development targets, and outlines a step by step review process to take place within a specified period of time. This could first be applied to housing developments, and if successful, expand to additional development types.</li> </ul>	City of Corvallis*, Chamber, Local contractors, Other political Jurisdictions, DCA (Pat Lampton) Corvallis Matters, CNHS	)))→		
14.2	Produce a Business District Plan, encompassing all of Benton County, which identifies the type and intensity of business development desired at each location. This could be done as part, or outside of the County’s strategic planning process.	Benton County, EVP, City of Corvallis		)))→	
14.3	Incorporate project review incentives, such as permit fast-tracking, for projects that utilize sustainable building practices. Consider adjusting selected SDC (System Development Charges) charges when a proposed development achieves some (significant) other kind of public benefit (e.g. increased density, park development, less burden on public infrastructure, etc.).	City of Corvallis*, Benton County, EVP, Chamber			)))→

## VI. Implementation Oversight Structure and Process

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While final arrangements regarding plan implementation oversight structure and process will be fine-tuned by supporting partners following plan adoption, several key elements are proposed here.

### Oversight Structure

As soon as possible, a formal implementation committee should be formed to monitor, facilitate and report on implementation progress. Based on previous success, the consultant recommends a committee of 10-12 individuals representing major partners (those leading multiple actions), the public at large (2 positions) and key industry sectors and community interests as appropriate to ensure balance. For example, a “Prosperity That Fits Implementation Committee” might look like this:

- City of Corvallis
- Benton County
- Oregon State University
- Linn-Benton Community College
- Corvallis-Benton Chamber Coalition
- Other Major Partner (DCA, CIBA, CRT, etc.)
- Other Major Partner (ONAMI, BEC, etc.)
- Private Sector Representative
- Private Sector Representative
- Community-at-large Representative
- Community-at-large Representative

In many cases, one individual may represent more than one membership category. The goal is not to limit input and participation, but to keep the committee size manageable.

The committee should be staffed, either entirely or in-part by the City or Chamber Coalition. If in-part, additional assistance should be provided by a professional consultant experienced in managing high-level implementation committees. The Hillsboro 2020 provides a good case study. For the past six years, the City of Hillsboro has assigned a percentage of senior level staff time to their implementation process, and retained the services of a consultant to facilitate committee meetings and manage implementation activities. The Hillsboro 2020 Vision Implementation Committee meets 3-4 times per year, though members also participate in various sub-committees.

### Oversight Process

As mentioned above, the charge and functions of the oversight committee relate specifically to monitoring, facilitating and reporting implementation progress. The following outlines each of the committee’s core responsibilities and some approaches that might be helpful in achieving them:

#### **Responsibility: Monitoring Progress**

##### **Activities:**

- **Conduct Annual Partner Survey** – A brief survey can be distributed to lead implementation partners on an annual basis. The survey would ask partners to: confirm implementation status (complete,



underway, not started); describe any highlights associated with implementation; identify any obstacles to implementation; and request any specific assistance needed to move forward. Survey results can be used to shape annual reports / Town Hall meeting presentations, and to track implementation progress over time. More importantly, if challenges are identified, the oversight committee can form and execute responses designed to eliminate implementation barriers. This has worked extremely well in Hillsboro.

- **Develop Metrics System** – During the planning process, a number of individuals have suggested action progress be empirically measured. While this is an admirable goal, it is not very easy to accomplish, and potentially an expensive endeavor. However, with an abundance of people professionally trained in metrics located at HP, OSU and elsewhere, the implementation committee may wish to pursue development of a metrics system. Alternatively, progress can be measured and evaluated through review of lead partner survey responses.

## **Responsibility: Facilitating Implementation**

### **Activities:**

- **Dedicated Staff Support** – While much of the “implementing” will be carried out by the various lead partners and volunteers, “someone” must be assigned to facilitate overall implementation and resolve challenges that do not naturally fall under the responsibility of any one partner. Ideally, this role could be performed by senior level staff at either the City or Chamber Coalition. Process management can also be assigned to a consultant.
- **Lead Partner Assistance Committee** – Invariably, in an implementation effort of this scope, challenges will arise. Some of the more typical issues revolve around what was really “intended” in a proposed action, versus the way it is being implemented. In other cases, some partners will feel they do not have adequate resources to implement a particular action. Other times, a lead partner might ask to “tweak” an action’s wording or ask for help locating “support” partners to help implement an action. The implementation committee, or a sub-committee thereof, can provide critical assistance researching the challenge and recommending a solution that is consistent with the overall intent of the plan.
- **Resource Reconfiguration** – Plugging actions into an organization’s budgeting process is critical. In Hillsboro, for example, each year the City looks at the range of actions it has agreed to implement, and budgets for their implementation. Some are one-time actions, others are on-going programs. Funding comes from a variety of sources, and while the City proper is the lead partner, implementation responsibility is assigned to various departments. Often times, no new funding is required, as an entity can just refocus existing dedicated funds to what is called for under a specific action. In other instances, the organization may seek new funding from other sources because they know implementation of the action will increase revenues somewhere else. This is sometimes called the “net present value” model, where today’s investment is measured against the anticipated payoff at some pre-determined point down the road.

## **Responsibility: Reporting Progress**

### **Activities**

- **Annual Town Hall** – Ultimately, implementation partners are responsible to the greater community. The annual Town Hall meeting format has proven to be an effective means for not only sharing, but celebrating implementation progress and building community rapport. Typically, the annual Town Hall provides an overview of implementation status, then features highlights from selected implementation activities. It’s an opportunity to “showcase” what implementation of the community’s plan means in “real life.” Most importantly, the annual meeting provides an



opportunity for the community to provide feedback and confirm whether or not implementation is on the right track. The Town Hall should be budgeted in the implementation committee work plan.

- **Newsletter / E-Newsletter** – A multi-page newsletter can also be developed and distributed to the community, sharing essentially the same information as described in the Town Hall. Some communities choose to do this in conjunction with the Town Hall. Others do it instead of a Town Hall. To replace the feedback portion of the Town Hall, the newsletter can include a survey to ensure the annual report remains interactive.
- **Speakers Bureaus** – The speakers bureau, where committee members make scripted presentations to various community groups, businesses and service organizations, is an effective means for promoting partner efforts, recruiting volunteers and generating additional ideas for future plan updates.

## Year One Priorities

The following are critical steps for getting the Prosperity That Fits Implementation Committee up and running:

1. Complete identification of lead partners for all actions (EVP)
2. Host a lead partner dinner event to confirm commitment and clarify roles (EVP)
3. Determine managing entity and staffing arrangements (Chamber / City); Hire consultant (optional)
4. Identify committee members (EVP)
5. Confirm implementation timeline, identifying when each action will get underway
6. Get actions inserted into organizational budgeting processes
7. Complete a work plan (# of committee meetings, range of activities from list above)
8. Develop and distribute lead partner survey (remain in contact with lead partners)
9. Analyze survey results; troubleshoot as necessary
10. Make adjustments to plan as necessary
11. Develop annual report and Town Hall structure
12. Communicate results

In terms of updating the plan, there are a number of options. However, communities who have had the most success with this type of project generally make minor adjustments and accept/review new actions on a year-to-year basis, and only update strategies or accept “bulks” of new actions every five years or so. The length of time between updates is largely dependent on how many of the original actions are already underway or implemented.

## VII. Acknowledgements

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Hundreds of community members and dozens of individuals representing local organizations participated in the framing, review and development of the Prosperity That Fits Plan. The Economic Vitality Partnership is eternally grateful for their contributions. We look forward to fostering even stronger partnerships during implementation, and sharing in the rewards of an actualized Prosperity That Fits plan.

Many people donated time or resources above and beyond the call of duty to make sure this planning effort was a success. They include:

### **Economic Vitality Partnership (EVP) Members and Representatives**

- 509 J School District (Brian Flannery)
- Benton County (Jay Dixon and Jerry Davis)
- Business Enterprise Center (Larry Plotkin)
- City of Corvallis (Rob Gandara)
- Corporate Round Table (Dave Gazeley and Bill McKinney)
- Corvallis-Benton Chamber Coalition (Mike Corwin, Chuck Crowe and Mysty Rusk)
- Corvallis Chamber Business Advocacy Committee (Frank Hall and Bill Cohnstaedt)
- Corvallis Independent Business Alliance (Bob Baird)
- Corvallis Neighborhood Housing Services (Jim Moorefield and Barbara Ross)
- Corvallis Tourism (John Hope-Johnstone)
- Downtown Corvallis Association (Pat Lampton and Cary Stephens)
- Linn-Benton Community College (Pete Bober, Colleen Clancy and Ann Malosh)
- Oregon Natural Step Network (Bruce Hecht)
- Oregon State University (Kavinda Arthenayake and Vincent Martorello)
- Software Association of Oregon (John Sechrest)

### **EVP Strategic Planning Committees**

#### EVP Strategic Planning Committee

- |                       |                  |
|-----------------------|------------------|
| ▪ Mysty Rusk, Chair   | ▪ Bruce Hecht    |
| ▪ Kavinda Arthenayake | ▪ Doris Johnston |
| ▪ Bob Baird           | ▪ Randy Jones    |
| ▪ Pete Bober          | ▪ Pat Lampton    |
| ▪ Dave Gazeley        | ▪ John Sechrest  |
| ▪ Frank Hall          |                  |

#### EVP Community Relations Committee

- |                        |                      |
|------------------------|----------------------|
| ▪ Mike Corwin, Captain | ▪ Vincent Martorello |
| ▪ Pete Bober           | ▪ Barbara Ross       |
| ▪ Rob Gandara          | ▪ Cary Stephens      |
| ▪ Melinda Kletzok      |                      |

### **Strengthening and Expanding Existing Business and Industry Focus Area Team**

- Bob Baird, Captain
- Bill Buskirk
- Rich Carone
- Jay Dixon
- Tammy Jaquith
- Matt Johnen
- Patrick Magee
- Mike McNally
- Lorraine Sorenson

### **Recruiting Targeted Business Icons Focus Area Team**

- Dave Gazeley, Captain
- Dr. Ron Adams
- Bob Devine
- Frank Hall
- Randy Jones
- Dave Lundahl
- Kathy Miller
- Casey Moore
- Bond Starker
- Charlie Tomlinson
- Lainie Turner

### **Developing Human and Physical Infrastructure Focus Area Team**

- Barbara Ross, Captain
- Dr. Robert Poole
- Lee Eckroth
- Terri Valiant
- Gary Pond
- Barbara Bull
- Dr. Hal Salwasser
- Jim Minard
- Brian Weldon
- David Dodson

### **Integrating Economic Development and Quality of Life Focus Area Team**

- Pete Bober, Co-Captain
- Bruce Hecht, Co-Captain
- Kathy Brewer
- Carol Chin
- Norm Galvin
- Laura Johnston
- Pat Lampton
- Tracy Noel
- Frank Thayer
- Laura Uhler

### **Project and Town Hall Vendors, Volunteers and Supporters**

- Insights Now! -- Dave Lundahl and staff
- Mario Pastega and Jerry Hale of Pepsi Bottling Company of Corvallis
- Take Two Video Productions
- Dan Whitaker
- Catherine Mater of Mater Engineering
- Julie Manning and Penny Reher of Good Samaritan Hospital
- Joe Raia of Regent Court
- Marge Stevens

- Steve Bason and Andrea Thornberry of Corvallis Boys and Girls Club
- Oregon State University -- Dr. Ron Adams, College of Engineering, Kavinda Arthenayake, OSU Conference Services
- Marilyn Brown of Key Bank
- Sharmin Buck of Pacific Residential Mortgage
- Rob Carpenter and Chris Henderlite Alphagraphics
- Louise-Annette Burgess of Mary Kay Cosmetics
- Katherine Cleland of Cleland Marketing Consulting
- Barn Yard Blues 4-H Club
- Jon Nelson and Ellen Volmert of the City of Corvallis
- Jay Dixon and Andrew Monaco of Benton County
- Teri Wilkinson of Benson's Interiors
- Woodstock's Pizza and Carol Lee Woodstock
- Red Horse Coffee
- Marinna Guzy
- Curtis Wright
- Skip Rung of ONAMI
- The Corvallis Gazette Times -- Mike McInally and Judie Wiessert
- Signe Danler
- Pat Lampton, The Inkwell Home Store
- Chuck Anderson
- Josefina Fleetwood of Step It Up Event Coordination
- Todd Washington of CPR Works
- Nancy Edwards and Lyle Hutchens of DEVCO Engineering
- Larry Earhart
- Sally Farnham of Windermere Realty
- Ann Gaidos-Morgan
- Ann Kimerling
- Bob Devine
- Christy Luehring of Keller Williams Real Estate
- Mike Corwin of OSU Federal, Your Community Credit Union
- Mysty Rusk and Lynn Roylance of the Corvallis-Benton Chamber Coalition

**Public funding made possible by:**

- City of Corvallis
- Benton County

**Business and individual donations of private dollars were made by:**

- Rich Carone, Korvis
- Hewlett-Packard
- The Corvallis Clinic
- Pacific Power

- Samaritan Health Systems
- ViewPlus Technologies
- Mike McInally
- Chuck Crowe
- Frank Hall
- Pat Lampton
- Mike and Judy Corwin
- Mysty Rusk
- Barbara Ross
- Dave Gazeley
- Rob Gandara
- Jim Moorefield, Corvallis Neighborhood Housing Services

### **Facilitation and Plan Development**

- Jason Robertson of Barney and Worth (project manager)
- Eric Hovee, E.D. Hovee & Co. (economists)
- Betina Finley, TurnKey Meetings (electronic polling)

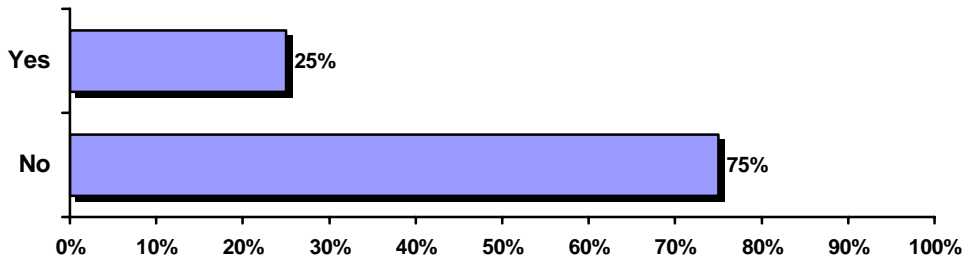
## Appendix B

### Town Hall #1 – Electronic Polling Results

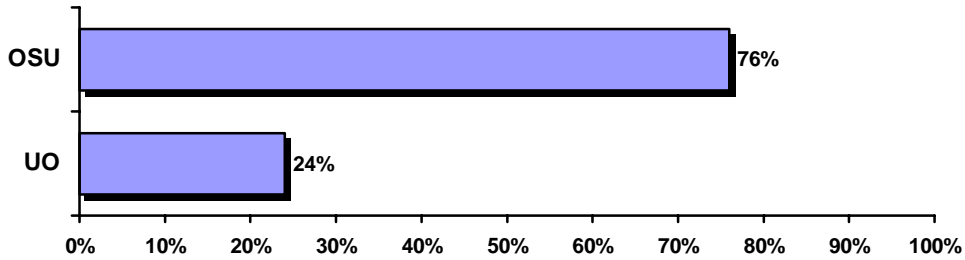
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#### Warm Up Questions:

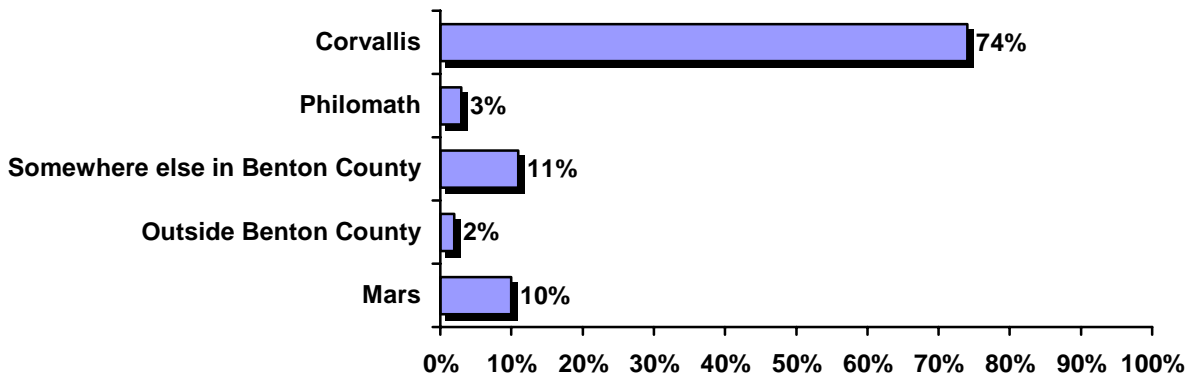
1. Have you ever participated in an electronic polling exercise before tonight?



2. Who is going to win this year's Civil War football game?

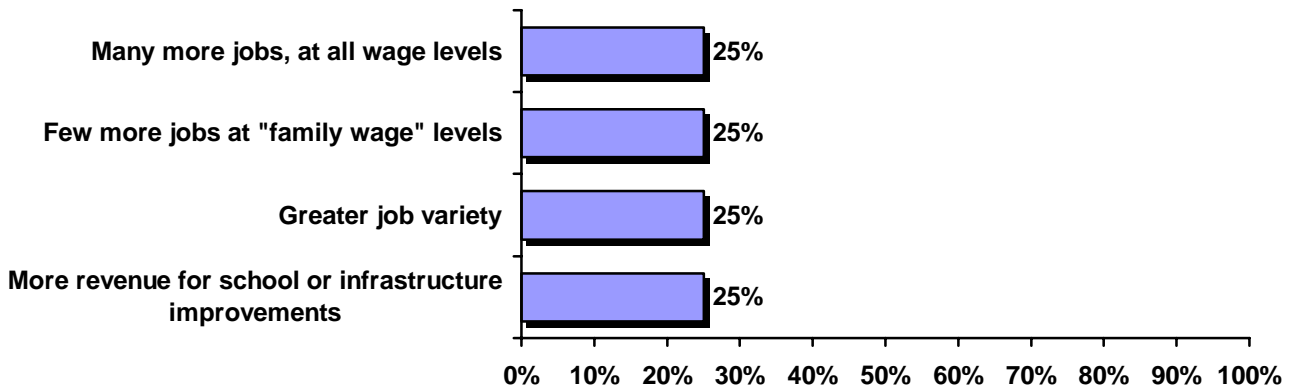


3. Which of the following best describes where you live?

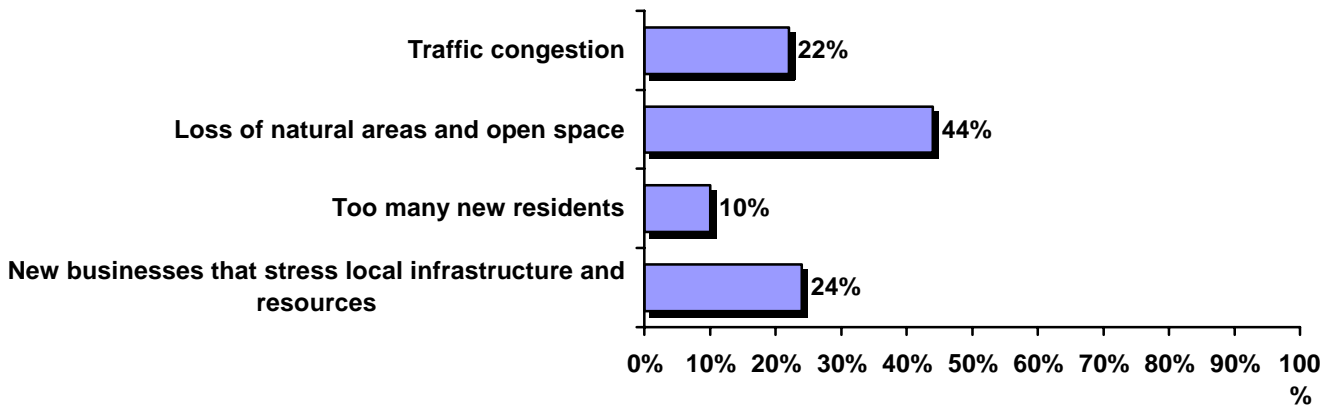


**Economic Development and Business Questions:**

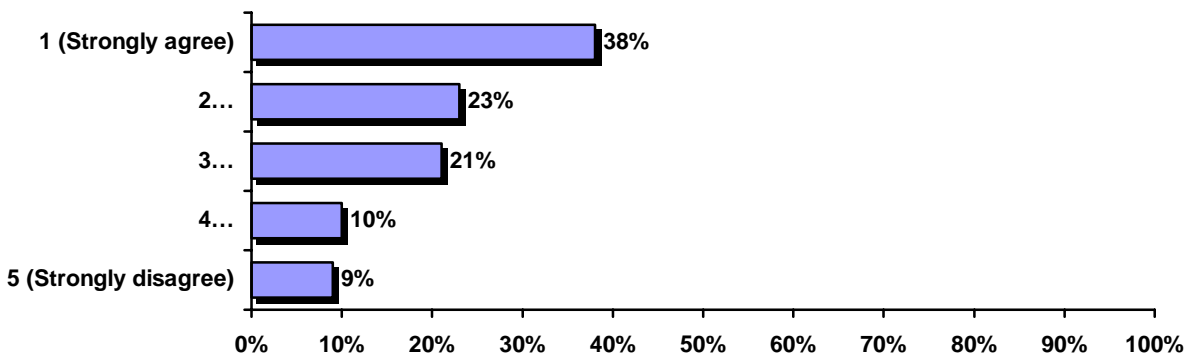
4. Of the following, what do you most hope to get out of local economic development efforts?



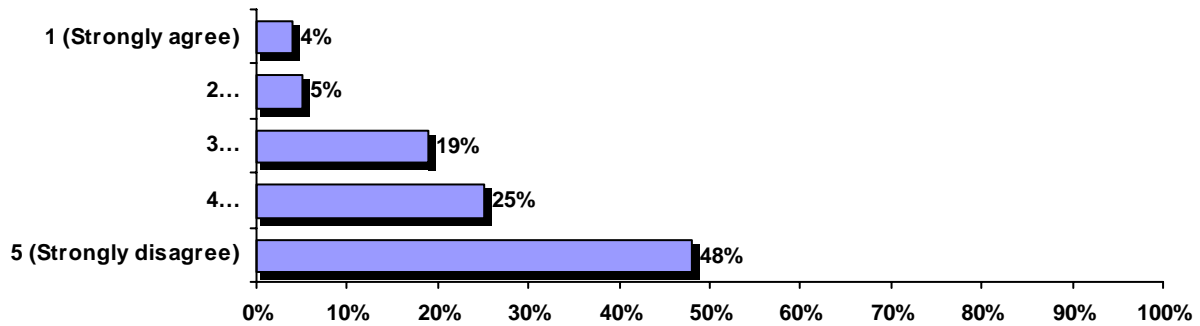
5. Of the following, what do you most fear could result from future economic development?



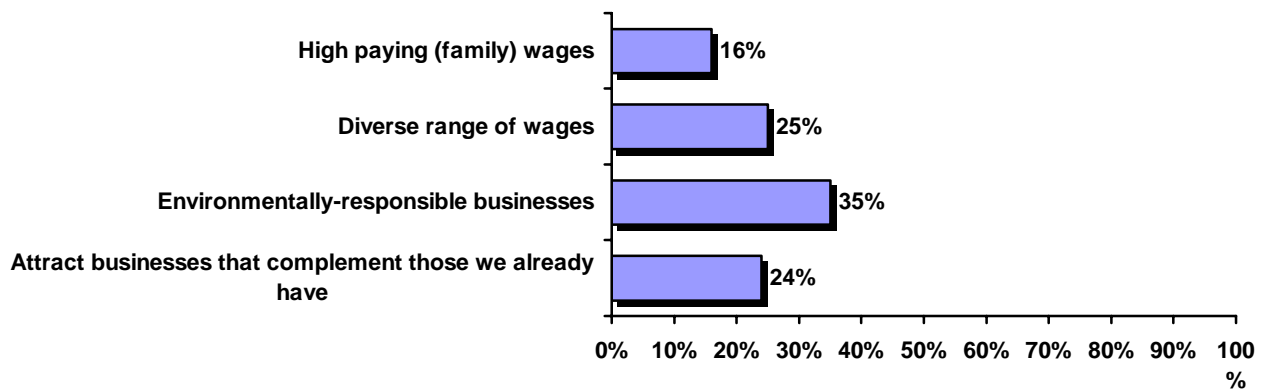
6. On a scale of 1 to 5, how strongly do you agree or disagree with the following statement on economic development: "It's essential and we need a lot more of it around here to keep people working and to help pay for services."



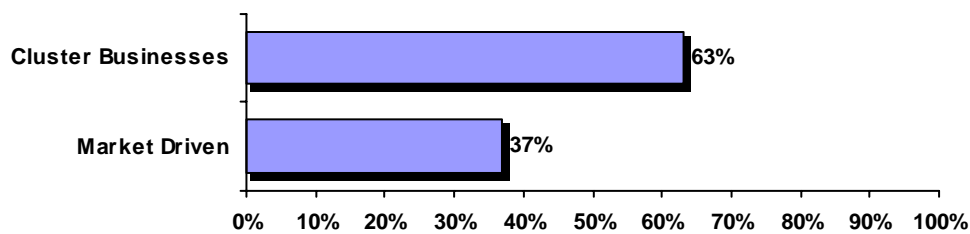
7. On a scale of 1 to 5, how strongly do you agree / disagree with the following statement on economic development: "It's not that important, we have enough businesses and jobs."



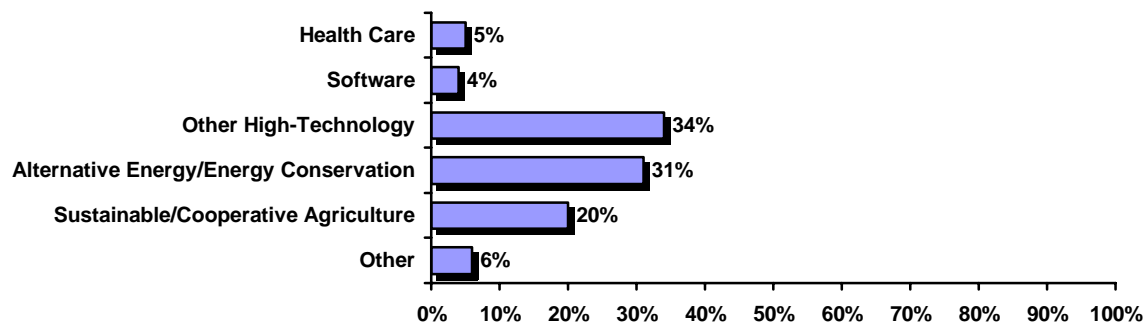
8. Which of the following is most important when recruiting future businesses?



9. Do you think that Corvallis and Benton County should try to recruit "business clusters" or just let the market take its course?



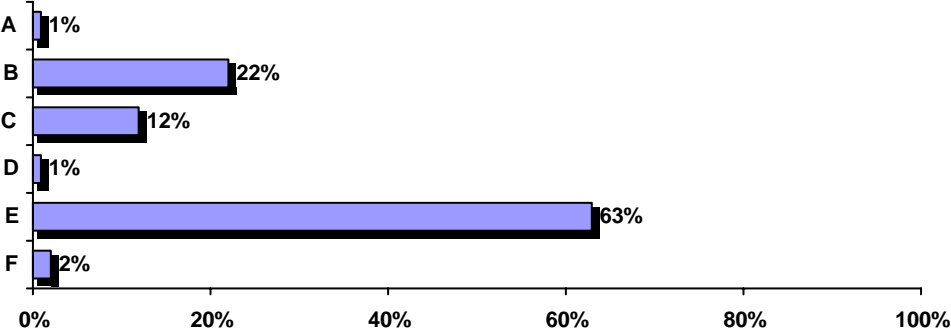
10. If Corvallis and Benton County were to pursue a cluster business development strategy, which of the following is most appealing to you?



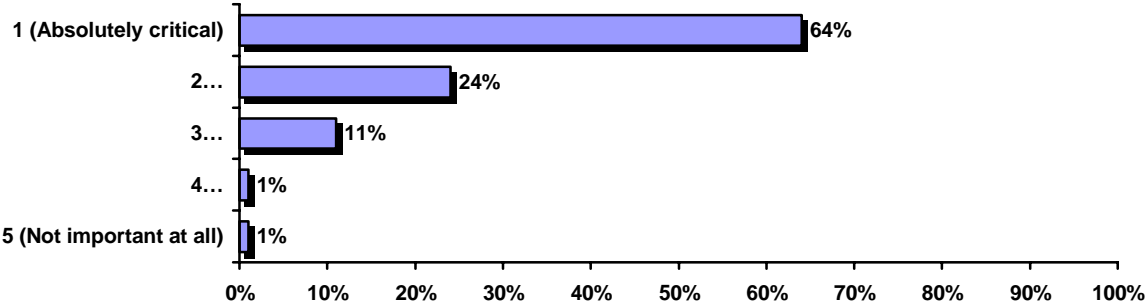


11. What scale or size of businesses is the best fit for this community?

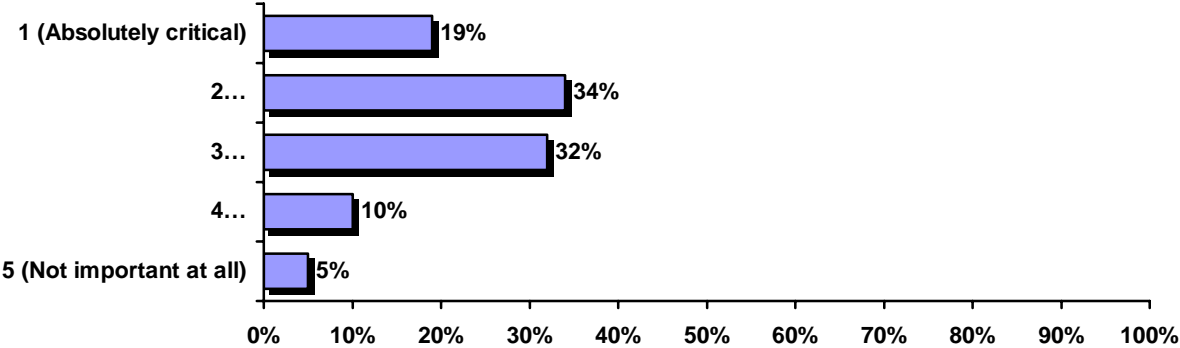
- A) 1 company with 500 employees
- B) 10 companies with approximately 50 employees each
- C) 50 companies with approximately 10 employees each
- D) Many businesses with approximately 1 – 2 employees each
- E) A mix of the above
- F) No new businesses



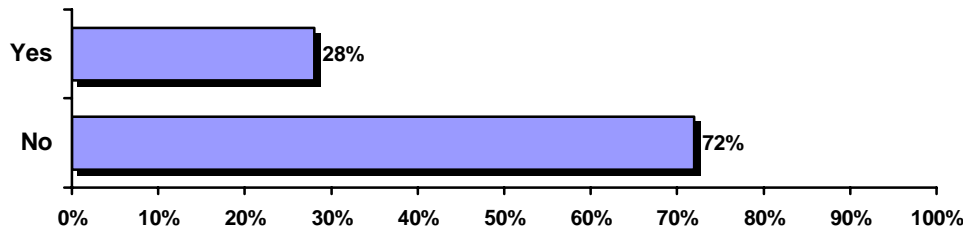
12. On a scale of 1 to 5, how important is it that new businesses be good environmental and social citizens?



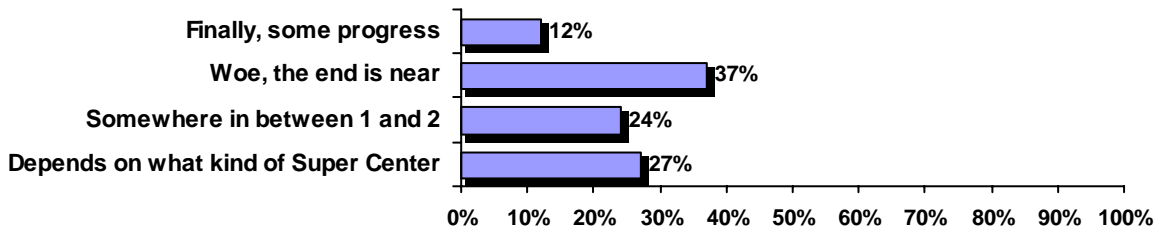
13. On a scale of 1 to 5, how important is it to you to reduce the volume of “out-commuting” associated with people leaving this community for jobs in other communities?



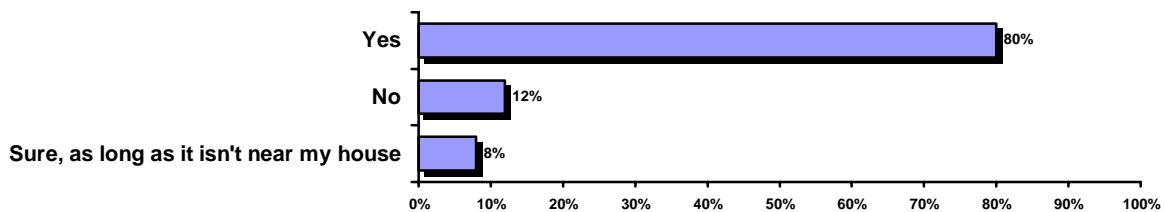
14. Are you willing to have larger businesses displace smaller ones if it means you can buy products at lower costs?



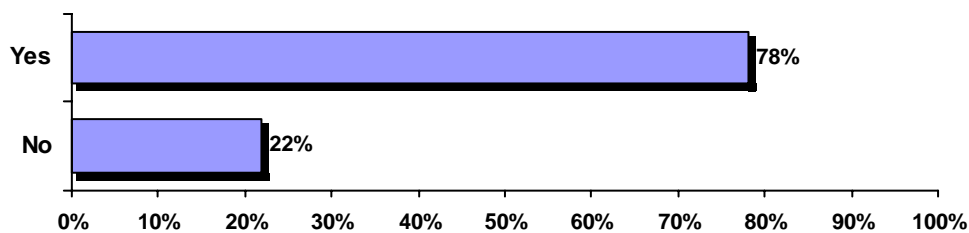
15. What would you think if you read the following headline in the morning paper: "Philomath lands low-price Super Center"?



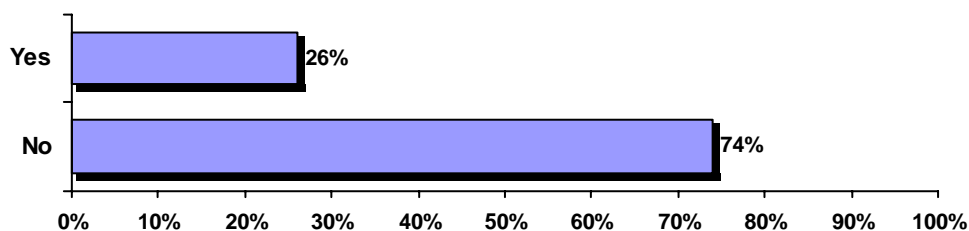
16. Would you be willing to vote for future housing development annexation or rezone to increase opportunity for young families to live near where they work?



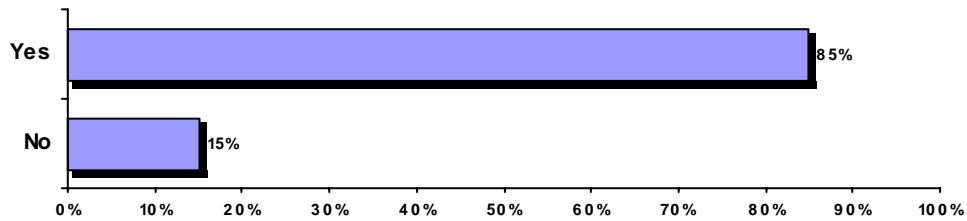
17. Are you currently employed?



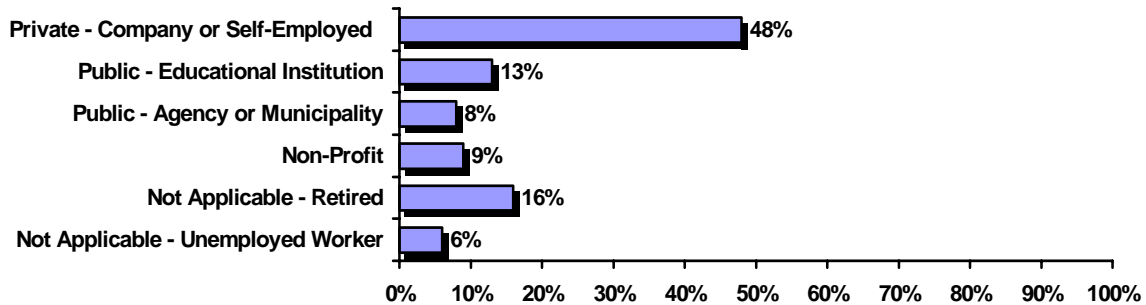
18. Are you looking for a better job opportunity?



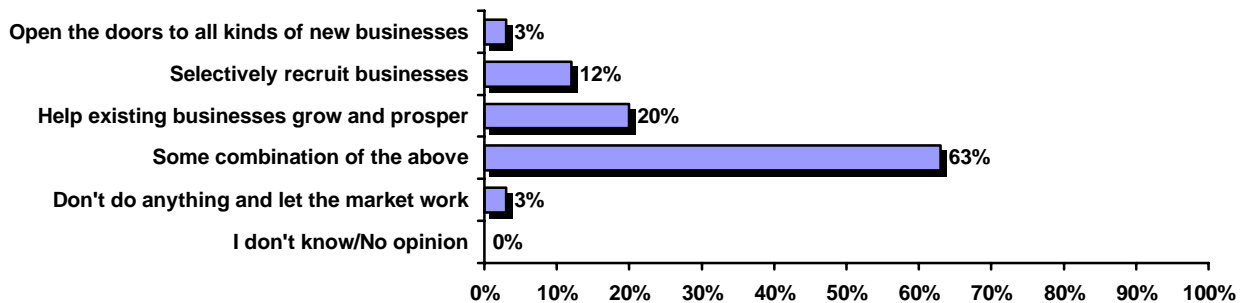
19. Does it matter to you, personally, if any new jobs are created in Benton County?



20. In which sector are you currently employed?

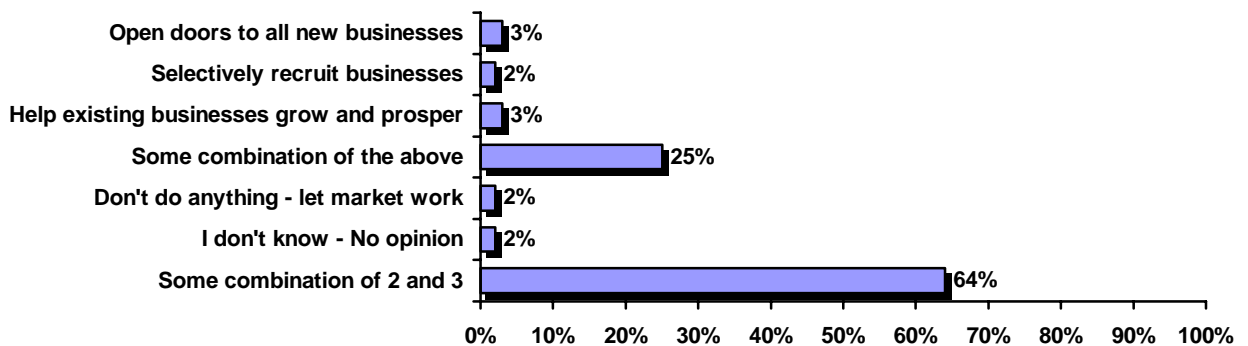


21. Which of the following economic development approaches do you think should be emphasized in Benton County/Corvallis?

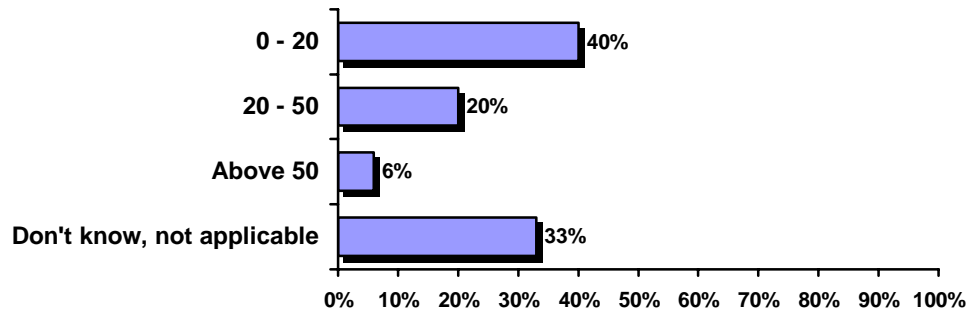


**Audience Generated Questions:**

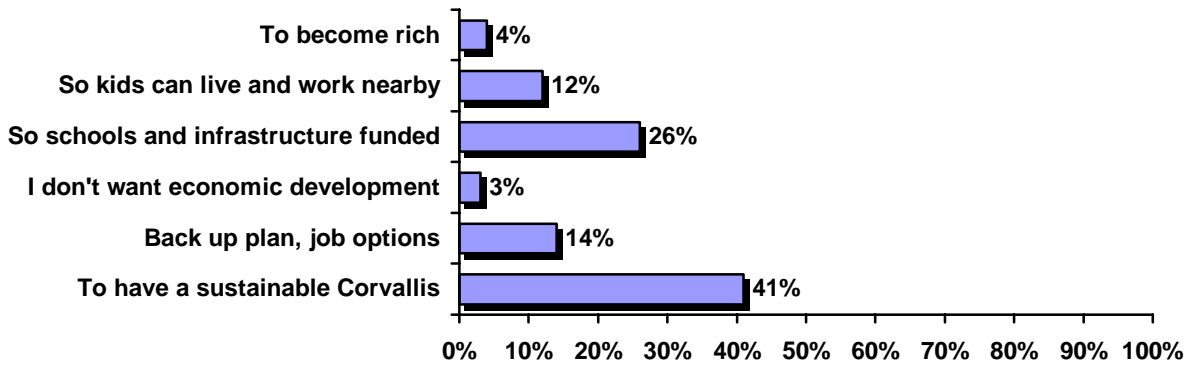
22. Which of the following economic development approaches do you think should be emphasized in Benton County/Corvallis?



23. How many people commute into Corvallis to work at your company, what percentage?



24. I'm interested in Economic Development...



# Appendix C

## Summer Survey Results

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Rating	Action Topic
7.88	Ensure that current land use codes do not prevent 'greener' alternatives
7.81	Establish an 'incubation to hatching' program
7.74	Support the preservation of farm and cropland
7.65	Publicly reward companies that have made a measurable commitment to sustainability
7.64	Investigate incentives to encourage recruitment of sustainable businesses
7.62	Strengthen partnerships between OSU, technology transfer organizations and the community
7.60	Create a businesses development checklist
7.55	Establish a temporary 'Business Incubation Task Force'
7.51	Create non-academic entrepreneurship and business training opportunities
7.43	Identify and/or define companies or clusters that provide sustainable products and services
7.41	Proactively recruit incubator tenants from OSU, LBCC, HP
7.41	Create and maintain a current web-based business lands and space database
7.34	Pursue creation of an alternative fuel agri-business cluster
7.31	Establish a venture capital and angel investor resource pool
7.26	Incentivize infill and redevelopment projects
7.26	Improve timeliness of public transit routes between Corvallis and Albany
7.25	Investigate establishing a 'permit partner' program at city- and county-level regulatory offices
7.25	Create a 'buy local' campaign to educate consumers about the benefits of buying local
7.24	Promote growth in key traded sector growth clusters
7.20	Convene an Emerging Technology Forum
7.20	Establish a series of Site Readiness Teams
7.20	Design and test a 'model permitting and development review package'
7.18	Incorporate project review incentives for projects that utilize sustainable building practices
7.17	Increase public awareness about the integral linkages between business and schools
7.14	Support emerging industry clusters (e.g. microtechnology) by focusing on needs of existing firms
7.13	Establish a 'receiving team' charged with welcoming and assisting relocating businesses
7.13	Develop a targeted infill strategy to attract businesses based on sales leakage information
7.13	Identify, create and promote flex-space and sites that can accommodate a variety of uses
7.11	Establish a 'barrier buster' team to complete priority downtown redevelopment initiatives
7.08	Continue to support ONAMI, OSU Inc. and other community-university collaborative efforts
7.07	Establish a 'blue ribbon' panel to identify development review improvement opportunities
7.07	Support and expand tourism economy through targeted investments
6.95	Investigate opportunities for expanding agri-, eco- and cultural heritage tourism
6.94	Work with the Education Executive Team to bring vocational ed into local schools and colleges
6.85	Combine business support organizations to leverage limited funding resources
6.85	02.5 -- Leverage resources available at Oregon State University
6.84	Identify development and expansion alternatives that would reduce demand on public resources
6.77	Support development of nurseries, specialty ag goods, value added timber and forestry initiatives
6.75	Develop an integrated marketing strategy and implementation plan
6.69	Identify incentives that would most help with early capital costs
6.67	Conduct a regular business employment needs survey
6.66	Create a business resource guide for distribution to existing and prospective businesses
6.65	Develop a 'core business training' program that offers instruction in key business skill areas
6.65	Expand after-school activities to include senior-youth mentoring and other creative programming
6.63	Establish a 'barrier buster' team to complete priority development and redevelopment initiatives
6.62	Develop and offer incentives for development projects that achieve identified public policy goals
6.60	Enhance the role businesses play in community leadership
6.59	Increase the volume and range of large group conferences hosted in Benton County

- 6.58 Investigate opportunities to strengthen mass transit in all directions
- 6.53 Establish a definition, tool and process for measuring and evaluating community health
- 6.53 Offer 'after work' employment skills training for incumbent workers and others
- 6.52 Encourage businesses to incorporate community health indicators into their business planning
- 6.51 Produce a Business District Plan, encompassing all of Benton County
- 6.49 Organize farm management and design charrettes
- 6.48 Consider adding (updating) a community calendar to the Chamber website
- 6.47 Identify best practices for attracting and retaining high caliber managers
- 6.47 Build 'business leadership from within' by offering convenient training for emerging entrepreneurs
- 6.36 Encourage the use of LEED and other certification systems for commercial and industrial projects
- 6.34 Provide in-service training to existing employers and employees
- 6.33 Support efforts to establish community land trusts for housing
- 6.32 Evaluate the feasibility of establishing a more formal Urban Renewal District downtown
- 6.25 Convene a discussion of business development services and entrepreneurial support providers
- 6.25 Identify market opportunities in emerging visitor industry segments
- 6.21 Identify opportunities for businesses to direct investment into specific public infrastructure
- 6.18 Establish a business recruitment specialist or specialists positions
- 6.16 Conduct a community survey to determine what types and sizes of business are most desired
- 6.10 In Philomath, develop an infill business recruitment strategy
- 6.09 Consolidate festival organizations to enhance coordination and synergy, and reduce costs
- 6.06 Explore willingness of business community to supplement funding for mass transit expansion
- 6.02 Organize and host a community forum centered on establishing a 'K-20 Funding Plan'
- 6.02 Market existing entertainment, activities and retail through a 'packaged' approach
- 5.99 Develop a public information program and campaign to educate community about housing needs
- 5.97 Look at opportunities to build affordable housing as infill within existing developments
- 5.92 Establish a 'community employment preservation' team
- 5.92 Pursue an 'anchor tenant' initiative that places icon businesses at key intersections of downtown
- 5.90 In Monroe, Alsea and Adair Village, develop main street programs
- 5.84 Enhance Benton County's status as a regional healthcare center
- 5.83 Contact peer communities to identify appropriate incentives and / or cost offsetting measures
- 5.77 Facilitate development of additional market-rate housing downtown
- 5.67 Conduct a power study to identify existing capacity and future needs
- 5.64 Investigate opportunities for increasing the health care segment of visitor market
- 5.61 Develop, adopt and - where appropriate - market a suite of affordable housing incentives
- 5.59 Create a rental housing management program
- 5.55 Expand 'welcome wagon' type services
- 5.52 Set up a 'housing ambassador team' to restart stalled housing developments
- 5.46 Investigate the potential for a public-private mixed use development project
- 5.38 Act to increase use of the Airport by exploring non-passenger uses
- 5.35 Create a 'Top 10 Local Companies to Watch' program focused on employment growth
- 5.33 Investigate the feasibility of establishing a dedicated fund for road maintenance
- 5.32 Leverage Gazette Times resources to create a comprehensive multi-media entertainment guide
- 5.20 Conduct a parking study, including the evaluation of structured parking location and costs
- 5.13 Capitalize on regional infrastructure opportunities
- 4.98 Consider earmarking a portion of lodging tax funds for innovative or niche tourism development
- 4.86 Explore establishing a county-wide business licensing fee
- 4.71 Plan for further development of a 'ring-road' surface arterial around the circumference of Corvallis
- 4.46 Consider arranging a design competition around one or more specific housing sites
- 4.12 Remove or replace economically non-viable rail lines and replace with roads or trails

## **Appendix D**

### **Town Hall Newspaper Summaries**

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Print Page


Monday, October 9, 2006

Last modified Thursday, June 8, 2006 9:21 AM PDT

## Community

### Residents have their say on growth

By BENNETT HALL  
Gazette-Times business editor

 **ANDY CRIFE/Gazette-Times**  
**Hannah Mitchell or Corvallis uses a hand held device to vote during a town hall meeting Wednesday night at the Corvallis Boys & Girls Club.**

*Electronic poll shows concern for economy, quality of life*

In a cross between a public hearing and a TV game show, about 300 area residents used an electronic polling system to voice their opinions on economic development Wednesday evening.

So how do they feel about it?

Survey says: Most people want a stronger economy, but only if it doesn't hurt the environment or local businesses.

The town hall meeting was the latest step in the Economic Vitality Partnership's "Prosperity That Fits" campaign, an effort aimed at creating a development plan that area residents can agree on and support.

Noting the struggles of the county's two largest employers, Oregon State University and Hewlett-Packard, EVP volunteer Pat Lampton asked the crowd filling a gymnasium at the Boys & Girls Club to "bring your best thinking" to the task of creating a unified economic strategy.

That's where the electronic polling came in.

Using wireless control units in an exercise reminiscent of the "ask the audience" lifeline on "Who Wants to Be a Millionaire?", attendees signaled their responses to 20 multiple-choice questions.

The results were tallied by computer and projected on a pair of screens at the front of the room, sometimes drawing a vocal reaction from the crowd.

The first question, for instance, asked what residents wanted most out of economic development efforts: many more jobs at all wage levels, a few more jobs at family wages, more job variety or more money for schools and infrastructure.

The response was evenly divided, with 25 percent for each answer.

<http://www.gazettetimes.com/articles/2006/06/08/news/community/amthu01.prt> (1 of 2)10/9/2006 4:18:09 AM



On some things, however, there was widespread agreement:

- 61 percent either strongly or somewhat agreed that economic development is essential to keep people working and pay for services.
- 73 percent strongly or somewhat disagreed that economic development is not important and we have enough businesses and jobs.
- 85 percent said creating new jobs mattered to them personally.
- 80 percent said they'd vote for future annexation or rezoning measures that would enable young families to live close to work — with another 8 percent saying they'd vote "yes" if development wasn't in their neighborhood.

At the same time, residents said they wanted to be selective about what kind of business growth is encouraged:

- 72 percent said they were unwilling to see larger businesses displace smaller ones for the sake of cheaper goods.
- 88 percent said it was absolutely or somewhat critical that new businesses be good environmental and social citizens.
- 64 percent called for a combination of selective recruiting and support for existing businesses, with virtually no support for an indiscriminate, free-market approach.

A cluster-based development strategy was preferred 2-to-1 over a market-driven approach, but there was no agreement on what types of clusters to go after:

- 34 percent favored high-tech.
- 31 percent wanted alternative energy or energy conservation.
- 20 percent backed sustainable or cooperative agriculture.
- 5 percent liked health care.
- 4 percent wanted software.

In addition to electronic polling, the four-hour town hall offered several other opportunities to comment, with breakout sessions in strategic focus areas, an open-mike comment period and a paper feedback form. Organizers pledged to take all comments into account and give citizens at least one more chance to weigh in, possibly at a second town hall meeting this summer.

"This is really a first step," said Jason Robertson of Barney & Worth, the Portland consulting firm hired to facilitate the planning process and ultimately produce a plan of action. "We'll come back to the public."

Bennett Hall is the business editor for the Gazette-Times. He can be reached at 758-9529 or [bennett.hall@lee.net](mailto:bennett.hall@lee.net).

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Print Page

Monday, October 9, 2006

Last modified Wednesday, October 4, 2006 11:34 PM PDT

## Community

### Hundreds turn out to praise local plan

Town hall meeting greets new economic development strategy

By BENNETT HALL  
Gazette-Times business editor

Can you feel the love?

The CH2M Hill Alumni Center might still be glowing from the outpouring of positive energy that filled it Wednesday night during a town hall meeting on a new economic development strategy dubbed "Prosperity That Fits."

Close to 200 people gathered to air their views on the 43-page draft document produced by the Economic Vitality Partnership, a coalition of 14 business and related groups. It's the culmination of a year of surveys, public forums, committee sessions and consultants' reports that's intended to guide Benton County's economy into a prosperous future while preserving quality of life in the area.

Asked who would be willing to help implement the strategy, a seemingly endless parade of audience members — from city and county officials to education leaders to business owners — pledged their unswerving support. Speaker after speaker stood up, gripped the microphone and praised the plan, the process that created it and the people who helped along the way.

It was a jaw-dropping spectacle for anyone accustomed to the contentious nature of most local discussions of business development, and John Hope-

Johnstone of Corvallis Tourism — the 12th of 20 to testify in favor of the plan — got a big laugh when he said, "I just wish someone would stand up and say they're against all this."

But, he added, "I don't see that happening, and certainly not Corvallis Tourism. We have a great interest in seeing the economy of Corvallis grow."

Even outgoing City Councilor Betty Griffiths, who described herself as "a skeptic" about the Prosperity That Fits process, declared herself converted.

"I am blown away by this plan," she said. "It is what we've needed for a while ... and I hope the next City Council will follow up with this plan."

<http://www.gtconnect.com/articles/2006/10/05/news/community/3aaa02edp.prt> (1 of 2)10/9/2006 4:22:36 AM

The document will be further refined based on suggestions received Wednesday night, but the draft circulated before the meeting included 14 strategies and 49 action steps for carrying them out.

"I think this plan has something for everybody," said Jason Robertson of Barney & Worth, the consulting firm hired to shepherd the project.

Among the recommendations are these:

- Combine business organizations.
- Strengthen incubation and support services for startup companies.
- Create an urban renewal district and "barrier buster" team to promote downtown development projects such as renovating the Whiteside Theatre.
- Create a business property database.
- Create an Emerging Technology Forum to help grow local tech companies.
- Hire a business retention and recruitment specialist.
- Promote affordable housing and public transit.
- Enhance work force training services.
- Encourage sustainable industry, and make that a growth cluster.
- Streamline and clarify permit, development and annexation processes.

The EVP will present a final draft of the plan to city and county government next month, along with a prioritized list of implementation steps. The trick, Robertson warned, will be staying focused on the goal and maintaining the sense of shared purpose that was so prominently on display Wednesday night.

"This is always the hardest part and where a lot of communities fail," Robertson said. "The most important thing to remember about this plan is that this is a public plan. It's a community plan."

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