



CITY OF CORVALLIS DOWNTOWN VITALITY STRATEGY AND FINAL REPORT TO COUNCIL

Downtown Vitality Strategy Task Force
June 9, 2026



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LETTER OF INTRODUCTION

July 20, 2026

Dear Mayor and City Councilors,

On behalf of the Downtown Vitality Strategy Task Force (DTVSF), we are pleased to submit the enclosed report reflecting the work of the group over the past year. The report was unanimously approved by the Task Force at its June 9 meeting.

The report's recommendations were informed by extensive community outreach and engagement incorporating quantitative and qualitative methods involving more than 2,000 local residents. In reviewing and analyzing the results of various surveys, in-person meetings and community comments, themes emerged about what actions community members would most like to see in creating a safer, healthier and more vital downtown.

These themes include, but are not limited to:

- Safety concerns perceived by community members, particularly at night.
- Concern over the impacts of houselessness.
- The presence of too many empty storefronts.
- Service gaps faced by underserved community members.
- Concerns over cleanliness, outdoor lighting and parking limitations.
- Community interest in improving connections between downtown and the Willamette River.
- A strong interest in fostering a more walkable/pedestrian-oriented downtown.
- Interest in enhancing downtown's connectivity with nearby neighborhoods and the Oregon State University campus.
- More housing of diverse types needed to serve a variety of residents.
- Concerns related to the risk of losing government services and employment should City Hall or the Law Enforcement Building move elsewhere.
- The belief that downtown needs to be better promoted to local residents and visitors.

At the same time, it is important to acknowledge the important positive momentum already underway downtown. New businesses are opening, significant renovations have taken place in key downtown buildings, and new housing and retail construction are underway. Transportation has been enhanced with a new Van Buren Avenue bridge and safer corridors and crossings for cyclists and pedestrians. Additionally, the City Council has authorized planning for a potential Tax Increment Financing (TIF) district within downtown that would help fund important capital projects, if approved by voters.

To continue building on this momentum, the Task Force provides this report and its recommendations with spirited enthusiasm.

We believe that downtown Corvallis has the opportunity to match and even surpass the vitality and quality of downtown city centers in many nearby and other Oregon communities, and similarly- sized cities nationwide. Yet, we believe doing so will require adopting and investing in a roadmap for the future. Implementing this roadmap should involve not just those in City government but a mix of collaborators including those in the private sector, multiple government agencies, and numerous non-profit organizations.

The report we offer provides the strategic framework for that roadmap. It is centered on eight prioritized goals and numerous related actions to be undertaken within each goal. Each action includes recommended implementation timeframes of:

- “NOW,” within the next 3 years.
- “NEXT,” within years 4-7.
- “LATER,” in years 8 and beyond.

Importantly, the Task Force did not view its charge as defining the detailed steps needed to conduct each recommended goal and action. Nor was it the Task Force’s role to assign responsibility to specific government agencies, private partners, or nonprofit organizations, or to identify funding sources. Those decisions should be made collaboratively by all involved.

In considering this report, we urge you to support its implementation by taking critical next steps including:

- Accepting the report at tonight’s (July 20, 2026) City Council meeting.
- Scheduling additional Council discussion of the report’s findings and recommendations and the development of a plan for City-led next steps.
- Identifying which private sector members, other public agencies and non-profit organizations that the city might work with as collaborators to advance specific recommended goals and actions.
- Continuing efforts to evaluate and develop a TIF district plan for downtown and submitting that plan to Corvallis voters for consideration in May 2027.

In closing, thank you for your commitment to the vitality, safety, infrastructure and environment of downtown Corvallis, as demonstrated by the formation of this task force and through your personal involvement as task force members. Special thanks to the many City staff who provided the Task Force with invaluable support and assistance.

Sincerely,

Julie Manning
Task Force Co-Chair

Steve Clark
Task Force Co-Chair

Task Force Members:

- | | | | |
|------------------|-------------------|-----------------|-------------------|
| Alexis Hammer | Charlyn Ellis | Jan Napack | Roberta Smith |
| Alison Bowden | Christina Rehklau | Jim Moorefield | Robin Lancaster |
| Allison Hobgood | Connie Bozarth | JP Peters | Roen Hogg |
| Ava Olson | Danielle Lewis | Lee Eckroth | Ronald Gibbons |
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| Bill Humphreys | Dave Dreher | Nicole Nystrom | Tony Cadena |
| Briae Lewis | Deann Garcia | Paul Miller | Tracy Meese |
| Carolyn Mayers | Gabe Shepherd | Paul Shaffer | Tucker Kirkes |
| Charlotte Willer | Hezekiah Franklin | Rebecca Landis | |

INTRODUCTION

BACKGROUND

The City of Corvallis FY 2025-2029 Strategic Plan identifies achieving Economic Vitality as one of five focused outcomes for the City Council and staff to “foster a wide range of employment and housing opportunities where residents and businesses can prosper.” The Council established a strategic priority to “nurture a thriving downtown as the hub and character of Corvallis” to move this goal forward. The Strategic Plan also prioritized outcomes for a Safe and Resilient Community and City Infrastructure and Amenities.

To act on advancing these strategic priorities, and in response to recommendations from a previously established Downtown Civic Engagement Task Force, the City Council formed a Task Force in May 2025 to create a Downtown Vitality Strategy that would guide how to energize, improve, and invest in the downtown economy, infrastructure, environment and safety in alignment with the community’s vision and goals for downtown Corvallis ([Resolution 2025-15](#)).

The Mayor appointed 40 members to the Downtown Vitality Strategy Task Force (DVSTF), including downtown property owners, business managers and leaders, a broad representation of Corvallis community members, all nine members of the City Council, and representatives of other community governments and organizations to collaborate on developing strategies and actions to achieve a thriving downtown Corvallis.

The Task Force worked for a year to draft goals and actions; gather public input and recommendations; ensure broad-based community engagement by involving downtown stakeholders, subject matter experts and the broad Corvallis community; evaluate the feedback and input received; and provide recommended prioritized goals and actions for downtown.



Strategic Plan
Fiscal Year 2025 through Fiscal Year 2029
Adopted December 2024

-  **Economic Vitality**
-  **Excellence in Governance**
-  **Infrastructure and Amenities**
-  **Long-Term Fiscal Sustainability**
-  **Safe and Resilient City**

PURPOSE OF DEVELOPING A PLAN

The Task Force was charged with creating a downtown vitality strategy to implement and successfully advance the City of Corvallis' 2025-2029 Strategic Plan Strategic Priorities:

Economic Vitality: Nurture a thriving downtown as the hub and character of Corvallis.

Infrastructure and Amenities: Ensure city streets, buildings, utilities, libraries, parks, trails, and greenspaces are functional, well-maintained, and accessible.

Safe and Resilient City: Ensure a safe, secure, and prepared City.

The Downtown Vitality Strategy builds on previous City of Corvallis policy efforts related to downtown, such as the Imagine Corvallis 2040 Vision, the work of the Civic Campus Community Engagement Task Force, land use regulations affecting Downtown, and Civic Campus and Police facility development.

The priority areas for the Downtown Vitality Strategy are:

Downtown Economy: strategies to energize and measurably improve the downtown economic vitality, including private investment and urban renewal.

Downtown Infrastructure: strategies to invest in downtown infrastructure and amenities, including City of Corvallis facilities.

Downtown Environment/Safety: strategies to invest in and improve downtown's overall environment, cleanliness and safety, including sustainability, welcoming and accessible culture, and housing options.

The work of the Task Force and Downtown Vitality Strategy build upon related strategies, recommendations and investments, including:

[Corvallis 2040 Vision](#)

[City of Corvallis Strategic Plan \(2025-29\)](#)

[Downtown Parking Study and Recommendations \(2025\)](#)

[Civic Campus Community Engagement Task Force Recommendations \(2024\)](#)

[Civic Campus and Police Facility Concept Selection \(2024\)](#)

[City Downtown Facilities Funding Feasibility Report \(2025\)](#)

[Exploration of a Tax Increment Financing \(TIF\) District for Downtown Corvallis \(2026\)](#)

The work of the Task Force and Downtown Vitality Strategy also complement existing plans:

[Historic Madison Avenue Plan](#)

[Benton County Coordinated Homeless Response System Strategic Plan \(2023-27\)](#)

[South Corvallis Urban Renewal District Plan \(2019\)](#)

[9th Street Climate-Friendly Area Adoption \(2025\)](#)

[Downtown Private Revitalization Investments and Plans](#)

[City Parks and Recreation Master Plan \(2015\)](#)

[Oregon State University Campus Vision](#)

[Monroe Avenue Corridor Study \(2026\)](#)

[Corvallis Transportation System Plan \(2019\)](#)

[Corvallis Climate Action Plan \(2016\)](#)

[City Capital Improvement Program \(2026-30\)](#)

DOWNTOWN TODAY



In developing the Downtown Vitality Strategy, the Task Force used a broad geographical lens when considering and envisioning the area of downtown and the corridors that lead the Corvallis community and visitors into it.





HOW THE TASK FORCE DID ITS WORK

MEMBERS OF THE TASK FORCE

The Task Force was formed to bring together a wide range of stakeholders, community members, and experts to develop goals and strategies for the future of the downtown’s economy, infrastructure, and safety and environment.

The Task Force was made up of 40 members with experience/perspectives including the following:

- Downtown Residents
- Downtown Property Owners
- Downtown Business Owners
- Downtown Employees
- Corvallis Community Members
- Downtown Corvallis Organization
- Chamber of Commerce
- Visit Corvallis
- Benton County Commission
- Corvallis School Board
- Oregon State University
- Corvallis Daytime Drop-in Center
- Corvallis Farmers Market
- Safe Streets 4 All Task Force
- Downtown Parking Task Force

EXECUTIVE COMMITTEE	Steve Clark, Co-Chair Julie Manning, Co-Chair	Charlyn Ellis Christina Rehkla Dave Dodson Deann Garcia Gabe Shepherd	Jan Napack Lee Eckroth Luhui Whitebear Nicole Nystrom Tony Cadena
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ECONOMY SUBCOMMITTEE
Deann Garcia, Co-Chair Lee Eckroth, Co-Chair Alexis Hammer Bill Humphreys Rebecca Landis Briae Lewis Danielle Lewis Tracy Meese Jim Moorefield Roberta Smith

INFRASTRUCTURE SUBCOMMITTEE
Dave Dodson, Co-Chair Nicole Nystrom, Co-Chair Connie Bozarth Robin Lancaster Carolyn Mayers Bar Scott Paul Shaffer Steven Starcevich Charlotte Willer

ENVIRONMENT & SAFETY SUBCOMMITTEE
Christina Rehkla, Co-Chair Gabe Shepherd, Co-Chair Alison Bowden Dave Dreher Hezekiah Franklin Ronald Gibbons Allison Hobgood Roan Hogg Tucker Kirkes Paul Miller Ava Olson JP Peters

The City Manager, Innovation Manager, and Central Administrative Services provided staff support for the Task Force.

TASK FORCE MEETINGS

The Task Force met from June 2025-June 2026 and was led by an Executive Committee and included three subcommittees.

Throughout the year, the Task Force and Subcommittees met a combined total of 35 times:

- 4 All-Task Force Meetings:
 - June 7, 2025
 - January 6, 2026
 - March 3, 2026
 - June 9, 2026
- 22 Subcommittee Meetings
- 9 Executive Committee Meetings

Throughout its work, the Task Force provided periodic updates to the City Council on its activities and progress and provided preliminary feedback and recommendations.



ENGAGEMENT STRATEGY

In developing the Downtown Vitality Strategy, the Task Force was charged with:

- Assessing and demonstrating how the overall Corvallis community will be valuably benefitted by strategies to improve downtown, including the removal of the current City Hall and the creation of a new Civic Campus and Police facility.
- Doing its work publicly and actively engaging the broader Corvallis community to gather feedback, evaluate needs, and recommend opportunities to pursue regarding downtown.
- Providing interim recommendations to the City Council for initial, time-sensitive, and/or incremental actions relating to downtown strategies and tactics, including recommendations regarding investments in priority City facilities.

The Task Force developed an Engagement Strategy informed by the City's adopted International Association of Public Participation (IAP2) framework. The Engagement Strategy consisted of four phases:

PHASE 1: INFORM COMMUNITY AND STAKEHOLDERS

Inform Community and Stakeholders

Identify stakeholders, stakeholder groups and technical experts involved in, impacted by and interested in Corvallis' downtown.

PHASE 2: DEVELOP PRELIMINARY INSIGHTS AND POTENTIAL ACTIONS FOR DOWNTOWN

Consult/Involve/Collaborate with Community and Stakeholders

Develop preliminary insights and a list of potential downtown actions based on Task Force members' experiences, expertise, and connections to downtown as well as initial input provided by community members, downtown stakeholders, and technical experts.

PHASE 3: SEEK INPUT AND FEEDBACK FROM COMMUNITY, SUBJECT MATTER EXPERTS, AND STAKEHOLDERS

Inform and Consult/Involve/Collaborate with Community and Stakeholders

Follow outreach and communications strategies to broadly inform and engage with stakeholders, stakeholder groups, technical experts and the general Corvallis community to share preliminary information and gather input from community members.

PHASE 4: CREATE FINAL LIST OF DOWNTOWN GOALS AND ACTIONS BASED ON FEEDBACK AND INFORMATION FROM THE ENGAGEMENT PROCESS

Inform and Consult/Involve/Collaborate with Community and Stakeholders

Gather input and seek to build consensus of support from community members regarding vision, goals, and outcomes for downtown Corvallis, and what strategies and tactics will be recommended as now, next, or later priorities.

**PHASE 2:
DEVELOP PRELIMINARY INSIGHTS AND POTENTIAL ACTIONS FOR
DOWNTOWN**

Develop preliminary insights and a list of potential downtown actions based on Task Force members' experiences, expertise, and connections to downtown as well as initial input provided by community members, downtown stakeholders, and technical experts.



July – December

The three subcommittees each worked through a brainstorming and refinement process to draft a preliminary set of actions that may contribute to achieving the 2040 Vision for downtown Corvallis.

Whiteboard 1: Downtown Important to you?

- cultural areas - Long history
- biz, community ✓ - cultural, civic, commercial heart & soul
- meaningful, impactful life (public space)
 - Place for children/families, Farmers Market
 - Serv
 - Support
 - enrich
 - Majest
 - Live d
- build bridges for all
- ✓ • OSU students - enjoy college town feel ✓ - Live d

Whiteboard 2: Safety

What's working?

What's not?

What are the next steps to success?

Table:

Audience	Where (Location)	What (Result)
buildings and storefronts	2nd St. South of Jefferson	Redevelopment of underused spaces
Business owners downtown	2nd north of monroe	Welcoming destination
Organizations & Institutions	areas with homogenous business types, ie 4th st	Easy process locate downtown
Public entities / government	Various location suitable for redevelopment	Clear downtown identity
Property owners		
Lenders		

Whiteboard 3: Qualities are important? Branding

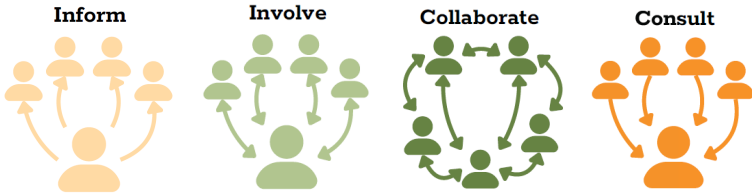
- Variety of Business & Services & Events
- Attracting & Retaining & Recruitment
- Public & Private infrastructure
- Attracting Events
- Public Engagement
- Accessibility
 - ↳ Getting to downtown
- People Feel Welcome - Events or not
- ↳ compelling destination

Whiteboard 4: Vision/Goals

- enriched our lives
- Majestic Theater
- ✓ • Live downtown/rep residents
- develop & fulfill vision w/ buy-in
- (for our group: engage in deep listening to all)
- ✓✓✓ Madison Avenue Corridor - car-free w/ public square - connection w/ river / landscaping
- Don't lose what's already working

**PHASE 3:
SEEK INPUT AND FEEDBACK FROM COMMUNITY, SUBJECT MATTER
EXPERTS, AND STAKEHOLDERS**

Follow outreach and communications strategies to broadly inform and engage with stakeholders, stakeholder groups, technical experts and the general Corvallis community to share preliminary information and gather input from community members.



December – March

The draft of preliminary actions were circulated with the community, stakeholders, and subject matter experts to receive input on the draft actions and receive other input and recommendations regarding downtown.

The engagement and outreach activities along with the community response from this Phase 3 are outlined in the sections below.

Estrategia de Vitalidad del Centro - Acciones Prioritarias (Dic. 2025)

El Grupo de Trabajo de la Estrategia de Vitalidad del Centro elaboró este borrador de una lista de declaraciones de acciones prioritarias para orientar las actividades e inversiones futuras en el centro. Las acciones prioritarias están agrupadas en nueve categorías generales. El Grupo de Trabajo solicita comentarios sobre lo que más importa a la comunidad y a las partes interesadas del centro.

Estas acciones prioritarias se publicaron en diciembre de 2025 y se revisarán en 2026 tras los

Seguridad: Mejorar los servicios

- Mejorar sign...
- Invertir en m...
- Contribuir a orgullosas de...
- Abordar tod...
- Proporcionar...
- Identificar y los servicios...
- el bienestar...

Economía: Fomentar servicios, oficina

- Promover el ce...
- experimentar la...
- Apoyar a las...
- faciles de comp...
- Proporcionar p...
- incentivos fisca...
- Promover spor...
- eventos.
- Desarrollar y re...

Downtown Vitality Strategy – Priority Actions (Dec. 2025)

The Downtown Vitality Strategy Task Force created this draft list of priority action statements to guide future activities and investments downtown. The priority actions are grouped around nine broad categories. The Task Force is seeking feedback on what matters most to the community and downtown stakeholders.

These priority actions were published in December 2025 and will be revised based on community feedback and engagement in 2026.

Safety: Enhance downtown cleanliness and safety.

- Enhance streetscapes by significantly improving landscaping and curb appeal amenities.
- Invest in street, walkway, alley, and storefront lighting improvements.
- Contribute to an attractive environment that encourages people to gather, shop, and take pride in the downtown community.
- Address all downtown sidewalk safety hazards.
- Provide clean and safe public restrooms throughout downtown.
- Identify and address behavioral safety and social service gaps downtown to reduce harm, improve access to support, and enhance overall community wellbeing.

Economy: Foster a vibrant and successful retail, service, office, and entertainment economy.

- Promote downtown as a compelling and welcoming destination to shop, dine, celebrate, experience history and culture, and engage in human connections.
- Support start-up businesses and community events with simple and understandable processes.
- Provide business friendly city policies and incentives, including tax incentives.
- Promote opportunities to enjoy and explore civic and cultural spaces, restaurants, and events.
- Develop and support strategies to reduce storefront vacancies.

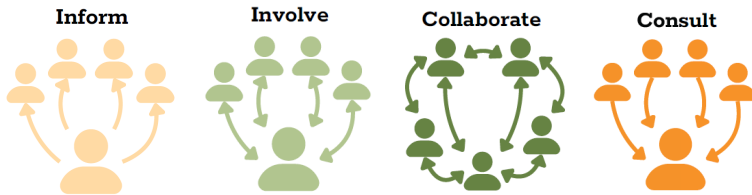
Transportation: Emphasize walkability within downtown and multiple transportation connections to downtown from neighborhoods and OSU.

- Improve safety and travel comfort by improving pedestrian crossings at key 3rd and 4th street intersections with Jefferson, Madison, and Monroe avenues.
- Emphasize collaboration and transportation investments by the state, county, and city to ensure transportation mobility and safe travel and support the regional and downtown economy.
- Emphasize downtown accessibility, walkability, and biking by providing safe corridors of travel.

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**PHASE 4:
CREATE FINAL LIST OF DOWNTOWN GOALS AND ACTIONS BASED ON
FEEDBACK AND INFORMATION FROM THE ENGAGEMENT PROCESS**

Gather input and seek to build consensus of support from community members regarding vision, goals, and outcomes for downtown Corvallis, and what strategies and tactics will be recommended as now, next, or later priorities.



March – April

Using the results of community and stakeholder meetings, outreach, surveys, and comments received, the subcommittees reviewed the preliminary list of actions and worked to revise and prioritize the list based on feedback received.

May – June

The work of the three subcommittees was synthesized by the Executive Committee to develop an overall set of draft recommended goals and actions to be reviewed by the full Task Force in June.

June 9, 2026

The full Task Force will convene to review the final report and recommendations, provide any changes, and approve a final recommended strategy for referral to City Council.

SUMMARY OF COMMUNITY ENGAGEMENT AND OUTREACH CONDUCTED

Held 35 Task Force Meetings

All meetings included time for community comment and are video recorded.

Conducted “How Community Members Engage with Downtown” Survey

This survey replicated the questions from the 2025 Corvallis Community Survey about downtown. This was offered in order to hear from as many community members as possible about how they engage.

407 Responses

Conducted “Downtown Vitality - Priority Actions” Survey

This was used to solicit community input on Task Force's draft preliminary action statements.

1,634 Responses

2025 Corvallis Community Survey

The Task Force had the opportunity to select a few custom questions related to community sentiment regarding downtown to be included in the biennial citywide survey.

509 Responses to statistically valid survey

668 Responses to open response survey

Provided online form to receive written community comments

41 Public comments received

Maintained Task Force Outreach website (corvallisoregon.gov/downtownvitality) with public information about downtown, the Task Force work, and opportunities to engage

Distributed postcards throughout the community with QR code inviting public input

Approximately **2,000** postcards distributed

Approximately **800** postcards mailed to downtown business owners and property owners

Meetings with a range of stakeholders and subject matter experts

Sharing information and opportunities to engage with listservs, other organizations, at public events, or in public spaces

Hosted or attended 18 community meetings, including events such as the Mayor's Town Hall and the League of Women Voters' "Know Your City: Corvallis Downtown Past, Present, and Future"

You can read all of the feedback the Task Force received throughout its work here:

[Public Input Submitted to Task Force](#)

[Surveys Response Data](#)

[Feedback Gathered through Community Meetings and Outreach](#)

[Meeting Packets, Meeting Minutes, Meeting Videos, and all other DVSTF materials](#)

COMMUNITY ENGAGEMENT AND OUTREACH RESPONSE

KEY FINDINGS

The community outreach gathered input on the 28 preliminary action statements being considered by the Task Force and generated overall community awareness of the work of the Task Force, while providing additional recommendations about ways to improve downtown's vitality, economy, safety, environment and public facilities.

Among the key findings:

A. Residents value a healthy downtown. There is a strong perception that, while some positive changes and investments are occurring downtown, more needs to be done to improve downtown.

B. The highest priority to be addressed, voiced in both statistical survey results and qualitative results from in-person community and stakeholder meetings, **relates to concerns about behavioral safety downtown (particularly at night) and related gaps in social and supportive services for those in need.**

C. Addressing the number of vacant storefronts downtown is cited statistically as the next highest priority within community surveys, and in community engagement meetings as a priority. Relatedly, community members want to see more promotion of downtown and its assets.

D. Downtown should be made more accessible and walkable. While the findings state that pedestrian mobility within downtown is favored, so is improved walking, biking, transit and vehicle access to downtown from Corvallis neighborhoods and the OSU campus. Developing additional parking availability downtown is also a priority for some community members.

E. Transportation safety is a priority of the public, including addressing downtown sidewalk issues and hazards, and improving crossings within downtown along 3rd and 4th streets. For some, 3rd and 4th streets, which are state highways, are seen as barriers separating segments of downtown and limiting opportunities for public engagement.

F. While downtown is seen as a destination of choice for some community members, surveys conducted by the Task Force and city of Corvallis indicate that many members of the public do not often visit downtown. **To attract more locals and visitors downtown, the Task Force's findings favor offering activities and public spaces for youth, college students, families, and tourists to enjoy and gather.** More housing – and greater housing diversity – also are perceived as important for downtown, as are investments in a modern power grid and other infrastructure that will enable new development, redevelopment of existing buildings, and renewal of older and historic buildings.

G. Many residents would like to see enhanced connections between downtown and the Willamette River, including improved viewing areas and recreational access.

H. Beautification of streetscapes, improved downtown cleanliness, the addition of more accessible bathroom facilities, and improved nighttime lighting are seen as important priorities.

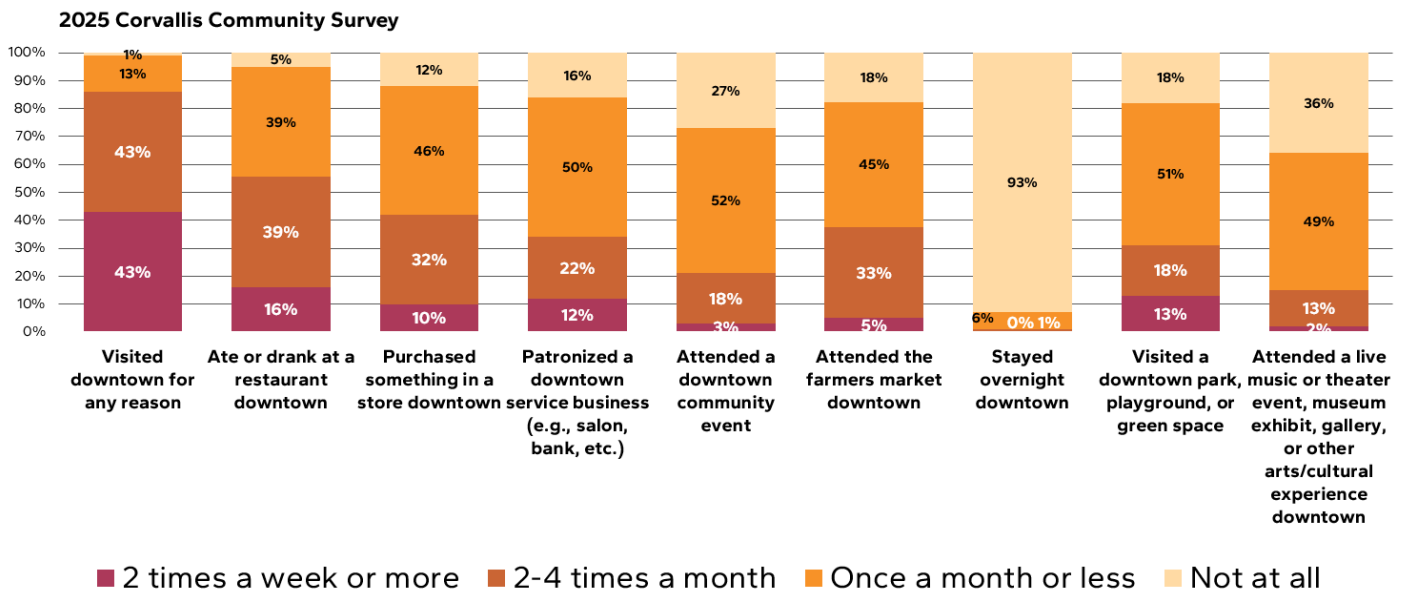
HIGHLIGHTS FROM SURVEY RESULTS

“HOW COMMUNITY MEMBERS ENGAGE WITH DOWNTOWN” SURVEY

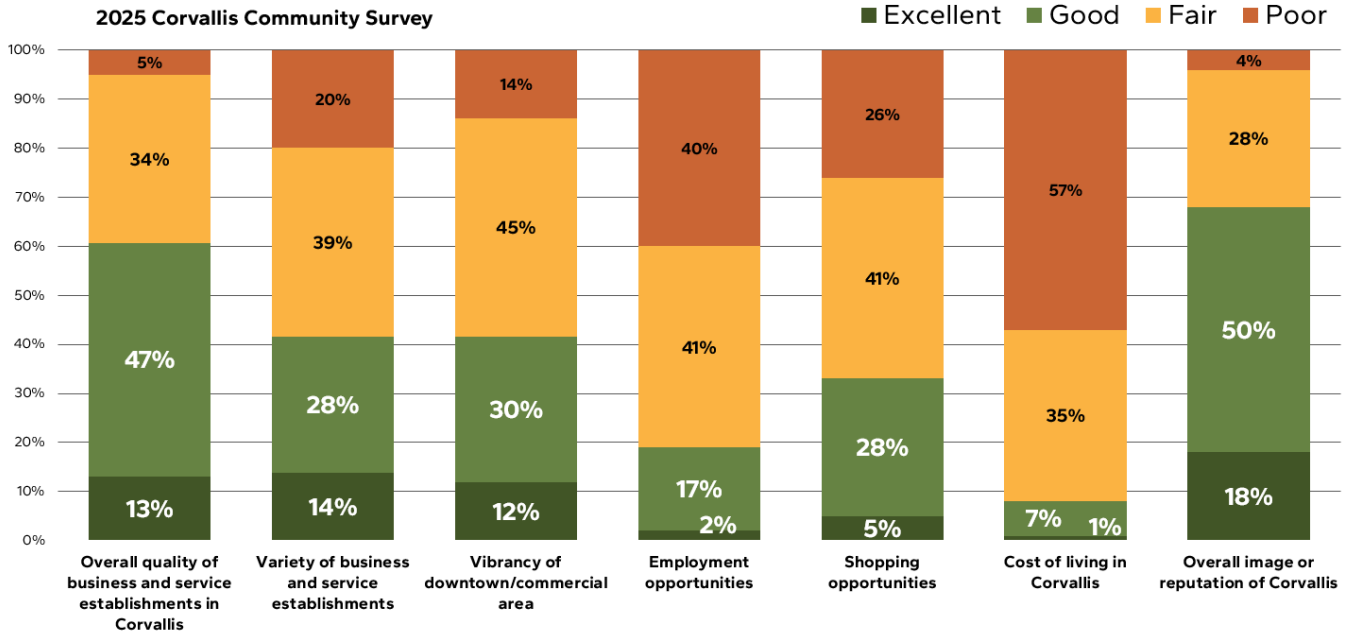
The Task Force had the opportunity to utilize community-wide, statistically valid data gathered from the City’s 2025 Corvallis Community Survey conducted in Fall 2025. The Task Force’s work was informed by several Community Survey questions that related to the community’s experience with downtown. In addition, the Task Force’s own webpage included a survey with the downtown-related questions from the Community Survey to enable more community members to weigh in on how they engage with downtown. Both of sets of surveys responses were used by the Task Force.

Highlights from the survey below include the Corvallis Community Survey results, and responses from all surveys used by the Task Force can be viewed [here](#).

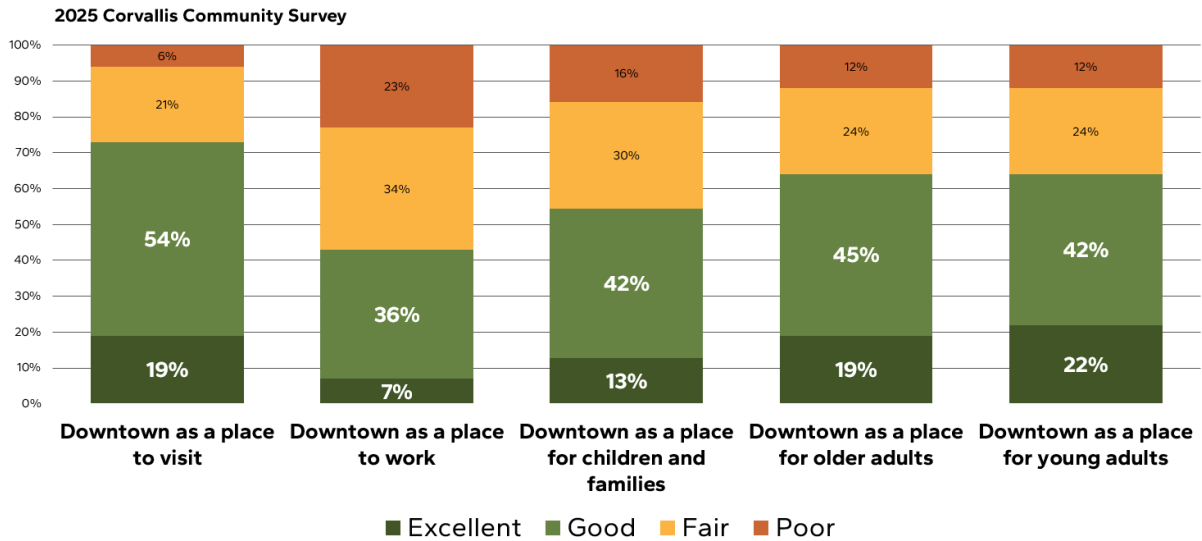
Q3. In the past 12 months, about how many times (if at all) have you or other household members done each of the following in downtown Corvallis?



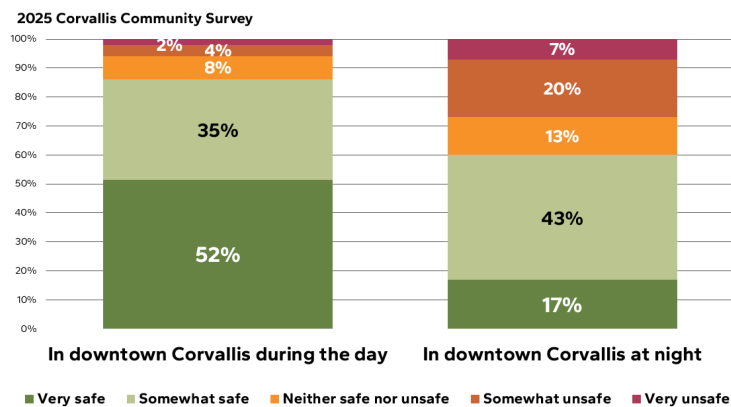
Q1. Please rate each of the following in the Corvallis community:



Q2. Please rate the following aspects of Corvallis' downtown.



Q4. Please rate how safe or unsafe you feel:



“DOWNTOWN VITALITY - PRIORITY ACTIONS” SURVEY

The Task Force conducted an online and in-person survey that sought community input on a preliminary list of 29 actions the Task Force developed to improve Downtown Corvallis. The Task Force asked what the top five actions were for respondents, and then it asked the respondents to rank those five choices. The Task Force also received results by how the respondents chose to identify themselves, including:

- I live downtown. (69 respondents)
- I work downtown. (282 respondents)
- I visit downtown. (1,454 respondents)
- I own a business downtown. (117 respondents)
- I own property downtown. (67 respondents)
- None of these. (36 respondents)

Full survey results including results by how respondents identified can be viewed [here](#).



Number of Respondent Rankings of Each Action - All Respondents (1,519)

Category	Action	1	2	3	4	5	Weighted Total Score*
Safety	Identify and address behavioral safety and social service gaps downtown to reduce harm, improve access to support, and enhance overall community wellbeing.	308	125	104	64	32	2,512
Economy	Develop and support strategies to reduce storefront vacancies.	152	127	159	122	93	2,082
Economy	Promote downtown as a compelling and welcoming destination to shop, dine, celebrate, experience history and culture, and engage in human connections.	138	114	110	73	60	1,682
Safety	Contribute to an attractive environment that encourages people to gather, shop, and take pride in the downtown community.	116	143	94	83	40	1,640
River Connections	Expand downtown’s connection to the Willamette River with improved viewing areas and improved recreational access to enable year-round engagement with the river.	66	81	116	123	197	1,445
Transportation	Emphasize downtown accessibility, walkability, and biking by providing safe corridors of travel.	90	70	66	78	61	1,145
Economy	Provide business friendly city policies and incentives, including tax incentives.	71	94	69	51	36	1,076
Safety	Invest in street, walkway, alley, and storefront lighting improvements.	83	80	51	38	29	993
Safety	Provide clean and safe public restrooms throughout downtown.	56	70	73	74	64	991
Housing	Emphasize diverse housing styles within downtown that serve a variety of income levels and needs.	50	60	65	80	59	904
Economy	Support start-up businesses and community events with simple and understandable processes.	37	62	76	64	40	829
Housing	Continue efforts by the city, state, and private developers to expand housing and housing options in existing and new downtown buildings.	34	55	58	75	50	764
River Connections	Support efforts that enhance river water quality and contribute to riverside natural habitat and vegetation.	37	51	43	66	104	754
Sustainability	Advance environmental and economic resilience through strategic investments, policies, and partnerships among utility service providers, property owners, and government by modernizing downtown's power infrastructure; expanding green en23.	40	54	42	60	50	712

Number of Respondent Rankings of Each Action - All Respondents (1,519)

Category	Action	1	2	3	4	5	Weighted Total Score*
Transportation	Improve and promote downtown access for all people and abilities by increasing signage and way-finding enhancements within downtown; providing wayfinding signage promoting downtown within nearby neighborhoods; expanding OSU’s scooter p16.	26	57	52	43	50	650
Safety	Address all downtown sidewalk safety hazards.	47	44	38	36	21	618
Safety	Enhance streetscapes by significantly improving landscaping and curb appeal amenities.	45	30	41	34	31	567
Transportation	Improve safety and travel comfort by improving pedestrian crossings at key 3rd and 4th street intersections with Jefferson, Madison, and Monroe avenues.	28	41	45	29	32	529
Economy	Promote opportunities to enjoy and explore civic and cultural spaces, restaurants, and events.	11	38	40	45	39	456
Public Spaces & Buildings	Retain and enhance municipal buildings, meeting facilities, staff, and services within the downtown area.	16	19	23	40	62	367
Brand Identify	Focus on marketing approaches that support steady economic development and draw investments to the downtown area.	11	19	22	39	44	319
Brand Identify	Differentiate and promote downtown Corvallis as a destination of choice for visitors by collaborating with businesses and cultural partners to provide compelling, memorable experiences.	13	16	29	29	43	317
Urban Renewal and Private Investment	Prioritize and complete a downtown urban renewal and tax increment financing feasibility study and report to the community.	22	12	15	28	22	281
Transportation	Emphasize collaboration and transportation investments by the state, county, and city to ensure transportation mobility and safe travel and support the regional and downtown economy.	7	21	26	30	20	277
Urban Renewal and Private Investment	Advance strategic private sector investments and leadership in downtown strategies and outcomes.	7	12	15	21	45	215
Brand Identify	Develop gateway signage leading into downtown.	1		6	9	16	57

*Weighted Total Score: Ranking 1=5 points; Ranking 2=4 points; Ranking 3=3 points; Ranking 4=2 points; Ranking 5=1 point multiplied by number of respondents.

EIGHT GOALS FOR ACHIEVING A THRIVING DOWNTOWN

After analyzing the community input and recommendations gathered, the list of 28 preliminary action items was revised based on all of the input received and organized into eight overarching goals reflecting community priorities and recommendations for “nurturing a thriving downtown as the hub and character of Corvallis.” The goals are listed in priority order based on community feedback:

- **Enhance downtown cleanliness and safety.**
- **Foster a vibrant and successful retail, service, office, and entertainment economy.**
- **Make connections to the Willamette River an integral part of downtown.**
- **Emphasize ease of access, walkability and accessibility within and to downtown.**
- **Provide housing opportunities that contribute to a vital downtown community.**
- **Invest in cultural and public spaces, and buildings and services that contribute to a successful and engaging downtown.**
- **Advance downtown’s structural, environmental and economic resilience through strategic investments, policies, and partnerships among utility service providers, property owners, and government.**
- **Develop and submit to voters an urban renewal plan, including a tax increment financing district, to provide funding support for invest in downtown improvements.**

IMPLEMENTATION ROADMAP

The Implementation Roadmap contained in this report provides a set of prioritized actions to contribute to achieving each of the eight goals.

These strategies and actions are recommended to take place in prioritized timing of:

- “NOW,” within the next 3 years.
- “NEXT,” within years 4-7.
- “LATER,” in years 8 and beyond.

These actions should serve as a guide that the City of Corvallis, other public and non-profit agencies, downtown businesses, organizations, property owners, community members and others can participate and invest in.

Adopting, following, collaborating in and investing in this recommended strategy, will successfully align opportunities, initiatives, services, enhancements, and development to achieve shared goals for Downtown Corvallis that not only will benefit Downtown, but the greater Corvallis community.

This vision for Downtown Corvallis will not be realized overnight or through a single keystone investment or activity, development, project or program. Rather, this roadmap is an evolution of many strategic programs, public and private investments, and community partnerships that will make the community’s vision for Downtown a reality.

DOWNTOWN VITALITY STRATEGY ROADMAP

Goals	Actions	Now 2026- 2029	Next 2030- 2033	Later 2034 & beyond	Partner(s)
GOAL: Enhance downtown cleanliness and safety.					
	1 Identify and address behavioral safety and social service gaps downtown to reduce harm, improve access to support, and enhance overall community wellbeing.	Now	Next	Later	Public, non-profit, public/non-profit
	2 Improve services to underserved and unhoused community residents.	Now	Next	Later	Public, non-profit, public/non-profit
	3 Engage in strategies to address community concerns and perceptions about behaviors being viewed as a safety issue.	Now	Next		Public, non-profit, public/non-profit
	4 Invest in street, walkway, alley, and storefront lighting improvements to contribute to a welcoming and well-lit environment for downtown visitors and employees.	Now			Public, private, public/private
	5 Provide clean and safe public restrooms throughout downtown.	Now	Next		Public
	6 Provide for expanded downtown clean-up services.	Now	Next		Public, private, non-profit

Goals	Actions	Now 2026- 2029	Next 2030- 2033	Later 2034 & beyond	Partner(s)
GOAL: Foster a vibrant and successful retail, service, office, and entertainment economy.					
1	Develop and support strategies to reduce storefront vacancies.	Now	Next		Public, private, non-profit; combined effort
2	Promote downtown Corvallis as a welcoming destination: <ul style="list-style-type: none"> - Offer vibrant, diverse and compelling retail, restaurant and entertainment activities and services for all ages. - Provide activities, events and retail spaces that attract families and young community members. - Serve as an entertainment center for all ages. - Offer diverse community and cultural activities. 	Now	Next		Public, private, non-profit; public/private; private/non-profit
3	Provide an attractive environment that encourages people to gather, shop and take pride in their downtown community: <ul style="list-style-type: none"> - Enhance and maintain attractive and appealing streetscapes by significantly improving landscaping and curb appeal amenities. - Provide and maintain attractive, appealing streetscapes. 	Now	Next		Public, private, non-profit; public/private; private/non-profit
4	Support start-up businesses and community events with simple and understandable processes.	Now	Next	Later	Public, non-profit; public/non-profit
5	Provide business friendly city policies and incentives, including tax incentives.	Now	Next		Public
6	Retain government and non-profit buildings, services, meeting spaces and employment downtown.	Now	Next		Public, non-profit; public/non-profit
7	Employ marketing approaches that support steady economic development and draw investments downtown.	Now	Next		Public, private, non-profit; public/private; private/non-profit
GOAL: Make connections to the Willamette River an integral part of downtown.					
1	Improve Willamette River viewing areas within the downtown area.	Now	Next		Public, private, non-profit
2	Improve recreational access to enable year-round engagement with the river.		Next	Later	Public
3	Support efforts that enhance river water quality and contribute to riverside natural habitat and vegetation. <ul style="list-style-type: none"> - Complement regional and state efforts that support Willamette River water quality and habitat goals. 	Now	Next	Later	Public
4	Develop the north riverfront park and boat launch.		Next	Later	Public

Goals	Actions	Now 2026- 2029	Next 2030- 2033	Later 2034 & beyond	Partner(s)
GOAL: Emphasize ease of access, walkability and accessibility within and to downtown.					
1	Emphasize downtown accessibility, walkability, and biking by providing safe corridors of travel:	Now	Next		Public
	- Improve and promote downtown access for all people and abilities.				
	- Complete missing segments of bicycle and pedestrian connections to downtown.				
	- Provide gateway and wayfinding signs to help bring community residents and visitors downtown.				
	- Increase signage and way-finding enhancements within downtown.				
2	Improve safety and travel comfort by improving pedestrian crossings at key 3rd and 4th street intersections with Jefferson, Madison, and Monroe avenues.	Now	Next	Later	Public
3	Emphasize collaboration and transportation investments by the state, county, and city to ensure transportation mobility and safe travel and support the regional and downtown economy.	Now	Next	Later	Public/private/non-profit
4	Expand OSU's scooter program to include downtown.		Next		Public, non-profit
5	Implement recommendations of the Downtown Parking Task Force.	Now	Next		Public
6	Launch a shuttle service serving downtown that links with the city transit center and offers access to parking facilities on both the north and south sides of downtown.		Next		Public
GOAL: Provide housing opportunities that contribute to a vital downtown community.					
1	Emphasize diverse housing styles within downtown that serve a variety of income levels and needs.	Now	Next	Later	Public, private; public/private
2	Continue efforts by the city, state, and private developers to expand housing and housing options in existing and new downtown buildings.	Now	Next	Later	Public, private; public/private
GOAL: Invest in cultural and public spaces, and buildings and services that contribute to a successful and engaging downtown.					
1	Retain, enhance and provide new municipal buildings, meeting facilities, and staffing services within the downtown area:	Now	Next	Later	Public
	- Construct a downtown Civic Campus that includes accessible indoor and outdoor public spaces within a new city hall and law enforcement facility.				
	- Support efforts by government and non-profit organizations to remain downtown.				
2	Showcase the arts, culture, and history.	Now	Next	Later	Public, private, non-profit
4	Expand downtown connections to Central Park.		Next	Later	Public
5	Enhance new and upgraded existing park features downtown.		Next	Later	Public

Goals	Actions	Now 2026- 2029	Next 2030- 2033	Later 2034 & beyond	Partner(s)
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GOAL: Advance downtown's structural, environmental and economic resilience through strategic investments, policies, and partnerships among utility service providers, property owners, and government.

1	Modernize the power infrastructure throughout downtown.	Now	Next		Public, private; public/private
2	Expand green energy solutions, such as solar energy panels and electric vehicle charging stations.		Next	Later	Public, private; public/private
3	Invest in prioritized resilient building infrastructure within downtown.		Next	Later	Public, private; public/private
4	Preserve and enhance downtown's historical connections while balancing redevelopment and new development:	Now	Next	Later	Public, private; public/private
	- Renovate and update existing buildings, as much as possible.				
	- Design and build new structures that complement downtown's goals, style and design.				

GOAL: Develop and submit to voters an urban renewal plan, including a tax increment financing (TIF) district, to invest in downtown improvements.

1	Propose keystone projects:	Now			Public, private, non-profit; public/private/non-profit
	- Riverfront enhancements, including the North Riverfront and existing riverfront within downtown.				
	- Streetscape improvements.				
	- Madison Avenue corridor and pedestrian improvements.				
	- City and franchise utility infrastructure improvements.				
	- Building façade improvements.				
	- Parking facility improvements.				
	- Downtown city facility improvements.				
	- ADA accessibility and building resiliency improvements.				
	- Active transportation and transit routes into and around downtown.				
	- Mixed-use housing & housing downtown.				