# SPECIAL CITY COUNCIL AGENDA
## Monday, February 24, 2014 – 9:00 A.M. – 3:30 P.M.
## Council Chambers

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The City Council of the City of Newport will hold a Special City Council meeting on Monday, February 24, 2014, at 9:00 A.M. The meeting will be held in the Council Chambers, City Hall, located at 169 S.W. Coast Highway, Newport, Oregon 97365. A copy of the agenda follows.

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired, or for other accommodations for persons with disabilities, should be made at least 48 hours in advance of the meeting to Peggy Hawker, City Recorder at 541.574.0613.

The City Council reserves the right to add or delete items as needed, change the order of the agenda, and discuss any other business deemed necessary at the time of the meeting.

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I. **Call to Order and Roll Call**

II. **Three Month City Attorney Contract Review as Provided for in Paragraph 6 of the Engagement Letter and Agreement (9:00 AM – 9:45 AM)**

III. **Goal Setting Session (9:45 AM – 3:30 PM)**

A. Overview by the City Manager

B. Review of Mission Statement

C. Departmental Presentations Including Status of the 2013-14 Goals
*(Presentation of 10 – 15 minutes each)*

1. Police Department – Mark Miranda
2. Fire Department – Phil Paige
3. Library – Ted Smith
4. Parks and Recreation – Jim Protiva
5. Community Development – Derrick Tokos
6. Public Works - Tim Gross
7. Finance – Bob Gazewood
8. Administration – Spencer Nebel

Noon Lunch

D. Review of the Infrastructure Task Force Recommendations

E. Review of Other Current Plans and Projects

F. Discussion of Community Visioning Process

G. City Council Identification and Discussion of New Goals for 2014-15 Fiscal Year.

H. City Council Prioritizes its Goals for the 2014-15 Fiscal Year

I. Public Comment

IV. Adjournment (estimated at 3:30 PM)

Spencer Nebel
City Manager
CITY OF NEWPORT
169 S.W. Coast Hwy.
Newport, OR 97365
s.nebel@newportoregon.gov

# MEMO

DATE: February 21, 2014

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: City Attorney Contract Review

Councilor Allen has requested that the agreement with City Attorney Rob Connell, Resolution No. 3624, and the "Best Practices: authority to Contact City Attorney" be included in the agenda materials for Monday, February 24, 2014 Special City Council meeting.

Respectfully Submitted,

Cindy Breves, Executive Assistant
for
Spencer R. Nebel, City Manager

**Law Office of Robert W. Connell**
**Attorney at Law**
(currently inactive with the Oregon State Bar)
418 S.W. 6th St.
Newport, Oregon 97365
Tel: 541 270-2401 Fax: 541 265-9558
mistervenetian@gmail.com

ENGAGEMENT LETTER AND AGREEMENT

Dear Mayor and Council:

The purpose of this letter is to memorialize the agreement between the City of Newport ("City") and Robert W. Connell, Attorney at Law ("Robert Connell" or "Mr. Connell") for City Attorney legal services ("Agreement"). The City has been advised that Robert Connell is currently inactive with the Oregon State Bar ("the Bar"), and has made application to the Bar to restore his active status to enable him to perform services under this Agreement.

This Agreement is effective upon signature by an authorized representative of the City, with legal services to commence December 1st, 2013, or upon Robert Connell's reinstatement to active status with the Oregon State Bar, whichever first occurs.

This Agreement expires at midnight on June 30th 2014, unless earlier terminated as set forth below, or in the event this Agreement is extended or renewed as set forth below.

The Law Office of Robert W. Connell appreciates being selected to perform General Counsel legal services as City Attorney, as more particularly described below:

1. Robert Connell is engaged to perform legal services for the City for the term described above in this Agreement, and as set forth below.

2. The parties recognize that the law firm Speer Hoyt, LLC, by and through its Local Government Law Group ("Speer Hoyt") has an agreement with the City for legal services, and that the services set forth in its Engagement Letter and Billing Procedure Memo shall continue according to its terms, and as that document may be amended from time to time.

3. With the addition of Robert Connell as City Attorney, Mr. Connell will perform the duties associated with the position of General Counsel, and is tasked with the coordination of legal services provided to the City by Speer Hoyt, and such other attorneys or law firms as the City may choose to retain from time to time, upon the recommendation of Mr. Connell.

4. Mr. Connell is engaged for ten (10) hours legal services per week, as set forth in Appendix A to the City's Request for Proposals for Legal Services, published August 22, 2013 ("RFP"). Appendix A is attached to this document. The ten hours work per week will be billed to the City at the rate of $175 per hour for Mr. Connell's time. In the event fewer than forty hours work are performed in any given month, the City will only be billed for the hours, and fractions of hours, for which work is actually performed. In the event more than forty hours of work are performed in any given month, the City will be billed for hours, and fractions of hours, for which work is actually performed.

5. Consistent with Appendix A to the RFP, the parties recognize that the coordination and other functions associated with being City Attorney and General Counsel may require reallocation of the hours anticipated to be performed in the service categories specified in Appendix A. Specifically, and with the concurrence of the City, it is anticipated that Mr. Connell's services as General Counsel may necessitate a reduction in the hours associated with attending City Council meetings. In such event, the parties will endeavor to anticipate legal issues which may arise in any such meetings, and to seek appropriate counsel prior to the scheduled meeting. In the event circumstances require, the City may require Mr. Connell's attendance at the meeting.

6. The parties agree to review and evaluate the number of hours necessary for Mr. Connell to perform General Counsel and other legal services at approximately three months following the inception of this Agreement. At that time, the parties shall consider the volume of work being performed (whether it is less than or exceeds the scheduled ten hours per week), the hourly rate associated with the work being performed (whether an adjustment raising or lowering the hourly rate is suitable under the circumstances at the time of the review), and the desirability of amending or extending this Agreement.

7. This Agreement may also be amended as mutually agreed between the parties in writing at any time, including extension or renewal upon the terms set forth in this Agreement, or upon such other terms which are agreeable to the parties.

8. The parties acknowledge that the General Counsel duties (including but not limited to coordinating legal services with the City's contract attorneys, as well as the Council, City Manager, Department Heads and staff), may require revision of Resolution No. 3624 (April 15, 2013). The parties shall meet from time to time to insure that the Resolution sets forth an effective and flexible model for ordering legal services, as well as providing for effective communication among the persons identified above. The City may amend the Resolution, after consultation with Mr. Connell, in the event changes to the Resolution are contemplated.

9. The City will be responsible for all costs incurred by Mr. Connell in the performance of his duties, including but not limited to document recording fees, filing fees, service fees, court reporter fees for depositions and hearings, court trial fees, and other necessary court and office costs. In the event travel expense is incurred by Mr. Connell in the performance of his duties, Mr. Connell shall be reimbursed at the then applicable IRS mileage rate, in addition to attorney's fees at 50% the rate specified above for the time devoted to travel.

10. Mr. Connell will not charge for basic computer research charges, phone charges (excluding long distance), and routine photocopy charges. As provided in the RFP, the City will make limited equipment, supplies, and copying services available as necessary. Depending on the legal matter, and at his discretion, Mr. Connell may engage the services of legal assistants at a rate not to exceed $50 per hour, and law clerks and paralegals at a rate not to exceed $75 per hour. These expenses shall be billed to the City on a monthly basis. In view of the relatively low number of legal services hours associated with this Agreement, the parties anticipate that these expenses will be the exception, rather than the rule.

11. Office bills for time expended on the City's behalf include time from initial consultation through the closing of the matter. Activities requiring the expenditure of time may include office conferences, telephone discussions, preparation and review of correspondence, document preparation and review, and any other services undertaken on the City's behalf by Mr. Connell.

12. Monthly statements will be provided to the City which will indicate the amount of time spent and the charge for services based on the then current rates. Upon receipt of the monthly statement, the amount billed is due and payable. If the outstanding balance is not paid within 60 days, interest at the rate of 9% per annum will be applied. In the event questions arise in connection with a monthly statement, the City is encouraged to contact Mr. Connell, and to resolve any

question or dispute within 30 days of receipt of the monthly statement. If no such contact is made, the statement will be deemed settled, and payment will be expected by the end of the 60 day period.

13. Mr. Connell is engaged as an independent contractor, and not as an employee of City. As such, Mr. Connell will be entitled to no benefits associated with employment, except as may be set forth herein.

14. This Agreement may be terminated by either party at any time by providing written notice to the other party, setting forth the effective date of termination.

15. In the event of a suit, action, or proceeding arising out of, or in connection with this Agreement, the prevailing party shall be entitled to its reasonable attorneys' fees and costs, whether at trial, or on appeal.

IT IS SO AGREED:

Robert Connell 10-15-13

Robert Connell Date

Sandra N. Rowmagoux 10-15-13

Mayor Date

Margaret M. Hawker 10/15/13

Attest: Date:

APPENDIX A

ESTIMATED MONTHLY PROPORTION
OF GENERAL LEGAL SERVICES TIME BY WORK AREA

| | |
|---|---|
| ATTENDANCE AT CITY COUNCIL MEETINGS | 55% |
| PREPARATION FOR CITY COUNCIL MEETINGS | 25% |
| CODE ENFORCEMENT AND MUNICIPAL COURT PROSECUTIONS | 10% |
| MISCELLANEOUS | 10% |

Note: The amount of time spent in the work areas may vary from month to month.

RESOLUTION NO. 3624

A RESOLUTION OF THE NEWPORT CITY COUNCIL
REPEALING RESOLUTION NO. 3562
ESTABLISHING A MODEL FOR
COMMUNICATION WITH THE CITY ATTORNEY

WHEREAS, the City of Newport has contracted with the Local Government Law Group, PC, (LGLG) to provide legal services for the city; and

WHEREAS, the City Council adopted Resolution No. 3562, establishing a model for communication with the City Attorney, on November 7, 2011; and

WHEREAS, the City Council wishes to revise the current model of communication with the City Attorney, and;

WHEREAS, the City Council has opted to adopt the practice of communication with the City Attorney through the "City Manager/Mayor Model" with flexibility to allow contact by the Council President and by individual Councilors regarding issues such as personal conflicts of interest, and other individual issues;"

THE CITY OF NEWPORT RESOLVES that communication with the City Attorney will be conducted under the "City Manager/Mayor Model," with flexibility to allow the Council President to contact the City Attorney and initiate legal services, and for individual Councilors to communicate with the City Attorney on issues such as personal conflicts of interest and other individual issues. Communication with the City Attorney by individual Councilors shall be authorized by the Mayor or the Council President with the exception of issues related to individual Councilors. Communication with the City Attorney by staff, other than the City Manager, shall only occur with the express permission of the City Manager.

THE CITY OF NEWPORT FURTHER RESOLVES that Resolution No. 3562 is hereby repealed in its entirety.

This resolution will become effective immediately upon passage.

Adopted by the Newport City Council on April 15, 2013.

Sandra Roumagoux

Sandra Roumagoux, Mayor

ATTEST:

Margaret M. Hawker

Margaret M. Hawker, City Recorder

Local Government Law Group PC
A Member of Speer Hoyt LLC

# Memo

**To:** **City of Newport City Council**

**From:** **Christy K. Monson, Interim City Attorney**

**Date:** **March 14, 2011**

**Re:** **Best Practices: Authority to Contact City Attorney**

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This memo is in response to a request from Mayor McConnell to summarize how different cities throughout Oregon delegate authority to initiate contact with their attorney. It's important to discuss this issue because a simple phone call to your attorney can trigger legal expenses. These expenses use public funds which, as you know, can only be used when a majority of your Council either: 1) votes to expend the money; or 2) delegates the authority to spend the money to a staff member or elected official.

Below I provide three options for your Council.

## City Manager Model

The most common way in which cities contact their attorney is through the City Manager Model. In this model, the City Council delegates the authority to contact your attorney to your City Manager. The City Manager is the only person allowed to initiate contact with the City Attorney. This model allows the City Manager to carefully monitor your legal bills and, more importantly, it allows him to serve as the central point of contact for all legal issues. This model has several benefits:

1. It prevents your City Attorney from getting conflicting facts. (This makes legal advice much easier to give because different sets of facts will generally change our legal opinion.)

2. It allows your City Manager to be the central point of communication regarding all significant City legal developments. This is important as it allows him to do his job efficiently and effectively.

3. As stated earlier, it allows your City Manager to maintain control over your legal bills.

Your Council should also consider the option of allowing your City Manager to determine, on a case-by-case basis and at his discretion, whether other staff members or Councilors should participate in City Attorney conversations or should be able to contact the City Attorney individually.

## City Manager/Mayor Model

The City Manager/Mayor Model allows *either* the City Manager or the Mayor to contact your City Attorney and initiate legal services. This model can come in handy when the City's legal concerns also have important policy impacts, involve the City Manager's performance, or involve particular members of the City Council.

If your Council chooses to utilize this model, I suggest that your City Manager and your Mayor come to a mutual understanding about when it is appropriate for the Mayor to contact legal counsel. They should also discuss what efforts they will take to keep each other informed of their conversations with your attorney.

## City Manager/City Council Model

This model allows the City Manager or any member of the City Council (including the Mayor) to contact your attorney. If your Council is considering adopting this model, it is important to have a written resolution specifically delegating to each City Councilor the authority to contact legal counsel. I also strongly suggest imposing a cap on the dollar amount that an individual Councilor may expend without seeking further permission from the City Manager.

The benefit of this model is that City Councilors develop a close working relationship with your City Attorney. The risks presented by this type of model include:

1. The City Attorney may be provided several different sets of facts from different people, which will raise your legal bills unnecessarily;

2. Increased costs for legal advice due to the additional phone calls;

3. Increased administrative burden tracking capped legal costs; and

4. Possible infringement into the City Manager's proper managerial role and increased difficulty in gathering needed information on critical issues.

## Conclusion

In conclusion, there are at least three ways to manage your relationship with your City Attorney. As you can see, all of them have their benefits and risks. Most Oregon cities follow the City Manager Model or the City Manager/Mayor model.

No matter which model you choose, it's beneficial for your Council to have a full discussion of the pros and cons. After you've chosen your model, I also recommend that you memorialize your choice in a writing of some sort, likely in a resolution.

Thank you for the opportunity to serve Newport. Please don't hesitate to call with any questions or concerns.

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Spencer Nebel
City Manager
CITY OF NEWPORT
169 S.W. Coast Hwy.
Newport, OR 97365
s.nebel@newportoregon.gov

DATE: February 20, 2014

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: 2014-15 Council Goal Setting Meeting

The Council Goal Setting meeting for the fiscal year that will begin July 1, 2014 and end on June 30, 2015 will take place on Monday,February 24, 2014 at 9:00 AM in the City Council Chambers.

## City Attorney Review of Agreement

The first order of business at the special meeting will be a review of the engagement letter and agreement between City Attorney Rob W. Connell and the City of Newport. As provided in Paragraph 6 of this agreement, this will be a three-month review of the volume of work being performed (as it relates to the scheduled 10 hours per week of work anticipated by the agreement), the hourly rate associated with this work, and any changes in the agreements terms or conditions.

## Goal Setting Session

The goal setting session for the City Council is anticipated to begin at 9:45 AM and should be concluded by 3:30 PM.

**Review of City Mission Statement:**
The City's mission statement is as follows:
"The City of Newport pledges to effectively manage essential community services for the well-being and public safety of residents and visitors. The City will encourage economic diversification, sustainable development, and livability."
Any goals suggested should further the overall mission for the City of Newport.

**Departmental Presentations:**
As previously discussed with the City Council, the first part of the day will be spent on hearing various departmental reports, including a description of the services and priorities of the each department or function, a status report on the goals that were identified for the current fiscal year as well as the longer term goals identified during the goal setting session from last year. I have asked the departments to limit their presentations to 10-15 minutes, to identify departmental goals for the fiscal year 2014-15, goals for two to five years out, and long-term goals that would take place in excess of five years for your review. The departmental reports are included in the goal setting

packet for your review. As we are reviewing those report, please feel free to interject any comments if there are any disagreements or concerns with any of the listed departmental goals.

**Lunch:**
A working lunch will be provided during the goal-setting session to maximize the use of our day to complete the goal-setting process.

**Review of the Infrastructure Task Force Recommendations:**
At the January 6, 2014 City Council meeting, the Council met in joint session with the Infrastructure Task Force to review the recommendations to address the City's long-term investment in providing adequate infrastructure for the citizens of Newport. A status report on city staff's efforts to address the recommendation is included with your background materials for the goal setting session.

**Review of Other Current Plans and Projects:**
Enclosed with the goal-setting packet are various summaries of plans and projects that have previously been done for the City of Newport. I believe it is important to have an understanding of the plans and ideas that have been forwarded for consideration in past years. This is particularly important for me as a new City Manager and for those council members that may not be aware of some the planning efforts that have taken place in the past. The review of these documents is important to identify potential future goals for the city to pursue in the next fiscal year and beyond. If there is any interest in pursuing aspects of these projects in the next fiscal year, this is a good opportunity to address those issues.

**A Discussion of Community Visioning Process:**
During my interview, and since initiating my employment with the City of Newport, I have heard from a number of citizens that Newport is lacking a common vision to guide the community as a whole in working towards long term direction, developments, initiatives, and other projects that will enhance the livability and sustainability of Newport. These issues go beyond the actual role of the city and include other public and private stakeholders of greater Newport. As I have reviewed this issue, I have discovered that a community visioning process was completed in February 2005. Also, the city has done a thorough job on comprehensive planning and initiating a thorough review of infrastructure needs. The Council may want to initiate a discussion with other stakeholders about conducting a broad-based greater community effort to provide guidance and create a vision that explores opportunities for a viable and growing Newport in years to come. This type of process typically goes well beyond the city itself and should include other major institutional players within this community as well as residents of the City of Newport. If there is concurrence about a long-term vision of where people want the City of Newport to be in 10 or 20 years, it empowers various stake holders within the community to work towards those long-term goals.

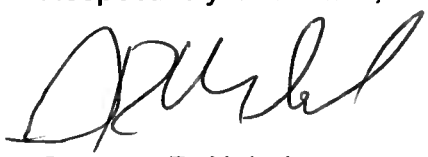
I have enclosed a copy of the Newport 2020 plan, which was an effort coordinated by the Greater Newport Chamber of Commerce, along with City and others, for your review. It may be time to encourage a community-wide discussion to determine those

areas in which there is consensus for the City of Newport to pursue some of the big ideas that can truly transform, enhance, and shape the future of this community. This may be something that is appropriate for the Council and the community to undertake during the 2014-15 fiscal year. If, on the other hand, the Council deems it better to focus on more immediate needs at this time, it could be an effort that the Council may want to pursue at a later time.

**City Council Goals for the 2014-15 Fiscal Year:**
One significant change that I am proposing for this year's goal-setting process is for the individual Council members to write down various ideas, thoughts, and potential goals that should be considered for this next fiscal year as we go through today's session. These items may build upon a departmental goal that is reviewed during the early part of the session. It maybe something that is triggered from the review of various plans and projects that have been contemplated by the city in the past, or it may relate to the operations, finances, or any other area within the realm of the City Council. Again, I would encourage the Council the jot down ideas and notes on the 5x8 cards that have been provided for you. Once this process has been completed, we will review the various suggestions for City Council goals and we will break those down into categories for ease of your review. I will then ask each Councilor to utilize a set of stickers to indicate which items are each Councilor's individual priorities. Those five or ten items that a majority of the Council select as priorities will be included in the draft report of the City Council goals for the 2014-15 fiscal year. These priorities will be identified in a draft report and we will request community input on the draft goals prior to bringing them back to the City Council for formal approval. Any public comments received on the goals will be forwarded to the Council as well. Prior to having the Council adopt the goals, we will provide a public input session at a regular City Council meeting. In future years, when we have more lead time, we can proceed with more public outreach earlier in this process.

As part of the proposed budget, I will provide a summary of how the proposed budget addresses the City Council goals that have been established for the coming fiscal year. As part of the budget review process, the Budget Committee will have the opportunity to modify any items that they feel should be addressed in some other fashion through the budget review process. I believe that the time we spend on this process on Monday will provide sufficient direction to me and the department heads in developing a proposed budget for the review of the budget committee for deliberation for the 2014-15 fiscal year budget.

Respectively Submitted,



Spencer R. Nebel
City Manager

Noble
Professional
Dedicated

Newport Police Department

# Memorandum

*One Team - One Future*

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**Date:** February 18, 2014

**To:** Spencer Nebel, City Manager

**From:** Mark J. Miranda, Chief of Police

**Subject:** Goal Setting Information

**Police Service Priorities**

The Newport Police Department has several service priorities:

1. Provide 24 hour – 7 day-a-week emergency response while maintaining current minimum staffing requirements.
2. Conduct investigations of crimes.
3. Provide administrative support and staff training so the above items can be carried out.
4. Be a resource for the community in all manner of topics and situations.

**Status of Goals from FY 13/14**

1. Complete Report Writing Manual – *This project is in process and is about 50% complete. It probably, however, may not be completed this fiscal year.*
2. Institute Explorer Program – *This is in-process. Announcements/invitations for the program have been posted at the High School. They are due back mid-March.*
3. Develop and maintain a funding source for instructor development – *This has not been accomplished. Funding sources for law enforcement needs are very rare or not within the scope of what we need.*
4. Reinstate Records Clerk position – *This has been accomplished with the hiring of Michael Herndon.*
5. Increase the number of Neighborhood Watch groups – *This has not been accomplished. Our Neighborhood Watch expert resigned from the Department and staffing levels have not let us to start this program up again.*
6. Conduct two crosswalk enforcement activities – *This has not been accomplished as yet. They are planned for spring and early summer.*
7. Conduct two distracted driver activities – *A distracted driver class was held at the High School for the student leadership. A distracted driver enforcement project was also conducted in the fall and another one will be conducted in the spring.*

8. Add another patrol officer – *Due to budgetary restrictions we were not able to accomplish this.*

Status of 2-5 year goals

1. Add School Resource Officer – *A request to have this added to the FY 14/15 budget has been submitted.*
2. Complete re-accreditation – *Re-accreditation is scheduled for early 2016. Constant review and required audits are being made to make sure we are keeping up with standards.*
3. Develop funding for decontamination of range – *Nothing has been completed on this goal as yet. Research is still being conducted.*
4. Restart reserve police program – *Due to staffing levels, nothing has been accomplished on this goal at this time.*

Status of 5 year+ goals

1. Replace canine vehicle – *It is not necessary to replace the canine at this time. However, a reserve fund has begun where every year we can add money so when it does become time to replace the vehicle we will have enough funding.*

Goals for FY 14/15

1. Prepare a monthly/bi-weekly article on traffic safety to local media
2. Send two officers to crime prevention school
3. Complete Report Writing Manual
4. Replace four (4) patrol cars to catch up replacement cycle and not purchasing patrol cars in FY 2010, 2012 and 2013.
5. Hire staff to fill vacant Criminal and Drug Detective positions.
6. Purchase fencing and equipment for installation of needed vehicle impound yard.
7. The firearms range building and land are in need of repair and upgrades to make more usable for tactical training.

2-5 year Goals

1. Add School Resource Officer
2. Complete re-accreditation
3. Develop funding for decontamination of range
4. Restart reserve police program
5. Replace canine vehicle
6. Replace Incident Response Vehicle
7. Hire staff for dedicated traffic position to meet the enforcement needs of increasing traffic demands.
8. Install security fence and gate around Police parking to protect Department owned cars and personnel.

9. Replace 25+ year old lockers in Department locker rooms to meet the storage needs of required equipment officers are issued and carry.
10. Replace canine vehicle

5 years or more Goals

1. Replace police facility

*Phil Paige, Fire Chief*
*Newport Fire Department*
*245 NW 10TH ST*
*Newport, Oregon 97365*

# MEMO

To: Spencer Nebel, City Manager

From: Phil Paige, Fire Chief

Subject: Goal Setting Information

Date: February 19, 2014

## Fire Department Priorities:

The Fire Department has four main priorities: 1) provide adequate well trained staff, and modern apparatus and equipment for emergency readiness and response, 2) provide administrative capabilities to plan for emergency needs and to optimize the efficiency and effectiveness of emergency resources in order to meet the "standard of cover" goals, 3) educate and prepare the public in order to prevent or minimize emergencies in the community, 4) provide a safe work environment for fire department personnel in the stations and during emergency incidents.

The Fire Department is a "combination" fire department, consisting of a mix of career and volunteer personnel. In meeting these priorities, fire department programs include recruitment and retention of volunteers, training for new recruits and ongoing training in firefighting and emergency medical techniques for all personnel, disaster preparedness activities, public education campaigns, fire inspections in commercial buildings, investigation of the cause and origin of fires, and a timely response capability with enough well trained personnel to deal with routine emergencies.

The following goals have been established as ongoing goals of the fire department:

- Continue to strengthen volunteer and paid staff relationships
- Improve volunteer recruitment and retention
- Improve training programs, officer development and succession planning
- Collaborate with other departments and agencies for improvements to service

## Status of Goals from FY 13-14

1. Reconfiguration of Agate Beach Station
   Some interior walls were removed and a second overhead door was installed enabling both a fire engine and a rescue unit to respond from this station. Computer

and phone service has been provided and the station now has four volunteers assigned, who respond from home to the station in the event of a call.

2. Evaluation, decision and implementation of collaboration plans
   The collaboration plan was evaluated, and a recommendation forwarded to Council for approval, and the Council decided that the "Central Coast Fire Authority" plan would not be implemented.
3. Evaluate options for EMS transport and decide whether or not to develop a fire-based EMS proposal
   A "fire-based" EMS transport system could provide additional funding for firefighter/EMS personnel, however, without the larger system that the Central Coast Fire Authority model would have provided, the fire department does not currently have the capacity to expand into this role within the framework of the current Ambulance Service area rules. We are working with the County Commissioners to modify the rules in the future.
4. Consider and/or Update Comprehensive Plan
   The fire department has developed a strategic plan and standard of cover goals. These have not formally been incorporated into the city comprehensive plan.
5. Work with OCCC and neighboring fire departments to bring Fire Science classes and degree program to Newport
   We were successful in getting the college to offer an EMT class and a basic fire science course. While the EMT class has been successful and continues, the fire science course was not able to draw the required number of students. Continued success will likely depend on the new affiliation of the college (no longer Clatsop).
6. Develop a balanced staffing plan to include career, volunteer and seasonal/part time personnel, based on Standard of Cover service level goals
   The current staffing model includes a combination of the above staffing types for optimal initial response, given current funding levels. We continue to monitor potential changes in IRS, PERS, and other regulatory rules that may have an effect on how we are able to compensate volunteers and the implications that changes may have with our staffing model.

## Status of 1-5 year goals

1. Implement recommendations from ESCI
   Some of the recommended partnerships and strategies for cooperative programs with neighboring departments have been implemented, such as a regional recruit academy and increased automatic aid agreements. However, as mentioned above, the larger combined administration structure is not being pursued at this time.
2. Develop a strategic plan
   The strategic plan has been developed, but should be reviewed and updated each year.

## Status of 5+ year goals

1. Implement strategic plan
   This is ongoing.

## Goals for FY 14-15

1. Reevaluate the volunteer compensation package to aid in the retention of volunteers and insure that we meet all applicable rules.
2. Reevaluation of collaboration plans and options for future fire-based EMS transport.
3. Transition to new Fire Chief and fill vacant position. Staff two positions M-F (training officer and fire prevention officer on a 40 hr. schedule) and provide relief staffing on occasion.
4. Continue to work closely with OCCC and neighboring fire departments to bring Fire Science classes and degree program to Newport.
5. Develop a balanced staffing plan that will gradually increase career, volunteer and seasonal/part time personnel, based on Standard of Cover service level goals.
6. Conduct a seismic feasibility study of Station 3200, and plan for retrofit or replacement.
7. Repair the burn tower, demolish the old wastewater building and repave the drill ground.
8. Replace one fire Engine and continue to contribute to the fire department capital replacement reserve fund for future apparatus replacement.

## 1-5 Year Goals

1. Continue to implement recommendations from ESCI.
2. Increase career staffing levels to enable 24/7 staffing with at least three personnel at the main station (Sta. 3200) and two personnel at the South Beach Station (Sta. 3300).
3. Further remodel the Agate Beach Station (Sta. 3400) to add a kitchen, shower and bunk facilities to allow for future staffing.
4. Add a portable classroom building at the training facility.
5. Replace two fire engines, two rescue units and add one staff vehicle.
6. Conduct an annual review and update of the fire department strategic plan.

## 5 years or more

1. Build new main fire station within 1/4mile of City Hall for optimum response time performance.
2. Provide part-time seasonal staffing from the Agate Beach Fire Station (Sta. 3400).
3. Remodel and expansion of the South Beach Fire Station (Sta. 3300).
4. Fully fund the fire department apparatus replacement reserve fund.

M E M O

To: Spencer Nebel, City Manager

From: Ted Smith, Library Director

Subject: Goal Setting Information

Date: February 6, 2014

**Library Service Priorities:**
The Library has five main priorities: 1) create young readers/learners, 2) provide online connectivity and create opportunity for citizens to learn how to determine "good" information from "bad" information when using the internet (information literacy), 3) provide a collection of materials in all formats (print, DVD, CD, digital, etc.) that help citizens fulfill their life-long learning needs and stimulate their imagination, 5) provide a clean, comfortable, and safe environment for patrons and staff. The Library is the City's living room. It is a place many people choose to visit when they are not at work, or at home.

In meeting these priorities, library staff regularly present programs, both in the library and out in the greater community. This includes regular visits to schools, preschools, the juvenile detention center, senior centers, the rehabilitation center and private homes. An ongoing series of book discussions, computer classes, author presentations and writing classes are provided. In addition, many one-on-one computer tutorials are conducted almost daily at the library.

**Status of Goals from FY 13-14**

1. Conduct Library Needs Analysis
   This study was begun in January 2014. Some focus group, and planning meetings have already taken place and more are scheduled throughout the month of February. The process will be completed by March 25. A presentation of findings will be scheduled for the City Council sometime after that.
2. Install four security cameras
   This has been accomplished. The library now has 8 security cameras. More will be added in FY 14-15.
3. Install public address system. This has been accomplished.
4. Replace meeting room tables
   This has been accomplished. These are lightweight tables and our patrons have appreciated the ease with which they can be set up and taken down.
5. Install large flat screen television and sound system in meeting room

This has not been done and won't be accomplished this year because there is not currently a flat screen television of sufficient size (100 inches diagonally) available at this time.

6. Paint library
   This has not been done because the Library Needs Analysis includes an interior decorating component and the results of that analysis, and any recommendations for color schemes are not yet available.
7. Continue to upgrade landscaping and overall appearance of library grounds
   This is a continuing project. A local yard maintenance business keep the grounds and Literacy Park in good shape. Staff spend time each day picking up trash, cigarette butts and storm debris from our parking lot and grounds.
8. Replace aging computers at circulation desk
   This has been accomplished. The IT Department installed three recycled computers that came off line from other departments within the City. These recycled computers are sufficient for the needs at the circulation desk.

**Status of 1-5 year goals**

1. Purchase computer carrels for internet, word processing and children's area
   This has not been accomplished, but is still a future goal. No funding was made available to purchase carrels. The Library Needs Analysis will address this issue.
2. Replace all upholstered seating
   This was not accomplished, but is still a future goal. No funding was made available to get furniture reupholstered. The Library Needs Analysis will address this issue.
3. Purchase Radio Frequency Identification (RFID) security system
   This was not accomplished, but is still a future goal. No funding was made available and a joint purchase with two other libraries is being discussed which will bring the overall costs down significantly. There will be a proposal in FY 15-16 for this.

**Status of 5+ year goal**

1. Expand or relocate library
   The Library Needs Analysis will address this issue. It will continue to be a 5+ year goal.

**Goals for FY 14-15**

1. Continue to meet the service priorities of the library's mission.
2. Install four more security cameras.
3. Accomplish short term makeover goals identified in the Library Needs Analysis. The library will need new paint, carpet, computer carrels, refinished desks/chairs and reupholstered seating. These items have all been identified and listed as priorities in the yet to be completed Library Needs Analysis.
4. Install large screen television in library foyer that scrolls through list of library and city events and breaking news.
5. Move two staff offices from lower level to upper level, creating a second small meeting room for patrons downstairs.

**1-5 Year Goals**

1. Continue to work on items identified in the Library Needs Analysis which may include: moving the circulation desk, relocating the teen area, adding additional seating

throughout the library. These are the preliminary thoughts of the consultants working on the Library Needs Analysis.
2. Partner with other Oceanbooks Consortium libraries for the joint purchase of Radio Frequency Identification (RFID) security system.

**5 years or more**

1. Build new library

**MEMO**

**To:** Spencer Nebel, City Manager

**FROM:** Jim Protiva, Parks and Recreation Director

**Subject:** Goal setting information

**Date:** February 21, 2014

**Parks and Recreation Service Priorities:**

The Parks and Recreation Department exists to help meet the recreation needs of residents and guests by providing quality facilities, trails, fields and open space. We strive to offer a variety of activities and environments that allow for personal, social, and economic benefits that are open to all people. We accomplish this by identifying specific activities, user groups, desired facilities and equipment than remove as many barriers to participation as possible. Our Municipal Pool provides the aquatic component of exercise, therapy, education, recreation and safety. The 60+ Center (Senior Center) provides components of physical, mental, social and health benefits targeted at maturing adults. The Recreation Center is the community resource for most activities indoors and protected from the elements. Available to all ages and family friendly, this facility boasts meeting rooms, open courts, cardio areas, track, childcare, dance studio, kitchen and programs to match each area and then some. The Park system provides for both passive and active recreation with playgrounds, sport specific fields and courts, benches, trails and wilderness experiences. The department is also the catalyst and host for many community based events that draw visitors from all over the region to participate, view, cheer and experience all that Newport and the surrounding lands have to offer.

In meeting these priorities, the Park and Recreation Staff is present and professional in service delivery at each facility, program, event, class or open passive space (excluding parks obviously). We create the reason, provide the venue, host the activity, drive the van, hold the hand, serve the snacks and sometimes dry the tears. For many, recreation is the recharging station that puts life and energy back into our bodies so that we can feel good about getting up and doing it all over again tomorrow.

We do this with great pride seven days a week, we struggle with mechanical failures, personalities and weather 24 hours a day.

**Status of Goals from FY 13-14**

A. Consideration of new aquatic facility – time and funding; location and scope.

   This goal was accomplish by developing a conceptual design, establishing a construction budget, asking the public for a GOB in November and planning the details at current.

B. Painting of pool floor and perimeter deck of current pool.

This goal was accomplished in March due to drain failure and replacement, the bottom of the pool was repaired and painted in that process

C. Tree City USA – take important next step of mapping and inventory, and development of standards and restrictions.

This goal is in progress, while some elements have been identified, additional work is required. This did not affect the recertifying process for TSU 2014, we have accomplished that.

D. Park Master Plan update and strategic property identification (trails, open space, wetlands).

This goal has not been accomplished. There is currently no budget for this work.

E. Update the CIP for equipment, vehicles, and furniture.

This goal has been accomplished, but is ongoing.

F. Continue and create new special events that draw athletes and spectators alike.

This goal has been accomplished, however, staff continues to explore opportunities

G. Explore the functional number of members of the Parks and Recreation Advisory Committee and potentially reduce the membership.

This goal has been accomplished. We now have 11 positions and it appears to be appropriate.

H. Community-wide wellness support through employee programs; availability of mapping with trail and bike routes; and health events that demonstrate support by elected officials.

This status of this goal is unknown at this time.

I. Identify which programs are cost effective.

This goal is not fully obtainable. When staff attempted to perform this analysis, many more unanswerable questions arose. This indicates that the goal is not specific enough and “effective” was not defined. Ultimately the data on this goal was used to further discussion on our mission and to refocus our resources and prioritize how we can deliver services.

**Goals for FY 14-15**

A. Continue to meet the service priorities of the Park and Recreation Departments mission
B. Complete design and planning of new aquatic facility
C. Begin a integration strategy for the Recreation Center and new Aquatic facility
D. Develop strategic partnerships with organizations with parallel interests (ex. OCCF)
E. Prospect for organizations that could hold regional meets at our facilities, thus expanding our rental opportunities for Rec Center and eventually the new pool
F. Work with the Friends of the Park and Recreation Department to build fiscal reserves

**2-5 Year Goals**

A. Complete and open the new aquatic center
B. Participate in the solution for Parking at the City Hall Campus
C. Complete a comprehensive update of the Park Master Plan

**5 Years and More Goals**

A. Acquire strategic property for the purpose of advancing the Park Master Plan
B. Creation of a National attention garnering event (ex. Marathon, Big Wave Surfing)

# City of Newport

**Community Development Department**

# Memorandum

To: Spencer Nebel, City Manager

From: Derrick Tokos, Community Development Director

Date: February 21, 2014

Re: FY 14/15 Goal Setting Information

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**SERVICE PRIORITIES**

The Community Development Department is responsible for administering the city's land use planning, building services and urban renewal programs, with an emphasis on providing clear, courteous, and consistent service to the Council, Planning Commission, and public. Service priorities for each of these programs are as follows:

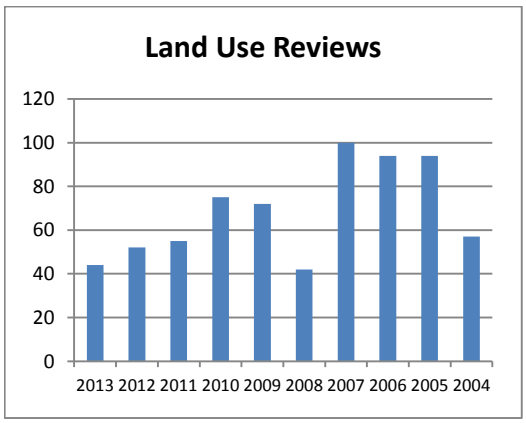
Land Use Planning – Assist the citizenry in planning for, and facilitating future growth of the community; evaluate development projects to ensure that they meet city and state land use requirements; respond to customers with planning and zoning questions; and work with constituents to resolve code enforcement issues.

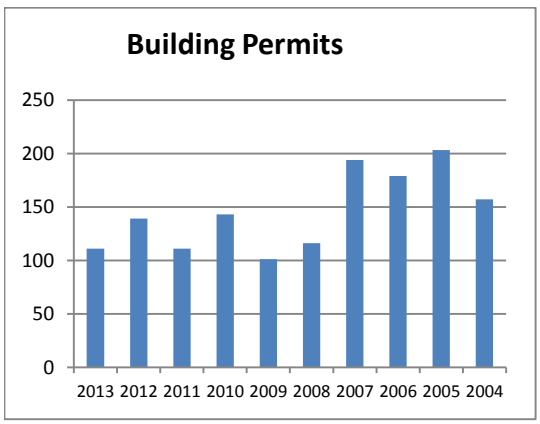
Building Services – Review and approve building plans; update building codes and system development charges to comply with state law and local policy; issue electrical and plumbing permits; respond to customers with building questions; and conduct building inspections.

Urban Renewal – In consultation with the Urban Renewal Agency, implement and refine, as needed, projects identified in the South Beach Urban Renewal Plan. Project implementation is scheduled to run through 2020, at which point the primary focus will turn to debt retirement. The District is anticipated to close on 12/31/27.

The following is a list of permit traffic for the last couple of years, a ten year trend for land use and building permits, and a brief summary of progress on FY 13-14 and future goals. This information may provide helpful "context" to the Council as it considers goals for FY 14-15, 2-5 years, or beyond 5 years.

| | Building Permits | Electrical Permits | Plumbing Permits | Construction Value | Land Use Actions |
|---|---|---|---|---|---|
| 2012 | 139<br>($132,044.79) | 260<br>($31,373.19) | 62<br>($14,419.56) | $16,103,755 | 52<br>($24,583.00) |
| 2013 | 111<br>($68,843.48) | 258<br>($28,809.30) | 61<br>($12,220.12) | $8,131,772 | 44<br>($11,979.00) |



Building activity has been slow on the residential side, with ten (10) new single-family starts in calendar year 2013 and fourteen (14) new single-family starts in each of the previous two years. This is as compared to an average of 64 a year during the peak period of 2005-2007. Institutional investments have been steady with the NOAA Pacific Marine Operations Center, Aquarium Science Center, Port Terminal, Lincoln County School District, and Lincoln County facility upgrades occurring over the last three years. This trend should continue with the OMSI development and planned hospital expansion, which may start in the next couple of years. Commercial investments have also been steady with the remodel of the Walmart, Fred Meyer, and Safeway stores over the last couple of years and construction of the new Walgreens and Umpqua Bank buildings. This should continue with O'Reilly Auto Parts and the Teevin Bros. log exporting operation planning to break ground this spring.

**ONGOING GOALS**

A. *Maintain and implement economic development strategies*

B. *Involve citizens in every aspect of planning*

**FISCAL YEAR 2013-2014 GOALS**

A. *Complete Reservoir Urban Growth Boundary Expansion*

Goal met. The expansion proposal was approved by the City Council on 5/6/13 and was forwarded to the County for its review and approval. The County Planning Commission held a hearing on the UGB expansion on 7/22/13 and recommended unanimously that it be approved by the Board of County Commissioners. A Board of Commissioners meeting is scheduled for mid-March. DLCD will acknowledge the amendment within 2-4 weeks following the County's decision.

B. *Initiate annexation of reservoir properties*

On target for being completed this fiscal year. Annexation cannot occur until UGB expansion is complete. City Council must initiate process. Likely to be scheduled for Council consideration in March or April.

C. *Begin Implementation of Land Bank Concept for Workforce Housing*

Goal met. Draft agreement between the City, Lincoln Community Land Trust, and Community Service Consortium to construct six workforce housing units over the next five years was vetted with policymakers at several meetings. Council tabled the agreement on 9/3/13, pending receipt of additional information about whether or not a broader, countywide effort might be a viable alternative. A Lincoln County Housing Forum was held on 10/24/13. The concept of a broader City/County coalition to fund the construction of workforce housing units was explored at that meeting and is being further developed for presentation to the Council as part of the upcoming budget discussion.

D. *Complete Phase I - Safe Haven Hill Supplemental Geotech/Benefit Cost Analysis*

Goal met. FEMA funded Phase 1 scope of work, including supplemental geotechnical and benefit-cost analysis, were completed in December of 2013. The studies concluded that Safe Haven Hill is a viable tsunami assembly area in the event of a near shore Cascadia event and that planned improvements to the assembly area are critical in order to minimize loss of life.

E. *Leverage URA funds to acquire needed rights-of-way in South Beach*

Goal met. Rights-of-way for SW Abalone, SW 30th Street and SW 35th Street (west of US 101) should be acquired by the end of fiscal year. Additional rights-of-way SW 35th Street east of US 101, Ferry Slip Road and SE 62nd Street are targets for acquisition next fiscal year.

F. *Initiate code updates relating to accessory units and park models*

Goal met. Changes adopted by the City Council in September of 2013 with Ordinance No. 2059.

G. *Develop annexation strategy for South Beach industrial areas*

Work has not yet started. It might be best for this discussion to be deferred to next fiscal year so as to avoid confusion (from a property owner's perspective) with the effort to facilitate the withdrawal of properties from the Seal Rock Water District where those properties are no longer receiving service from the district.

H. *Prepare initial concepts for new north side Urban Renewal District (bridge to Wal-Mart)*

Goal met. Initial concepts for the creation of a new urban renewal district have been drafted and vetted by the Planning Commission. The City has retained the services of the consulting firm ECONorthwest to review the concepts and assess their viability. That feasibility analysis should be complete by the end of the fiscal year.

I. *Conduct periodic review of the Nye Beach Design Review Overlay and determine if changes are needed*

Goal met. City Council held the required 10-year review hearing in December of 2013 and, after taking public testimony, determined that changes are needed. The matter was directed to the Planning Commission, who is putting together an Ad-Hoc Work Group to prepare the amendments. The work group will begin meeting in March.

J. *Initiate pre-planning with ODOT for Yaquina Bay Bridge*

Goal met. City and County staff and elected officials have coordinated with ODOT to develop a scope of services for the data and base line modeling that the consultants will develop. Counters were placed to collect traffic data, and a framework has been put in place for how the modeling will be performed. Consultant is preparing initial 20-year growth assumptions, which should be available for review in the spring.

**2 – 5 YEAR GOALS**

A. *Track organizational structure of Community Development Department*

This is an ongoing goal, given that two of the Department's four staff members are working past typical retirement age and should one or both choose to retire, it is important that the Department have in place a plan for ensuring continuity of service. Filling the vacant Senior Planner position this upcoming fiscal year is part of that plan, as is reserving funds in the Building Department budget to hire a full-time Building Official should the need arise.

B. *Update LID ordinances to include public input*

City Attorney has prepared a draft set of technical updates; however, the city has an opportunity to pursue Transportation Growth Management Funds from the state to better integrate the LID code with its transportation and zoning standards. Seeking those funding opportunities should be a FY 14-15 priority.

C. *Adopt storm drainage and erosion control standards for new development*

The policy framework for developing these standards will come out of the storm drainage and sewer master planning efforts, both of which should be substantially complete next fiscal year. That would then put this work out about 2-years.

D. *Initiate process of forming a new north side URA district with support of affected taxing entities*

The feasibility study phase should wrap up this spring so it is reasonable to expect that the decision making process on whether or not to move ahead with forming a district could happen next year.

E. *Initiate Phase II URA borrowing and work with Public Works to plan for and implement of priority projects*

The Urban Renewal Agency is in a position to initiate the Phase II borrow and may want to sequence its borrowing across the next couple of fiscal years.

F. *Work with ODOT to complete preliminary planning for Replacement of the Yaquina Bay Bridge and related studies*

Base line modeling work, which constitutes the "preliminary planning phase," should be completed by the end of the calendar year. This project is funded by ODOT Region 2 to the tune of about $150,000.

G. *Complete any recommended changes to the Nye Beach Design Review overlay*

It is reasonable to expect that this work will be completed in FY 14-15.

H. *Wrap up inventory of property assets, agreements, leases and franchises and develop strategies for property acquisitions and sales of city assets*

Inventory work is largely complete and records organized, so the City is now in a position where is can begin to develop strategies for property acquisitions and sales.

I. *Coordinate with the state and FEMA on floodplain and wetland regulatory mandates*

With the new, significant changes to federal policy on flood insurance rates and new inundation maps that FEMA is developing, the City may want to explore whether or not it should participate in the Community Rating System to reduce the financial impacts to property owners.

J. *Move Forward with Phase II Safe haven Hill work if supported by Phase I assessment*

OEM is coordinating with FEMA on a Phase 2 grant for construction work. FEMA has been noncommittal on when the grant will be issued although the funding has been secured. Construction of the sidewalk, trail, staircase, and lighting improvements is estimated to be roughly $650,000. FEMA will cover 75% of the cost with the local match coming from budgeted Urban Renewal funds.

K. *Coordinate with Public Works initiation of grant funded capital projects, including the Agate Beach Wayside Improvements and US 101*

This is an ongoing goal. A request for proposals is out for design services, and it is reasonable to expect that preliminary engineering will be completed in FY 14-15.

L. *Work with the Park and Recreation Department to update the city's 1993 Park System Master Plan*

No funds were budgeted for this purpose in FY 13-14. This should be a priority for FY 14-15.

**GOALS FOR FY 14-15**

A. Incorporate storm drainage and sewer master plans into the Public Facilities Element of the Newport Comprehensive Plan.

B. Coordinate with the Public Works Department on initiating amendments to the Airport Master Plan.

C. Initiate substantial amendment to System Development Charge methodology to reflect projects from the storm drainage, sewer, and airport master plan updates and ensure that the credit system is equitable.

D. Complete annexation of the reservoir properties and jurisdictional transfer of Big Creek Road.

E. Develop strategies for strategic property acquisition and sale of city assets.

F. Coordinate with the Finance Department to institute credit/debit card payment of land use and building fees.

G. Secure agreement on multi-jurisdictional partnership to facilitate development of workforce housing.

H. Leverage URA funds to acquire needed rights-of-way in South Beach.

I. Complete the design of the SW 30th Street and SW Abalone Street extensions.

J. Move forward with Phase II of the Safe Haven Hill tsunami evacuation route improvements.

K. Initiate Phase II South Beach Urban Renewal Plan borrowing to support priority projects.

L. Initiate process of forming a new north side Urban Renewal District (if determined to be feasible).

M. Coordinate with the Seal Rock Water District and affected property owners to resolve the circumstances where landowners are being taxed for district water service they are no longer receiving.

N. Seek grant funding for technical assistance to update the City's LID ordinance and better integrate it with the City's transportation and land use requirements.

O. Assist ODOT and its consultants in completing the base line modelling "preliminary planning" for Replacement of the Yaquina Bay Bridge.

P. Identify and initiate targeted amendments to the business license code and related provisions of the Municipal Code in consultation with the Finance Department.

Q. Complete recommended changes to the Nye Beach Design Review Overlay.

**2 – 5 YEAR GOALS**

A. Develop annexation strategy for South Beach industrial areas.

B. Track organizational structure of Community Development Department.

C. Complete Phase II South Beach Urban Renewal Plan borrowing to support priority projects.

D. Implement strategies for strategic property acquisitions and sale of city assets.

E. Coordinate with the state and FEMA on floodplain and wetland regulatory mandates.

F. Begin to implement new north side Urban Renewal District (if determined to be feasible).

G. Implement multi-jurisdictional partnership to facilitate development of workforce housing.

H. Coordinate with Public Works and OMSI on the construction of SW 30th Street and SW Abalone Street improvements.

I. Integrate the City's LID ordinance with City's transportation and land use requirements.

J. Adopt storm drainage and erosion control standards for new development.

K. Initiate community engagement on forming an LID to supplement URA funding for street improvements in the Coho/Brant neighborhood.

L. Facilitate design and construction of Ferry Slip Road improvements to coincide with ODOT construction of the SW 35th Street Intersection project.

M. Seek state matching funds for Phase III South Beach Urban Renewal Plan projects.

N. Complete improvements to Safe Haven Hill tsunami assembly area.

O. Coordinate with ODOT on alternatives analysis for replacement of the Yaquina Bay Bridge.

P. Provide staff support to Bayfront, Nye Beach, and City Center parking districts and assist in updating the district ordinances, as needed.

Q. Assess opportunities to implement e-permitting to streamline building services.

R. Work with the Parks and Recreation Department to update the City's 1993 Park System Master Plan.

**City of Newport**
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http://www.thecityofnewport.net/

# Memo

**To:** Spencer Nebel, City Manager

**From:** Timothy Gross, Director of Public Works/City Engineer

**Date:** 2/21/2014

**RE:** GOAL SETTING INFORMATION – FACILITIES AND PARK MAINTENANCE

---

**SERVICE PRIORITIES**

**STATUS OF GOALS FROM FY13-14**

Ongoing Goals

A. Develop and implement a comprehensive facility maintenance and staffing plan.+
*Ongoing*

B. Develop and implement a comprehensive parks maintenance and staffing strategy.
*Ongoing*

C. Increase utility efficiency in city parks and buildings.
*Switching out many of the exterior yard lights to LED fixtures. Identifying and replacing aging HVAC units with more efficient units. (Heater at the pool)*

D. Develop in-house custodial services.
*Staff have developed a plan to bring custodial services for the City Shops and the exterior bathroom facilities in-house. The plan is currently under review by the City Manager. As the process is refined, additional facilities can be brought in house in the future.*

1 – 5 Year Goals

None

**GOALS FOR FY14-15**

**2-5 YEAR GOALS**

A. Continue to develop in-house Custodial Services

B. Conduct a Facilities assessment and maintenance plan to assist in adequately funding Facilities and to be able to conduct preventive maintenance in a timely fashion.
C. Conduct a Park assessment and maintenance plan to assist in adequately funding Park repairs and to be able to conduct preventive maintenance in a timely fashion.
D. Add an additional Park Maintenance staff member.

**5 YEARS OR MORE GOALS**

A. Build a Park Maintenance building

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# Memo

**To:** Spencer Nebel, City Manager

**From:** Timothy Gross, Director of Public Works/City Engineer

**Date:** 2/21/2014

**RE:** GOAL SETTING INFORMATION – STORMWATER

---

**SERVICE PRIORITIES**
Stormwater is a division of the Streets Department. The primary service priorities for the Stormwater Division are to provide adequate drainage of City streets and drainage ways to prevent local flooding thereby protecting life, promoting safety, and protecting residents and businesses from property damage. Furthermore the Stormwater Division protects the receiving waters of the storm sewer system by adequately maintaining and cleaning stormwater infrastructure.

**STATUS OF GOALS FROM FY13-14**

Ongoing Goals

A. Participate in emergency response committee planning process.
*City staff are developing an accurate and interactive stormwater system map that will allow emergency responders to identify where storm sewer system discharge so illicit spills can be controlled before discharge to the receiving waters. This map should be available in GIS this coming year.*

B. Consider funding sources for stormwater improvement projects.
*City staff have been working with Chase Park Grants and the DEQ to acquire a non-point State Revolving Loan Fund loan to repair the failing storm sewer system along Bay Boulevard and Fogarty Street.*

C. Continue to identify cross-connections and pollution sources.
*In FY13/14 City staff conducted a smoke testing program to identify cross connections between the wastewater and stormwater systems. This program has generated a map of several locations where problems exist. The FY14/15 CIP will identify projects to address some of these problems. The City unsuccessfully applied for a DEQ 319 grant for $65,000 this past year to assist with the financing of this project.*

D. Plan for NPDES requirement (illicit discharges) legislative control of stormwater system.
*City staff have been occasionally participating and regularly monitoring the development of the Coastal TMDL (Total Maximum Daily Load) process which will place load restrictions on*

*stormwater discharged from the City's storm sewer system. The City has also been developing the programmatic components required as part of an NPDES permit including infrastructure mapping, structural BMP's, cross-connection identification and elimination programs.*

### 1 – 5 Year Goals

A. Develop Stormwater Master Plan.
*The City is under contract with Civil West Engineering services who are currently working on a Stormwater System Master Plan for the City. The Plan should be complete sometime this coming year.*

## GOALS FOR FY14-15

### 2-5 YEAR GOALS

A. Participate in emergency response committee planning process.
B. Consider funding sources for stormwater improvement projects.
C. Continue to identify cross-connections and pollution sources.
D. Plan for NPDES requirement (illicit discharges) legislative control of stormwater system.
E. Develop Stormwater Master Plan.

### 5 YEARS OR MORE GOALS

A. Strategic replacement program for storm sewer infrastructure
B. Implement design standards and City ordinances controlling discharge rates, water quality improvements, and erosion and sediment control for development.
C. Implement regional water quality improvement projects to address water quality issues at major City stormwater outfalls.

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# Memo

**To:** Spencer Nebel, City Manager

**From:** Timothy Gross, Director of Public Works/City Engineer

**Date:** 2/21/2014

**RE:** GOAL SETTING INFORMATION – STREETS AND TRANSPORTATION

---

**SERVICE PRIORITIES**

The Streets Department service priority is to provide a safe, efficient, and economical transportation system for all forms of transportation including vehicles, bicycles, and pedestrians. Service priorities are established first on safety, then on volumes, of the respective transportation mode.

**STATUS OF GOALS FROM FY13-14**

Ongoing Goals

A. Provide consistent funding for street improvement projects.
*Street projects are currently funded through the State Fund Exchange Program and the Local Gas Tax yielding approximately $280K in funding for FY13/14. This is sufficient for local overlays and maintenance improvements but does not provide sufficient funding for large projects as identified in the Transportation System Plan.*

B. Continue to support multi-modal forms of transportation in the City of Newport.
*City staff continue to advance bicycle and pedestrian projects in the CIP including the following in FY13/14: shared lane markings (sharrows) along Oceanview Drive/Oregon Coast Bike Route; sidewalk installation at NE 3rd, Nye Street, and NW Benton/Angle Street. They City voted to support the local bus route in the FY13/14 budget.*

C. Designate and develop pedestrian and bicycle routes in association with streets, and work with the school district to create safe routes to schools.
*See "B" above for sidewalk and bicycle improvements. The sidewalk development along NE 3rd Street was identified as a priority project by the School District as part of the Safe Routes to School program.*

C. Designate and develop gravel streets for paving, and develop a paving inventory and replacement program.

*Benton Street between NE 8th and NE 10th was paved this year. Development of a pavement maintenance program is something we have not started, but would like to begin now that Olaf Sweetman is on staff.*

E. Develop a system to support electric/alternative fuel vehicles.
*New electric vehicle fueling station was installed at the 9th & Hurbert parking lot this past year.*

1 – 5 Year Goals

None

**GOALS FOR FY14-15**

**2-5 YEAR GOALS**

A. Provide consistent funding for street improvement projects.
B. Continue to support multi-modal forms of transportation in the City of Newport.
C. Designate and develop pedestrian and bicycle routes in association with streets, and work with the school district to create safe routes to schools.
D. Designate and develop gravel streets for paving.
E. Develop a pavement maintenance program.

**5 YEARS OR MORE GOALS**

A. Provide consistent funding for street improvement projects, particularly large regional capacity improvements as identified in the TIP.

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# Memo

**To:** Spencer Nebel, City Manager

**From:** Timothy Gross, Director of Public Works/City Engineer

**Date:** 2/21/2014

**RE:** GOAL SETTING INFORMATION – WATER

---

**SERVICE PRIORITIES**

The Water Department is comprised of two divisions, Water Treatment and Water Distribution. The priorities of the department are to produces an uninterrupted supply of safe and high quality drinking water, free from disease causing organisms and toxic substances. Secondary priorities are to provide good tasting and clear water.

The City provides water for domestic and commercial use, but also for fire protection. Domestic and commercial users are concerned primarily with uninterrupted supplies and high quality water. Some of the users include dialysis clinics, breweries, and laundries, requiring very high quality and clear water. Fire protection requires large volumes of water very quickly, resulting in large diameter distribution pipes and high capacity pump stations.

**STATUS OF GOALS FROM FY13-14**

Ongoing Goals

A. Plan for remediation or replacement of upper and lower Big Creek dams.
*The City is almost completed with the initial geotechnical analysis of the Upper and Lower Dams. The next phase will be a feasibility report defining potential costs and remediation options.*

B. Update the Water Supply System Master Plan and Comprehensive Plan (condition analysis).
*The first phase of all infrastructure master plan documents is an accurate infrastructure map. In 2012 and 2013 the City developed a GPS map of the City's infrastructure. Engineering is currently refining this data and the mapping is almost completed.*

1 - 5 Year Goals

A. Implement automatic meter reading system.

*City water crews have been systematically changing out old meters of various manufacturers and replacing them with Neptune meters. A propagation study has been completed identifying locations of receiving towers. Waiting for additional financing before proceeding further.*

C. Improve water system to the airport.
*The Seal Rock Water District is designing a booster pump station at the northern entrance to the airport grounds to allow the City of Newport to provide them with water in an emergency. This pump station involves extending the water main south from SW 62nd Street to feed this pump station. This will give the City the ability to be able to provide City water service to the South Beach Fire Station upon completion. With an extension of water lines through the airport grounds, the City would also be able to provide water service to the rest of the airport.*

5 Year Goals

A. Switch out water meters to "radio reads."
*See above.*

B. Begin the systematic replacement of water supply lines and develop plans for future replacement.
*As part of the Capital Improvement Plan, the City has budgeted dollars for water line replacement. This past year, the water line on NW 3rd Street from mid-block between NW Nye and Hwy 101, to NW Hurbert Street was replaced and upsized. The waterline feeding the Agate Beach area from north of NW 56th Street to the end of NE 71st Street is in the process of being installed.*

**GOALS FOR FY14-15**

**2-5 YEAR GOALS**

A. Plan for remediation or replacement of upper and lower Big Creek dams.
B. Update the Water Supply System Master Plan and Comprehensive Plan with revised and up-to-date cost estimates.
C. Develop and implement a flushing program.
D. Implement automatic meter reading system
E. Serve the airport with City water

**5 YEARS OR MORE GOALS**

A. Systematic replacement of water mains.
B. Redundant bay crossing waterline
C. Seismic retrofit for water tanks
D. Integrate all water pump stations and tanks into the SCADA system.

**City of Newport**
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# Memo

**To:** Spencer Nebel, City Manager

**From:** Timothy Gross, Director of Public Works/City Engineer

**Date:** 2/21/2014

**RE:** GOAL SETTING INFORMATION – WASTEWATER

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**SERVICE PRIORITIES**
The Wastewater Department is comprised of two divisions, Wastewater Treatment and Wastewater Collections. The Collections division primarily ensure the safe collection of wastewater through maintenance, construction and repair of wastewater collection pipes, cleanouts, lift stations, sewer services, and other infrastructure within the public right-of-way and on public owned facilities and easements. The Treatment division primarily ensures that wastewater effluent standards are met through the operation and maintenance of the wastewater treatment plant and pump stations.

**STATUS OF GOALS FROM FY13-14**

Ongoing Goals

A. Identify and reduce inflow, infiltration, and pollution.
*In FY13/14 City staff conducted a smoke testing program to identify cross connections between the wastewater and stormwater systems. This program has generated a map of several locations where problems exist. The FY14/15 CIP will identify projects to address some of these problems. The City unsuccessfully applied for a DEQ 319 grant for $65,000 this past year to assist with the financing of this project.*

B. Plan for funding for big wastewater system projects.
*The City is in the process of completing a DEQ State Revolving Loan Fund loan to finance the Agate Beach Wastewater Improvements. The first phase of this project is about to be advertised replacing the force main for the Big Creek Pump Station. Total loan value is estimated to be approximately $8.9M for 20 years at 2.54%*

1 - 5 Year Goals

A. Develop wastewater plans for service to airport.
*City staff have reviewed this goal several times and it is unlikely to be feasible until additional development at the airport occurs because the existing flows are so low and the cost to build a pump station and forcemain to serve the airport is so high. This goal will be reviewed again at the situation changes over time.*

B. Develop a Wastewater Master Plan.
*The City is currently under contract with Brown and Caldwell to develop the Wastewater System Masterplan. The plan should be completed sometime this coming year.*

C. Continue improvements to Agate Beach wastewater program.
*Brown and Caldwell are currently working on the design for the Big Creek Pump Station and the forcemain for the Big Creek Pump Station is about to go to bid. See above for status on the financing for this project.*

**GOALS FOR FY14-15**

**2-5 YEAR GOALS**

A. Identify and reduce inflow, infiltration, and cross connections.
B. Develop a Wastewater Master Plan.
C. Continue improvements to Agate Beach wastewater program.

**5 YEARS OR MORE GOALS**

A. Plan for improvements at the Wastewater Treatment Facility
B. Replace the Nye Beach Pump Station
C. Plan and implement systematic replacement of the wastewater collection system.
D. Acquire additional property to ensure continued land application of wastewater sludge.

CITY OF NEWPORT, OREGON

M E M O R A N D U M

Date: February 20, 2014

To: Spencer Nebel, City Manager

From: Bob Gazewood, Interim Finance Director

Subject: Goal Setting Information

**Finance Department Service Priorities:**

The Finance Department has ten (10) main service priorities:

1. Collecting and recording of receipts for taxes, licenses, fees, grants and other revenues;
2. Provide for utilities billing system for water and wastewater users;
3. Provide for accounts payable system for City vendors;
4. Provide for payroll services for City employees;
5. Management of debt and investments of cash;
6. Maintain accurate financial records;
7. Preparation and distribution of financial information;
8. Provides support to city manager and City departments to prepare budgets and provide financial advice and assistance as needed.
9. Overseeing adherence to budgetary restrictions; and
10. Safeguarding of assets.

The Finance Department currently has a group of dedicated employees positioned to carry out the service priorities that are assigned or will be assigned to them. However, there are organizational, supervisory, workload, software issues, instruction and training issues that must be addressed and resolved to correct functional deficiencies where they exist. With the resolution of these issues, the Finance Department should be positioned to carry out its mission.

The overall mission of the department would be "to provide sound management of the City's financial assets; and, to deliver timely and accurate information to the City organization and to the public requiring City services."

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**Status of Goals from FY 13-14**

The Finance Department shows no specific goals for FY 2013-14 or for periods thereafter so this report will include comments for the Department's "Ongoing Goals."

1. Adequately staff department:

   For the most part, the department appears to be adequately staffed. However, from an adequate staffing perspective, we currently have two positions that we are concerned about. These positions are a permanent part-time position and a temporary part-time position. Both of these positions are staffed under 30 hours per week. The permanent part-time position assigned duties are the utilities billing system which is essentially full-time duties. The lack of a full-time position for these duties requires the employee doing collections, receipting and accounts receivables' functions to work overtime to pick up utilities duties that are not done due to the part-time situation. This issue is being addressed in the reorganization plan for the department including the temporary part-time position.

2. Reorganize/strengthen department:

   As you will note below, there was no indication of a plan to reorganize the department other than to reassign payroll duties.

   a. Two-position cash receipts: This was an idea that no research and it appears not much thought was given to (in my opinion). There should have been an analysis of need which was not done. No consideration was given to internal control factors, no written procedures of how this process would work and accountability issues were not addressed. Until, these things are done and a determination of real need exists, I suggest this idea be removed from any goal setting process.

   b. New payroll assignment: This was accomplished during the fiscal year. I am currently assigning some special project work to the employee assigned to payroll duties to increase the position's workload.

   c. Increased emphasis on accounts receivable: I do not really understand what they actually meant to do here. This job duty was given to an employee without giving much supervision nor giving knowledge of software tools to help resolve/research accounts receivable issues. I recently reassigned this job duty to another employee and we are moving forward.

   d. Increased emphasis on agreements, contracts, RFPs, and projects: Nothing to report here on any progress or action.

3. Find a consistent method to deal with late and non-payers:

   A consistent method of dealing with late and non-payers is to provide clarifying information and complete and accurate billing statements in a timely manner; to follow-up

with notices of non-payment in a timely manner; to get authorization to assess interest charges and penalties for late payment and for non-payers, if necessary; and turn non-payer accounts over to a collection agency. One of the things that has probably contributed to late and non-payers was the Finance Department's method of billing for some services. These services included airport rents and leases, airport fueling/landings, septic tank disposal, building permits and other miscellaneous services. These services were billed by invoice for current month charges only and such invoice did not include prior month(s) past due amounts. We have recently changed this process to include current and past due amounts on billing statements.

4. Strengthen the lien process:

   On utility bills, we have added a statement for owners to sign acknowledging responsibility of payment where the property is rented out. Where non-payment becomes an issue, we file a lien with the County. It is very likely that the department will need to take an ordinance revision to the city council to enact lien authority on those accounts where refusal to sign the statement by users occurs.

5. Ensure that everyone understands appropriations, budgets, resources, and revenues:

   This can be accomplished in a section of the budget document.

6. Implement cost control measures, specifically a purchase order system:

   Nothing to report here on any progress.

**As final notes to this section: (**1) We are currently pursuing a complete reorganization of the Finance Department whereby some staff workload will be decreased and reallocation to other staff positions will occur. Control of functions as well as internal control factors are or will be reviewed and addressed. To date, municipal court functions and accounts receivable duties have been reallocated. (2) Caselle Clarity software training will be scheduled for Finance Staff with plans to complete training this fiscal year. (3) We hope to have the RFP for banking services issued before June 30, 2014. (4) Implement Caselle software for Municipal Court functions prior to June 30, 2014. (5) Incorporate source coding in account structure for projects in order to track project funding through the Caselle financial reporting system. Caselle figures this to be a substantial task to do so this may not be accomplished before June 30, 2014.

**Goals for FY 14-15**

1. Continue to work on tasks stated directly above not completed at June 30, 2014;
2. Provide an accurate budget document;
3. Provide timely and accurate monthly financial reporting;
4. Ensure audit reports for the City and NURA are timely and issued/received prior to the December 31st statutory deadline;
5. Develop the Audit Report for the fiscal year ending June 30, 2014 to a CAFR (Comprehensive Annual Financial Report). This is currently in work-in-progress;

6. Issuance of RFP for banking services (if not accomplished by 6/30/2014); RFP for audit services for the fiscal year ending June 30, 2015; and RFP for actuary services;
7. Implement Caselle software for Municipal Court (if not completed by 6/30/2014); Electronic timekeeping; Fixed Assets and Purchase Order System;
8. Streamline some work and reporting processes:
    a. Project reporting and accounting for funds;
    b. Grant reporting and accounting for funds;
    c. Accounts receivables currently managed by other departments;
    d. Review current accounts payable procedures in departments; and
    e. Review current cash/check handling procedures in departments.
9. Debt management.

**2-5 Year Goals**

1. Continue to work on goals not accomplished in FY 2014-15;
2. Develop written financial policies and procedures for department operations;
3. Develop administrative rules as required.
4. Debt management.

**5 years or more**

Nothing at this time.

Spencer Nebel
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CITY OF NEWPORT
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# MEMO

DATE: February 21, 2014

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: Human Resources Department Goals and Administrative Goals

**Human Resources Department Goals**

**Status of Goals from FY 2013-14:**

A. Update employee policies.
Status: HR Manager JJ Scofield, prepared various draft polices to clean up the city's personnel handbook prior to leaving. We are currently reviewing those draft policies and upon completion of the review we will implement appropriate changes in the handbook.

B. Initiate streamlined linear hiring process for Clarity.
Status: I do not believe this has happened. This will need to wait until we have hired a new HR position.

C. Complete standardized interview guidelines for all departments.
Status: JJ Scofield, had spent time standardizing the guides for interviewing departmental positions.

D. Development and implement cross-departmental injury reduction plan.
Status: The city's Safety Committee meets monthly to review all injuries and review any safety complaint and make appropriate recommendations to departments on addressing problem areas.

E. Consider longevity increases.
Status: Nothing has been done on this matter to my knowledge.

F. Confirm exempt and non-exempt status of all employees.
Status: The former HR manager had reviewed the various positions. I do not know if this work was finalized.

G. Formalized salary schedules.
Status: We will be reviewing this as part of the budget process.

H. Better understand worker compensation claims.
Status: The processing of worker compensation claims was shifted to HR to increase the consistency of processing and managing of these claims.

I. Continually provide information to Council in a format they would like to see.
Status: I am not sure the status of this issue.

**Goals for FY 2014-15:**

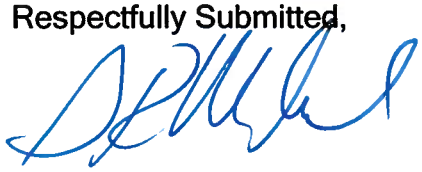
A. Recruit, hire, and establish a new Human Resource Specialist for the City of Newport, with that position reporting directly to the City Manager.
B. Review the work accomplished by the previous human resource manager to determine what needs to be implemented from the FY 2013-14 goals.

**Administrative Goals**

**Status of Goals from FY 2013-14:**

A. Continue utilizing employee surveys.
Status: The city has continued to implement various issues from the employee survey that was conducted in your half ago. A specific issues come forward the use of the employee surveys will continue as is necessary.
B. Continue to support the City Employee Committee.
Status: The City Employee Committee is functioning well. They continue to bring up various issues of interest and issues that need resolution from the various city departments.
C. Provide communication management training to supervisors and management team.
Status: I am not aware of any specific training on this topic at this time. However, we will review the need for this training and provided if necessary.

Respectfully Submitted,



Spencer R. Nebel

Memo

To: Spencer Nebel, Newport City Manager

From: Lance Vanderbeck, Airport Operations Manager

Subject: Goal Setting Information

Date: February 15, 2014

**Airport Operations Service Priorities:**

The airfield has several goals that are ongoing for 2014-2015. 1) Maintain the airfield to FAA standards according to the Grant Assurances and our part 139 airport operation certificate. 2) Continued employee training according to FAA qualifications and standards. 3) Maintain FAA wild life management plan and USDA permits for wild life hazing. 4) Maintain airfield security for users' personal safety and their assets on the airfield. 5) Maintain airfield equipment and other City Of Newport airfield assets. 6) Maintain our high level of fuel quality 7) continuing our above board customer service and best business practices. To establish repeat business for a strong customer base.

In meeting these priorities, airport staff will do FAA required daily airfield inspections, and weekly night inspections. Staff will take yearly recurrent training, and seek other airfield training to expand operations knowledge and ability. This will insure proper airfield safety for all airport tenants, military, corporate, and general aviation enthusiast. In accordance with are fuel supplier and FAA regulations; staff will maintain required daily fuel sumping to ensure product quality. Staff will also run FBO operations and help inbound aircraft with fueling, tie downs, hangar rentals, car rentals, and other general duties that are clients may need. While maintaining our positive can do attitude and pride in are airfield our customers have come to know and believe in.

**Status of Goals from FY 13-14:**

1. We have passed our FAA 139 inspection with flying colors for the first time in airfield history.
2. We have had lots of positive feedback and compliments from our State wide, nationwide, and worldwide pilots and users, which have flown into or driven up to the Newport Airport. They are impressed with the care of the field and improvement in our customer services they have seen. They love flying into Newport and have been telling their friends. We are the gem of the coast.
3. With us passing are FAA 139 inspection, which includes all training records. Everyone is up to speed.
4. All lease have been brought up date and currant standards. All lease are now the same for all airfield tenants. Still working with a few hangar tenants to finish signing new leases. Also waiting for new FedEx lease from lawyer.
5. FAA has approved new ARFF truck grant. Truck is being built.
6. Runway 16- 34 rehabilitation will start May 2014.
7. FBO needed repairs have been noted, and will be sent out in RFP for hopeful completion during 16-34 rehabilitation. We have added the T-hangars, and rented double wide for roof repair to this project.
8. We have FAA approval to start and update the Airports Master Plan for FY2014-2015

**Status of 1-5 year goals**

1. We have Car rental on field, per 2010 Airport committee Business plan.
2. We have afterhours pilot shelter, per 2010 Airport committee business plan.
3. We unable get a restaurant/café, do to county code and need upgrade to kitchen area per 2010 airport committee plan.
4. We have ONP branded merchandise for sale, per 2010 Airport committee business plan.

5. We have a Facebook page and a web page on the City web site per 2010 airport committee business plan.
6. We are waiting for direction for a permanent airport entrance sign.
7. We are waiting for Minimum standards.
8. We have been hooked up to fiber optic cable and improved WIFI capabilities.
9. Seal Rock Water District and City of Newport are building a pump station by the ARFF entrance. We are closer to get on water and sewer for future airport development.
10. Waiting on direction for pursuing another air carrier for flights or private business to run FBO.
11. We have not yet be able to build any new hangars.
12. We have an apron expansion on the CIP plan.
13. Taxi way expansion is also on the CIP plan.

**Status of 5+ year goal**

1. We are on line for a new master plan. It will address a 20 year block of future airport projects. That would include, the main drainage pipes, Taxi way Alpha, Apron rehabilitation, new ILS landing abilities, striping for movement and non-movement areas. Among any other FAA projects specific for our airfield or required by the FAA.

**Goals for FY 14-15**

1. Continue to meet and maintain our ability to adjust to ever changing Federal, State, and Local laws pertaining to and governing over airports.
2. Start and complete 16-34 Rehabilitation
3. Start and complete Master plan
4. Start and complete CIP
5. Start and complete TERP survey
6. Maintain airfield security and safety with possible camera installation.
7. Finishing goals of FBO, T-hangar, and double-wide, and fuel farm rehabilitations.
8. Continued employee training and development for both FBO and operations knowledge basis.

**1 – 5 Year Goals**

1. Continue to identify areas that need to be improved. That will include are operational work areas such as the Quonset hut, operations equipment, infrastructure improvements and upgrades.
2. Prep for land development and surrounding land acquisitions. For future growth and protection of the airport approach and safety areas. To also gain possible corporate business parks, hangars, and other areas of interest to improve airport sustainability.
3. Bringing in air serves to and other FBO operations of interest for the citizens of Newport to help mend damaged and tarnished feelings of the airfield.

**5 years or more**

1. Providing the City Of Newport and its citizens a self-sustaining airport we can all take pride in.

## Information Technology Goals

### February 2014

**1) Ongoing**

| | |
|---|---|
| A. Maintain city-wide computer replacement program. | This rather fell by the wayside this FY due to budget constraints and prioritization. We have 82 PCs 5 years old or more out of an inventory of around 200. We have several active PC leases and plan to enter into another in the upcoming FY. In doing so the goal is to maintain an efficient hardware and software platform for all staff. |
| B. Support individual department IT purchases. | An on-going goal and one that has been reasonably well met. Most all software and hardware purchases touch IT in some shape or form, although some happen after the fact which can be a little problematic at times. Nevertheless most of the time departments interface with IT to check for compatibility and general integration into existing systems, as well as to leverage existing deployments. |
| C. Maintain hard drive space needs. | This is being met. We have sufficient disk drive space to hold general business documents, email, databases and security video information. |

**2) FY 13-14**

| | |
|---|---|
| A. Install more security systems in city buildings. | We installed security cameras at the Waste Water Treatment plant earlier this year, as well as adding some more to the Library. This brings the total number of cameras in city buildings to 44. There have been no further access controlled doors installed. |
| B. Replace telephone system | This was the big achievement of the last 6-9 months. With the exception of the PAC and the VAC most city departments are now using Microsoft LYNC as the primary communication tool. This offers not just voice communications, but IM, video and presence information, as well as application and desktop sharing. Long-distance phone call costs have been significantly reduced. |
| C. Develop plans for recovery in case of catastrophic failure. | Another major achievement has been the creation of an off-site backup data center at the Public Works Shops. The City now has 5-minute replication of most of its data to this location. In the event of City Hall being unavailable for whatever reason the city could continue most primary operations at this alternate location. Email and Voice communications are also replicated offsite. The next stage in development will be to partner with the ISP in providing redundant internet access for full connectivity. |
| D. Set up EOC systems computer. | We're rather behind on this objective. The plan was to have a number of computers and phones available to set up at short notice to form an EOC. We have a few devices ready to go but certainly not a full EOC. There would be a fair amount of configuration necessary to bring this online. |

**3) 1-5 Year Goals**

| | |
|---|---|
| A. Develop off-site back-up systems. | This is already partially in place (see 2-C above). We continue to perform manual offsite backups and are fairly close to being able to automate the process. Consideration has been given to backing up to the Cloud as well for additional protection. |
| B. Extend fiber throughout all facilities. | This year we have connected South Beach Fire station and ONP to the city's fiber optic network. In addition fiber is in place ready to connect a number of pump stations across the city in preparation for SCADA operations. Ongoing partnerships and collaboration between Public Works, IT and our ISP are facilitating this. |

Spencer Nebel
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DATE: February, 2014

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: Status Report Regarding the Infrastructure Task Force Report Presented to City Council on January 6, 2014

At the January 6, 2014 City Council meeting, there was a joint meeting between the City Council and the Infrastructure Task Force in which a series of recommendations were forwarded to the city on issues that need to be addressed in order for the city to go forward with required infrastructure improvements in the future. The report assumes an annual investment in both water and wastewater of 1.5 million dollars per year in each of these utilities. Furthermore, costs relating to storm water, streets and city facilities were not available at the time the report was given to the City Council.

Since that time, staff has developed a preliminary cost for building improvement based on the current insured value of city facilities. Based on our insurance evaluations the General Fund is currently responsible for facilities with a replacement value of nearly 35 million dollars. Utilizing industry standard for reinvestment of 2% annually, the city would need an annual investment of $696,000 for buildings and facilities that are supported by the General Fund. Within the Sewer Fund the various buildings and equipment have an evaluation of over 47 million dollars. Utilizing the same industrial standard of reinvesting 2%, for annual support for maintenance and replacements these buildings the annual reinvestment would be $942,210. In the Water Fund the city has facilities in the amount of 11.5 million dollars the total annual investment in maintaining these facilities would be $231,141 per year based on a 2% annual investment in this infrastructure. Finally for the airport, buildings and equipment have a value of $3.5 million with an annual investment of $70,850 to maintain these structures. (See Attachment A)

In regard to street resurfacing and improvements a preliminary number for local support for completing these projects on an annual bases $275,000. This is the amount of funding that NPDW Director, Tim Gross, has been allocating for these

improvements through this time. While this likely understates the needs for the roads, this is the best number that can be developed until the city completes a pavement management strategy identifying over quality, rates of deterioration of roads and a more detailed replacement schedule. The city is also fortunate to obtain additional funding from outside sources for the major commercial streets serving the citizens of Newport.

We have not developed a plan for the storm sewer system. This is the area we have the least amount of information on and a more extensive analysis will need to be done to come up with a number that will realistically reflect an annual capital cost in rebuild the city storm sewer system to address obsolescence and capacity issues. These are significant needs in this area.

The Infrastructure Task Force report identified potential near term (one to five year recommendations) as well as potential longer term or ongoing recommendation to the City Council. In reviewing the potential near term (one to five year recommendations) we have broken those recommendation down into items that will be addressed as part of the development of the proposed 2014-15 budget, items that will need to be address during 2014-15 fiscal year, the 2016-17 fiscal years and the 2017-18 fiscal years for your review. We have broken down these tasks in order to make sure that the expectations of the City Council with the approach outlined within this report.

**Items to be Address Prior to Preparing the Proposed Budget 2014-15:**

1. The current rate plan that the City Council previously endorsed to pay for infrastructure improvements is as follows: 10 % in fiscal years 2015-16, 8% in fiscal year 2017-18 and 5% increases each year thereafter for water. For sewer 15% in fiscal year 2014-15, 10% in fiscal year 2015-16, and 10% in fiscal year 2016-17 with 5% increases thereafter. Storm water would increase by 5% each year and infrastructure would increase by 5% each year.
2. This structure was based on a "pay-as-you-go" basis. Interim Finance Director, Bob Gazewood has prepared detailed summaries for the impact of borrowing 4.5 million dollars from the DEQ two times three years apart then for a total of 9 million dollars and 4.5 million dollars in revenue bonds every three years over two spending periods. This demonstrates that in the Wastewater Fund, $18 million worth of work could be accomplished over the next six years with an annual rate increase of 4% through fiscal year 2018-19. 3% a year beginning in 2019-20, and 1.5% in 2028-29 and 0.0% beyond. (See Attachment B & C) The difference of bonding versus pay-as-you-go can be illustrated by Attachment D which shows the difference in Water and Sewer rates for providing $1.5 million a year for capital projects. If a pay-as-you-go program were instituted, and $1.5 million a year in capital outlay funds were provided, then rates would need to be increased from $32.67 to $47.74 per month to cover that expense. Bonding would instead require an increase in 2014-15 to $34.30 to provide

the source amount of capital funding. A similar increase can be noted in the wastewater Fund.

3. The report discusses the use of General Obligation Bonds or Revenue Bonds to finance infrastructure improvements. It would be appropriate to utilize Revenue Bonds for the financing of the utility improvements since those are substantially supported by utility rates. General Obligation Bonds would be more appropriate for potentially streets, facilities and storm water which have less opportunity for generating revenues to offset that payments.
4. The city is working on a number of sources of outside funding for some of the major infrastructure projects that will be coming down the road, which could either reduce the city's obligation on certain projects is successfully funded, or allow the city to utilize its local funding on additional infrastructure work to continue the process of renovating the city's various infrastructure systems. The grants are often times available for major street projects, however as we have experienced, it is important to understand the financial ramifications of accepting a grant particularly if federal funds are involved. Outside financial assistance is essential to rebuild infrastructure to meet the long term needs of the city, in addition to funding raised through rates or other sources.
5. As part of the recommended budget, the impact of removing the payment in lieu of taxes from the Water and Sewer Fund to the General Fund will be discussed and illustrated in proposed budget.
6. Rates for the 2014-15 fiscal year would be increased by 5% in Water and 4% in wastewater instead of the current plan of 10% for water and 15% for wastewater based on these current estimates.

**Fiscal Year 2014-15 Activities:**

1. Finalize Wastewater System Master Plan. The master plan document should consider potential rate structures and SDC revisions to accomplish master plan recommendations.
2. Finalize Storm Water Master Plan. The master plan document should consider potential rate structures and SDC revisions to accomplish master plan recommendations.
3. Begin Pavement Management Strategy planning.

**Fiscal Year 2015-16 Activities:**

1. Update Water System Master Plan. The master plan document should consider potential rate structures and SDC revisions to accomplish master plan recommendations.
2. Contract consultant to conduct rate study taking into consideration the recommendations from the completed master plan documents, and specifically addressing low/fixed income assistance.
3. Adjust SDC rates based upon master plan recommendations.
4. Complete Pavement Management Strategy.

**Fiscal Year 2018-19 Activities:**

1. Review potential local tax changes and the potential benefits for infrastructure financing.

This is our preliminary approach to addressing the issues outlined in the Infrastructure Task Force recommendations. These issues will be further refined in the recommended budget for the 2014-15 fiscal year. A copy of the report for the Infrastructure Task Force is Attachment E.

Respectfully Submitted,

Cindy Breves, Executive Assistant
for
Spencer R. Nebel, City Manager

Projected Annual Maintenance Needs: General Fund Bldg Improvements Attach A

| Location | Address | Year Built | Area | Building Value | Eff Date | Assumes 2% annual investment | Assumes 1% annual investment |
|---|---|---|---|---|---|---|---|
| CITY HALL | 169 SW COAST HWY - (NEWPORT) | 1930 | 30025 | $5,671,200 | 7/1/13 | $113,424.00 | $56,712.00 |
| LAND IMPROVEMENTS- PER APPRAISAL 10-31-09 | 169 SW COAST HWY - (NEWPORT) | | | $110,670 | 7/1/13 | $2,213.40 | $1,106.70 |
| CLOCK TOWER | 169 SW COAST HWY/W SIDE OF HWY 101 - (NEWPORT) | 2006 | 50 | $32,640 | 7/1/13 | $652.80 | $326.40 |
| FIRE STATION | 245 NW 10TH ST - (NEWPORT) | 1981 | 12503 | $1,913,520 | 7/1/13 | $38,270.40 | $19,135.20 |
| LAND IMPROVEMENTS FOR LOC#002.01- PER APPRAISAL 10-31-09 | 245 NW 10TH ST - (NEWPORT) | | | $5,304 | 7/1/13 | $106.08 | $53.04 |
| LIBRARY | 35 NW NYE ST - (NEWPORT) | 1985 | 20451 | $3,600,000 | 7/1/13 | $72,000.00 | $36,000.00 |
| LAND IMPROVEMENTS FOR LOC#003.01- PER APPRAISAL 10-31-09 | 35 NW NYE ST - (NEWPORT) | | | $12,648 | 7/1/13 | $252.96 | $126.48 |
| CITY SHOP | 845 NE 3RD ST - (NEWPORT) | 1965 | 9700 | $673,200 | 7/1/13 | $13,464.00 | $6,732.00 |
| GARAGE BUILDING | 845 NE 3RD ST - (NEWPORT) | 1980 | 3000 | $199,410 | 7/1/13 | $3,988.20 | $1,994.10 |
| PEFORMING ARTS CENTER | 777 W OLIVE ST - (NEWPORT) | 1988 | 17860 | $3,830,100 | 7/1/13 | $76,602.00 | $38,301.00 |
| STORAGE BUILDING | 777 W OLIVE ST - (NEWPORT) | 1988 | 2187 | $153,000 | 7/1/13 | $3,060.00 | $1,530.00 |
| COVERED WALKWAYS (2) | 777 W OLIVE ST - (NEWPORT) | 1988 | 2540 | $125,000 | 7/1/13 | $2,500.00 | $1,250.00 |
| LAND IMPROVEMENTS FOR LOC#007.01- PER APPRAISAL 10-31-09 | 777 W OLIVE ST - (NEWPORT) | | | $37,434 | 7/1/13 | $748.68 | $374.34 |
| RECREATION CENTER | 225 SE AVERY ST - (NEWPORT) | 2001 | 32544 | $7,497,000 | 7/1/13 | $149,940.00 | $74,970.00 |
| RAILCAR STORAGE CONTAINER | 225 SE AVERY ST - (NEWPORT) | 2007 | 150 | $5,330 | 7/1/13 | $106.59 | $53.30 |
| LAND IMPROVEMENTS FOR LOC#008.01- PER APPRAISAL 10-31-09 | 225 SE AVERY ST - (NEWPORT) | | | $74,868 | 7/1/13 | $1,497.36 | $748.68 |
| SENIOR CENTER | 20 SE 2ND ST - (NEWPORT) | 1991 | 9372 | $1,514,190 | 7/1/13 | $30,283.80 | $15,141.90 |
| LAND IMPROVEMENTS FOR LOC#009.01- PER APPRAISAL 10-31-09 | 20 SE 2ND ST - (NEWPORT) | | | $22,542 | 7/1/13 | $450.84 | $225.42 |
| VISUAL ARTS CENTER | 777 NW BEACH DR - (NEWPORT) | 1983 | 6713 | $1,233,180 | 7/1/13 | $24,663.60 | $12,331.80 |
| PUBLIC RESTROOMS | 777 NW BEACH DR - (NEWPORT) | 2002 | 483 | $123,522 | 7/1/13 | $2,470.44 | $1,235.22 |
| SWIMMING POOL BUILDING | 1212 NE FOGARTY ST - (NEWPORT) | 1965 | 10752 | $2,234,310 | 7/1/13 | $44,686.20 | $22,343.10 |
| POOL HEATER BUILDING | 1212 NE FOGARTY ST - (NEWPORT) | 1965 | 160 | $23,123 | 7/1/13 | $462.47 | $231.23 |
| LAND IMPROVEMENTS FOR LOC#011.01- PER APPRAISAL 10-31-09 | 1212 NE FOGARTY ST - (NEWPORT) | | | $1,326 | 7/1/13 | $26.52 | $13.26 |
| ABBEY ST PIER / PORCH / CANOPY | 663 SW BAY BLVD - (NEWPORT) | 1979 | 4227 | $1,205,640 | 7/1/13 | $24,112.80 | $12,056.40 |
| PUBLIC RESTROOMS | 663 SW BAY BLVD - (NEWPORT) | 1990 | 450 | $91,800 | 7/1/13 | $1,836.00 | $918.00 |
| BAY STREET PIER - 2114 SF | 663 SW BAY BLVD - (NEWPORT) | 2002 | | $240,006 | 7/1/13 | $4,800.12 | $2,400.06 |
| BOARDWALK & OBSERVATION DECK - 19,884 SF | 663 SW BAY BLVD - (NEWPORT) | 2002 | | $1,601,400 | 7/1/13 | $32,028.00 | $16,014.00 |
| RESTROOM | 60TH ST - AGATE BEACH CITY PARK - (NEWPORT) | 1985 | 210 | $50,520 | 7/1/13 | $1,010.40 | $505.20 |
| CONCESSION STAND | 950 NW NYE ST- BETTY WHEELER FIELD - (NEWPORT) | 1976 | 660 | $93,033 | 7/1/13 | $1,860.65 | $930.33 |
| STORAGE BUILDING | 950 NW NYE ST- BETTY WHEELER FIELD - (NEWPORT) | 1991 | 700 | $41,784 | 7/1/13 | $835.67 | $417.84 |
| BATTING CAGES | 950 NW NYE ST- BETTY WHEELER FIELD - (NEWPORT) | 2006 | 1180 | $40,731 | 7/1/13 | $814.62 | $407.31 |
| SCOREBOARD | 950 NW NYE ST- BETTY WHEELER FIELD - (NEWPORT) | 2003 | 50 | $15,989 | 7/1/13 | $319.77 | $159.89 |
| OBSERVATION BLDG | 823 W OLIVE ST- DON DAVIS PARK - (NEWPORT) | 1991 | 765 | $85,376 | 7/1/13 | $1,707.51 | $853.76 |
| PUBLIC RESTROOMS | 823 W OLIVE ST- DON DAVIS PARK - (NEWPORT) | 1997 | 484 | $98,838 | 7/1/13 | $1,976.76 | $988.38 |
| VETERANS MONUMENT | 823 W OLIVE ST- DON DAVIS PARK - (NEWPORT) | 2008 | 50 | $10,659 | 7/1/13 | $213.18 | $106.59 |
| LAND IMPROVEMENTS FOR LOC#015.02- PER APPRAISAL 10-31-09 | 823 W OLIVE ST- DON DAVIS PARK - (NEWPORT) | | | $8,568 | 7/1/13 | $171.36 | $85.68 |
| CONCESSION STAND/RESTROOMS/PRESSBOX | 1465 NE BIG CREEK RD- FRANK WADE PARK - (NEWPORT) | 1977 | 2200 | $175,440 | 7/1/13 | $3,508.80 | $1,754.40 |
| FIELDHOUSE / CLUBHOUSE | 1465 NE BIG CREEK RD- FRANK WADE PARK - (NEWPORT) | 1991 | 3993 | $293,760 | 7/1/13 | $5,875.20 | $2,937.60 |
| PUBLIC RESTROOM | 1465 NE BIG CREEK RD- FRANK WADE PARK - (NEWPORT) | 1996 | 228 | $63,263 | 7/1/13 | $1,265.25 | $632.63 |
| THE CLUBHOUSE (FORMERLY MRS. SANTA CLAUS SHOP) | 1465 NE BIG CREEK RD- FRANK WADE PARK - (NEWPORT) | 1994 | 1888 | $211,854 | 7/1/13 | $4,237.08 | $2,118.54 |
| LAND IMPROVEMENTS- PER APPRAISAL 10-31-09 | 1465 NE BIG CREEK RD- FRANK WADE PARK - (NEWPORT) | 2000 | | $326,298 | 7/1/13 | $6,525.96 | $3,262.98 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| FIRE TOWER | 420 NW NYE ST- OLD WWTP - (NEWPORT) | 1972 | 1628 | $236,640 | 7/1/13 | $4,732.80 | $2,366.40 |
| FIRE TRAINING BUILDING/STORAGE | 420 NW NYE ST - OLD WWTP - (NEWPORT) | 1972 | 3000 | $91,667 | 7/1/13 | $1,833.35 | $916.67 |
| PICNIC SHELTER | BIG CREEK PARK - (NEWPORT) | | 800 | $27,447 | 7/1/13 | $548.94 | $274.47 |
| FOOT BRIDGE #1 - 400 SF | BIG CREEK PARK TRAIL - (NEWPORT) | 2007 | | $15,989 | 7/1/13 | $319.77 | $159.89 |
| FOOT BRIDGE #2 - 400 SF | BIG CREEK PARK TRAIL - (NEWPORT) | 2007 | | $15,989 | 7/1/13 | $319.77 | $159.89 |
| FOOT BRIDGE #3 - 400 SF | BIG CREEK PARK TRAIL - (NEWPORT) | 2007 | | $15,989 | 7/1/13 | $319.77 | $159.89 |
| PUBLIC RESTROOM | BAY BLVD 1 BLOCK W OF HATFIELD DR - (NEWPORT) | 2010 | 144 | $86,700 | 7/1/13 | $1,734.00 | $867.00 |
| PUBLIC RESTROOM | SW 9TH ST/SW HURBERT ST - (NEWPORT) | 2010 | 144 | $86,700 | 7/1/13 | $1,734.00 | $867.00 |
| FIRE STATION | 225 73RD ST - (NEWPORT) | 2003 | 5455 | $500,000 | 7/1/13 | $10,000.00 | $5,000.00 |
| | | | | | **Annual Total:** | **$696,511.87** | **$348,255.94** |

Projected Annual Maintenance Needs: General Fund - Airport

| Location | Address | Year Built | Area | Building Value | Eff Date | Assumes 2% annual investment | Assumes 1% annual investment |
|---|---|---|---|---|---|---|---|
| PAINT SHED | 845 NE 3RD ST - (NEWPORT) | 1980 | 240 | $42,016 | 7/1/13 | $840.31 | $420.16 |
| QUONSET MATERIALS/EQUPMENT STORAGE | 845 NE 3RD ST - (NEWPORT) | 2005 | 1200 | $17,054 | 7/1/13 | $341.09 | $170.54 |
| LAND IMPROVEMENTS FOR LOC#005.01- PER APPRAISAL 10-31-09 | 845 NE 3RD ST - (NEWPORT) | | | $36,720 | 7/1/13 | $734.40 | $367.20 |
| FED EX BUILDING (PORTABLE) | 120 SE 84TH ST - (NEWPORT) | 1991 | 1440 | $159,120 | 7/1/13 | $3,182.40 | $1,591.20 |
| FIRE SUBSTATION | 120 SE 84TH ST - (NEWPORT) | 1996 | 3264 | $499,596 | 7/1/13 | $9,991.92 | $4,995.96 |
| QUONSET HUT | 120 SE 84TH ST - (NEWPORT) | 1940 | 2849 | $57,978 | 7/1/13 | $1,159.56 | $579.78 |
| AWOS/BEACON SYSTEM | 120 SE 84TH ST - (NEWPORT) | 2004 | 200 | $204,000 | 7/1/13 | $4,080.00 | $2,040.00 |
| LIGHTING/RADIO BUILDING | 120 SE 84TH ST - (NEWPORT) | 1940 | 231 | $173,400 | 7/1/13 | $3,468.00 | $1,734.00 |
| NESTED T HANGERS | 120 SE 84TH ST - (NEWPORT) | 2006 | 10560 | $522,240 | 7/1/13 | $10,444.80 | $5,222.40 |
| TERMINAL / OFFICES / HANGER | 120 SE 84TH ST - (NEWPORT) | 1999 | 8000 | $591,600 | 7/1/13 | $11,832.00 | $5,916.00 |
| FUEL TANKS | 120 SE 84TH ST - (NEWPORT) | 1999 | | $153,000 | 7/1/13 | $3,060.00 | $1,530.00 |
| CHAIN LINK FENCE - 8 MILES | 120 SE 84TH ST - (NEWPORT) | 2000 | | $1,034,280 | 7/1/13 | $20,685.60 | $10,342.80 |
| SHOOTING RANGE BUILDING | 120 SE 84TH ST - (NEWPORT) | 1985 | 500 | $10,000 | 7/1/13 | $200.00 | $100.00 |
| VEHICLE/EQUIPMENT SHED @ FUEL DEPOT | 120 SE 84TH ST - (NEWPORT) | 2007 | 600 | $31,500 | 7/1/13 | $630.00 | $315.00 |
| STORAGE SHED | 120 SE 84TH ST - (NEWPORT) | 2008 | 150 | $10,000 | 7/1/13 | $200.00 | $100.00 |
| | | | | | **Annual Total:** | **$70,850.08** | **$35,425.04** |

Projected Annual Maintenance Needs: Wastewater Fund

| Location | Address | Year Built | Area | Building Value | Eff Date | Assumes 2% annual investment | Assumes 1% annual investment |
|---|---|---|---|---|---|---|---|
| OPERATIONS CENTER | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 3408 | $908,514 | 7/1/13 | $18,170.28 | $9,085.14 |
| MAINTENANCE BUILDING | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 4000 | $479,400 | 7/1/13 | $9,588.00 | $4,794.00 |
| ELECTRICAL BUILDING | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 360 | $354,960 | 7/1/13 | $7,099.20 | $3,549.60 |
| SOLIDS HANDLING BUILDING | 5525 SE 50TH PL - (NEWPORT) | 2002 | 17864 | $5,192,208 | 7/1/13 | $103,844.16 | $51,922.08 |
| INLFUENT PUMP STATION | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 3920 | $4,178,226 | 7/1/13 | $83,564.52 | $41,782.26 |
| HEADWORKS STRUCTURE | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 3336 | $1,477,470 | 7/1/13 | $29,549.40 | $14,774.70 |
| AERATION BASIN | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 1.44MG | $2,174,640 | 7/1/13 | $43,492.80 | $21,746.40 |
| SECONDARY CLARIFIER #1 | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | .8MG | $1,395,972 | 7/1/13 | $27,919.44 | $13,959.72 |
| SECONDARY CLARIFIER #2 | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | .8MG | $1,395,972 | 7/1/13 | $27,919.44 | $13,959.72 |
| CHLORINE CONTACT BASIN | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | | $455,226 | 7/1/13 | $9,104.52 | $4,552.26 |
| SLUDGE STORAGE TANK | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | .36MG | $1,089,768 | 7/1/13 | $21,795.36 | $10,897.68 |
| LIME STORAGE SILO | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 30 TONS | $123,930 | 7/1/13 | $2,478.60 | $1,239.30 |
| HYPOCHLORITE TANK | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 6500GL | $59,160 | 7/1/13 | $1,183.20 | $591.60 |
| GENERATOR / PLANT | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | | $392,700 | 7/1/13 | $7,854.00 | $3,927.00 |
| GENERATOR @ INFLUENT PUMP STATION | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | | $437,580 | 7/1/13 | $8,751.60 | $4,375.80 |
| SOUTH BEACH RESERVOIR | 5525 SE 50TH PL- WWTP - (NEWPORT) | 1999 | 1.3MG | $1,326,000 | 7/1/13 | $26,520.00 | $13,260.00 |
| CHEMICAL STORAGE CONTAINER | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 160 | $8,976 | 7/1/13 | $179.52 | $89.76 |
| STORAGE (POLE BUILDING) | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | 2000 | $91,800 | 7/1/13 | $1,836.00 | $918.00 |
| HEAD LEVEL TANK | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | | $118,626 | 7/1/13 | $2,372.52 | $1,186.26 |
| LAND IMPROVEMENTS- PER APPRAISAL 10-31-09 | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | | $130,458 | 7/1/13 | $2,609.16 | $1,304.58 |
| PROCESS PIPING | 5525 SE 50TH PL- WWTP - (NEWPORT) | 2002 | | $2,184,636 | 7/1/13 | $43,692.72 | $21,846.36 |
| POWER PLANT | 420 NW NYE ST- OLD WWTP - (NEWPORT) | 1999 | 780 | $865,878 | 7/1/13 | $17,317.56 | $8,658.78 |
| PHOENIX AIR SCRUBBER (IN NORTHSIDE PUMP STATION) | 420 NW NYE ST- OLD WWTP - (NEWPORT) | 1998 | | $271,386 | 7/1/13 | $5,427.73 | $2,713.86 |
| OLD CHLORINE CONTACT CHAMBER (USED AS BACKUP | 420 NW NYE ST- OLD WWTP - (NEWPORT) | 1972 | | $84,048 | 7/1/13 | $1,680.96 | $840.48 |
| GARAGE | 420 NW NYE ST- OLD WWTP - (NEWPORT) | 1990 | 2400 | $137,088 | 7/1/13 | $2,741.76 | $1,370.88 |
| NORTHSIDE PUMP STATION | 420 NW NYE ST- OLD WWTP - (NEWPORT) | 1972 | 6418 | $3,601,518 | 7/1/13 | $72,030.36 | $36,015.18 |
| EFFLUENT CONTROL STRUCTURE (EAST BLDG) | 420 NW NYE ST- OLD WWTP - (NEWPORT) | 1972 | 300 | $26,648 | 7/1/13 | $532.95 | $266.48 |
| PROCESS PIPING | 420 NW NYE ST- OLD WWTP - (NEWPORT) | 1972 | | $494,292 | 7/1/13 | $9,885.84 | $4,942.92 |
| PUMP STATION | 1400 NW SPRING ST - (NEWPORT) | 1959 | 0 | $144,330 | 7/1/13 | $2,886.60 | $1,443.30 |
| PUMP STATION | 517 SW HINNIE ST - (NEWPORT) | 1971 | | $113,220 | 7/1/13 | $2,264.40 | $1,132.20 |
| PUMP STATION | 1000 SE BAY BLVD / EMI - (NEWPORT) | 1973 | 200 | $216,750 | 7/1/13 | $4,335.00 | $2,167.50 |
| PUMP STATION | 2050 SE OSU DR - (NEWPORT) | 2002 | 168 | $264,996 | 7/1/13 | $5,299.92 | $2,649.96 |
| PUMP STATION | NW OCEANVIEW DR - (NEWPORT) | 1967 | 155 | $145,044 | 7/1/13 | $2,900.88 | $1,450.44 |
| PUMP STATION | NW 19TH ST - (NEWPORT) | 1977 | 100 | $162,486 | 7/1/13 | $3,249.72 | $1,624.86 |
| PUMP STATION | NW 42ND ST - (NEWPORT) | 1978 | | $146,880 | 7/1/13 | $2,937.60 | $1,468.80 |
| PUMP STATION | 1505 NE BIG CREEK RD - (NEWPORT) | 1967 | 100 | $194,412 | 7/1/13 | $3,888.24 | $1,944.12 |
| PUMP STATION | 160 SW BAY BLVD - (NEWPORT) | 2002 | 828 | $813,654 | 7/1/13 | $16,273.08 | $8,136.54 |
| PUMP STATION | 745 NW BEACH ST - (NEWPORT) | 1964 | 666 | $809,676 | 7/1/13 | $16,193.52 | $8,096.76 |
| PUMP STATION | NW 48TH ST - (NEWPORT) | 1981 | 143 | $237,150 | 7/1/13 | $4,743.00 | $2,371.50 |
| PUMP STATION | 5524 NW 56TH ST - (NEWPORT) | 1981 | 100 | $215,424 | 7/1/13 | $4,308.48 | $2,154.24 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| PUMP STATION - SCHOONER CREEK | NW 68TH ST - (NEWPORT) | 1981 | 120 | $535,500 | 7/1/13 | $10,710.00 | $5,355.00 |
| PUMP STATION | 514 SW 6TH ST/SW NEFF ST - (NEWPORT) | 1976 | | $32,936 | 7/1/13 | $658.73 | $329.36 |
| PUMP STATION | 136 SW 26TH ST - (NEWPORT) | 1991 | 100 | $85,272 | 7/1/13 | $1,705.44 | $852.72 |
| PUMP STATION | S SHORE DEVELOPMENT - (NEWPORT) | 1995 | 300 | $351,084 | 7/1/13 | $7,021.68 | $3,510.84 |
| PUMP STATION | 648 SE 3RD ST/SE FOGARTY ST - (NEWPORT) | 1992 | | $88,817 | 7/1/13 | $1,776.35 | $888.17 |
| PUMP STATION | 437 NE 10TH ST - (NEWPORT) | 1993 | 100 | $85,272 | 7/1/13 | $1,705.44 | $852.72 |
| PUMP STATION | 3136 SE FERRY SLIP - (NEWPORT) | 2002 | 172 | $271,218 | 7/1/13 | $5,424.36 | $2,712.18 |
| PUMP STATION | 1545 YAQUINA BAY RD - (NEWPORT) | 1996 | 100 | $215,628 | 7/1/13 | $4,312.56 | $2,156.28 |
| EFFLUENT BOOSTER PUMP STATION | PORT DOCK 7 ON BAY - (NEWPORT) | 2002 | 3024 | $1,430,040 | 7/1/13 | $28,600.80 | $14,300.40 |
| RAW WATER INTAKE | 2810 NE BIG CREEK RD- WTP - (NEWPORT) | 1978 | 288 | $152,082 | 7/1/13 | $3,041.64 | $1,520.82 |
| NEW WATER TREATMENT PLANT | 2810 NE BIG CREEK RD - WTP - (NEWPORT) | 2012 | 10000 | $8,722,533 | 7/1/13 | $174,450.66 | $87,225.33 |
| NEW RAW WATER INTAKE & SIPHON STATION | 2810 NE BIG CREEK RD - WTP - (NEWPORT) | 2012 | 600 | $1,036,361 | 7/1/13 | $20,727.22 | $10,363.61 |
| NEW FLOCCULATOR TANK | 2810 NE BIG CREEK RD - WTP - (NEWPORT) | 2012 | | $225,654 | 7/1/13 | $4,513.08 | $2,256.54 |
| GAC TANKS (2 @ 13,400 GALLON EACH) | 2810 NE BIG CREEK RD - WTP - (NEWPORT) | 2012 | | $484,034 | 7/1/13 | $9,680.68 | $4,840.34 |
| SEWER LIFT STATION | 2810 NE BIG CREEK RD - WTP - (NEWPORT) | 2012 | 500 | $40,900 | 7/1/13 | $818.00 | $409.00 |
| PUMP STATION | NW 71ST ST - (NEWPORT) | 2008 | 100 | $215,526 | 7/1/13 | $4,310.52 | $2,155.26 |
| PUMP STATION | SE 35TH ST - (NEWPORT) | 2007 | 210 | $216,546 | 7/1/13 | $4,330.92 | $2,165.46 |
| | | | | | | **$942,210.11** | **$471,105.06** |

Projected Annual Maintenance Needs: Water Fund

| Location | Address | Year Built | Area | Building Value | Eff Date | Assumes 2% annual investment | Assumes 1% annual investment |
|---|---|---|---|---|---|---|---|
| PARKS & RECREATION / WATER DEPARTMENT | 845 NE 3RD ST - (NEWPORT) | 1980 | 4400 | $292,536 | 7/1/13 | $5,850.72 | $2,925.36 |
| RESERVOIR #1 | 845 NE 3RD ST - (NEWPORT) | 1960 | 1.75MG | $1,963,500 | 7/1/13 | $39,270.00 | $19,635.00 |
| RESERVOIR #2 | 845 NE 3RD ST - (NEWPORT) | 1996 | .75MG | $841,500 | 7/1/13 | $16,830.00 | $8,415.00 |
| WATER INTAKE | 24770 HWY 229 - (SILETZ) | 1994 | 1000 | $1,262,556 | 7/1/13 | $25,251.12 | $12,625.56 |
| SURGE TANK BUILDING | 24770 HWY 229 - (NEWPORT) | 1994 | 210 | $221,544 | 7/1/13 | $4,430.88 | $2,215.44 |
| RESERVOIR | AGATE BEACH - (NEWPORT) | 1975 | .25MG | $255,000 | 7/1/13 | $5,100.00 | $2,550.00 |
| LAND IMPROVEMENTS FOR LOC#042.01-PER APPRAISAL 10-31-09 | AGATE BEACH - (NEWPORT) | | | $8,568 | 7/1/13 | $171.36 | $85.68 |
| RESERVOIR | NE YAQUINA HEIGHTS - (NEWPORT) | 1995 | 1.6MG | $1,632,000 | 7/1/13 | $32,640.00 | $16,320.00 |
| PUMP STATION | NE YAQUINA HEIGHTS - (NEWPORT) | 1995 | 240 | $135,660 | 7/1/13 | $2,713.20 | $1,356.60 |
| LAND IMPROVEMENTS FOR LOC#043.01-PER APPRAISAL 10-31-09 | NE YAQUINA HEIGHTS - (NEWPORT) | | | $14,688 | 7/1/13 | $293.76 | $146.88 |
| PUMP STATION | NE 54TH ST/NE LUCKY GAP ST/BILLYVIEW - (NEWPORT) | 1986 | 130 | $80,676 | 7/1/13 | $1,613.52 | $806.76 |
| RESERVOIR | E OF BIG CREEK RD - (NEWPORT) | 1972 | 2MG | $2,040,000 | 7/1/13 | $40,800.00 | $20,400.00 |
| RESERVOIR | E OF BIG CREEK RD - (NEWPORT) | 1978 | 2MG | $2,040,000 | 7/1/13 | $40,800.00 | $20,400.00 |
| LAND IMPROVEMENTS FOR LOC#045.01-PER APPRAISAL 10-31-09 | E OF BIG CREEK RD - (NEWPORT) | | | $22,032 | 7/1/13 | $440.64 | $220.32 |
| PUMP STATION | 969 NE LAKEWOOD DR - (NEWPORT) | 1976 | 108 | $37,007 | 7/1/13 | $740.14 | $370.07 |
| RESERVOIR | 1110 NE LAKEWOOD DR - (NEWPORT) | 1976 | | $35,650 | 7/1/13 | $713.01 | $356.50 |
| PUMP STATION | NE 71ST ST/SALMON RUN ADDITION - (NEWPORT) | 1996 | 143 | $82,033 | 7/1/13 | $1,640.65 | $820.33 |
| PUMP STATION - CANDLETREE | NE 7TH ST - (NEWPORT) | 1980 | 200 | $105,468 | 7/1/13 | $2,109.36 | $1,054.68 |
| PRESSURE REDUCING STATION | RUNNING SPRINGS DR - (NEWPORT) | 1995 | 240 | $123,114 | 7/1/13 | $2,462.28 | $1,231.14 |
| WATER PUMP STATION | 40TH ST - (NEWPORT) | 2008 | 200 | $363,528 | 7/1/13 | $7,270.56 | $3,635.28 |
| | | | | | **Annual Total:** | **$231,141.20** | **$115,570.60** |

Attachment B

City of Newport Oregon
Analysis of Wasterwater Fund for New Debt - Cash Flow Statement

| WASTEWATER OPTION 1 - DEQ /REV BOND<br>DEQ $4,500,000 every 3 years - 2 times<br>Revenue Bond $4.5 M every 3 years - 2 times<br>Line | Base Year Actual FY 2012-13 | Orginal Budget FY 2013-14 | Amended Budget FY 2013-14 | Alt. Amended Budget FY 2013-14 | Projected FY 2014-15 | Projected FY 2015-16 | Projected FY 2016-17 | Projected FY 2017-18 | Projected FY 2018-19 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Revenue Based on Rate Increase of 4% in FY 2014-15; 3.25% in 2019-2020; 1.5% in 2028-29; 0.0% in 2037- | | | | | | | | 11/21/2013 | |
| 1 **Revenues** | | | | | | | | | | |
| 2 Grants | - | - | - | - | - | - | - | - | - | |
| 3 User Charges | 3,208,925 | 3,540,000 | 3,540,000 | 3,690,264 | 3,837,874 | 3,991,389 | 4,151,045 | 4,317,087 | 4,489,770 | 4.00% |
| 4 Septic Revenue | 4,340 | 35,000 | 35,000 | | | | | | | Delete |
| 5 Misc. Sales & Services | 1,995 | | | | | | | | | |
| 6 Interest Earnings | 7,001 | | | 2,233 | 3,150 | 4,264 | 5,893 | 6,343 | 5,395 | 0.0062801 |
| 7 Loan Proceeds | | - | | | 4,500,000 | | | 4,500,000 | | |
| 8 **Total Revenues** | **3,222,261** | **3,575,000** | **3,575,000** | **3,692,497** | **8,341,024** | **3,995,653** | **4,156,938** | **8,823,430** | **4,495,166** | |
| 9 | | | | | | | | | | |
| 10 **Personal Services** | **562,475** | **636,938** | **636,938** | **636,938** | **656,046** | **675,728** | **695,999** | **716,879** | **738,386** | 3.00% |
| 11 | | | | | | | | | | |
| 12 **Materials & Services** | | | | | | | | | | |
| 13 City Utility Fees to General Fund | 159,852 | 177,000 | 177,000 | 177,000 | 191,894 | 199,569 | 207,552 | 215,854 | 224,489 | 1% Growth @ |
| 14 Services Provided Charges | | | | | | | | | | |
| 15 By General Fund | 221,524 | 272,115 | 272,115 | 272,115 | 274,836 | 277,585 | 280,360 | 283,164 | 285,996 | 1.00% |
| 16 By Public Works | 251,414 | 309,399 | 309,399 | 309,399 | 318,681 | 328,241 | 338,089 | 348,231 | 358,678 | 3.00% |
| 17 By Airport | 30,704 | 30,704 | 30,704 | 30,704 | 31,625 | 32,574 | 33,551 | 34,558 | 35,594 | 3.00% |
| 18 By Streets | 160,000 | - | - | - | - | - | - | - | - | |
| 19 Other Materials & Services | 1,227,932 | 1,104,050 | 1,104,050 | 1,104,050 | 1,137,172 | 1,171,287 | 1,206,425 | 1,242,618 | 1,279,897 | 3.00% |
| 20 **Total Materials & Services** | **2,051,426** | **1,893,268** | **1,893,268** | **1,893,268** | **1,954,207** | **2,009,256** | **2,065,978** | **2,124,425** | **2,184,653** | |
| 21 | | | | | | | | | | |
| 22 **Transfers - Existing Debt** | | | | | | | | | | |
| 23 2010 A Series | 437,056 | 434,906 | 434,906 | 436,543 | 434,906 | 432,647 | 432,742 | 430,763 | 428,328 | 76.1116% |
| 24 2009 LOCAP Loan | 31,365 | 30,863 | 30,863 | 30,863 | 31,336 | 31,191 | 30,964 | 31,180 | 31,307 | 10.57% |
| 25 Transfer - Capital Projects | 778,000 | 188,758 | 188,758 | 188,758 | - | - | - | - | - | |
| 26 Transfers - for New Debt Pymts- DEQ | - | - | - | - | - | - | - | 550,000 | 629,724 | |
| 27 **Total Transfers** | **1,246,421** | **654,527** | **654,527** | **656,164** | **466,243** | **463,838** | **463,706** | **1,011,944** | **1,089,359** | |
| 28 | | | | | | | | | | |
| 29 **Capital Outlay** | | | | | | | | | | |
| 30 Capital Equipment | 151,014 | 150,000 | 75,000 | 60,000 | 61,200 | 62,424 | 61,200 | 61,200 | 61,200 | 2.00% |
| 31 Capital Expenses/Maintenance | 76,332 | - | - | 60,000 | 61,800 | 63,654 | 61,800 | 61,800 | 61,800 | 3.00% |
| 32 Construction/Easements | 801,640 | 605,407 | 461,521 | 480,793 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | |
| 33 **Total Capital Outlay** | **1,028,986** | **755,407** | **536,521** | **600,793** | **1,623,000** | **1,626,078** | **1,623,000** | **1,623,000** | **1,623,000** | |
| 34 | | | | | | | | | | |
| 35 **Contingency** | **-** | **134,860** | 134,860 | 134,860 | **250,000** | **350,000** | **500,000** | **500,000** | **500,000** | |
| 36 | | | | | | | | | | |
| 37 **Total Expenditures** | **4,889,308** | **4,075,000** | **3,856,114** | **3,922,023** | **4,949,496** | **5,124,900** | **5,348,683** | **5,976,248** | **6,135,398** | |
| 38 | | | | | | | | | | |
| 39 **Excess Revenues Over (Under)** | | | | | | | | | | |
| 40 **Expenditures** | **(1,667,047)** | **(500,000)** | **(281,114)** | **(229,526)** | **3,391,528** | **(1,129,246)** | **(1,191,745)** | **2,847,181** | **(1,640,233)** | |
| 41 | | | | | | | | | | |
| 42 **Beginning Fund Balance** | **1,948,161** | **550,000** | **281,114** | **281,114** | **51,588** | **3,443,116** | **2,313,870** | **1,122,125** | **3,969,307** | |
| 43 | | | | | | | | | | |
| 44 **Ending Fund Balance** | **281,114** | **50,000** | **-** | **51,588** | **3,443,116** | **2,313,870** | **1,122,125** | **3,969,307** | **2,329,074** | Page 1 of 4 |

Attachment B

City of Newport Oregon

Analysis of Wasterwater Fund for New Debt - Cash Flow Statement

| WASTEWATER OPTION 1 - DEQ /REV BOND<br>DEQ $4,500,000 every 3 years - 2 times<br>Revenue Bond $4.5 M every 3 years - 2 times | | Revenue Based on Rate Increase of 4% in FY 2014-15; 3.25% in 2019-2020; 1.5% in 2028-29; 0.0% in 2037-: | | | | | | | | 11/21/2013 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Line | | Projected FY 2019-20 | Projected FY 2020-21 | Projected FY 2021-22 | Projected FY 2022-23 | Projected FY 2023-24 | Projected FY 2024-25 | Projected FY 2025-26 | Projected FY 2026-27 | Projected FY 2027-28 | |
| 45 | **Revenues** | | | | | | | | | | |
| 46 | Grants | - | - | - | - | - | - | - | - | - | |
| 47 | User Charges | 4,635,688 | 4,786,347 | 4,941,904 | 5,102,516 | 5,268,347 | 5,439,569 | 5,616,355 | 5,798,886 | 5,987,350 | 3.25% |
| 48 | Misc. Sales & Services | | | | | | | | | | |
| 49 | Interest Earnings | 6,888 | 7,566 | 5,527 | 4,539 | 4,155 | 3,690 | 3,616 | 3,928 | 4,644 | 0.0062801 |
| 50 | Loan Proceeds | | 4,500,000 | | | 4,500,000 | | | | | |
| 51 | **Total Revenues** | **4,642,576** | **9,293,913** | **4,947,431** | **5,107,054** | **9,772,503** | **5,443,259** | **5,619,970** | **5,802,815** | **5,991,994** | |
| 52 | | | | | | | | | | | |
| 53 | **Personal Services** | **760,537** | **783,353** | **806,854** | **831,060** | **855,991** | **881,671** | **908,121** | **935,365** | **963,426** | 3.00% |
| 54 | | | | | | | | | | | |
| 55 | **Materials & Services** | | | | | | | | | | |
| 56 | City Utility Fees to General Fund | 231,784 | 239,317 | 247,095 | 255,126 | 263,417 | 271,978 | 280,818 | 289,944 | 299,368 | 1% Growth @ |
| 57 | Services Provided Charges | | | | | | | | | | |
| 58 | By General Fund | 288,856 | 291,744 | 294,662 | 297,608 | 300,584 | 303,590 | 306,626 | 309,692 | 312,789 | 1.00% |
| 59 | By Public Works | 369,439 | 380,522 | 391,937 | 403,696 | 415,806 | 428,281 | 441,129 | 454,363 | 467,994 | 3.00% |
| 60 | By Airport | 36,662 | 37,762 | 38,895 | 40,062 | 41,264 | 42,502 | 43,777 | 45,090 | 46,443 | 3.00% |
| 61 | By Streets | - | - | - | - | - | - | - | - | - | |
| 62 | Other Materials & Services | 1,318,293 | 1,357,842 | 1,398,578 | 1,440,535 | 1,483,751 | 1,528,263 | 1,574,111 | 1,621,335 | 1,669,975 | 3.00% |
| 63 | **Total Materials & Services** | **2,245,034** | **2,307,188** | **2,371,167** | **2,437,026** | **2,504,822** | **2,574,614** | **2,646,461** | **2,720,424** | **2,796,568** | |
| 64 | | | | | | | | | | | |
| 65 | **Transfers - Existing Debt** | | | | | | | | | | |
| 66 | 2010 A Series | 425,436 | 424,969 | 424,817 | 202,334 | - | - | - | - | - | 76.1116% |
| 67 | 2009 LOCAP Loan | - | - | - | - | - | - | - | - | - | 10.57% |
| 68 | Transfer - for New Debt Pymts - Rev | - | 345,655 | 345,296 | 345,082 | 691,973 | 690,711 | 690,829 | 692,127 | 692,056 | |
| 69 | Transfers - for New Debt Pymts- DEQ | 627944 | 626,118 | 624,244 | 622,321 | 620,348 | 618,323 | 616,245 | 614,113 | 611,925 | |
| 70 | **Total Transfers** | **1,053,380** | **1,396,742** | **1,394,356** | **1,169,737** | **1,312,321** | **1,309,034** | **1,307,074** | **1,306,240** | **1,303,981** | |
| 71 | | | | | | | | | | | |
| 72 | **Capital Outlay** | | | | | | | | | | |
| 73 | Capital Equipment | 62,424 | 63,672 | 64,946 | 66,245 | 67,570 | 68,921 | 70,300 | 71,706 | 73,140 | 2.00% |
| 74 | Capital Expenses/Maintenance | 63,654 | 65,564 | 67,531 | 69,556 | 71,643 | 73,792 | 76,006 | 78,286 | 80,635 | 3.00% |
| 75 | Construction/Easements | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | | | |
| 76 | **Total Capital Outlay** | **1,626,078** | **1,629,236** | **1,632,476** | **1,635,801** | **1,639,213** | **1,642,714** | **1,646,306** | **149,992** | **153,775** | |
| 77 | | | | | | | | | | | |
| 78 | **Contingency** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | |
| 79 | | | | | | | | | | | |
| 80 | **Total Expenditures** | **6,185,029** | **6,616,519** | **6,704,853** | **6,573,624** | **6,812,348** | **6,908,033** | **7,007,962** | **5,612,020** | **5,717,749** | |
| 81 | | | | | | | | | | | |
| 82 | **Excess Revenues Over (Under)** | | | | | | | | | | |
| 83 | **Expenditures** | **(1,542,453)** | **2,677,394** | **(1,757,422)** | **(1,466,569)** | **2,960,155** | **(1,464,774)** | **(1,387,991)** | **190,794** | **274,245** | |
| 84 | | | | | | | | | | | |
| 85 | **Beginning Fund Balance** | **2,329,074** | **786,621** | **3,464,015** | **1,706,593** | **240,024** | **3,200,178** | **1,735,404** | **347,413** | **538,207** | |
| 86 | | | | | | | | | | | |
| 87 | **Ending Fund Balance** | **786,621** | **3,464,015** | **1,706,593** | **240,024** | **3,200,178** | **1,735,404** | **347,413** | **538,207** | **812,453** | |

City of Newport Oregon
Analysis of Wasterwater Fund for New Debt - Cash Flow Statement

| WASTEWATER OPTION 1 - DEQ /REV BOND<br>DEQ $4,500,000 every 3 years - 2 times<br>Revenue Bond $4.5 M every 3 years - 2 times | | Revenue Based on Rate Increase of 4% in FY 2014-15; 3.25% in 2019-2020; 1.5% in 2028-29; 0.0% in 2037-<br>11/21/2013 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Line | | Projected FY 2028-29 | Projected FY 2029-30 | Projected FY 2030-31 | Projected FY 2031-32 | Projected FY 2032-33 | Projected FY 2033-34 | Projected FY 2034-35 | Projected FY 2035-36 | Projected FY 2036-37 | |
| 88 | **Revenues** | | | | | | | | | | |
| 89 | Grants | - | - | - | - | - | - | - | - | - | |
| 90 | User Charges | 6,077,160 | 6,168,318 | 6,260,842 | 6,354,755 | 6,450,076 | 6,546,828 | 6,645,030 | 6,744,705 | 6,845,876 | 1.50% |
| 91 | Misc. Sales & Services | | | | | | | | | | |
| 92 | Interest Earnings | 5,793 | 6,565 | 7,220 | 7,742 | 8,135 | 8,380 | 8,460 | 8,363 | 8,082 | 0.0062801 |
| 93 | Loan Proceeds | | | | | | | | | | |
| 94 | **Total Revenues** | **6,082,954** | **6,174,882** | **6,268,063** | **6,362,497** | **6,458,211** | **6,555,208** | **6,653,490** | **6,753,069** | **6,853,958** | |
| 95 | | | | | | | | | | | |
| 96 | **Personal Services** | **992,329** | **1,022,099** | **1,052,761** | **1,084,344** | **1,116,875** | **1,150,381** | **1,184,892** | **1,220,439** | **1,257,052** | 3.00% |
| 97 | | | | | | | | | | | |
| 98 | **Materials & Services** | | | | | | | | | | |
| 99 | City Utility Fees to General Fund | 303,858 | 308,416 | 313,042 | 317,738 | 322,504 | 327,341 | 332,251 | 337,235 | 342,294 | 1% Growth |
| 100 | Services Provided Charges | | | | | | | | | | |
| 101 | By General Fund | 315,917 | 319,076 | 322,267 | 325,490 | 328,745 | 332,032 | 335,352 | 338,706 | 342,093 | 1.00% |
| 102 | By Public Works | 482,034 | 496,495 | 511,389 | 526,731 | 542,533 | 558,809 | 575,573 | 592,840 | 610,626 | 3.00% |
| 103 | By Airport | 47,836 | 49,271 | 50,749 | 52,272 | 53,840 | 55,455 | 57,118 | 58,832 | 60,597 | 3.00% |
| 104 | By Streets | - | - | - | - | - | - | - | - | - | |
| 105 | Other Materials & Services | 1,720,074 | 1,771,676 | 1,824,826 | 1,879,571 | 1,935,958 | 1,994,037 | 2,053,858 | 2,115,474 | 2,178,938 | 3.00% |
| 106 | **Total Materials & Services** | **2,869,718** | **2,944,934** | **3,022,274** | **3,101,801** | **3,183,579** | **3,267,674** | **3,354,154** | **3,443,088** | **3,534,548** | |
| 107 | | | | | | | | | | | |
| 108 | **Transfers - Existing Debt** | | | | | | | | | | |
| 109 | 2010 A Series | - | - | - | - | - | - | - | - | - | 76.1116% |
| 110 | 2009 LOCAP Loan | - | - | - | - | - | - | - | - | - | 10.57% |
| 111 | Transfer - for New Debt Pymts - Rev | 693,101 | 690,251 | 693,511 | 692,873 | 690,876 | 692,394 | 692,272 | 692,827 | 691,416 | |
| 112 | Transfers - for New Debt Pymts- DEQ | 609,680 | 607,376 | 605,011 | 602,585 | 600,095 | 597,540 | 594,918 | 592,228 | 589,467 | |
| 113 | **Total Transfers** | **1,302,781** | **1,297,627** | **1,298,522** | **1,295,458** | **1,290,971** | **1,289,934** | **1,287,190** | **1,285,055** | **1,280,883** | |
| 114 | | | | | | | | | | | |
| 115 | **Capital Outlay** | | | | | | | | | | |
| 116 | Capital Equipment | 74,602 | 76,095 | 77,616 | 79,169 | 80,752 | 82,367 | 84,014 | 85,695 | 87,409 | 2.00% |
| 117 | Capital Expenses/Maintenance | 83,054 | 85,546 | 88,112 | 90,755 | 93,478 | 96,282 | 99,171 | 102,146 | 105,210 | 3.00% |
| 118 | Construction/Easements | - | - | - | - | - | - | - | - | - | |
| 119 | **Total Capital Outlay** | **157,656** | **161,640** | **165,728** | **169,924** | **174,230** | **178,650** | **183,185** | **187,841** | **192,619** | |
| 120 | | | | | | | | | | | |
| 121 | **Contingency** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | |
| 122 | | | | | | | | | | | |
| 123 | **Total Expenditures** | **5,822,485** | **5,926,299** | **6,039,285** | **6,151,527** | **6,265,655** | **6,386,638** | **6,509,421** | **6,636,422** | **6,765,102** | |
| 124 | | | | | | | | | | | |
| 125 | **Excess Revenues Over (Under)** | | | | | | | | | | |
| 126 | **Expenditures** | **260,469** | **248,583** | **228,777** | **210,970** | **192,556** | **168,569** | **144,069** | **116,647** | **88,856** | |
| 127 | | | | | | | | | | | |
| 128 | **Beginning Fund Balance** | **812,453** | **1,072,922** | **1,321,505** | **1,550,282** | **1,761,252** | **1,953,808** | **2,122,377** | **2,266,445** | **2,383,092** | |
| 129 | | | | | | | | | | | |
| 130 | **Ending Fund Balance** | **1,072,922** | **1,321,505** | **1,550,282** | **1,761,252** | **1,953,808** | **2,122,377** | **2,266,445** | **2,383,092** | **2,471,948** | |

City of Newport Oregon
Analysis of Wasterwater Fund for New Debt - Cash Flow Statement

| WASTEWATER OPTION 1 - DEQ /REV BOND<br>DEQ $4,500,000 every 3 years - 2 times<br>Revenue Bond $4.5 M every 3 years - 2 times | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Revenue Based on Rate Increase of 4% in FY 2014-15; 3.25% in 2019-2020; 1.5% in 2028-29; 0.0% in 2037-3 | | | | | 11/21/2013 | |
| Line | | Projected FY 2037-38 | Projected FY 2038-39 | Projected FY 2039-40 | Projected FY 2040-41 | Projected FY 2041-42 | Projected FY 2042-43 | Projected FY 2043-44 | Projected FY 2044-45 | Projected FY 2045-46 | |
| 131 | **Revenues** | | | | | | | | | | |
| 132 | Grants | - | - | - | - | - | - | - | - | - | |
| 133 | User Charges | 6,845,876 | 6,845,876 | 6,845,876 | 6,845,876 | 6,845,876 | 6,845,876 | 6,845,876 | 6,845,876 | 6,845,876 | 0.00% |
| 134 | Misc. Sales & Services | | | | | | | | | | |
| 135 | Interest Earnings | 8,648.36 | 9,790.72 | 11,001.78 | 12,412.66 | 13,991.19 | 14,634.12 | 15,395.05 | 16,241.29 | 16,060.93 | 0.0062801 |
| 136 | Loan Proceeds | | | | | | | | | | |
| 137 | **Total Revenues** | **6,854,524** | **6,855,667** | **6,856,878** | **6,858,289** | **6,859,867** | **6,860,510** | **6,861,271** | **6,862,117** | **6,861,937** | |
| 138 | | | | | | | | | | | |
| 139 | **Personal Services** | **1,294,764** | **1,333,607** | **1,373,615** | **1,414,823** | **1,457,268** | **1,500,986** | **1,546,016** | **1,592,396** | **1,640,168** | 3.00% |
| 140 | | | | | | | | | | | |
| 141 | **Materials & Services** | | | | | | | | | | |
| 142 | City Utility Fees to General Fund | 342,294 | 342,294 | 342,294 | 342,294 | 342,294 | 342,294 | 342,294 | 342,294 | 342,294 | 1% Growth @ |
| 143 | Services Provided Charges | | | | | | | | | | |
| 144 | By General Fund | 345,514 | 348,969 | 352,459 | 355,983 | 359,543 | 363,139 | 366,770 | 370,438 | 374,142 | 1.00% |
| 145 | By Public Works | 628,944 | 647,813 | 667,247 | 687,265 | 707,883 | 729,119 | 750,993 | 773,522 | 796,728 | 3.00% |
| 146 | By Airport | 62,415 | 64,287 | 66,216 | 68,202 | 70,249 | 72,356 | 74,527 | 76,762 | 79,065 | 3.00% |
| 147 | By Streets | - | - | - | - | - | - | - | - | - | |
| 148 | Other Materials & Services | 2,244,306 | 2,311,636 | 2,380,985 | 2,452,414 | 2,525,987 | 2,601,766 | 2,679,819 | 2,760,214 | 2,843,020 | 3.00% |
| 149 | **Total Materials & Services** | **3,623,473** | **3,714,998** | **3,809,200** | **3,906,158** | **4,005,955** | **4,108,673** | **4,214,402** | **4,323,230** | **4,435,249** | |
| 150 | | | | | | | | | | | |
| 151 | **Transfers - Existing Debt** | | | | | | | | | | |
| 152 | 2010 A Series | - | - | - | - | - | - | - | - | - | 76.1116% |
| 153 | 2009 LOCAP Loan | - | - | - | - | - | - | - | - | - | 10.57% |
| 154 | Transfer - for New Debt Pymts - Rev | 693,267 | 692,996 | 690,652 | 346,514 | 346,103 | 344,760 | | | | |
| 155 | Transfers - for New Debt Pymts- DEQ | 294,043 | | | | | | | | | |
| 156 | **Total Transfers** | **987,310** | **692,996** | **690,652** | **346,514** | **346,103** | **344,760** | - | - | - | |
| 157 | | | | | | | | | | | |
| 158 | **Capital Outlay** | | | | | | | | | | |
| 159 | Capital Equipment | 89,157 | 90,940 | 92,759 | 94,614 | 96,506 | 98,436 | 100,405 | 102,413 | 104,461 | 2.00% |
| 160 | Capital Expenses/Maintenance | 108,367 | 111,618 | 114,966 | 118,415 | 121,968 | 125,627 | 129,395 | 133,277 | 137,276 | 3.00% |
| 161 | Construction/Easements | - | - | - | - | - | - | - | - | - | |
| 162 | **Total Capital Outlay** | **197,524** | **202,558** | **207,725** | **213,029** | **218,474** | **224,063** | **229,801** | **235,691** | **241,737** | |
| 163 | | | | | | | | | | | |
| 164 | **Contingency** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | |
| 165 | | | | | | | | | | | |
| 166 | **Total Expenditures** | **6,603,070** | **6,444,159** | **6,581,192** | **6,380,524** | **6,527,799** | **6,678,482** | **6,490,218** | **6,651,317** | **6,817,154** | |
| 167 | | | | | | | | | | | |
| 168 | **Excess Revenues Over (Under)** | | | | | | | | | | |
| 169 | **Expenditures** | **251,454** | **411,508** | **275,686** | **477,764** | **332,068** | **182,028** | **371,053** | **210,801** | **44,782** | |
| 170 | | | | | | | | | | | |
| 171 | **Beginning Fund Balance** | **2,471,948** | **2,723,403** | **3,134,910** | **3,410,596** | **3,888,360** | **4,220,428** | **4,402,456** | **4,773,509** | **4,984,309** | |
| 172 | | | | | | | | | | | |
| 173 | **Ending Fund Balance** | **2,723,403** | **3,134,910** | **3,410,596** | **3,888,360** | **4,220,428** | **4,402,456** | **4,773,509** | **4,984,309** | **5,029,092** | |

2/19/2014

City of Newport Oregon
Analysis of Water Fund for New Debt - Cash Flow Statement

| WATER OPTION 1 - REVENUE BOND $4,500,000 every three years - 4 times | | | | | Revenue Based on Rates Increase of 5% in FY 2014-15; 4% in FY 2019-20; 0.0% in 2028-2 | | | | 11/21/2013 | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line | Base Year Actual FY 2012-13 | Orginal Budget FY 2013-14 | Amended Budget FY 2013-14 | Alt. Amended Budget FY 2013-14 | Projected FY 2014-15 | Projected FY 2015-16 | Projected FY 2016-17 | Projected FY 2017-18 | Projected FY 2018-19 | |
| 1 **Revenues** | | | | | | | | | | |
| 2 Grants | 1,266 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | |
| 3 User Charges | 2,745,602 | 3,000,000 | 3,000,000 | 3,020,162 | 3,171,170 | 3,329,729 | 3,496,215 | 3,671,026 | 3,854,577 | 5% Inc |
| 4 New Services & Meters | 8,613 | 5,000 | 8,600 | 8,600 | 8,686 | 8,773 | 8,861 | 8,949 | 9,039 | **11/21/2013** |
| 5 Misc. Sales & Services/Seal Rock | 70,645 | 76,500 | 95,000 | 45,000 | 45,450 | 45,905 | 46,364 | 46,827 | 47,295 | 1.0 Growth |
| 6 Interest Earnings | 6,429 | 1,000 | 1,000 | 2,075 | 851 | 1,740 | 3,232 | 4,243 | 4,803 | 0.00657 |
| 7 Bond Proceeds | | | | | 4,500,000 | | | 4,500,000 | | Delete |
| 8 **Total Revenues** | **2,832,555** | **3,084,000** | **3,106,100** | **3,077,337** | **7,727,657** | **3,387,646** | **3,556,171** | **8,232,546** | **3,917,215** | |
| 9 | | | | | | | | | | |
| 10 **Personal Services** | **737,716** | **817,400** | **817,400** | **817,400** | **841,922** | **867,180** | **893,195** | **919,991** | **947,591** | 3.00% |
| 11 | | | | | | | | | | |
| 12 **Materials & Services** | | | | | | | | | | |
| 13 City Utility Fees to General Fund | 138,536 | 150,000 | 150,000 | 150,000 | 158,559 | 166,486 | 174,811 | 183,551 | 192,729 | 1% growth @ |
| 14 Services Provided Charges | | | | | | | | | | |
| 15 By General Fund | 249,287 | 228,261 | 228,261 | 228,261 | 230,544 | 232,849 | 235,178 | 237,529 | 239,905 | 1.00% |
| 16 By Public Works | 333,944 | 308,833 | 308,833 | 308,833 | 318,098 | 327,641 | 337,470 | 347,594 | 358,022 | 3.00% |
| 17 Other Materials & Services | 1,199,917 | 729,410 | 729,410 | 729,410 | 751,292 | 773,831 | 797,046 | 820,957 | 845,586 | 3.00% |
| 18 **Total Materials & Services** | **1,921,684** | **1,416,504** | **1,416,504** | **1,416,504** | **1,458,492** | **1,500,807** | **1,544,504** | **1,589,632** | **1,636,242** | |
| 19 | | | | | | | | | | |
| 20 **Transfers - Existing Debt** | | | | | | | | | | |
| 21 Seal Rock Water | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | |
| 22 2009 LOCAP Loan | 4,556 | 4,484 | 4,484 | 4,484 | 4,566 | 4,544 | 4,511 | 4,542 | 4,561 | 1.54% |
| 23 Transfer - Street Funds | | 141,587 | 141,587 | 141,587 | 143,357 | 145,149 | 146,963 | 148,800 | 150,660 | 1.25% |
| 24 Transfers - for New Debt Payments | - | - | - | - | 331,080 | 331,952 | 329,964 | 675,099 | 677,125 | |
| 25 **Total Transfers** | **64,556** | **206,071** | **206,071** | **206,071** | **539,002** | **541,645** | **541,438** | **888,441** | **892,347** | |
| 26 | | | | | | | | | | |
| 27 **Capital Outlay** | | | | | | | | | | |
| 28 Capital Equipment | 23,915 | 152,000 | - | 109,962 | 60,000 | 61,200 | 61,200 | 61,200 | 61,200 | 2.00% |
| 29 Capital Expenses - Maintenance | 232,456 | 60,000 | 60,000 | 60,000 | 60,000 | 61,800 | 61,800 | 61,800 | 61,800 | 3.00% |
| 30 Construction/Upgrades/Easements | 712,327 | 981,824 | 904,368 | 763,568 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | |
| 31 **Total Capital Outlay** | **968,698** | **1,193,824** | **964,368** | **933,530** | **1,620,000** | **1,623,000** | **1,623,000** | **1,623,000** | **1,623,000** | |
| 32 | | | | | | | | | | |
| 33 **Contingency** | | **166,700** | **250,000** | **166,700** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | |
| 34 | | | | | | | | | | |
| 35 **Total Expenditures** | **3,692,654** | **3,800,499** | **3,654,343** | **3,540,205** | **4,634,416** | **4,707,632** | **4,777,138** | **5,196,064** | **5,274,179** | |
| 36 | | | | | | | | | | |
| 37 **Excess Revenues Over (Under)** | | | | | | | | | | |
| 38 **Expenditures** | **(860,099)** | **(716,499)** | **(548,243)** | **(462,868)** | **3,093,241** | **(1,319,986)** | **(1,220,967)** | **3,036,482** | **(1,356,964)** | |
| 39 | | | | | | | | | | |
| 40 **Beginning Fund Balance** | **1,408,342** | **766,499** | **548,243** | **548,243** | **85,375** | **3,178,616** | **1,858,629** | **637,662** | **3,674,144** | |
| 41 | | | | | | | | | | |
| 42 **Ending Fund Balance** | **548,243** | **50,000** | **-** | **85,375** | **3,178,616** | **1,858,629** | **637,662** | **3,674,144** | **2,317,180** | |



Attachment C

City of Newport Oregon
Analysis of Water Fund for New Debt - Cash Flow Ststement

**WATER OPTION 1 - REVENUE BOND**
**$4,500,000 every three years - 4 times**

Revenue Based on Rates Increase of 5% in FY 2014-15; 4% in FY 2019-20; 0.0% in 2028-2

11/21/2013

| Line | | Projected FY 2019-20 | Projected FY 2020-21 | Projected FY 2021-22 | Projected FY 2022-23 | Projected FY 2023-24 | Projected FY 2024-25 | Projected FY 2025-26 | Projected FY 2026-27 | Projected FY 2027-28 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 44 | **Revenues** | | | | | | | | | | |
| 45 | Grants | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | |
| 46 | User Charges | 4,008,760 | 4,169,111 | 4,335,875 | 4,509,310 | 4,689,683 | 4,877,270 | 5,072,361 | 5,275,255 | 5,486,265 | 4.0% Inc |
| 47 | New Services & Meters | 9,129 | 9,220 | 9,313 | 9,406 | 9,500 | 9,595 | 9,691 | 9,788 | 9,885 | 1.0 Growth |
| 48 | Misc. Sales & Services | 47,768 | 48,246 | 48,729 | 49,216 | 49,708 | 50,205 | 50,707 | 51,214 | 51,726 | 1.0 Growth |
| 49 | Interest Earnings | 6,090 | 6,680 | 6,724 | 7,386 | 7,559 | 7,277 | 7,706 | 8,888 | 10,852 | 0.00657 |
| 50 | Bond Proceeds | | 4,500,000 | | | 4,500,000 | | | | | Delete |
| 51 | **Total Revenues** | **4,073,248** | **8,734,757** | **4,402,140** | **4,576,818** | **9,257,949** | **4,945,847** | **5,141,965** | **5,346,645** | **5,560,230** | |
| 52 | | | | | | | | | | | |
| 53 | **Personal Services** | **976,018** | **1,005,299** | **1,035,458** | **1,066,522** | **1,098,517** | **1,131,473** | **1,165,417** | **1,200,379** | **1,236,391** | 3.00% |
| 54 | | | | | | | | | | | |
| 55 | **Materials & Services** | | | | | | | | | | |
| 56 | City Utility Fees to General Fund | 200,438 | 208,456 | 216,794 | 225,466 | 234,484 | 243,864 | 253,618 | 263,763 | 274,313 | 1% growth @ |
| 57 | Services Provided Charges | | | | | | | | | | |
| 58 | By General Fund | 242,304 | 244,727 | 247,174 | 249,646 | 252,142 | 254,664 | 257,210 | 259,782 | 262,380 | 1.00% |
| 59 | By Public Works | 368,763 | 372,450 | 376,175 | 379,937 | 383,736 | 387,573 | 391,449 | 395,364 | 399,317 | 3.00% |
| 60 | Other Materials & Services | 870,954 | 897,082.30 | 923,995 | 951,715 | 980,266 | 1,009,674 | 1,039,964 | 1,071,163 | 1,103,298 | 3.00% |
| 61 | **Total Materials & Services** | **1,682,458** | **1,722,715** | **1,764,137** | **1,806,762** | **1,850,628** | **1,895,774** | **1,942,242** | **1,990,072** | **2,039,309** | |
| 62 | | | | | | | | | | | |
| 63 | **Transfers - Existing Debt** | | | | | | | | | | |
| 64 | Seal Rock Water | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | |
| 65 | 2009 LOCAP Loan | - | - | - | - | - | - | - | - | - | 1.54% |
| 66 | Transfer - Street Funds | 152,543 | 154,450 | 156,381 | 158,335 | 160,315 | 162,319 | 164,348 | 166,402 | 168,482 | 1.25% |
| 67 | Transfers -for New Debt Payments | 675,471 | 1,022,712 | 1,021,079 | 1,022,812 | 1,367,786 | 1,368,236 | 1,368,804 | 1,366,730 | 1,369,450 | |
| 68 | **Total Transfers** | **888,014** | **1,237,162** | **1,237,460** | **1,241,147** | **1,588,101** | **1,590,555** | **1,593,151** | **1,593,131** | **1,597,931** | |
| 69 | | | | | | | | | | | |
| 70 | **Capital Outlay** | | | | | | | | | | |
| 71 | Capital Equipment | 62,424 | 63,672 | 64,946 | 66,245 | 67,570 | 68,921 | 70,300 | 71,706 | 73,140 | 2.00% |
| 72 | Capital Expenses - Maintenance | 63,654 | 64,291 | 64,933 | 65,583 | 66,239 | 66,901 | 67,570 | 68,246 | 68,928 | 3.00% |
| 73 | Construction/Upgrades/Easements | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | - | - | |
| 74 | **Total Capital Outlay** | **1,626,078** | **1,627,963** | **1,629,879** | **1,631,828** | **1,633,808** | **1,635,822** | **1,637,870** | **139,951** | **142,068** | |
| 75 | | | | | | | | | | | |
| 76 | **Contingency** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | |
| 77 | | | | | | | | | | | |
| 78 | **Total Expenditures** | **5,347,569** | **5,768,138** | **5,841,934** | **5,921,259** | **6,346,055** | **6,428,624** | **6,513,679** | **5,098,534** | **5,190,699** | |
| 79 | | | | | | | | | | | |
| 80 | **Excess Revenues Over (Under)** | | | | | | | | | | |
| 81 | **Expenditures** | **(1,274,321)** | **2,966,619** | **(1,439,794)** | **(1,344,440)** | **2,911,895** | **(1,482,777)** | **(1,371,714)** | **248,111** | **369,531** | |
| 82 | | | | | | | | | | | |
| 83 | **Beginning Fund Balance** | **2,317,180** | **1,042,860** | **4,009,479** | **2,569,685** | **1,225,245** | **4,137,140** | **2,654,363** | **1,282,649** | **1,530,760** | |
| 84 | | | | | | | | | | | |
| 85 | **Ending Fund Balance** | **1,042,860** | **4,009,479** | **2,569,685** | **1,225,245** | **4,137,140** | **2,654,363** | **1,282,649** | **1,530,760** | **1,900,291** | |

City of Newport Oregon
Analysis of Water Fund for New Debt - Cash Flow Statement

**WATER OPTION 1 - REVENUE BOND**
**$4,500,000 every three years - 4 times**

Revenue Based on Rates Increase of 5% in FY 2014-15; 4% in FY 2019-20; 0.0% in 2028-29

11/21/2013

| Line | | Projected FY 2028-29 | Projected FY 2029-30 | Projected FY 2030-31 | Projected FY 2031-32 | Projected FY 2032-33 | Projected FY 2033-34 | Projected FY 2034-35 | Projected FY 2035-36 | Projected FY 2036-37 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 87 | **Revenues** | | | | | | | | | | |
| 88 | Grants | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | |
| 89 | User Charges | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 0.0 Growth |
| 90 | New Services & Meters | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 0.0 Growth |
| 91 | Misc. Sales & Services | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 0.0 Growth |
| 92 | Interest Earnings | 28,696 | 30,136 | 30,934 | 31,059 | 30,506 | 29,258 | 28,379 | 27,841 | 26,549 | 0.00657 |
| 93 | Bond Proceeds | - | - | - | - | - | - | - | - | - | Delete |
| 94 | **Total Revenues** | **5,578,073** | **5,579,513** | **5,580,311** | **5,580,437** | **5,579,883** | **5,578,636** | **5,577,756** | **5,577,218** | **5,575,926** | |
| 95 | | | | | | | | | | | |
| 96 | **Personal Services** | **1,273,483** | **1,311,687** | **1,351,038** | **1,391,569** | **1,433,316** | **1,476,315** | **1,520,605** | **1,566,223** | **1,613,210** | 3.00% |
| 97 | | | | | | | | | | | |
| 98 | **Materials & Services** | | | | | | | | | | |
| 99 | City Utility Fees to General Fund | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 1% growth @ |
| 100 | Services Provided Charges | | | | | | | | | | |
| 101 | By General Fund | 265,004 | 267,654 | 270,331 | 273,034 | 275,764 | 278,522 | 281,307 | 284,120 | 286,961 | 1.00% |
| 102 | By Public Works | 411,297 | 423,636 | 436,345 | 449,435 | 462,918 | 476,806 | 491,110 | 505,843 | 521,018 | 3.00% |
| 103 | Other Materials & Services | 1,136,397 | 1,170,489 | 1,205,604 | 1,241,772 | 1,279,025 | 1,317,396 | 1,356,917 | 1,397,625 | 1,439,554 | 3.00% |
| 104 | **Total Materials & Services** | **2,087,011** | **2,136,092** | **2,186,592** | **2,238,554** | **2,292,020** | **2,347,036** | **2,403,648** | **2,461,901** | **2,521,847** | |
| 105 | | | | | | | | | | | |
| 106 | **Transfers - Existing Debt** | | | | | | | | | | |
| 107 | Seal Rock Water | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | |
| 108 | 2009 LOCAP Loan | - | - | - | - | - | - | - | - | - | 1.54% |
| 109 | Transfer - Street Funds | 173,536 | 178,742 | 184,105 | 189,628 | 195,317 | 201,176 | 207,211 | 213,428 | 219,831 | 3.00% |
| 110 | Transfers - New Debt | 1,369,201 | 1,365,908 | 1,369,445 | 1,369,914 | 1,369,602 | 1,368,312 | 1,038,785 | 1,038,929 | 1,036,175 | |
| 111 | **Total Transfers** | **1,602,737** | **1,604,650** | **1,613,549** | **1,619,541** | **1,624,919** | **1,629,488** | **1,305,996** | **1,312,357** | **1,316,006** | |
| 112 | | | | | | | | | | | |
| 113 | **Capital Outlay** | | | | | | | | | | |
| 114 | Capital Equipment | 74,602 | 76,095 | 77,616 | 79,169 | 80,752 | 82,367 | 84,014 | 85,695 | 87,409 | 2.00% |
| 115 | Capital Expenses - Maintenance | 70,996 | 73,126 | 75,320 | 77,579 | 79,907 | 82,304 | 84,773 | 87,316 | 89,936 | 3.00% |
| 116 | Construction/Upgrades/Easements | - | - | - | - | - | - | - | - | - | |
| 117 | **Total Capital Outlay** | **145,598** | **149,220** | **152,936** | **156,748** | **160,659** | **164,671** | **168,787** | **173,011** | **177,344** | |
| 118 | | | | | | | | | | | |
| 119 | **Contingency** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | |
| 120 | | | | | | | | | | | |
| 121 | **Total Expenditures** | **5,283,829** | **5,376,650** | **5,479,115** | **5,581,412** | **5,685,914** | **5,792,510** | **5,574,036** | **5,688,492** | **5,803,406** | |
| 122 | | | | | | | | | | | |
| 123 | **Excess Revenues Over (Under)** | | | | | | | | | | |
| 124 | **Expenditures** | **294,244** | **202,863** | **101,196** | **(975)** | **(106,031)** | **(213,875)** | **3,720** | **(111,274)** | **(227,480)** | |
| 125 | | | | | | | | | | | |
| 126 | **Beginning Fund Balance** | **4,234,923** | **4,529,167** | **4,732,030** | **4,833,226** | **4,832,251** | **4,726,220** | **4,512,345** | **4,516,065** | **4,404,791** | |
| 127 | | | | | | | | | | | |
| 128 | **Ending Fund Balance** | **4,529,167** | **4,732,030** | **4,833,226** | **4,832,251** | **4,726,220** | **4,512,345** | **4,516,065** | **4,404,791** | **4,177,311** | |

City of Newport Oregon
Analysis of Water Fund for New Debt - Cash Flow Statement

**WATER OPTION 1 - REVENUE BOND**
**$4,500,000 every three years - 4 times**

Revenue Based on Rates Increase of 5% in FY 2014-15; 4% in FY 2019-20; 0.0% in 2028-29

11/21/2013

| Line | | Projected FY 2037-38 | Projected FY 2038-39 | Projected FY 2039-40 | Projected FY 2040-41 | Projected FY 2041-42 | Projected FY 2042-43 | Projected FY 2043-44 | Projected FY 2044-45 | Projected FY 2045-46 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 130 | **Revenues** | | | | | | | | | | |
| 131 | Grants | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | |
| 132 | User Charges | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 5,486,265 | 0.0 Growth |
| 133 | New Services & Meters | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 9,885 | 0.0 Growth |
| 134 | Misc. Sales & Services | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 51,726 | 0.0 Growth |
| 135 | Interest Earnings | 27,536 | 27,310 | 26,261 | 25,494 | 26,116 | 26,969 | 26,889 | 25,848 | 25,789 | 0.00657 |
| 136 | Bond Proceeds | - | - | - | - | - | - | - | - | - | Delete |
| 137 | **Total Revenues** | **5,576,913** | **5,576,687** | **5,575,638** | **5,574,872** | **5,575,493** | **5,576,346** | **5,576,266** | **5,575,225** | **5,575,166** | |
| 138 | | | | | | | | | | | |
| 139 | **Personal Services** | **1,661,606** | **1,711,454** | **1,762,798** | **1,815,682** | **1,870,152** | **1,926,257** | **1,984,044** | **2,043,566** | **2,104,873** | 3.00% |
| 140 | | | | | | | | | | | |
| 141 | **Materials & Services** | | | | | | | | | | |
| 142 | City Utility Fees to General Fund | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 274,313 | 1% growth @ |
| 143 | Services Provided Charges | | | | | | | | | | |
| 144 | By General Fund | 289,831 | 292,729 | 295,657 | 298,613 | 301,599 | 304,615 | 307,661 | 310,738 | 313,845 | 1.00% |
| 145 | By Public Works | 536,649 | 552,748 | 569,331 | 586,411 | 604,003 | 622,123 | 640,787 | 660,011 | 679,811 | 3.00% |
| 146 | Other Materials & Services | 1,482,740 | 1,527,223 | 1,573,039 | 1,620,230 | 1,668,837 | 1,718,902 | 1,770,470 | 1,823,584 | 1,878,291 | 3.00% |
| 147 | **Total Materials & Services** | **2,583,533** | **2,647,013** | **2,712,340** | **2,779,568** | **2,848,753** | **2,919,954** | **2,993,231** | **3,068,645** | **3,146,261** | |
| 148 | | | | | | | | | | | |
| 149 | **Transfers - Existing Debt** | | | | | | | | | | |
| 150 | Seal Rock Water | - | - | - | - | - | - | - | - | - | |
| 151 | 2009 LOCAP Loan | - | - | - | - | - | - | - | - | - | 1.54% |
| 152 | Transfer - Street Funds | 226,426 | 233,218 | 240,215 | 247,421 | 254,844 | 262,489 | 270,364 | 278,475 | 286,829 | 3.00% |
| 153 | Transfers - New Debt | 693,267 | 692,996 | 690,652 | 346,514 | 346,103 | 344,760 | | | | |
| 154 | **Total Transfers** | **919,692** | **926,214** | **930,867** | **593,935** | **600,947** | **607,249** | **270,364** | **278,475** | **286,829** | |
| 155 | | | | | | | | | | | |
| 156 | **Capital Outlay** | | | | | | | | | | |
| 157 | Capital Equipment | 89,157 | 90,940 | 92,759 | 94,614 | 96,506 | 98,436 | 100,405 | 102,413 | 104,461 | 2.00% |
| 158 | Capital Expenses - Maintenance | 92,634 | 95,413 | 98,275 | 101,223 | 104,260 | 107,388 | 110,609 | 113,928 | 117,346 | 3.00% |
| 159 | Construction/Upgrades/Easements | - | - | - | - | - | - | - | - | - | |
| 160 | **Total Capital Outlay** | **181,791** | **186,353** | **191,034** | **195,837** | **200,766** | **205,824** | **211,015** | **216,341** | **221,807** | |
| 161 | | | | | | | | | | | |
| 162 | **Contingency** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | **175,000** | |
| 163 | | | | | | | | | | | |
| 164 | **Total Expenditures** | **5,521,622** | **5,646,035** | **5,772,038** | **5,560,021** | **5,695,618** | **5,834,284** | **5,633,654** | **5,782,027** | **5,934,769** | |
| 165 | | | | | | | | | | | |
| 166 | **Excess Revenues Over (Under)** | | | | | | | | | | |
| 167 | **Expenditures** | **55,291** | **(69,348)** | **(196,400)** | **14,850** | **(120,125)** | **(257,938)** | **(57,388)** | **(206,802)** | **(359,604)** | |
| 168 | | | | | | | | | | | |
| 169 | **Beginning Fund Balance** | **4,177,311** | **4,232,603** | **4,163,255** | **3,966,855** | **3,981,705** | **3,861,580** | **3,603,642** | **3,546,255** | **3,339,453** | |
| 170 | | | | | | | | | | | |
| 171 | **Ending Fund Balance** | **4,232,603** | **4,163,255** | **3,966,855** | **3,981,705** | **3,861,580** | **3,603,642** | **3,546,255** | **3,339,453** | **2,979,849** | |

**PAY-AS-YOU-GO VERSUS BONDED PROJECTS**

**FOR ILLUSTRATIVE PURPOSES**

## WATER FUND

**2/21/2014**

| | FY 2013 -14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2022-23 |
|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Fund Balance | 766,497 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Revenues | | | | | | | | | | |
| Users Fees | 3,000,000 | 4,383,900 | 4,476,400 | 4,568,990 | 4,658,960 | 4,773,960 | 4,857,800 | 4,949,500 | 5,046,590 | 5,141,600 |
| Other Revenue | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 |
| Total Revenue | 3,084,000 | 4,467,900 | 4,560,400 | 4,652,990 | 4,742,960 | 4,857,960 | 4,941,800 | 5,033,500 | 5,130,590 | 5,225,600 |
| **Total Resources** | **3,850,497** | **4,517,900** | **4,610,400** | **4,702,990** | **4,792,960** | **4,907,960** | **4,991,800** | **5,083,500** | **5,180,590** | **5,275,600** |
| Expenditures/Appropriations | | | | | | | | | | |
| Water Plant | 808,140 | 832,383 | 857,355 | 883,076 | 909,568 | 936,855 | 964,961 | 993,910 | 1,023,727 | 1,054,439 |
| Water Distribution | 913,168 | 940,564 | 968,780 | 997,844 | 1,027,779 | 1,058,612 | 1,090,371 | 1,123,082 | 1,156,774 | 1,191,478 |
| **Water Capital Projects** | 981,824 | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** |
| Non-Departmental | 587,094 | 604,707 | 622,848 | 641,533 | 660,780 | 680,603 | 701,022 | 722,052 | 743,714 | 766,025 |
| Contingency | 154,200 | 164,980 | 181,526 | 196,016 | 205,814 | 237,043 | 240,970 | 245,394 | 252,459 | 254,992 |
| Franchise Fee | 150,000 | 219,195 | 223,820 | 228,450 | 232,948 | 238,698 | 242,890 | 247,475 | 252,330 | 257,080 |
| Transfer to Debt Service | 64,484 | 64,484 | 64,484 | 64,484 | 64,484 | 64,561 | 60,000 | 60,000 | 60,000 | 60,000 |
| Transfer to Street Fund | 141,587 | 141,587 | 141,587 | 141,587 | 141,587 | 141,587 | 141,587 | 141,587 | 141,587 | 141,587 |
| **Total Expenditures/Approp** | **3,800,497** | **4,467,900** | **4,560,400** | **4,652,990** | **4,742,960** | **4,857,960** | **4,941,800** | **5,033,500** | **5,130,590** | **5,225,600** |
| **UEFB** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** |
| **Total Requirements** | **3,850,497** | **4,517,900** | **4,610,400** | **4,702,990** | **4,792,960** | **4,907,960** | **4,991,800** | **5,083,500** | **5,180,590** | **5,275,600** |
| **PAY AS YOU GO BASIS** | | | | | | | | | | |
| **Users Fee Revenue** | **3,000,000** | **4,383,900** | **4,476,400** | **4,568,990** | **4,658,960** | **4,773,960** | **4,857,800** | **4,949,500** | **5,046,590** | **5,141,600** |
| **Users fees increase per year** | **15%** | **46.130%** | **2.110%** | **2.068%** | **1.969%** | **2.468%** | **1.756%** | **1.888%** | **1.962%** | **1.883%** |
| **Users Fees Rate** | **32.67** | **47.74** | **48.75** | **49.76** | **50.74** | **51.99** | **52.90** | **53.90** | **54.96** | **55.99** |
| **UEFB** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** |
| **BONDED PROJECTS BASIS** | | | | | | | | | | |
| **Users Fee Revenue** | | **3,171,170** | **3,329,729** | **3,496,215** | **3,671,026** | **3,854,577** | **4,008,760** | **4,169,111** | **4,335,875** | **4,509,310** |
| **Users fees increase per year** | | **5%** | **5%** | **5%** | **5%** | **5%** | **4%** | **4%** | **4%** | **4%** |
| **Users Fees Rate** | **32.67** | **34.30** | **36.02** | **37.82** | **39.71** | **41.70** | **43.36** | **45.10** | **46.90** | **48.78** |
| **UEFB** | | **3,178,616** | **1,858,629** | **637,662** | **3,674,144** | **2,317,180** | **1,042,860** | **4,009,479** | **2,569,685** | **1,225,245** |

Attachment D

**PAY-AS-YOU-GO VERSUS BONDED PROJECTS**

**FOR ILLUSTRATIVE PURPOSES**

## WASTEWATER FUND

**2/21/2014**

| | FY 2013 -14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2022-23 |
|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Fund Balance | 550,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Revenues | | | | | | | | | | |
| Users Fees | 3,540,000 | 5,038,800 | 5,138,200 | 5,244,400 | 5,341,350 | 5,441,030 | 5,512,150 | 5,651,930 | 5,732,570 | 5,626,060 |
| Other Revenue | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 3,500 | 35,000 | 35,000 |
| Total Revenue | 3,575,000 | 5,073,800 | 5,173,200 | 5,279,400 | 5,376,350 | 5,476,030 | 5,547,150 | 5,655,430 | 5,767,570 | 5,661,060 |
| **Total Resources** | **4,125,000** | **5,123,800** | **5,223,200** | **5,329,400** | **5,426,350** | **5,526,030** | **5,597,150** | **5,705,430** | **5,817,570** | **5,711,060** |
| Expenditures/Appropriations | | | | | | | | | | |
| WW Treatment | 1,228,833 | 1,265,697 | 1,303,668 | 1,342,778 | 1,383,061 | 1,424,553 | 1,467,289 | 1,511,308 | 1,556,647 | 1,603,347 |
| WW Collection | 618,155 | 636,699 | 655,800 | 675,474 | 695,739 | 716,611 | 738,110 | 760,253 | 783,060 | 806,552 |
| **WW Capital Projects** | 605,407 | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** | **1,500,000** |
| Non-Departmental | 612,218 | 560,955 | 580,372 | 600,180 | 621,206 | 642,869 | 666,760 | 688,043 | 713,130 | 748,448 |
| Contingency | 178,860 | 203,508 | 223,854 | 246,284 | 258,576 | 271,553 | 285,189 | 299,503 | 314,529 | 330,318 |
| Franchise Fee | 177,000 | 251,940 | 256,910 | 262,220 | 267,068 | 272,052 | 275,608 | 282,597 | 286,629 | 281,303 |
| Transfer to Debt Service | 465,769 | 466,243 | 463,838 | 463,706 | 461,943 | 459,635 | 425,436 | 424,969 | 424,817 | 202,334 |
| Transfer to Street Fund | 188,758 | 188,758 | 188,758 | 188,758 | 188,758 | 188,758 | 188,758 | 188,758 | 188,758 | 188,758 |
| **Total Expenditures/Approp** | **4,075,000** | **5,073,800** | **5,173,200** | **5,279,400** | **5,376,350** | **5,476,030** | **5,547,150** | **5,655,430** | **5,767,570** | **5,661,060** |
| **UEFB** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** |
| **Total Requirements** | **4,125,000** | **5,123,800** | **5,223,200** | **5,329,400** | **5,426,350** | **5,526,030** | **5,597,150** | **5,705,430** | **5,817,570** | **5,711,060** |
| **PAY AS YOU GO BASIS** | | | | | | | | | | |
| **Users Fee Revenue** | **3,540,000** | **5,038,800** | **5,138,200** | **5,244,400** | **5,341,350** | **5,441,030** | **5,512,150** | **5,651,930** | **5,732,570** | **5,626,060** |
| **Users fees increase per year** | **15%** | **42.339%** | **1.973%** | **2.067%** | **1.849%** | **1.866%** | **1.307%** | **2.536%** | **1.427%** | **-1.858%** |
| **Users Fees Rate** | **51.54** | **73.36** | **74.81** | **76.36** | **77.77** | **79.22** | **80.25** | **82.29** | **83.46** | **81.91** |
| **UEFB** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** |
| **BONDED PROJECTS BASIS** | | | | | | | | | | |
| **Users Fee Revenue** | | **3,837,874** | **3,991,389** | **4,151,045** | **4,317,087** | **4,489,770** | **4,635,688** | **4,786,347** | **4,941,904** | **5,102,516** |
| **Users fees increase per year** | | **4%** | **4%** | **4%** | **4%** | **4%** | **3.25%** | **3.25%** | **3.25%** | **3.25%** |
| **Users Fees Rate** | **51.54** | **53.60** | **55.75** | **57.98** | **60.29** | **62.71** | **64.74** | **66.85** | **69.02** | **71.26** |
| **UEFB** | | **3,443,116** | **2,313,870** | **1,122,125** | **3,969,307** | **2,329,074** | **786,621** | **3,464,015** | **1,706,593** | **240,024** |

Attach E

From: Councilor David Allen
To: Newport City Council and
Infrastructure Task Force
Re: Jan. 6, 2014 Council Meeting

The enclosed report is the result of a process undertaken by the task force over the past five months and 10 meetings, per the direction in the enclosed resolution that established the task force in June 2013.

Also enclosed is the 5-year plan to increase utility rates and fees the city implemented in 2012, but which the council and budget committee recognized in the last budget process "can create a financial hardship for residents and businesses," as noted in the resolution.

As chair of the task force, I'd like to thank the task force members and city staff for the time and effort put into this process. Consensus was reached on all the bullet points in the report. The information used by the task force in developing the report can be accessed online at http://www.thecityofnewport.net/citygov/comm/itf.asp.

At the last task force meeting, it was noted the council and city staff would need to evaluate and determine any preference among the funding options listed in the report. Not only for the upcoming budget process with the budget committee, but also on an ongoing basis.

Enc: Task force report
Res. 3637
5-year plan

# Report from the Newport Infrastructure Task Force – Jan. 6, 2014 Council Meeting

## Newport Mission Statement

*The City of Newport pledges to effectively manage essential community services for the well-being and public safety of residents and visitors. The City will encourage economic diversification, sustainable development, and livability (revised April 1, 2013).*

## General Assumptions

- City has a responsibility to fund the maintenance and improvements of its capital assets. Capital assets include city-owned infrastructure, facilities and other improvements that provide services to the public, usually with benefits to the community at-large as well as the direct user.

- Capital assets considered by the Task Force include:

    - Water Infrastructure
    - Wastewater Infrastructure
    - Stormwater Infrastructure
    - Streets
    - Rights-of-way (lighting, landscaping, incidental structures)
    - City facilities (buildings, parks, public parking lots, public piers, etc.)

    The issue of rolling stock (fire engines, heavy equipment, police vehicles, etc.) was discussed, but is not factored into the Task Force recommendations.

- Assumed need for annual investments to upgrade capital assets moving forward:

    - Water – $1.5 million (2013 dollars)
    - Wastewater – $1.5 million (2013 dollars)
    - Stormwater – $ Not available
    - Streets (including rights-of-way) – $ Not available
    - City Facilities – $ Not available

Where figures were not available, estimates will need to be prepared to inform upcoming budget discussions. The Task Force recommends that this take place no later than March 1, 2014. It is understood that such estimates will be subject to change as capital facility plans are prepared and updated.

## Potential Near-Term (1-5yr) Recommendations:

- These potential recommendations were prepared with the understanding that funding capital project needs is necessary both in the near term and long term, with an eye toward minimizing financial hardship for residents and businesses and ensuring equitable contributions from both existing and future users.

- A number of options for funding capital project needs were discussed, including:

    - Consider continuing "pay as you go" approach that relies upon utility rate increases to pay for capital project needs. This includes continuing the 5-year plan to increase water and sewer rates that calls for water rate increases at 10% in FY15 and FY16, and an 8% increase in FY17, with 5% increases each year thereafter. Sewer rates would increase 15% in FY15, and 10% in FY16 and FY17, with 5% increases each year thereafter. Stormwater and Infrastructure fees would increase 5% each year.

    - Consider a budget strategy that leverages utility revenues to secure loans/revenue bonds for needed capital projects in lieu of the remaining years of the 5-year plan for rate increases. Future water and wastewater rate changes would be limited to inflationary adjustments and debt service requirements. Stormwater and Infrastructure fees would increase at least 5% each year.

    - Consider general obligation bonds as a potential financing option for discrete facilities that serve the broader community.

    - Continue to pursue grants to fund capital project needs, recognizing that these funding opportunities have administrative requirements that influence timelines and the scope of projects, and are not available for all types of work.

    - Evaluate whether or not a new tax is a viable funding option, if it can capture more tourism dollars to help pay for capital infrastructure needs. An example discussed is a food and beverage sales tax imposed by cities such as Ashland and Yachats.

    - Consider looking at annexation and urban renewal as opportunities to expand and grow the City's tax base over time so that it is more capable of meeting its capital project needs with existing funding sources.

- Consider whether a policy option package should be prepared for Budget Committee and Council consideration that eliminates payment of the in lieu of franchise fees from the Water and Wastewater (Sewer) Funds into the General Fund, which started in FY03.

- Consider developing a comprehensive 10-year prospective debt schedule across all city departments to ensure viability of financing City's capital infrastructure needs.

- Consider reevaluating the City's reserve policy to ensure that it meets, but does not exceed, best management practices.

- Consider adjusting the City's utility rates to include a viable low-income assistance program.

- Consider adjusting the City's utility rates to ensure equitable cost sharing among all users.

- Consider developing incentives for water conservation.

- Pursue changes to the format of the City's utility bills to show more information about how the fees are used along with a glossary of terms.

- Consider developing level of service standards (e.g. extent to which streets are maintained, swept, etc.).

- Prioritizing services and associated funding should be considered as part of the Council goal setting process and should be informed by past decisions and also feedback from the public, staff and other stakeholders.

- Support efforts to complete the City's facility master plans where they haven't been developed so that the community has an accurate assessment of its near and long term capital infrastructure needs.

- Support efforts to map the location and assess the condition of the City's water, sewer, storm drainage and street infrastructure, so that the information can be used to inform service priorities.

## Potential Long-Term (Ongoing) Recommendations:

- Support efforts to update the City's facility master plans so that the community has an accurate assessment of its near and long term capital infrastructure needs.

- Critically evaluate proposed projects in the City's facility master plans to ensure that they reflect what is realistically expected within the planning period as these plans serve as the foundation for future funding decisions.

- Comprehensively evaluate utilization of existing facilities to see if cost savings can be achieved through consolidating space usage, reduced utility expenses, etc.

- Support ongoing efforts to map the location and assess the condition of the City's water, sewer, storm drainage and street infrastructure, so that the information can be used to inform service priorities.

- Consider developing level of service standards (e.g. extent to which streets are maintained, swept, etc.).

- Explore opportunities to more equitably distribute costs and/or achieve organizational efficiencies for services that provide regional benefit (e.g. regional fire authority, regional airport authority, county street lighting district).

- Follow through with the policy and action items related to the provision of infrastructure contained in the Economic Opportunity Analysis that the City completed in 2012.

- Recognize that measures should be put in place to periodically check and verify that selected recommendations are achieving desired outcomes.

## Appendices

The above recommendations were developed and informed by the following information, which can be accessed online at http://www.thecityofnewport.net/citygov/comm/itf.asp

| | |
|---|---|
| 12/19/2013 | Mtg Handout-Water Rate and Cost Analysis |
| 12/19/2013 | Mtg Handout - Typical NW Residential Monthly Bill |
| 12/19/2013 | Option-2 Wastewater Fund Analysis |
| 12/19/2013 | Option-2 Water Fund Analysis |
| 12/19/2013 | Mtg Handout - OR Coast Water and Sewer Rate Comparison |
| 12/19/2013 | ITF-Draft Recommendations with attachments |
| 12/5/2013 | Mtg Material Gazewood email Regarding--S-P Rating |
| 12/5/2013 | Infrastructure Information Cities |
| 11/21/2013 | 11-21-13 Mtg Material-Wastewater Option |
| 11/21/2013 | 11-21-13 Mtg Material-Water Option |
| 11/7/2013 | ITF meeting discussion 11-07-13 |
| 10/31/2013 | Discussion ITF 10-31-13 |
| 10/10/2013 | Potential Funding Sources - Bullet List |
| 10/10/2013 | City Properties 2013 |
| 10/10/2013 | Bond Rating and Debt Rpt-10-10-13 |
| 10/10/2013 | Chase-Park PwrPt Oct-10-2013 |
| 9/19/2013 | Mtg Material-Chase Park Monthly Rpt |
| 9/19/2013 | Mtg Material-List of Grants |

| | |
|---|---|
| 9/19/2013 | Mtg Material-FY-14 5-year CIP APPROVED 6-17-13 |
| 9/19/2013 | Mtg Material-Npt Strategic Funding Plan FYE2014-9.17.13 |
| 9/19/2013 | Sched-A-Existing Revenues Sources- Bonded Indebtedness |
| 9/19/2013 | Sched-B-Existing Revenues Sources - Special Revenue |
| 9/19/2013 | Sched-C-Existing Revenues Sources - SDC Funds |
| 9/19/2013 | Sched-D-Existing Revenues Sources - Capital Projects Fund |
| 9/5/2013 | Mtg Materials City-Owned Properties Maps |
| 9/5/2013 | Mtg Material-2008 Water System Master Plan |
| 9/5/2013 | Mtg Material-Npt Ped-Bike Plan 7-2008 |
| 9/5/2013 | Mtg Material-SB Strmwtr Master Plan 2004 |
| 9/5/2013 | Mtg Material-TGM SB Peninsula Trans Refinement Plan |
| 9/5/2013 | Mtg Material-Wastewater Facilities Plan 1996 |
| 9/5/2013 | Projects Under the TSP |
| 8/15/2013 | PowerPoint Presentation 8-15-13 |

CITY OF NEWPORT

RESOLUTION NO. 3637

A RESOLUTION ESTABLISHING
AN INFRASTRUCTURE TASK FORCE

WHEREAS, the City Council and Budget Committee recognize the need for consistent and long-term public infrastructure investment; and

WHEREAS, the City Council and Budget Committee recognize that utility rates and fees can create a financial hardship for residents and businesses; and

WHEREAS, the City Council and Budget Committee desire to explore different and various funding options for public infrastructure investment; and

WHEREAS, the City Council, in consultation with the Budget Committee, has determined that a task force should be established to study this issue and forward recommendations to the City Council.

The City of Newport Resolves as follows:

Section 1. The City Council establishes an Infrastructure Task Force with the following members:

David Allen, City Councilor
Ralph Busby, City Councilor
Mark Saelens, City Councilor
Patricia Patrick-Joling, Budget Committee
Fred Springsteen, Budget Committee
Mark McConnell, former Mayor

Section 2. The Task Force will consult with the Public Works Director, Finance Director, Community Development Director, and other city staff, as needed, in studying this issue.

Section 3. The Task Force will forward recommendations to the City Council for consideration and a potential plan of action.

Section 4. The Task Force will complete its task by the regular City Council meeting of January 6, 2014.

Section 5. This resolution is effective upon adoption.

Adopted by the Newport City Council on June 17, 2013.

Sandra N. Roumagoux, Mayor

ATTEST:

Margaret M. Hawker, City Recorder

5 Year scenario

| | Example Monthly Bills | | | | | Annual Rate Revenue Increases | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Period | Infrastructure Fee | Water | Sewer | Storm Water Fee | Total Projected Utility Billing | Water | Wastewater | Stormwater and Infrastructure Fee | Cost per gallon Water | Cost per gallon Wastewater |
| Current | $5.65 | $24.70 | $37.35 | $0.00 | **$67.70** | | | | $0.004 | $0.006 |
| FY2013 | $5.93 | $28.41 | $44.82 | $6.80 | **$85.96** | 15% | 20% | 5% | $0.005 | $0.007 |
| FY2014 | $6.23 | $32.67 | $51.54 | $7.14 | **$97.58** | 15% | 15% | 5% | $0.005 | $0.009 |
| FY2015 | $6.54 | $35.93 | $59.27 | $7.50 | **$109.24** | 10% | 15% | 5% | $0.006 | $0.010 |
| FY2016 | $6.87 | $39.53 | $65.20 | $7.87 | **$119.47** | 10% | 10% | 5% | $0.007 | $0.011 |
| FY2017 | $7.21 | $42.69 | $71.72 | $8.27 | **$129.89** | 8% | 10% | 5% | $0.007 | $0.012 |
| FY2018 | $7.57 | $44.82 | $75.31 | $8.68 | **$136.38** | 5% | 5% | 5% | $0.007 | $0.013 |
| FY2019 | $7.95 | $47.06 | $79.07 | $9.11 | **$143.20** | 5% | 5% | 5% | $0.008 | $0.013 |
| FY2020 | $8.35 | $49.42 | $83.03 | $9.57 | **$150.36** | 5% | 5% | 5% | $0.008 | $0.014 |
| FY2021 | $8.77 | $51.89 | $87.18 | $10.05 | **$157.88** | 5% | 5% | 5% | $0.009 | $0.015 |
| FY2022 | $9.20 | $54.48 | $91.54 | $10.55 | **$165.77** | 5% | 5% | 5% | $0.009 | $0.015 |

* Residential Monthly Bill Example: 3/4" meter at 5000 GAL

# Plans/Projects

Included within this section are excerpts of various plans impacting future panning for the City.

Bicycle/Pedestrian Committee Report (2013)

Newport Peninsula Urban Design Plan (1994)

Bay Front Plan (1998)

Agate Beach Neighborhood Plan (1998)

South Beach Neighborhood Plan (2005)

Transportation System Plan (2012)

South Beach Peninsula Transportation Refinement Plan (2010)

COHO/Brant Infrastructure Refinement Plan (2012)

North Side Local Street Plan (2008)

Pedestrian and Bicycle Plan (2008)

Public Facilities

Park System Master Plan (1993)

Administrative of Comprehensive Plan

Urbanization

Library Services

Fire Emergency Services

Police Services

School Services

Entertainment and the Arts

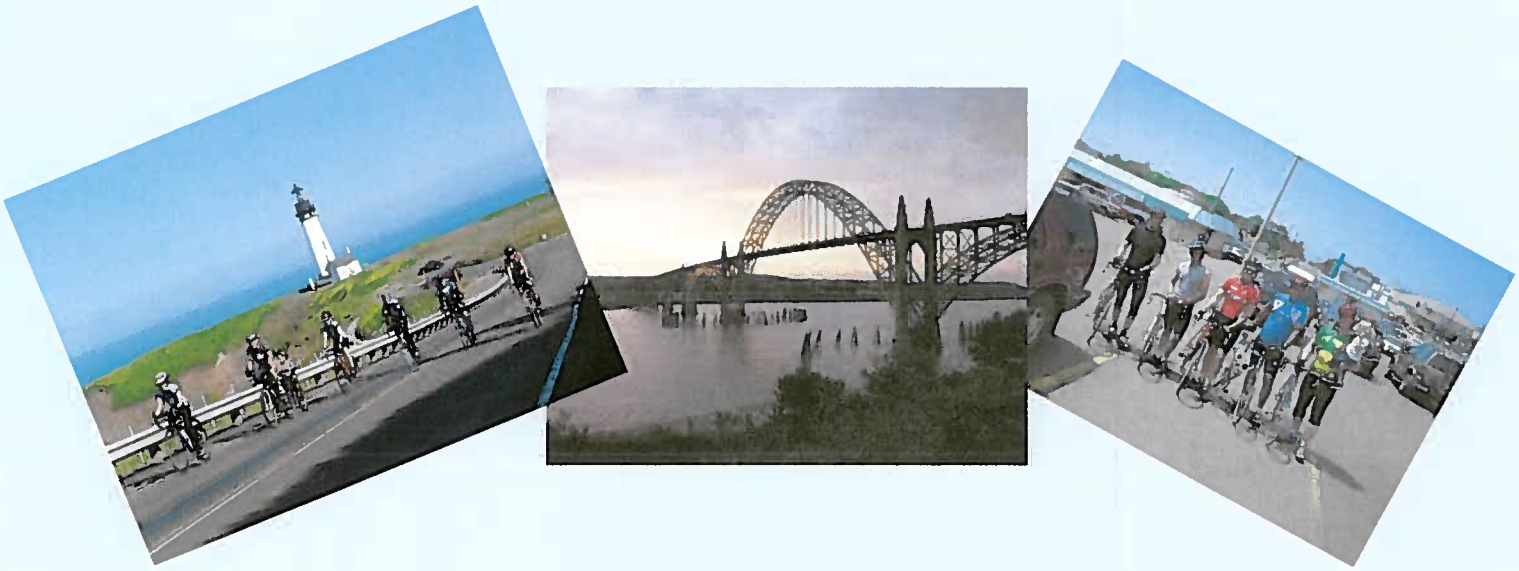
History

Natural Features

Newport Economic Opportunities Analysis (2012)

Lincoln County Economic Development Strategies (2010-11)

Newport Housing Needs Analysis (2011)



# Bicycle/Pedestrian Committee

*striving for a livable community*

City of Newport

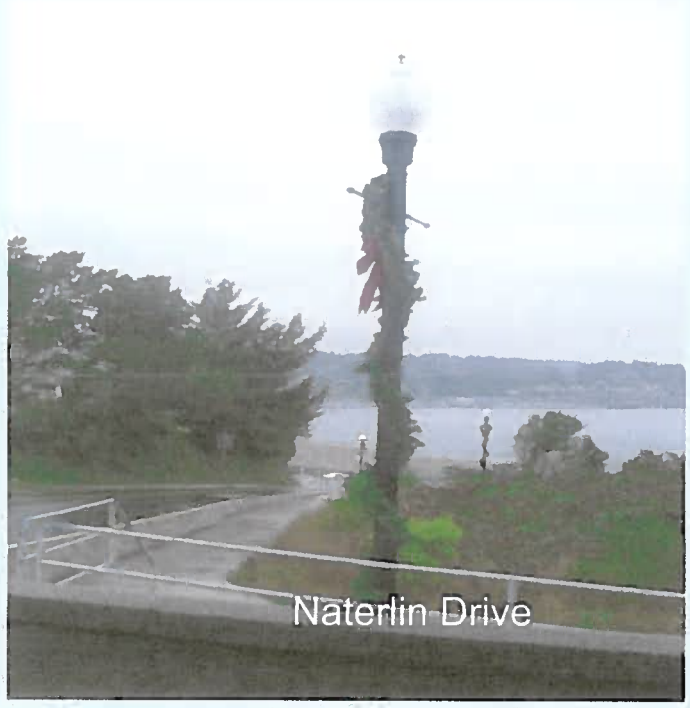
December 2013

# Who we are

## Committee established May 2000

| | Appointed: |
|---|---|
| Chuck Forinash | 7/2/2001 |
| Alisha Kern | 6/4/2007 |
| Bob Hein | 2/17/2009 |
| Dave Teem | 5/16/2011 |
| *(NPD liaison 2002-2010) | |
| Maryann Bozza | 2/21/2012 |
| Mark Saelens, Council Liaison | 2013 |

# What we do

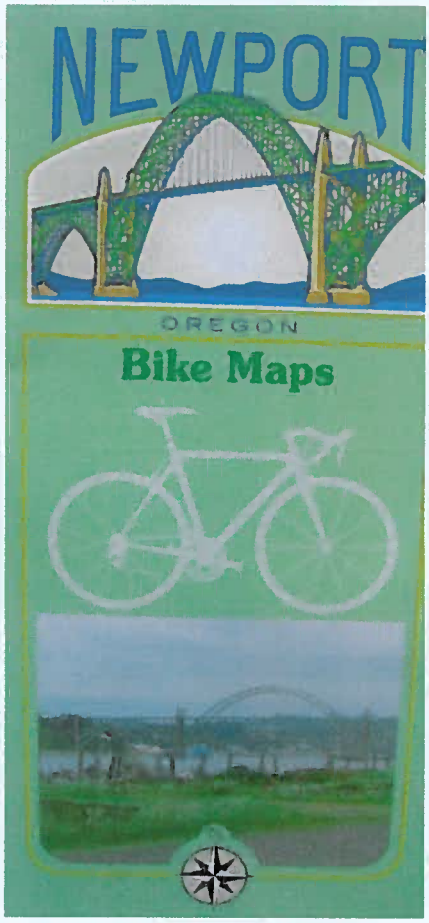



The purpose of the Committee is to advise the Council regarding issues relating to bicycle and pedestrian transportation, safety, recreation and education.

The Committee acts as a resource to provide additional information related to the unique problems associated with non-motorized transportation.

# Newport Pedestrian and Bicycle Plan

- July 2008-- Part of the Newport Transportation System Plan (TSP), this plan lays out the recommended bike routes and sidewalk connections for the City of Newport.
- The Bike Map identifies recommended bicycle routes for residents and visitors alike.



# Completed projects

1. Updated Newport's Bicycle Master Plan *(Completed July 2008)*

2. Found funding for bicycle/pedestrian issues on the current Newport Transportation Plan *(successfully helped PW Dept. obtain ODOT Bike/Ped Grants for improvements to SE Bay Blvd. and ADA walkway and bike lanes on Naterlin Drive past USCG Sta. to Bay Front)*

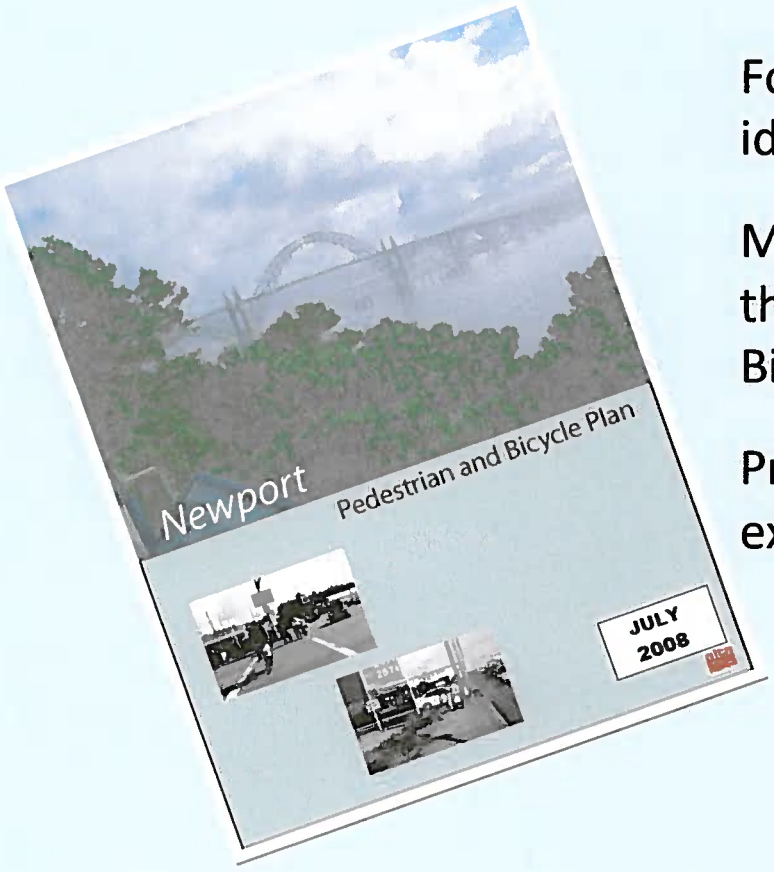
3. Improved the safety of non-motorized travelers across Yaquina Bay *(was instrumental in getting speed lowered and warning lights for bicycles on the bridge)*

4. Provided safe and convenient bicycle parking at all public facilities *(Provided City with recommendations for locations and design for bike racks)*

5. Created greater awareness of non-motorized travel as viable transportation options *(Helped promote Bike to Work Month)*

6. Helped establish the North Jetty Trail (it took over 10 years of diligence to see the trail open a year ago)

# Priorities for coming year




Four high priority projects identified

Most are projects defined in the Newport Pedestrian and Bicycle Plan

Priority projects add value to existing infrastructure

# 1. Sharrows on City streets

**Problem**: Drivers are not aware that roads are multi-use and must be shared with bicyclists

**Solution**: Sharrows on heavily used bike routes warn drivers of the presence of bicycles and the absence of bike lanes

**Status**: 38 sharrows on 1.9 miles of Newport's roads have been installed (6th St, Oceanview and Naterlin Drive)

**What is needed**:

- Funding for and installation of about 120 more for Bay Road, Nye St. NE Eads, Coast/Elizabeth and 11th.
- Sharrows on bridge, coordination with ODOT is needed, and in State Parks N&S of bridge

# 2. Trail: NW Nye to Oceanview Dr.

**Problem**: No shoulders on Oceanview between NW 21st and NW 12th Streets making travel for bicyclists and pedestrians unsafe through the curves.

**Solution**: Build a trail connecting Nye St. at NW 17th to Oceanview Drive on this heavily used yet unsafe portion of the Oregon Coast Bike Route.

**Status**: Next step is a site evaluation, to determine best approach and estimated cost.

**What is needed**: A site evaluation would allow prioritization by the City and/or evaluation of possible requests for grants.

# 3. Trail connecting Agate Beach Wayside trail to sidewalk on 101 west

**Problem**: Pedestrians traveling N-S between Little Creek Apartments and the shopping district currently have no choice but to walk the shoulder of 101 or cross 101 unsafely to access the sidewalk.

**Solution**: Need to extend trail to connect to existing sidewalk; infrastructure improvements are minimal including a short section of sidewalk or stairs. This would give pedestrians a continuous sidewalk from NE31st to the shopping district.

**Status**: Discussed with public works last year; need input from Council

**What is needed:** Next step is a site evaluation, to determine best approach and estimated cost. This would allow prioritization by the City on this key connector.

# 4. Sidewalks –Bay Front to hospital

**Problem**: There are no sidewalks on this heavily used main pedestrian access to Bayfront. It is particularly treacherous as it is steep with blind curves and is used by Bayfront employees before and after daylight hours.

**Solution**: Install a sidewalk

**Status**: This is a Tier 1 Priority in the TSP that was scheduled for FY 2013-2014

**What is needed**: Full cost evaluation is needed, followed by prioritization by the City and Bayfront merchants.

# *striving for a livable community*

Positive impacts include:

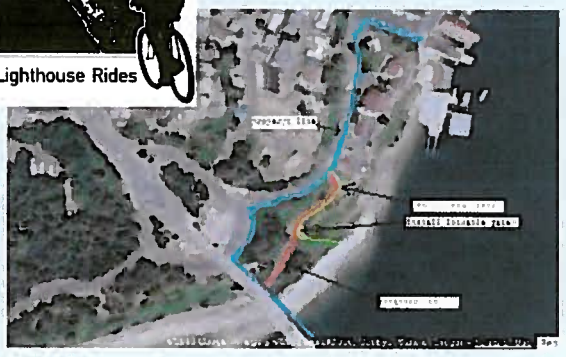
- ✓Economic benefits
- ✓Ecotourism
- ✓10-12,000 cycle tourists per year

# Committee Member Activities

- ✓ Helped with Coast Hills Classic mountain bike race
- ✓ Yaquina Lighthouse Rides
- ✓ Cleared North Jetty Trail
- ✓ Helped w/ Newport Marathon & Barrel to Keg
- ✓ Attended National Bike Summits and Oregon Active Transportation Summits

YAQUINA WHEELS BICYCLE CLUB

Yaquina Lighthouse Rides



# Summary

- ✓ Guided by 2008 Pedestrian and Bicycle Plan
- ✓ Several goals for the year
- ✓ Appreciate the Council's commitment to Bicycle and Pedestrian safety

# NEWPORT PENINSULA URBAN DESIGN PLAN[1]

**Findings:**

Newport's historic peninsula district is the heart of the city. The City of Newport anticipates that population, employment growth, and increased tourism on the peninsula, combined with automobile-dependent development, will negatively affect the quality of life and lifestyle, as well as the physical character of the historic core of the city. The peninsula's ability to accommodate change requires careful attention to urban design in order to preserve and strengthen the inherent qualities which have guided Newport's development to date. These summary findings are more fully developed in the Newport Peninsula Urban Design Study, which is incorporated herein as a background reference document and provides substantial evidence for these findings, policies, and implementation strategies. It is our key finding that is necessary to both stimulate and guide development in order to graciously incorporate change and preserve the peninsula as a wonderful place to live. Consequently, the following policies are adopted for the peninsula.

**Policies:**

1. Preserve the beautiful natural setting and the orientation of development and public improvements in order to strengthen their relationship to that setting.

2. Enhance new and redeveloping architectural and landscape resources to preserve and strengthen the historic and scenic character and function of each setting.

3. Improve the vehicular and pedestrian networks in order to improve safety, efficiency, continuity, and relationships connecting the peninsula neighborhoods.

4. Coordinate with the Oregon Department of Transportation (ODOT) highway projects which are compatible with and responsive to these policy objectives and design districts implementing said policies.

5. Improve cohesion of each neighborhood subject to design district overlay by enhancing its function, character, and relationship to its natural setting and orientation.
6. Preserve and strengthen the ability of peninsula institutions to continue as centers of employment.

7. Improve the built environment in order to strengthen the visual appearance and

[1] Chapter added by Ordinance No. 1677 (July 6, 1993).

attractiveness of developed areas.

8. Strengthen the peninsula's economic vitality by improving its desirability through improved appearance, function, and efficiency.

9. Preserve and enhance the existing housing supply. Encourage the increase of affordable housing in Newport.

10. Adopt up to six urban design districts on the peninsula for the purpose of implementing said policies in a manner consistent with the purpose of implementing said policies in a manner consistent with the character and function of each area as further defined herein.

**Implementation:**

The urban design policies may be implemented by additional specific policies related to these objectives in the transportation system play, especially as these may relate to integration of pedestrian, vehicular and bicycle environments and networks, parking, and coordination with ODOT.

These policies may also be implemented by specific development/zoning code amendments requiring integration of key policy elements into development plans. Such policies may include a system of incentives to achieve density, height, pedestrian orientation, and scenic enhancement.

The key implementation for these urban design policies specifically authorized by this amendment shall be the creation of urban design districts. The purpose of each design district shall be to preserve and enhance the function and character of each district area. Design districts shall be considered as refinement plans and adopted as zoning and development code overlays. The character and function of the six urban design districts is as follows:

1.) <u>City Center District (including U.S. Highway 101 Corridor)</u>.

A. City Center

The City Center area shall be characterized by Twentieth Century Commercial and Vernacular style structures. This area will be the most intensively developed commercial node on the peninsula. It will be enhanced as the City Center by development of a transportation network which links this area to all others on the peninsula. The building sites and public rights-of-way are to be characterized by land efficient parking and views of the Pacific Ocean and Yaquina Bay.

B. City Center North

City Center North shall be characterized by concentrating government buildings into a government center both east and west of U.S. Highway 101. It will serve as a gateway to the peninsula while linking with the Center in both function and character.

C. City Center South

City Center South shall focus on the Pacific Communities Hospital development. Development in this area shall be pedestrian and bicycle oriented, with effective linkages to the City Center and the U.S. Highway 101 Corridor.

2.) Waterfront District.

Historically, this area was the original development site with the City of Newport. Marine dependent industries--timber transport, fishing, etc.--were the first source of livelihood for early settlers and inhabitants and shall continue to be referenced in the design of the area. The Waterfront District shall continue to reflect the working class character of the commercial fishing industry. Appropriately, existing commercial buildings line both sides of Bay Boulevard and are of wood frame construction, clad with stucco, masonry and tin, covered with flat and gable roofs, 1 - 3 stories in height, with zero building setbacks. Many buildings have awnings, and some are built on pilings above the water. Piers project beyond the buildings. The historic character of the area is strong due to numerous intact, original buildings which date from the 1870's through the 1940's, and preservation of these historic buildings should continue to the extent possible. (At the intersection of Hatfield Drive and Bay Boulevard, the addition of contemporary buildings and lack of intact historic buildings has changed the character of the area to the east.) The U.S. Coast Guard Station/Ocean House Hotel Site is note- worthy architecturally as a unique building of the Colonial Revival style within the City of Newport. The location of this building on a bluff above the Waterfront District is an important aspect of its significance and shall be preserved.

3.) Nye Beach District.

The Nye Beach District is significant for the collection of cohesive architectural resources and landscape elements which reflect a working-class neighborhood. The area consists of wood frame buildings, 1 to 2½ stories in height, covered with gable and hip roofs, and clad with clapboard, shingle and/or fire retardant siding. The landscape character of the area is defined by rock walls, terraces, sidewalks, and small front lawns. There are some small scale commercial buildings within this residential neighborhood which relate directly in building materials, scale, and massing to the character of the area. (Some changes have occurred in the neighborhood, including building alterations such as retardant siding materials and infill of non-compatible buildings on once vacant properties.) The Nye

Beach sub-area is most important as a cohesive neighborhood, defined by the character of these vernacular buildings and the building/site relationship. Every effort should be made to integrate the goals of the Nye Beach Study (*Seventh Amendment to the Newport Urban Renewal Plan*) with any new developments in this area for maximum benefit to the city and community.

4.) Upland Residential District.

Quiet area of well-maintained, modern single-family residential homes to be maintained overlooking Yaquina Bay. Sites are characterized by steep slopes and shall be sensitively developed. Existing vegetation, such as shore pines, fir, hemlock, and Monterey Cypress, is important to the character of this area, as well as the entire peninsula, and should be preserved.

5.) East Olive District.

This district consists of mixed use development and the middle school, high school, county fairgrounds, and city/ county maintenance shops. The East Olive District shall redevelop with emphasis on attractive development character and corridor improvements, including efficiently organized vehicular, pedestrian and bicycle traffic, and site planning that emphasizes pedestrian orientation and children's safety.

6.) Oceanfront Lodging/Residential District.

Multi-story buildings of varying heights, including rectangular oceanfront motels of contemporary construction. Occasional views of ocean between buildings to be encouraged. Orientation of visitors to the ocean is to be enhanced by the emphasis of native/naturalized plantings on public and private property. Multi-family residential structures to be encouraged. Single-family homes south of motel area, on bluff overlooking the beach, to be respected by adjacent developments. Parking conflicts to be improved by site planning and new buildings to reflect pedestrian orientation. Beach accesses to be maintained or enhanced. Public open spaces to be encouraged.

**Specific Peninsula Implementation Strategies:**

Development on the peninsula and in each urban design district may use these additional implementation strategies:

1.) Encourage development of a pedestrian-friendly environment throughout the peninsula through creation of public open spaces and pedestrian amenities within each of the peninsula's primary sub-areas. Such public places should be supportive of intensive commercial activity centers (such as the City Center), tourist areas (such as the Waterfront and Oceanfront Lodging areas), and orientation to major

natural features (such as Yaquina Bay and the Pacific Ocean).

2.) Work with the Oregon Department of Transportation to develop the best coast parkway design, responsive to both the City of Newport's commercial development interests and user accessibility requirements. Include U.S. Highway 20, the East Olive entrance, as a major component of the work with ODOT. Co- ordinate compliance with Oregon's Transportation Rule for improved traffic flow and safety for cars, pedestrians, bicycles, and--where appropriate--transit throughout the peninsula. Further:

(a) Develop a strong, local circulation network by forming north-south streets (7th north from Bayley to 15th; and 9th north from Bayley to 12th) parallel to U.S. Highway 101 through the central peninsula area.

(b) Preserve the Yaquina Bay Bridge as a beautiful piece of architecture that greatly enhances the Newport Peninsula's entrance from the South.

3.) Encourage developer partnerships in implementation of these urban design principles through a system of incentives (e.g., density, height, pedestrian orientation).

4.) Use the redesign of U.S. Highway 101 to link the existing City Center with office employment centers and to link the Waterfront with Oceanfront Lodging/Residential and Nye Beach. Strive to fully integrate U.S. Highway 101 improvements into the City of Newport.

5.) Establish visual continuity by seeking opportunities for relocating or undergrounding utilities and implementing a signage program and signage ordinances.

6.) Preserve the significant scenic qualities from the Waterfront to the top of the Upland Residential bluff and from the Embarcadero through the Yaquina Bay State Park. Foster developer partnerships in implementation of these scenic preservation principles through a system of incentives (e.g., density, height, pedestrian orientation, parking reductions).

7.) Preserve the natural character of the Newport peninsula--its remaining stands of significant native vegetation--by utilizing creative site planning on both public and private development projects. Carefully monitor potential impacts of new development and redevelopment efforts. (Definition of "significant" here is relative, since a single tree--a Douglas Fir or a Monterey Cypress, for example--is significant when located anywhere along the Uplands Residential bluff skyline above the Waterfront, helping form the peninsula's characteristic appearance from the South.)

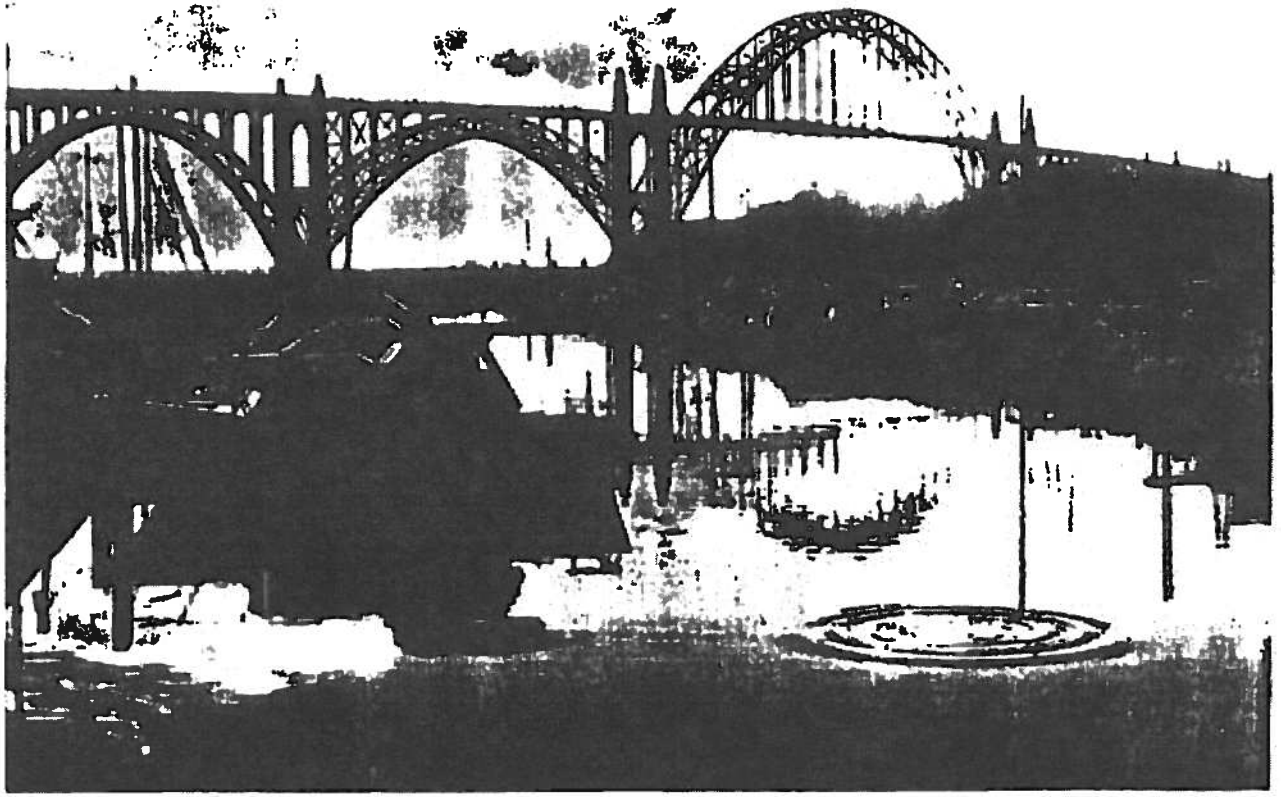
8.) Support the scenic restoration process (a) by implementing improvements within the highway and local street rights-of-way and (b) through the development and

redevelopment processes of both commercial and residential lands. Scenic enhancement measures will be compatible with development rights.

9.) Resolve the traffic congestion and spatial limitations relating to use of the Lincoln County Fairgrounds, the Newport High School, and the Newport Middle School.

Newport Peninsula Urban Design Plan

# PROCESS SUMMARY



## Newport Peninsula Urban Design Plan

# PROCESS SUMMARY

July 21, 1994

prepared for:

**The City of Newport**
**Newport, Oregon**

Demuth Glick Consultants, Ltd.
Portland, Oregon

# Bay Front Plan*

July 1, 1998

Prepared by

Department of Planning & Community Development
City of Newport
810 S.W. Alder St.
Newport, Oregon 97365

*Added by Ordinance No. 1811 (7-6-99)

## Newport City Council

Mark Jones, Mayor

Steve Hammond
Richard Belloni
Mark McConnell
Dave Miller
Peggy Sabanskas
Doug Updenkelder

## Newport Planning Commission

Dietmar Goebel, Chair

Mike Schulz
Richard Kilbride
Loretta Macpherson
Bill Bain
Lisa Noah
Bonnie Saxton

## Bay Front Advisory Committee

John Burke
Don Mann
Bruce Clayman
Don Mathews
Jeff Bertuleit
David Jincks
Fran Mathews
Ed Johnston

## City of Newport Staff

Sam Sasaki, City Manager
Michael A. Shoberg, Planning Director

## *Vision Statement*

The Newport Bay Front has historically been a mix of tourist and fishing related industries. Fish plants, fishing boats, support services, restaurants and gift shops have shared the geographically limited area for over a century. Because of those different users, conflicts are bound to occur. It is important to remember however, that all the different functions are important to the overall well being of the economic, physical and cultural health of the Bay Front. The intent of this plan is to therefore preserve that historic mix, enhance the interrelationships between those uses and ensure that new development or redevelopment preserves the overall integrity of the Bay Front.

As such, the vision of the Bay Front is to foster a mix of uses that enhances the historic and cultural character. New development should be of high quality and should "fit" into the overall design and function of other uses. The local economy should be preserved by developing and encouraging a multi-use area. Transportation and circulation systems should be developed and sized to accommodate a reasonable amount of activity. However, because of the cyclical nature of the use of the Bay Front, all problems cannot be solved. Alternative modes of transportation such as transit, bicycling and walking should be explored as alternatives to other, more expensive transportation systems such as streets and parking lots. Overall, the Bay Front should be an area that provides a number of different uses and experiences for a number of different users.

## Goals and Policies

**Goal 1: To preserve the mix of tourist. fishing and residential uses that give the Bay Front its special charm.**

Policy 1: The current zoning designations shall be retained except for the Port of Newport property between the Embarcadero and Douglas Street (Port Dock 7), the water side of Bay Boulevard between the Coast Guard Station and Douglas Street and the Embarcadero. The City shall. within one year of the adoption of this Plan. consider rezoning those properties consistent with this Plan.

Policy 2: The W-2 zone currently allows tourist related uses as a conditional use. On the water side of Bay Boulevard. if the W-2 zoning is retained, those uses may be allowed only on a finding that the use does not interfere with the functioning of the water dependent uses.

**Goal 2: To preserve the historic character of the Bay Front.**

Policy 1: The current conditional use process for tourist related uses should continue with the added emphasis on the preserving the historic character of the Bay Front. Design guidelines that outline architectural and site development parameters consistent with this policy shall be developed within one year of the adoption of this Plan.

Policy 2: The zoning ordinance requires a certain percentage of the site to be landscaped. In an area such as the Bay Front, a strict percentage landscaping requirement does nothing to enhance the area especially when it can be placed anywhere. The landscaping requirement could be reduced but only if other amenities such window boxes, pedestrian benches. reduced signing or other design features are incorporated into the design of a building. The City shall amend its landscaping ordinance consistent with this policy within one year of the adoption of this Plan.

Policy 3: Parking lots should be buffered from pedestrian ways by landscaping, planter boxes. fences. low walls or other design elements.

**Goal 3: To enhance the pedestrian facilities.**

Policy 1: The pedestrian systems mentioned in this plan should be implemented within the next 10 years subject to the availability of funding. In order of priority, the pedestian improvements are:

1. The continuation of the boardwalk from the eastern end of the existing boardwalk to the Embarcadero along the Bay Boulevard frontage of the Port of Newport property (Port Dock 7).

2. The pedestrian pier on City owned property on the western end of Bay Boulevard.

3. The pedestrian trail connecting the Bay Front with the beach by improving the sidewalk along Naterlin Drive in front of the Coast Guard Station and connecting to the existing trail under the Yaquina Bay Bridge.

Other projects may be developed as money becomes available. Improvements to sidewalks in front of development or redevelopment shall occur upon the issuance of building permits.

Policy 2: Whenever any permit is reviewed, the approval of the permit should be conditioned on improving the sidewalk along the subject property. The City shall develop a typical sidewalk section that is consistent with the historic character for those replacements.

Policy 3: The land side of Bay Boulevard should be the main focus of pedestrian movement with fingers extending out to the water of other public places. Ten to twelve foot wide sidewalks shall be provided between Bay Street and the Port Docks if the room is available. One the bay side of Bay Boulevard, six foot sidewalks will be provided where possible and piers or other projections that provide viewing of the water or sitting spaces for pedestrians will be provided, subject to the availability of adequate and safe access points and funding.

**Goal 4: To deal with the summer crowds in appropriate, efficient and cost effective ways.**

Policy 1: The parking shortage is a summer time event that cannot be solved by merely providing more parking. The preferred option at this time is to explore the possibility of operating a shuttle system to offset the demand for parking.

Policy 2: The parking in lieu of fund should remain an option for businesses on the Bay Front.

Policy 3: The angled paring on Bay Boulevard between Fall Street and Bay Street should be changed to parallel parking whenever the number of spaces lost can be replaced by an equal or greater number within the area bounded by Bay Boulevard, Fall Street, Bay Street and 13th Street.

Policy 4: The parking proposal on the Port Dock 7 property and the City property, as outlined in the parking section of this plan, should be implemented as soon as possible.

Policy 5: A development should not be shaped by its parking. If parking is provided on site it should not be located in the front and should be adequately screened as to provide a buffer between the parking lot and the sidewalk.

Policy 6: Credit for parking may be provided if that parking is located on private property no further than 1,000 feet from the use.

**Goal 5: To preserve the scenic quality of the Bay Front.***

Policy 1: The City should retain rights-of-way on the hillside above the Bay Front in order to preserve vegetation in those areas. However, circumstances may dictate the need to vacate some rights-of-way when the City finds it necessary to do so. In addition to the standard criteria for

*Amended by Ordinance No. 1840 (10-1-01)

street vacations, the City shall also find that the vacation does not interfere with convenient pedestrian, bicycle or other transportation connections.

Policy 2: Removal of vegetation shall be replaced and a Zoning Ordinance provision addressing this issue shall be developed within one year of the adoption of this Plan.

Policy 3: Because of the potential geologic problems that could arise, excavation and fill permits are required for more than 50 cubic yards of material. Such permits may be required to obtain a geologic permit in conjunction with the work.

Policy 4: The City shall work with the utility providers of overhead utilities, the property and business owners on the Bay Front and others that are appropriate, to underground utilities.

Policy 5: Although little if any riparian vegetation remains, the City should encourage property owners or developers to replace some riparian vegetation as a part of their development. Such replacement may be counted toward meeting landscaping requirements.

# Agate Beach Neighborhood Plan*

June 1, 1998

Prepared by

Department of Planning & Community Development
City of Newport
810 S.W. Alder St.
Newport, Oregon 97365

* Added by Ordinance No. 1792 (July 6, 1998)

## Newport City Council

Mark Jones, Mayor

Dene Bateman
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Doug Updenkelder

## Newport Planning Commission

Dietmar Goebel, Chair

Loretta Macpherson
Richard Kilbride
Bill Bain
Bonnie Saxton
Mike Schulz
Gary Painter

## Agate Beach Advisory Committee

Mark Estes, Chair

Mark McConnell
Bonnie Saxton
Ed Whelan
Rennie Ferris
Richard Arakawa

## City of Newport Staff

Sam Sasaki, City Manager
Michael A. Shoberg, Planning Director
Victor Mettle, Code Administrator

# Vision Statement

The way the Agate Beach Neighborhood functions and develops depends on a multitude of decisions made by individuals, public and private organizations, community groups and governmental agencies. Development however is impossible to predict. The Agate Beach Neighborhood Plan therefore seeks to direct and manage change so as to benefit the entire neighborhood and the whole City.

Consultation with a broad range of interest groups has helped to define a "vision statement" for the Agate Beach Neighborhood Plan. The vision statement also helps to focus on the means of achieving the kind of neighborhood the community wants and to reflect the aspirations of people involved in development of the Plan.

As such, the vision of the Agate Beach Neighborhood Plan is to foster a sustainable urban living environment. New growth will be quality development and shall consider environmental constraints in the design. The local economy will be encouraged to develop and diversify, providing for new and expanding enterprises and jobs. Housing will be provided in sufficient types and numbers to accommodate future population increases. Transportation systems will benefit from traffic management and will offer alternative mobility based on public transit, bicycling and walking. Overall the Agate Beach Plan will seek to maintain and improve the character of the neighborhood for its people.

# Goals and Policies

**Goal 1: To foster a sustainable urban living environment and to seek the maintenance and improvement of the character of the neighborhood for its people.**

Policy 1: The Agate Beach neighborhood is characterized by a number of natural constraints to development. These include coastal erosion, landslide areas, wetlands and oversteepened topography. New development needs to consider those natural constraints in the planning of projects.

Policy 2: Where feasible, development may transfer development rights that are not constrained by natural or artificial limitations.

**Goal 2: The built environment will consider their compatibility with the neighborhood and strive to improve it.**

Policy 1: New development should consider aesthetics in their plans. Site layout, landscaping and signing should complement the neighborhood.

Policy 2: New development, i.e. commercial and industrial development, should not be defined by their parking lot. Buildings and landscaping should be the primary presentation to the street, where possible.

Policy 3: A system of incentives to encourage these goals and policies should be investigated.

**Goal 3: Further the various infrastructure plans developed and adopted by the City by requiring developers to comply to the greatest extent possible with those plans.**

Policy 1: Development approval shall be contigent upon compliance with adopted infrastructure plans including sewer, water, storm drainage and streets.

Policy 2: Developers who wish to not comply with the plans or wish to provide a design that is different than but still implements the adopted plan may do so only if a finding is made that the overall system plan will not be compromised. It shall be the burden of the developer to demonstrate such a finding.

parking lots. Signs should not dominate the streetscape. Signs should be geared to the audience they are trying to attract rather than compete with signs next door. Landscaping should be used to present a pleasing frontage and in parking lots to breakup large areas of asphalt.

## Conclusion

The Agate Beach Neighborhood is a dynamic area that will experience considerable change over the next few years. Change will happen and it is important that that change will be an asset to the neighborhood and community as a whole. It is not the intent to limit growth but it is the goal to guide growth so that the future functioning and appearance of Agate Beach will be better.

To accomplish that end, people need to consider the special qualities that characterize Agate Beach. There are many areas that are simply too steep, unstable or important to have any development. Other areas are well suited for construction and they should be encouraged to do so. It is very important that developers, home builders and City departments understand the advantages as well as the limitations that Agate Beach has to offer. It is not acceptable to simply ignore those issues.

# Employment Lands & Conceptual Land Use Planning Project:
## South Beach Neighborhood Plan

*Submitted to:*

**City of Newport**
Community Development Department
169 SW Coast Highway
Newport, Oregon 97365

September 2005
(with March 2006 revisions to South Beach Neighborhood Plan)

Funding for this project was provided in part by the Oregon Department of Land Conservation and Development, the City of Newport and the Newport Development Commission.

*September 2005 Draft Prepared by:*

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Coos Bay, Oregon 97420

Johnson Gardner, LLC
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Suite 914
Portland, Oregon 97204

Lancaster Engineering
Union Station #206
800 NW 6th Avenue
Portland, Oregon 97209

Pacific Habitat Services
9450 SW Commerce Circle
Wilsonville, Oregon 97070

Urban Design Collaborative
PO Box 1728
Portland, Oregon 97207

***MARCH 2006 REVISION INFORMATION PREPARED BY:***

**CITY OF NEWPORT COMMUNITY DEVELOPMENT DEPARTMENT**
**ANGELO EATON & ASSOCIATES, 620 SW MAIN, SUITE 201, PORTLAND, OR 97205**
**SERA, 338 NW 5TH STREET, PORTLAND, OR 97209**

## E. Comprehensive Plan Policy Amendments

### 1. Goals and Policies for South Beach Neighborhood Plan

**Goal: To foster a sustainable, coastal living environment that will maintain and improve the character of the area by implementing the South Beach Neighborhood Land Use Plan.**

Policy 1: To encourage urban level development in an orderly and efficient manner, the City will amend the Urban Growth Boundary (UGB) to remove approximately 309 acres east of the Newport Municipal Airport, as indicated in **Exhibit 6A**, and to add approximately 304 acres south of Idaho Point and east of the existing UGB, as indicated in **Exhibit 6.**

Implementation Measure 1: To ensure orderly and efficient development in conjunction with the provision of urban level services for the area, or portions of the area, included within the UGB amendment, the city may require consents to annex from property owners included within the UGB amendment.

Implementation Measure 2: Until the property included within the UGB amendment is annexed to the City, the existing County map designations shall apply consistent with Policy 2 of the Urbanization Section of the Comprehensive Plan.

Implementation Measure 3: The City shall require that a Master Development Plan (such as that provided for through the Planned Development process) be submitted for Planning Commission review and approval in conjunction with a request for the annexation and development of the 304 acres, or any portion thereof 2 acres or larger, added to the UGB. If separate Master Plans are submitted for portions of the 304 acres, following the approval of the first Master Plan, subsequent Master Plans must be consistent with the previously approved Master Plan(s).

Implementation Measure 4: In considering a request for a Master Development Plan approval, in addition to the criteria that may be specified within the process such as that provided for in the Planned Development process, the City will also consider whether the proposed Master Plan could provide a suitable location for a neighborhood park (at least one neighborhood park should be included within area of the UGB expansion) and also whether appropriate provisions are made within the Master Plan for connections to existing or planned for bicycle and pedestrian trail systems as identified on an adopted City plan.

Implementation Measure 5: The City shall require that utilities and services be in place prior to the issuance of building permits (other than those building permits as necessary to construct utilities and services) in areas included in an annexation request.

Policy 2: The 304 acres to be removed from the UGB will be ranked as a high priority for consideration in the future should the City have a need for additional residential land.

Policy 3: The City will consider the re-designation of some portions of the South Beach area as indicated in **Exhibit 6.**

Implementation Measure 1: The City should undertake the re-designation of property as identified in Exhibit 6 in conjunction with the adoption of the South Beach Neighborhood Land Use Plan.

Implementation Measure 2: A further evaluation of the compatibility with the City of Newport wastewater treatment plant and the Newport Municipal Airport for proposed land use re-designations to residential uses should be undertaken and a re-designation of the land use classification to residential should only be considered upon findings demonstrating compatibility with the City of Newport wastewater treatment plant and the Newport Municipal Airport and the adoption/implementation as necessary of appropriate measures for compatibility.

Policy 4: The City will work to maintain areas of Open Space in South Beach.

Implementation Measure 1: The City shall establish an Open Space designation to allow for the designation of private property as Open Space. The Open Space designation will be available for properties meeting the requirements for an Open Space designation under ORS 308A (which provides tax benefits to private properties owners with property subject to an Open Space designation). The City will approve requests by private property owners for designation of their property with the Open Space designation under ORS 308A when such request meets the criteria of the ORS 308A program.

Implementation Measure 2: The City will work with the Oregon Parks and Recreation Department, the OSU Hatfield Marine Science Center, Lincoln County, and other entities to pursue grants and other funding to protect Open Space in the South Beach area through public or private purchase of land or easements.

Implementation Measure 3: If property within the South Beach area which contains a significant amount of wetlands, or other natural features considered

to be important for preservation by the City, is acquired by the City or County through donation or through tax foreclosure (or other method for which the City or County did not intentionally acquire the property for a particular purpose), the City should evaluate maintaining the property for use as an Open Space area by rezoning the property to a Public Open Space designation.

Policy 5: The City will work to improve and enhance the appearance of industrial and commercial development in South Beach.

Implementation Measure 1: The City shall adopt design guidelines for use in the development of commercial and industrial uses.

Implementation Measure 2: The City shall adopt standards for when sidewalks are to be provided in conjunction with commercial and industrial uses.

Policy 6: The City will support the development and expansion of institutions of education within the South Beach area.

Implementation Measure 1: The City will provide for an area of land zoned for public use that can accommodate the Oregon Coast Community College.

Implementation Measure 2: The City may support requests for the rezoning of additional property to a public designation, or other such designation as needed by the institution of higher education, when such property is acquired by an institution of higher education as necessary for future growth or expansion of the institution.

Policy 7: The City should consider other potential changes to existing land use designations as follows:

Implementation Measure 1: The City Council should consider initiating the rezoning of areas of R-4 zoned land east of Highway 101 in the vicinity of SE 35th Street to an R-3 zoning designation upon petition of property owners filed within one (1) year of adoption of this plan. The petition should illustrate sufficient support by the property owners in that area of a desire to protect the existing neighborhood from potential conversion of existing residential uses to commercial uses that are allowed within the R-4 zone.

Implementation Measure 2: To encourage a tourist oriented commercial area that allows opportunities for mixed commercial and residential uses as allowed under the Newport Zoning Ordinance, the City should support, where appropriate, the re-designation of existing industrially zoned areas in the area from SE 29th Street south to the current end of SE Ash Street to commercial zoning when requested by property owners.

Policy 8: The City shall consider the street, pedestrian and bicycle designs contained in this plan and or the Appendix of the September 2005 Employment Lands and Conceptual Land Use Planning document when building or expanding transportation systems.

Policy 9: The following general urban design goals should be considered and encouraged for use within the South Beach Neighborhood Land Use Plan area for new and infill development:

A. Key Characteristics of Land Use:
   - Compact development patterns
   - Mix of uses including education, cultural, retail, tourist commercial, services lodging, residential, office and certain light industrial uses
   - Density averages of ___ jobs per net acre and up to 30 dwelling units per net acre
   - May be tourist-oriented commercial, retail and services, or emphasize a residential character with high density housing or lodging fronting on the corridor
   - Many businesses serve the local neighborhoods and tourists, but some may draw from a wider area
   - Transitions to lower-density development closer to surrounding single-family neighborhoods
   - Reductions in impervious surfaces that would otherwise be created from new development through landscaping and wetland enhancement to help manage storm water and to create attractive development and open space

B. Key Characteristics of Buildings:
   - New buildings oriented to the street
   - Three-to-four story mixed use buildings
   - Buildings generally have neighborhood serving retail and services on the ground floor with lodging, offices or housing in the upper stories
   - Buildings along Highway 101 have windows on ground floor and can be three to five stories

C. Key Characteristics of Transportation and Parking:
   - Provides alternatives for local travel within the South Beach neighborhood other than Highway 101
   - Direct pedestrian connections to/from Oregon Coast Aquarium, Events Center, South Beach State Park, and residential neighborhoods
   - Potential future regional transit service, local circulator and/or water transportation, i.e. water taxis
   - Parking requirements are lower (more walking, biking trips, potential transit trips)

- Structured or "tuck-under" parking is preferred, surface parking is located to the side or rear of buildings
- Adequately serves automobile traffic
- Improved pedestrian and bicycle facilities connecting various uses
- Creation of a direct and distinctive hike/bike gateway to South Beach State Park from Highway 101 near SW 35th Street

## F. SUMMARY OF RECOMMENDED TSP AMENDMENTS

To implement the roadway system as recommended, revisions will be required to the Newport Transportation System Plan (TSP).

Some of the recommended roadway improvements are consistent with the current TSP. Widening of US 101 to four lanes from the Yaquina Bay Bridge to 50th and the identification of future capacity deficiencies on the Yaquina Bay Bridge are in the TSP. Also, the proposed connection of Ferry Slip and Ash to form a continuous street from 32nd to 40th on the east side of US 101, and the proposed connection from 40th to 32nd on the west side of US 101, are supportive of the TSP recommendations for access management on US 101, as is the recommendation that the primary access to Area B be from 50th.

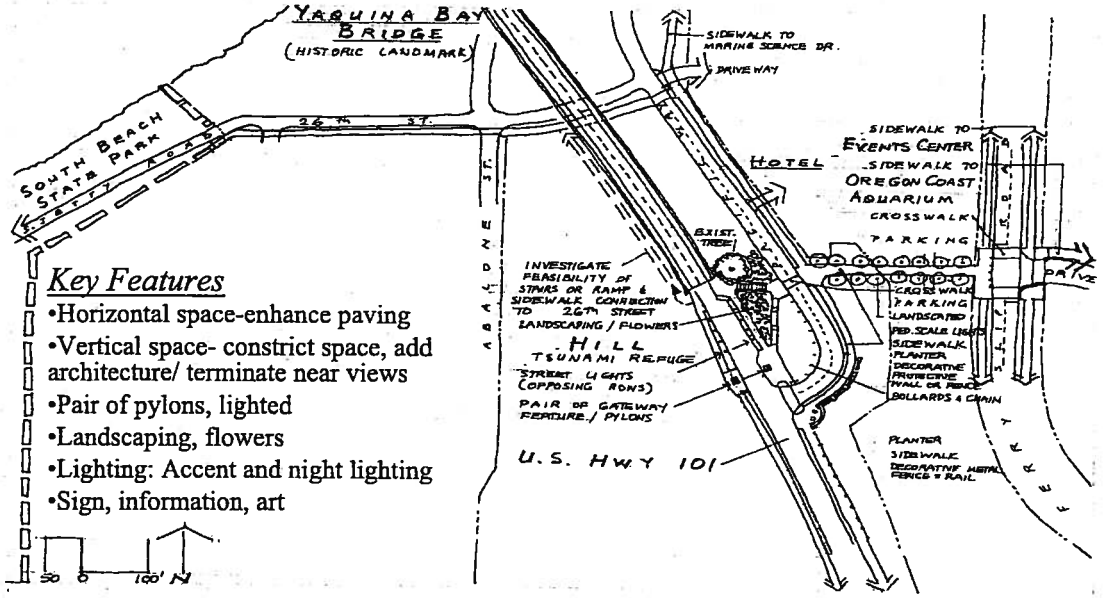
Several of the proposed roadway improvements are additions or revisions to the TSP:

- It is recommended that the proposed loop roadway through Area A be classified as an arterial but designed as a parkway. A connection to the Henderson Creek portion of Area A should be classified as a collector.
- Ferry Slip Road is presently classified as an arterial. With completion of a continuous street incorporating Ferry Slip and Ash, it is recommended that the entire street be classified as a collector, but with bicycle facilities. The function of the street will be to provide a connection to US 101 at each end but to also provide access to adjacent land uses. This would include closure of the current connection of Ferry Slip to US 101.
- The current TSP includes combining the present South Beach State Park access with the park management headquarters access. If relocation of the park access to 50th is feasible, this revision should be made to the TSP.
- A connecting street on the west side of US 101 from 32nd (Anchor Way) to 50th should be added as a collector with bicycle facilities.
- Traffic signals should be installed on US 101 at 40th and at 50th when signal warrants are met.

## G. Summary of Recommended Public Facility Plan Amendments

The additional development land proposed for the South Beach area will necessitate the construction of the afore mentioned water, sanitary and storm system improvements. The following capital improvements and associated costs are recommended to facilitate the proposed land use changes and development recommended in the South Beach Land Use Plan.

# *Hwy 101 Corridor*
## *GATEWAY CONCEPT PLAN*




*Key Features*

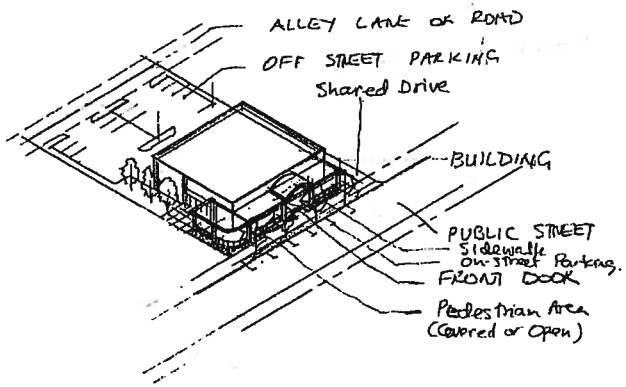
- Horizontal space-enhance paving
- Vertical space- constrict space, add architecture/ terminate near views
- Pair of pylons, lighted
- Landscaping, flowers
- Lighting: Accent and night lighting
- Sign, information, art

South Beach Land Use Concept Plan, City of Newport, OR
Urban Design Concepts

Exhibit 14

# COMMERCIAL
## Prototype Design Concepts

*Small*

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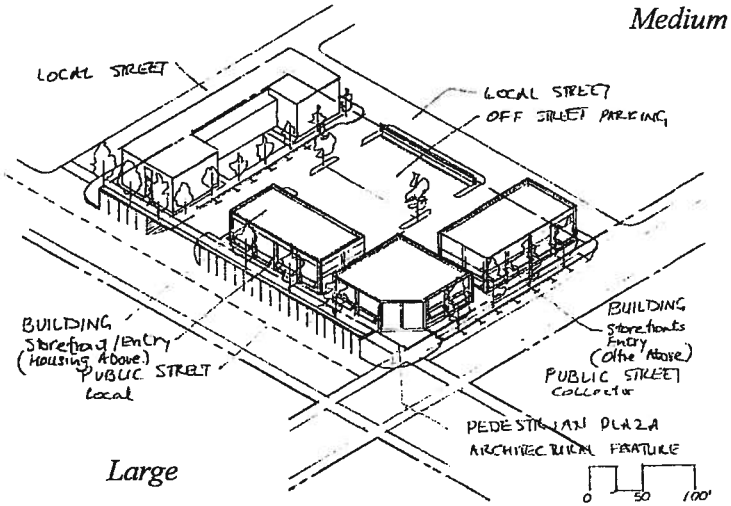


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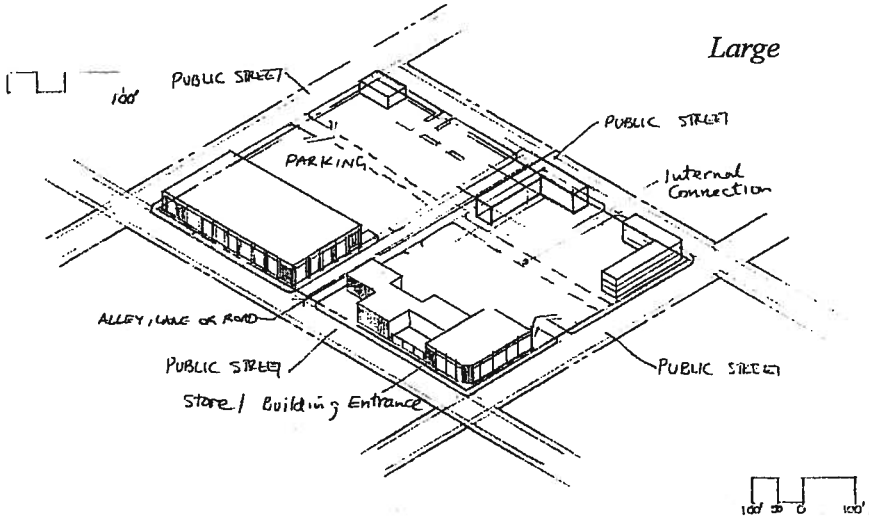
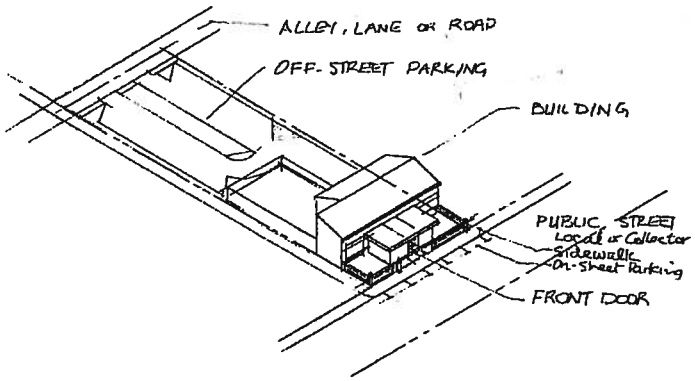



**Exhibit 15**

# *INDUSTRIAL*
## *Prototype Design Concepts*

*Small*

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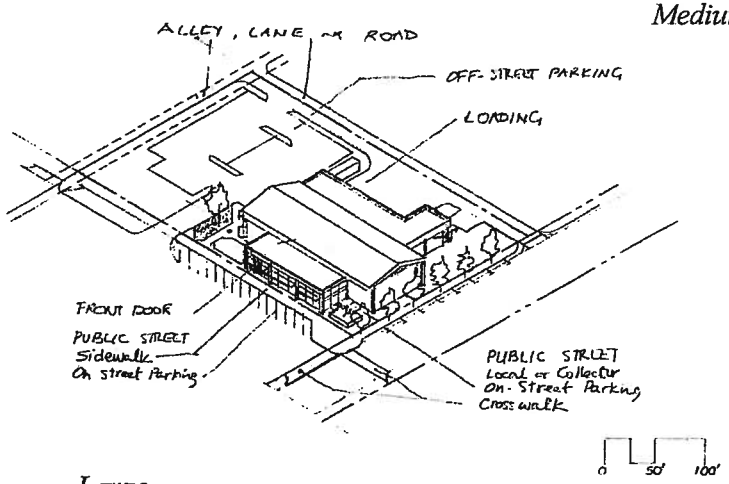


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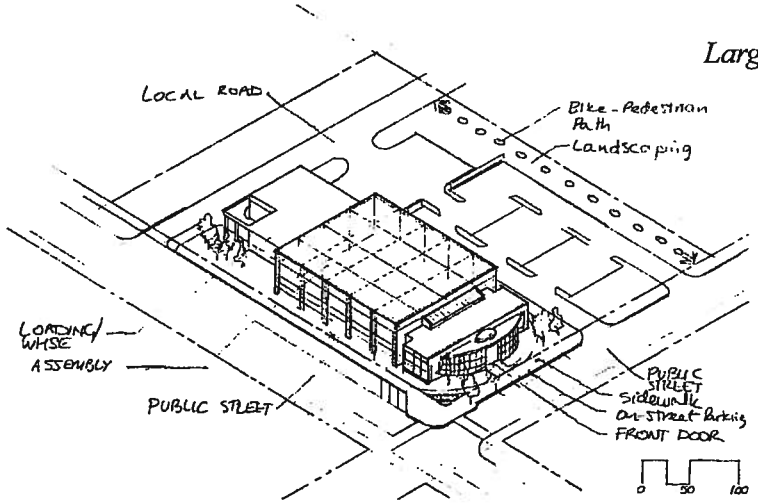



**Exhibit 16**

# Newport Transportation System Plan Update and Alternate Mobility Standards Final Report

Prepared for
**Oregon Department of Transportation**
**City of Newport**

December 2012

Prepared by
**Parametrix**

# Oregon Highway Plan Amendment

## Oregon Coast Highway

## (US 101)

## Newport South Beach

Prepared for

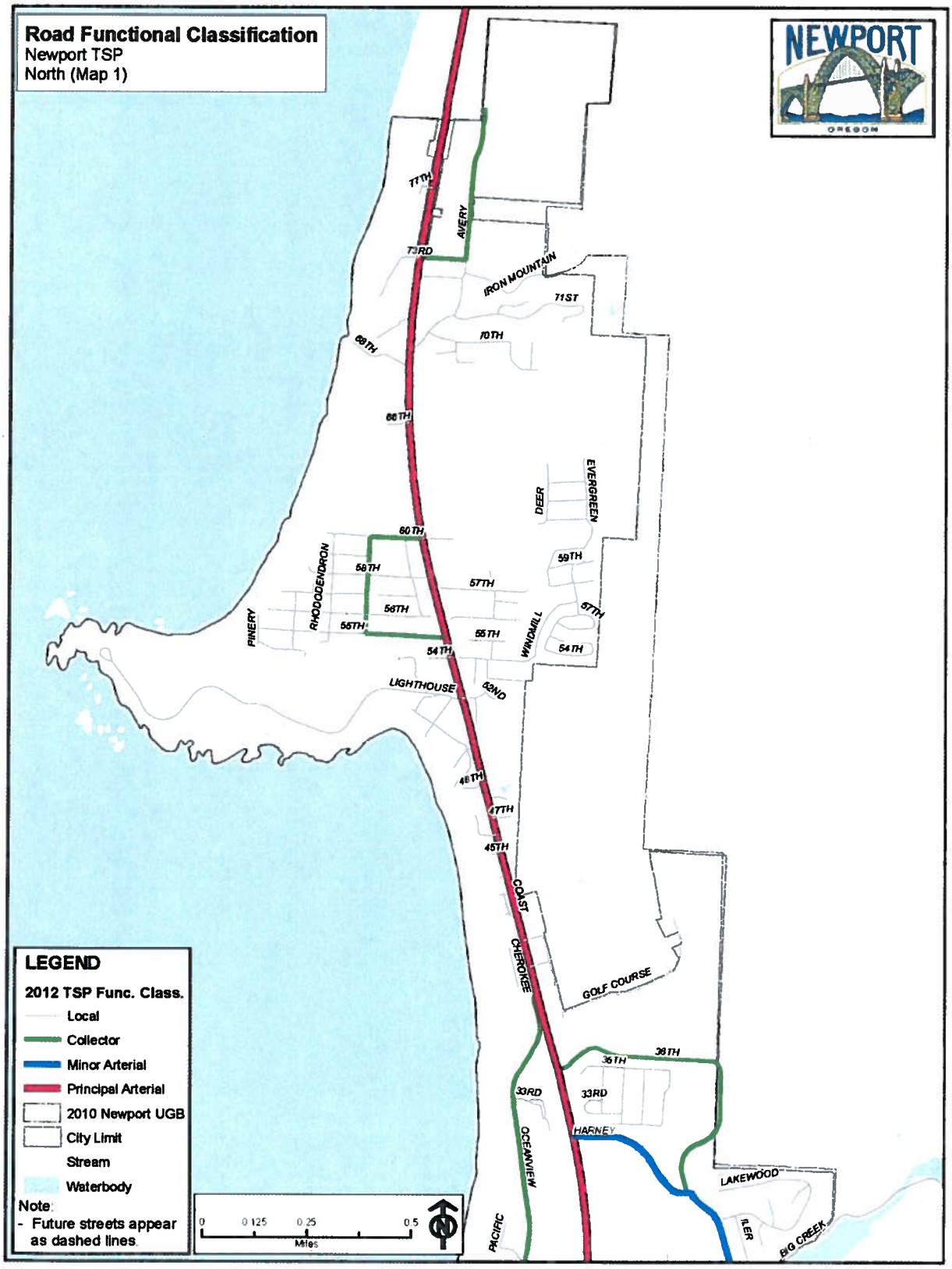
Oregon Department of Transportation

December 2013

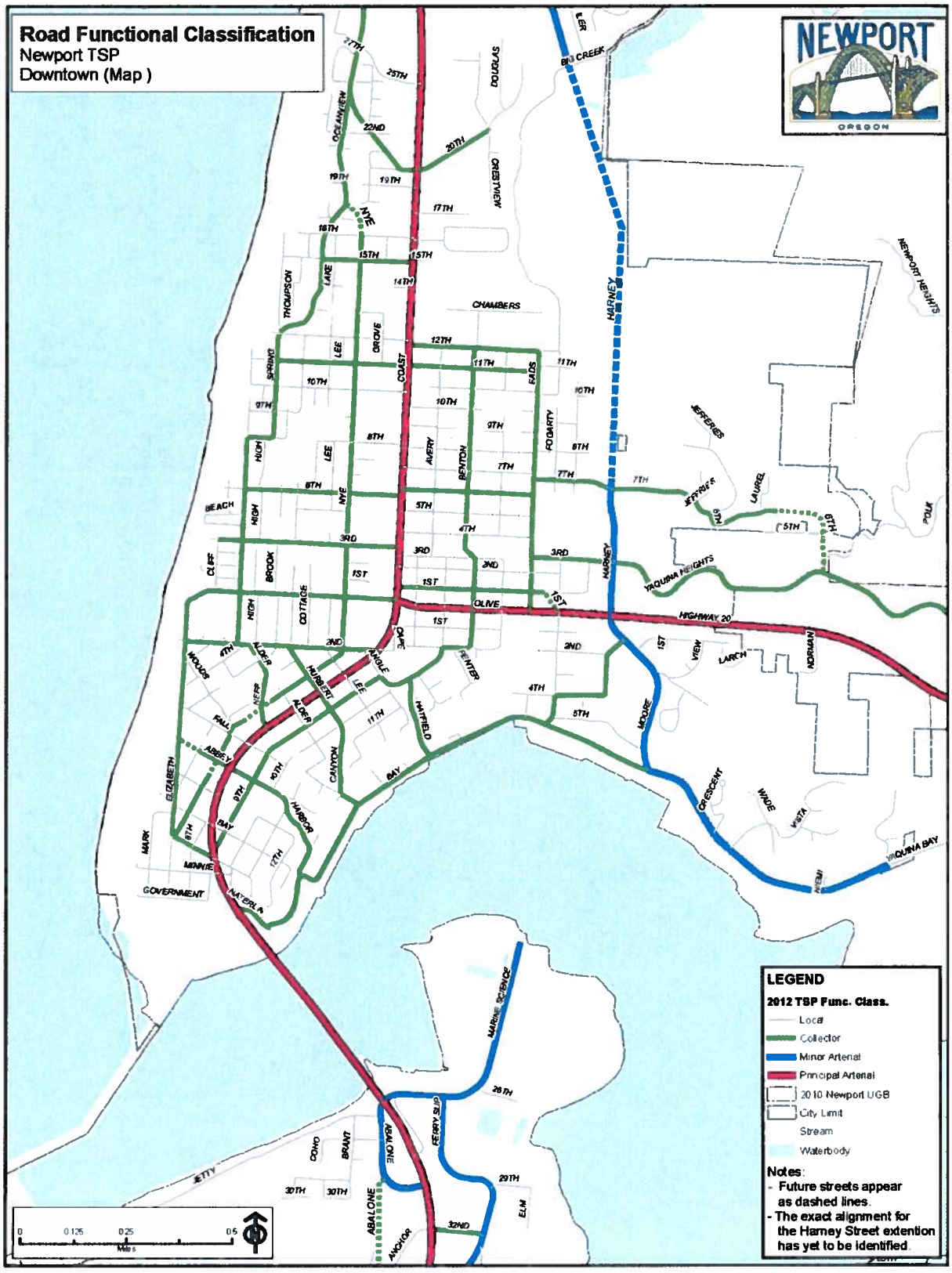
CH2MHILL®

2020 SW 4th Ave
Suite 300
Portland, OR 97201

## Figure 1: Functional Classification of Roadways – Agate Beach Map

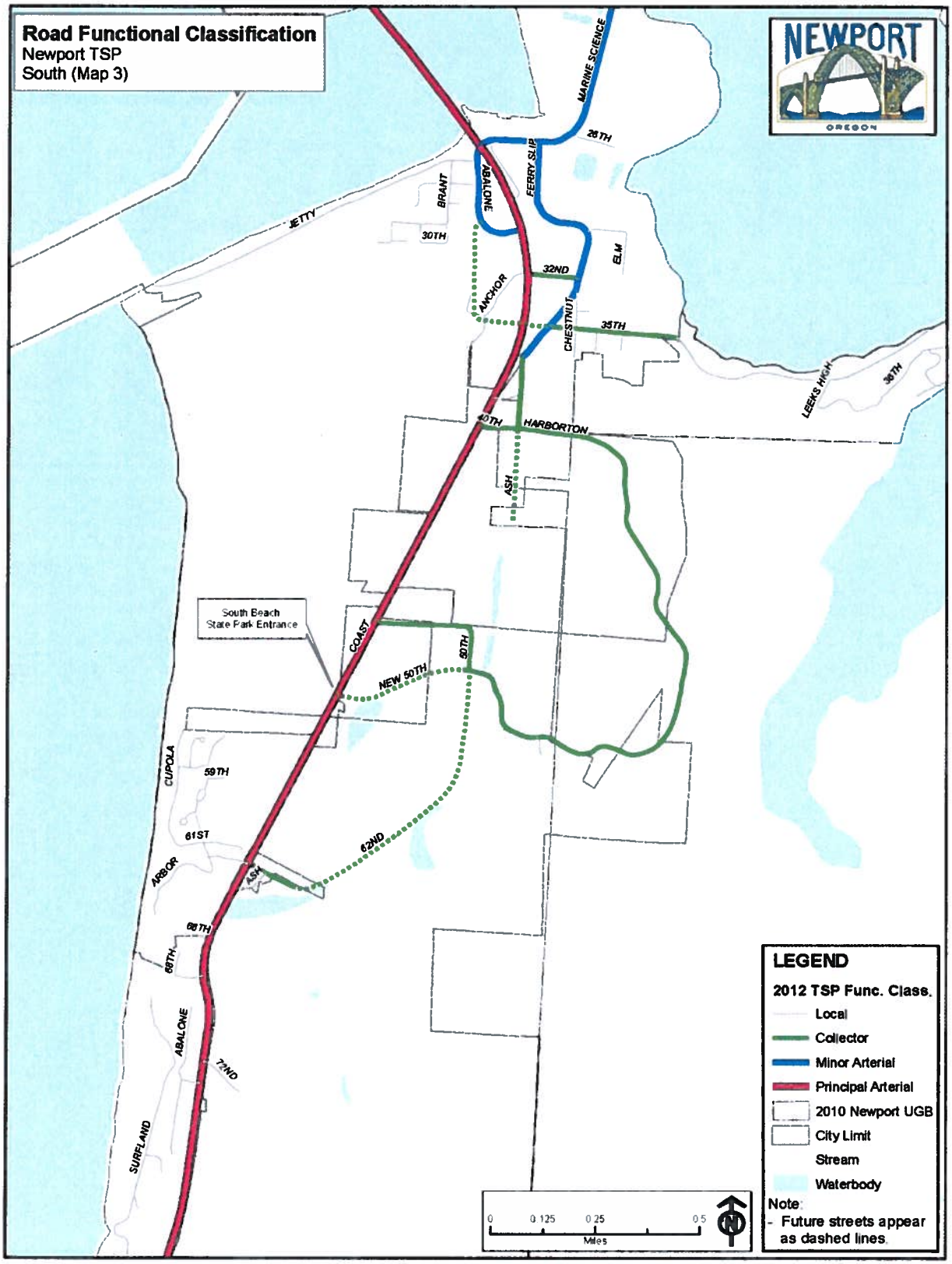


## Figure 2: Functional Classification of Roadways – Downtown Map




TSP Page - 0 -

## Figure 3: Functional Classification of Roadways – South Beach Map



Spacing goals for the established areas are 500 feet for driveways, ¼ mile for public roads, and ½ mile for signals. As redevelopment occurs, these spacing standards and access management tools should be evaluated and applied as appropriate to the specific needs of the project.

Developing Areas

The types of access management tools most appropriate for these areas are:

- Install median barriers or closure to eliminate left turns at ingress and egress points
- Install traffic signals at high volume intersections or driveways
- Optimize traffic signal spacing and coordination
- Install physical barriers along frontage properties, e.g. curbs, fences, landscaping
- Regulate maximum width of driveways
- Regulate minimum spacing of driveways
- Consolidate access for adjacent properties
- Regulate maximum number of driveways per frontage of property
- Require access on adjacent cross-street (when available) in lieu of driveways on major highways
- Improve driveway sight distance
- Increase effective approach width of driveway
- Install right-turn acceleration lane
- Install continuous two-way left turn lane
- Require adequate internal design and circulation plan
- Provide local service roads
- Encourage connections between adjacent properties

Spacing standards for primary arterials in developing areas are 800 feet for driveways, ½ to one mile for public roads, and ½ to one mile for signals. As development and redevelopment occurs, these spacing standards and access management tools should be evaluated and applied as appropriate to the specific needs of the project.

## GOALS AND POLICIES

The following goals and policies are intended to guide the decision makers and the development community in the administration of the Transportation System Plan (TSP) and the development of applicable implementing ordinances consistent with the TSP. This section is not intended to provide review criteria for specific projects or to function as a capital improvement plan.

**Goal 1: To provide a safe and efficient multi-modal transportation system consistent with the Transportation System Plan.**

Policy 1: To improve and maintain a transportation system that is consistent with the adopted 1997 TSP, as amended by the following updates:

A. Transportation system Plan Update Technical Memo # 2 (Northside Local Street Plan) dated July 2008.
B. Transportation System Plan Update Technical Memo # 4 (Pedestrian and Bicycle Plan) dated July 2008.

C. Newport Transportation System Plan Update - Alternate Mobility Standards Final Technical Memorandum #13 Summary of Measures of Effectiveness dated April 2012.
D. South Beach Peninsula Transportation Refinement Plan, dated February 9, 2010.
E. Agate Beach Wayside Improvements Design Charrette Concept Plan dated, March 2, 2011.
F. Coho/Brant Infrastructure Refinement Plan, dated July 2012.

Policy 2: To develop implementing ordinances and funding options consistent with the following:

A. Street System Plan

1. New roadway projects, transportation management system improvements and improvements to existing roadways shall be consistent with the TSP subject to available funding.

2. Streets created as part of a subdivision shall be designed in accordance with the adopted street design classification system in the TSP and the development standards in the subdivision ordinance unless a modification through the subdivision approval process is granted. The City shall require all new development to make street frontage improvements consistent with adopted engineering standards proportional to the impact of the development on public facilities.

3. The City will implement street cross-section designs that deviate from adopted street classification system standards where such designs apply to a defined area, respond to area-specific challenges and needs, and are supported by the findings and recommendations of an adopted Refinement Plan.

4. The City shall require that any change to the acknowledged Comprehensive Plan land use designations must make a finding that the change will not reduce the function of streets, especially Highway 101 and Highway 20, as identified in the TSP.

5. The City supports optimizing the existing transportation system through modifications to US 101 and local transportation system improvements in South Beach, as identified in the TSP. The capacity of the Yaquina Bay Bridge is expected to continue to be the major constraint in the operation of the transportation system south of the bridge, and funding for a new or expanded facility is not likely in the foreseeable future.

6. To ensure that capacity on US 101 is sufficient to accommodate planned local growth south of the Yaquina Bay Bridge, the City supports adoption of alternate mobility standards by the Oregon Transportation Commission for the section of highway between the bridge and South 62nd Street. These standards will allow a higher level of congestion than would be acceptable without the alternate standards. The alternate standards will support economic development and reduce the costs of total transportation system improvements associated with development.

7. Comprehensive plan land use changes and development proposals that meet established thresholds for traffic generation or heavy vehicles, or that propose to

take access directly from US 101, shall submit a transportation impact analysis as part of the application. The analysis shall evaluate the impacts of the development and propose mitigation that would allow transportation facilities to operate under conditions consistent with the planned transportation system. These analyses are a necessary tool to aid City decision-making related to the transportation system and its adequacy to accommodate both existing and future users. Whenever a direct property connection to US 101 is proposed, the City will coordinate with ODOT to ensure that the analysis addresses both state and local requirements.

8. Many of the commercial activities needed by residents are missing from the South Beach community. South Beach residents currently must travel across the Yaquina Bay Bridge to obtain these goods and services. Development of commercial uses that provide for the goods and services needed in the South Beach community warrants special consideration by the City of Newport. The Newport Development Code shall include special traffic analysis provisions for certain uses in order to encourage such development.

9. The City shall monitor the transportation impacts of development in South Beach through a South Beach Transportation Overlay Zone (SBTOZ) and an associated Trip Budget Program to ensure that vehicle trips that result from new development do not exceed the number of trips that can be accommodated by the planned transportation system. When development in the SBTOZ occurs inside the urban growth boundary but outside City limits, the City shall coordinate with Lincoln County through the development approval process to ensure that County-approved trips are recorded.

10. The Trip Budget Program envisions circumstances where an applicant may, identify measures as part of a traffic impact analysis that mitigate the impacts the development will have on the transportation system allowing trips to be authorized in excess of what would otherwise be permitted in the TAZ. An amendment to the TSP is not required in such cases; however, the City should update the Trip Budget to reflect the additional trips.

11. The City shall continue to engage ODOT in conversations regarding future project planning and funding that would lead to improvements to, and possibly replacement of, the Yaquina Bay Bridge. A recent decision by the Oregon Department of Transportation to place the bridge on the "Weight-Restricted Bridges on Major State Routes" list highlights the need for Newport to find long term solutions that sufficiently address the existing capacity and structural limitations that affect the bridge's ability to carry vehicles and pedestrians.

B. Pedestrian System Plan

1. The City shall provide a continuous pedestrian network consistent with the TSP, to the greatest extent possible considering funding limitations, topographic constraints, and existing development patterns.

2. The City shall provide a safe walking environment.

3. The City shall provide a pedestrian-oriented urban design especially on the Bay Front, in the City Center, and in Nye Beach.

4. The City shall work to implement the Goal, Policies and Implementation Strategies related to pedestrian facilities identified on pages 1-3 and 1-4 of the Newport Pedestrian and Bicycle Plan adopted in 2008. The City also shall work to implement identified pedestrian system improvements in South Beach, consistent with the adopted TSP.

C. Bicycle System Plan

1. The City shall provide a safe and efficient bicycle network consistent with the TSP, considering funding limitations, topographic constraints, and existing development patterns.

2. The City shall work to implement the Goal, Policies and Implementation Strategies related to bicycle facilities identified on pages 1-3 and 1-4 of the Newport Pedestrian and Bicycle Plan adopted in 2008. The City shall also work to implement identified bicycle system improvements in South Beach, consistent with the adopted TSP.

D. Transit System Plan

1. The City shall support the Lincoln County Transit Service consistent with the TSP considering funding limitations, topographic constraints, and existing development patterns.

2. The City shall work with Lincoln County Transit to identify and address the following:

a. Barriers to transit ridership, such as frequency of buses, convenience and proximity of the transit stops to employment areas, etc.
b. Enhancements to service, including but not limited to modifying existing transit loops, adding stops to the loops, or adding additional routes.
c. Impediments to providing service (funding, ridership numbers, etc.)
d. Physical amenities to promote transit use, such as shelters, signage, benches, posted schedules, signal timing/preferential treatment at intersections, etc.

3. The City shall continue to work with Lincoln County Transit, ODOT, and Lincoln County to identify opportunities for transit improvements in the planned roadway system, such as "queue-jump" opportunities for buses through intersection configurations and preferential signal timing along US 101.

4. The City shall encourage new retail, office, industrial, and institutional developments to provide transit facilities on site if identified in an adopted transit plan and shall work to ensure that there are safe pedestrian and bicycle connections through and from the site to existing and planned transit routes.

5. The City shall explore with Lincoln County Transit opportunities to provide shuttle service across the bay during the busy tourist season to help reduce traffic congestion, i.e. on the Yaquina Bay Bridge, subject to the availability of funding.

E. Access Management Plan

1. The City shall implement an access management strategy for the established and developing areas of the City of Newport along Highway 101, Highway 20,

and other arterials that supports the City's Transportation Goal and ensures that those streets can accommodate traffic in a safe and efficient manner as traffic increases.

2. In established areas of the City of Newport as identified in the TSP, the City shall encourage consolidation or reduction of accesses as possible during property redevelopment and/or frontage improvements. Spacing goals for the established areas are 500 feet for driveways, ¼ mile for public roads, and ½ mile for signals. As redevelopment occurs, these spacing standards and access management tools should be evaluated and applied as appropriate to the specific needs of the project.

3. In developing areas of the City of Newport as identified in the TSP, as sites develop or redevelop, accesses shall be planned, consolidated, and/or reduced to meet the spacing standard to the greatest extent possible. Spacing standards for primary arterials in developing areas are 800 feet for driveways, ½ mile to one mile for public roads, and ½ mile to one mile for signals.

4. The City shall develop specific ordinance provisions to further this access management plan.

F. Funding Plan

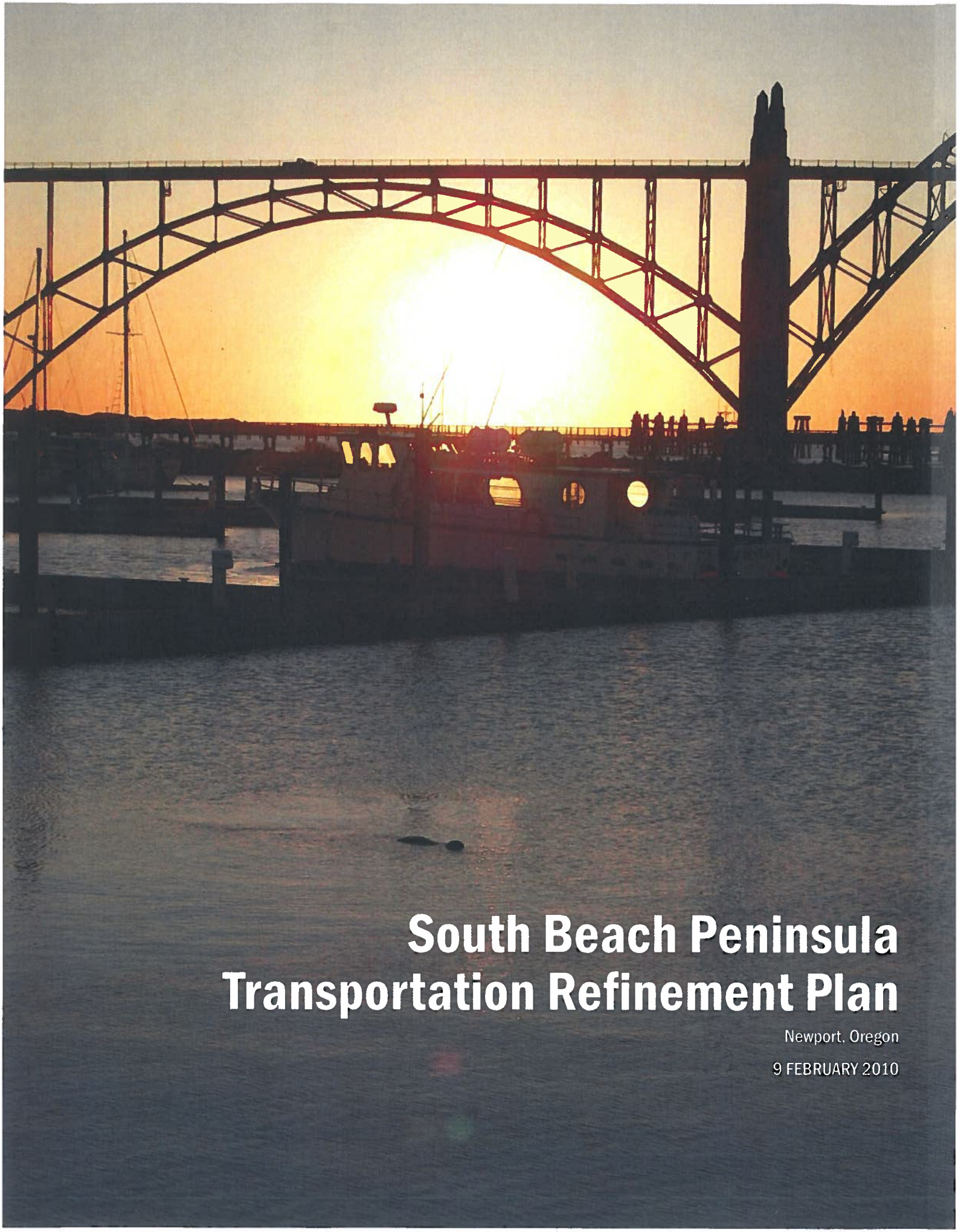
1. The City shall continue to employ a variety of local funding options such as the local gas tax, street utility fee, general obligation bonds, local improvement districts, developer exactions, system development charges, to fund the planned transportation system.

2. The City shall carefully prioritize capital improvement projects through the development, maintenance, and implementation of the TSP and Capital Improvement Program.

3. The City shall aggressively pursue federal and state funding options for capital improvement projects, especially for Highways 101 and 20.

4. The City shall continue to plan for and finance needed infrastructure improvements necessary to support economic development consistent with adopted urban renewal plans.

5. The City shall pursue extending the South Beach Urban Renewal Plan to provide funding for projects beyond the year 2020 if needed to better coordinate City plans with the timeline for future state funding.



# South Beach Peninsula Transportation Refinement Plan

Newport, Oregon

9 FEBRUARY 2010

## Project Management Team

Matt Crall, *TGM Project Manager, Oregon Department of Land Conservation and Development*
Matthew Arnold, *Design Team Project Manager, SERA Architects*
Derrick Tokos, *Community Development Director, City of Newport*

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Robin Craig, *GreenWorks*

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George Boehlert, *Hatfield Marine Science Center*
Patricia Patrick-Joling, *City of Newport City Council*
Lee Ritzman, *City of Newport*
Gary Gamer, *Oregon Coast Aquarium*
Gary Walker, *Oregon Coast Aquarium*
Caren Braby, *Oregon Department of Fish & Wildlife*
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Janet Webster, *Oregon State University*
Donn Mann, *Port of Newport*
Ginny Goblirsch, *Port of Newport*
Maureen Keeler, *Port of Newport*
Rick Prest, *Rogue Brewery*
Tom Lauritzen, *Rogue Brewery*
Marguerite Nabeta, *State of Oregon, Office of the Governor*
Jay Shoemaker, *SRG Partnership*

*This plan was prepared with funding from the State of Oregon through the Transportation and Growth Management (TGM) Program, a joint program of the Department of Transportation and the Department of Land Conservation and Development. Specifically this project was funded through the Quick Response section of TGM.*

*The TGM program supports community efforts to expand transportation choices for people. By linking land use and transportation planning, TGM works in partnership with local governments to create vibrant, livable places in which people can walk, bike, take transit or drive where they want to go.*

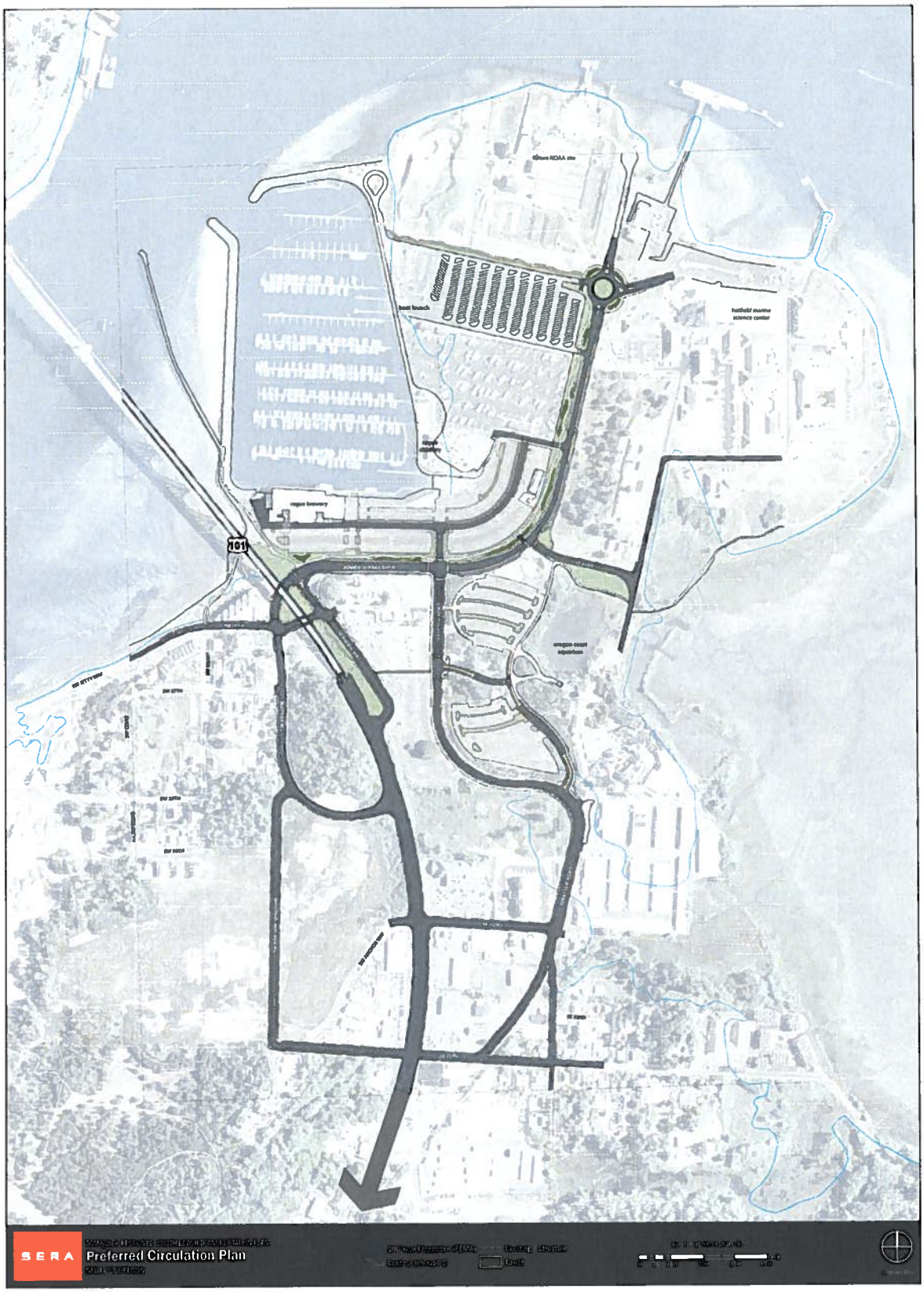
*Unless it has been adopted by a duly authorized body, this report does not represent an official policy position of the State of Oregon.*

## Introduction

Newport's South Beach Peninsula is a special maritime environment near the mouth of the Yaquina River and the crossing of US 101. The peninsula is home to several of Newport's most important institutional and recreational facilities, including the Hatfield Marine Science Center, the Oregon Coast Aquarium, and the South Beach Marina. In May 2011, the National Oceanic and Atmospheric Association (NOAA) will be relocating its fleet of research vessels from Seattle to the northern end of the South Beach Peninsula, on a site currently being prepared by the Port of Newport. NOAA's impending arrival has acted as an impetus for the City of Newport and local stakeholders to plan for and construct much needed transportation improvements in the area.

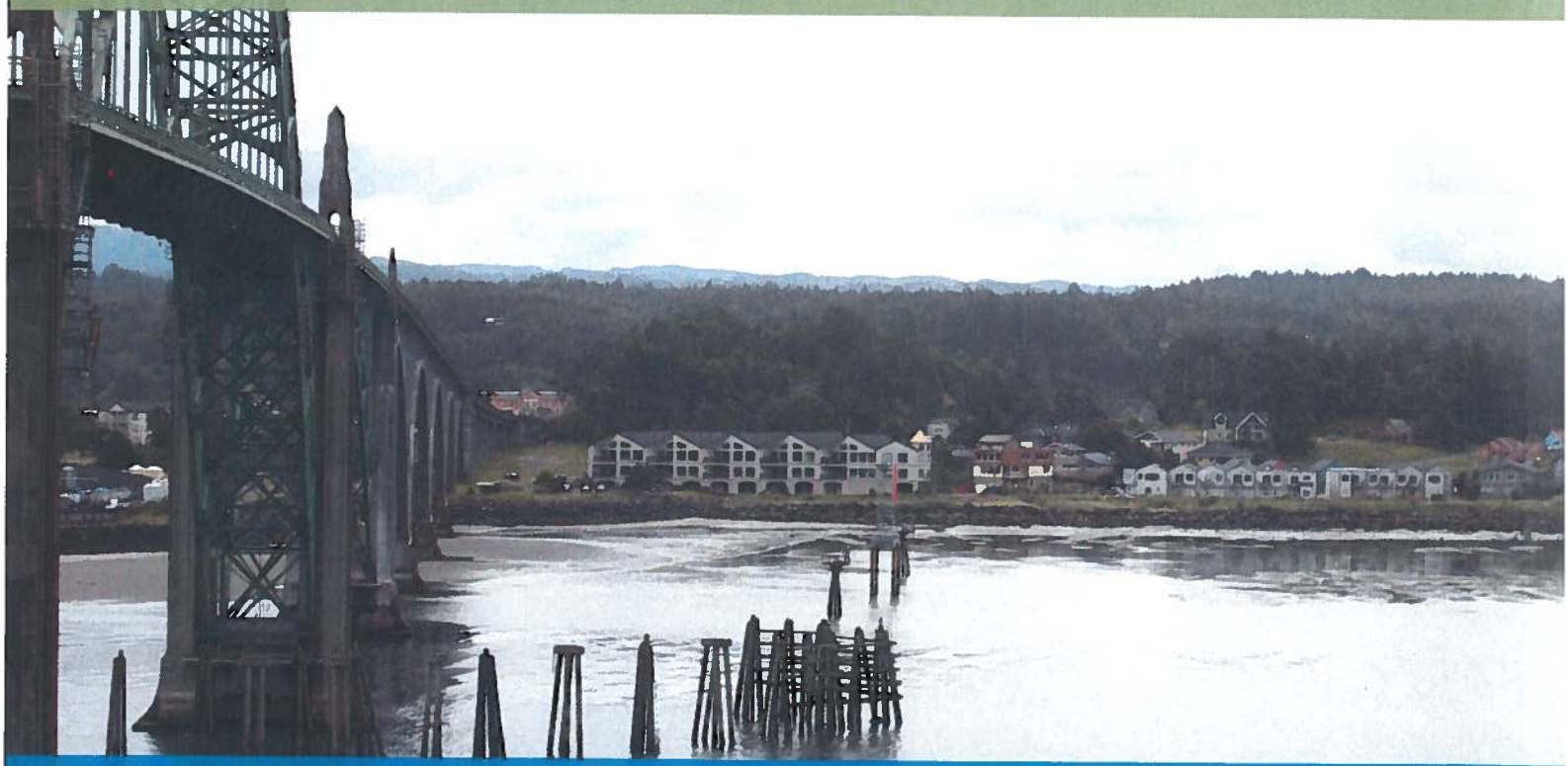
In November 2009, a consultant Design Team was brought in by the State's Transportation and Growth Management (TGM) Program to prepare a Transportation Refinement Plan for the district. The team's mission was to work with area stakeholders and the general public to design a series of vehicular, bicycle, and pedestrian improvements that would improve the overall access, efficiency, safety, and aesthetics of the peninsula's transportation system. During an intensive, three-month planning process, the Design Team developed and refined circulation, streetscape, parking, and wayfinding concepts, and also prepared planning-level cost estimates for a range of public improvements proposed in the plan. Much of the design work was completed during a four-day design Charrette held in Newport in December 2009.

Although the South Beach Peninsula is a fairly large land mass, it only has a small handful of public streets that provide access to its various institutional, recreational, industrial, and commercial uses. For the most part, these streets do not have pedestrian and/or bicycle facilities, and the provision of these facilities is a major part of this plan. The parking lot access points and drive aisles form a secondary / complementary system for vehicular circulation. A key component of this plan is to align the roadway and driveway access points as much as possible in order to create a safer and more efficient vehicular circulation system overall. In addition, intersection improvements are proposed for several of the peninsula's key intersections. Given the high volume of tourists and visitors that flock to the area for events or to visit the area's many attractions, the plan also addresses signage and wayfinding, proposing not only principles for physical signage, but how entry sequences for key institutions can be improved through various circulation improvements and design treatments.




*South Beach Peninsula Illustrative Plan*

# COHO/BRANT INFRASTRUCTURE REFINEMENT PLAN



CITY OF NEWPORT
AUGUST 2012

**City Council / Urban Renewal Agency**

Mark McConnell, *Mayor*
David Allen, *Council President*
Jeff Bertuleit, *URA Chair*
Richard Beemer
Sandra Roumagoux
Lon Brusselback
Dean Sawyer

**Key Stakeholders**

Wayne Belmont, *Lincoln City Counsel*
Mary Ann Bozza, *Hatfield Marine Science Center*
Matt Brown, *LOCI*
John Bungay, *Bungay Properties LLC*
Barbara Bungay, *Bungay Properties LLC*
Dennis Comfort, *South Beach State Park*
John DeTar, *Oregon Department of Transportation*
Richard Diaz
Gary East
Chuck Forinash
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# 1.1 Overview

The Coho/Brant Infrastructure Refinement Plan was developed with significant public engagement to provide direction for future public infrastructure improvements in the Coho/Brant neighborhood. The project is founded on four primary objectives:

- Produce an infrastructure refinement plan with preferred design alternatives based upon feedback from active public engagement;
- Engage the public through an iterative design process;
- Identify public infrastructure improvements and associated planning-level cost estimates;
- Present findings in a manner that enables City staff to easily amend existing adopted plans.

The refinement plan is a neighborhood-scale infrastructure plan that addresses the following design components:

**Right-of-ways**

The refinement plan evaluates existing rights-of-way and their suitability for future street connectivity and utility needs and recommends adjustments to existing and acquisition of new rights-of-way for identified infrastructure improvements.

**Street Improvements & Stormwater Management**

The refinement plan recommends street improvements, including: bicycle and pedestrian facilities, paving, lighting, landscaping, and stormwater management strategies within the project area.

**Parks and Trail Management**

The refinement plan addresses parks and trail management within the project area, including: type, placement, management, and connection with other neighborhood recreation venues. Specifically, the plan evaluates the Coastal Gully open space area, part of a larger drainage system, for its impacts on stormwater runoff and the opportunity for joint management with other public agencies.

**Highway 101/SW 35th Street Intersection**

Highway 101 provides vehicular access to the project area along SW Abalone Street and SW 32nd Street. Improvements to Highway 101, including the future intersection of SW 35th Street, will affect the project area. The refinement plan identifies the alignment, including right-of-way needs, for construction of this intersection in anticipation of future development in 2015-2016.

**Tsunami Evaluation Route Enhancements**

The City has prepared initial concepts for access improvements to Safe Haven Hill. The refinement plan considers the type of improvements and signage needed to effectively direct persons residing or visiting the project area to the designated tsunami evacuation route.

In order to develop the site with respect to public desires, the refinement plan includes recommended policies and development standards, which vary from existing City standards. In addition, given anticipated future development under consideration, the refinement plan recommends amendment to existing functional plans to reflect updates included herein.

The refinement plan is a tool to be used by the City to obtain needed rights-of-way, update adopted plans, and obtain financing. The plan describes public infrastructure improvements, in both graphic and text, so the City can make necessary updates to facility plans, Capital Improvement Plans, Urban Renewal Plans, and other applicable documents. The plan also includes cost estimates for the improvements in order to empower the City to pursue the best financing options available.

## 1.2 Planning Process & Public Involvement

The Coho/Brant Infrastructure Refinement Plan was prepared by a consultant Design Team comprised of staff from Cameron McCarthy Landscape Architecture & Planning and KPFF Consulting Engineers. The project was guided and shaped by technical advice from a stakeholder committee, including those representing: the City of Newport, the Port of Newport, the Hatfield Marine Science Center (HMSC), the Oregon Department of Transportation (ODOT), Oregon Marine Science Institute (OMSI), South Beach State Park, Lincoln County, neighborhood business owners, neighborhood property owners, and neighborhood residents. The project was initiated in March 2011 with final scoping, research, and review of background materials. The public involvement process included a series of stakeholder design charrettes and public workshops, followed by an open house to present a draft of the plan, and a presentation to the Newport City Council and Urban Renewal Agency, as described below.

On April 11, the Design Team conducted a site tour of the project area and held an initial meeting with the stakeholder committee. In the evening, the Design Team facilitated a public workshop to gather information and identify opportunities and constraints within the project area. Approximately 20 stakeholders, neighbors, and members of the general public attended the workshop. The workshop resulted in an Opportunities & Constraints Analysis summary, included as Appendix A, and discussed in Section 2.7, and an Initial Circulation Concept, discussed in Section 3.1.

On April 25, the Design Team presented the Opportunities & Constraints Analysis and Initial Circulation Concept to the stakeholder committee and conducted a design charrette focused on the development of alternatives for circulation improvements, parks and trail improvements, Highway 101/SW 35th Street intersection improvements, tsunami evaluation route improvements, and other utility improvements. In the evening, the Design Team facilitated a public workshop to present the initial information, present the alternatives generated during the design charrette, and to solicit input and feedback. Approximately 20 stakeholders, neighbors, and members of the general public attended the workshop.

On May 16, the Design Team presented conceptual design alternatives to the stakeholder committee and conducted a design charrette aimed at selecting preferred alternatives from the range of options. In the evening the Design Team facilitated a public workshop to present the conceptual design alternatives. Attendees completed a preferences survey to aide the Design Team in the selection of preferred alternatives for the various improvements. Approximately 35 stakeholders, neighbors, and members of the general public attended the workshop or participated by completing the survey.

On June 12, the Design Team conducted a walk-through open house to present the draft plan and provide a final opportunity for public input and feedback on the proposed improvements and recommendations. On June 18, the Design Team presented the draft plan to the Newport City Council and Urban Renewal Agency. In response to input received at the public open house, City Council/Urban Renewal Agency presentation, and comments from City staff, the Design Team will prepare a final plan for formal adoption by the City and Urban Renewal Agency.

# 5.1 Policy Recommendations

The Coho/Brant Infrastructure Refinement Plan includes a set of policy recommendations directed at preserving neighborhood character, guiding future public infrastructure investments and planning efforts, and updating relevant plans. A primary objective of the planning effort is to balance natural area preservation and conservation objectives with targeted infrastructure investments intended to facilitate new development and improve or enhance existing neighborhood character. The plan includes recommendations for updating or amending existing facilities and infrastructure systems plans to incorporate project refinements and replace obsolete information. The policy recommendations are grouped in the following categories: funding, planning, infrastructure, natural resources, parks and recreation, and signage and wayfinding.

**Funding (F)**

- F-1: Amend the South Beach Urban Renewal Plan to identify a project or projects to serve as a match and a catalyst in order to encourage the formation of Local Improvement Districts (LIDs) to fund lower priority improvements.
- F-2: Update the Public Infrastructure Systems Development Charge (SDC) Methodology study to incorporate infrastructure projects identified in the refinement plan that expand the capacity of systems to support future development.
- F-3: Amend the South Beach Urban Renewal Plan to incorporate project refinements. Allocate urban renewal funds based on project priorities established in the refinement plan as urban renewal funds are not expected to be sufficient to cover the total costs of the plan.

**Planning (P)**

- P-1: Amend the Comprehensive Plan to acknowledge the refinement plan and associated street sections as an element of the Transportation System Plan (TSP).
- P-2: Consider the use of urban renewal funds to reset rights-of-way and property boundaries for large parcels subject to further development.
- P-3: Consider vacating rights-of-way within the project area which are not planned for future public infrastructure improvements and do not contain natural features identified for conservation or protection.

**Infrastructure (I)**

- I-1: Initiate revisions to the zoning ordinance to allow narrow street widths as proposed in the project street sections.
- I-2: Amend the Newport Wastewater Facilities Plan, the South Beach Storm Water Master Plan, and the Water System Master Plan to incorporate infrastructure improvement projects identified in the plan and replace obsolete information.
- I-2: Adopt general stormwater management standards and practices that address the treatment, detention, and infiltration of stormwater runoff.
- I-3: Implement low impact development strategies including vegetative stormwater treatment in conjunction with new street construction where appropriate and feasible.

- I-4: Coordinate with ODOT and private property owners to resolve drainage and maintenance issues with culverts under and adjacent to Highway 101 as shown on Map 3-7 Proposed Stormwater System Improvements.

- I-5: Pursue state and federal grant funding, in addition to capital project funding, for the Highway 101/SW 35th Street intersection improvements and water, sewer, and stormwater infrastructure upgrades.

- I-6: Install dark sky compliant lighting in conjunction with street and path improvement projects.

- I-7: Coordinate with the Central Lincoln PUD to implement street and path lighting in association with projects identified in the plan.

**Natural Resources (N)**

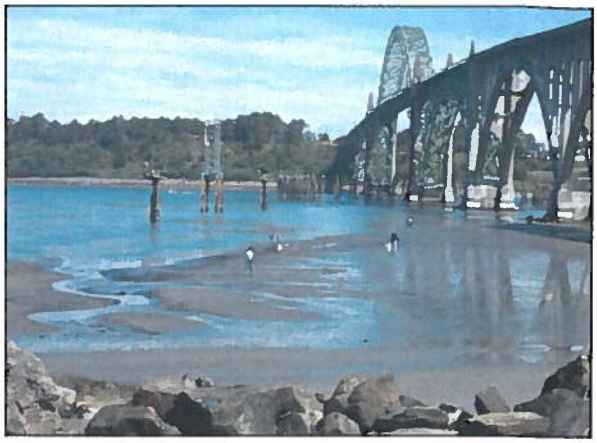
- N-1: Conserve and protect existing trees within City owned rights-of-way that are not required for future public infrastructure improvements.

- N-2: Use context-sensitive design solutions to plan and design street and path improvement projects in order to avoid impacts to significant trees where feasible.

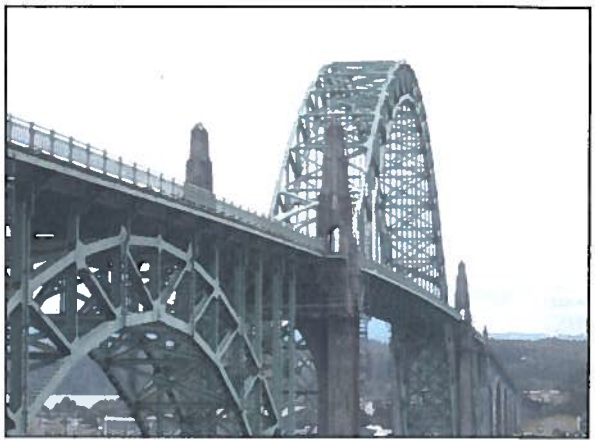
- N-3: Pursue opportunities with OMSI to reset property boundaries at Coastal Gully Open Space to ensure that the resource is conserved under the jurisdiction of one entity.

- N-4: In combination with N-3, support the establishment of a revised conservation easement to be applied to the entire Coastal Gully Open Space Area.

- N-5: Support to development of a management plan for Coastal Gully Open Space through partnerships with OMSI, the Lincoln Land Legacy Program, South Beach State Park, and other agencies.

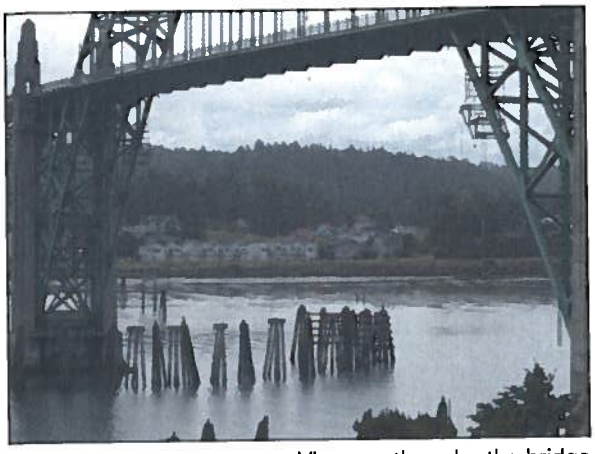


North view from the edge of the Jetty



View south towards the Coho/Brant Neighborhood

Shared-use path crossing under Yaquina Bay Bridge



View south under the bridge

Sharrows painted on the roadway

Signage near the entrance to the Oregon Coast Aquarium

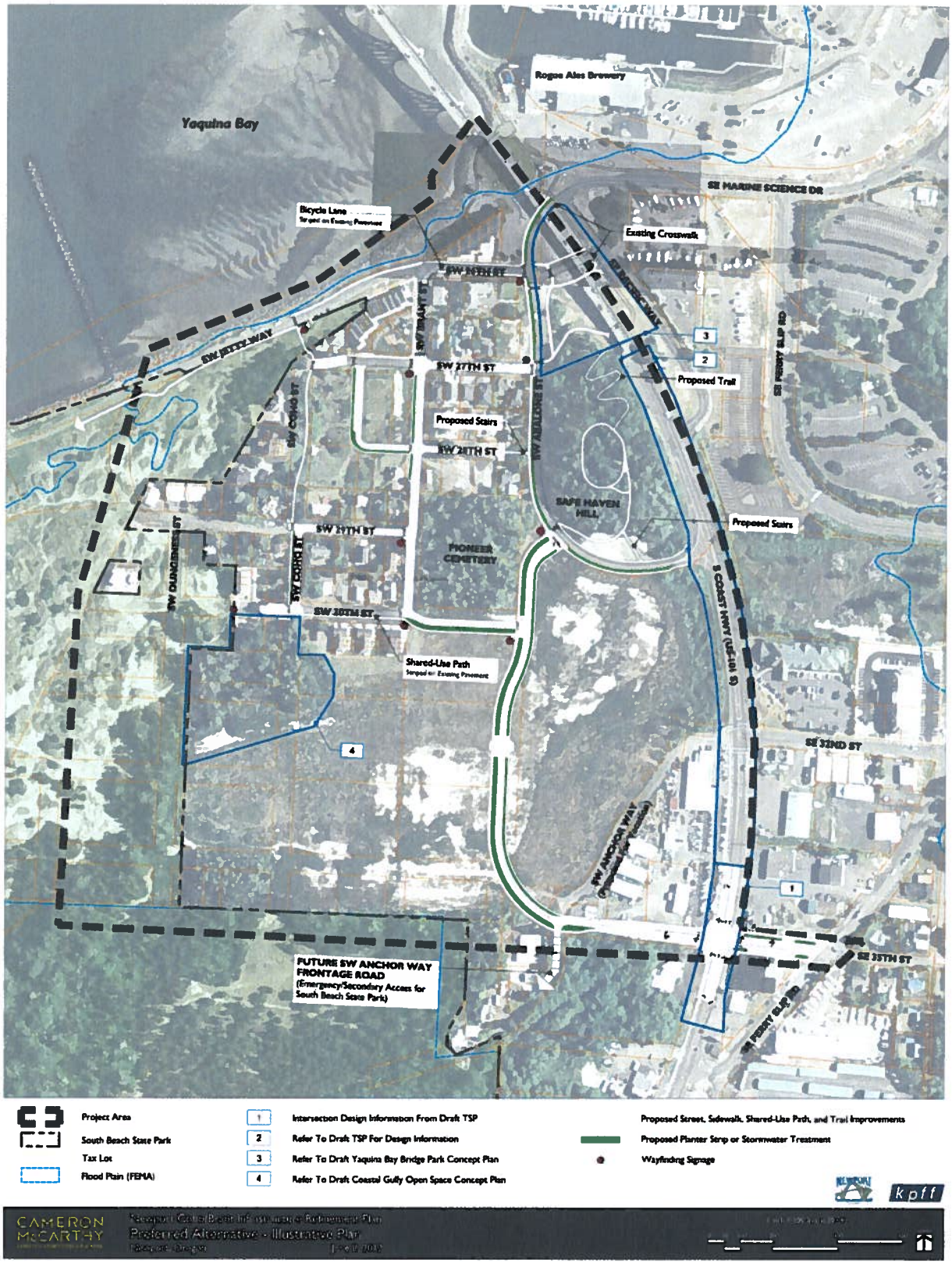
**Parks and Recreation (R)**

- R-1: Coordinate with ODOT to develop management and use agreements for the Yaquina Bay Open Space area.
- R-2: Further evaluate improvements proposed under the Yaquina Bay Bridge as shown on Map 3-3 Yaquina Bay Bridge Open Space Concept Plan in consideration of the historic nature of the structure.
- R-3: Provide path and trail connections from SW 26th Street, SW 27th Street, SW 28th Street, and SW 30th Street, as shown on Map 3-8 Illustrative Plan, to the proposed Safe Haven Hill evacuation area to establish multiple pedestrian emergency access routes from the neighborhood.

**Signage and Wayfinding (S)**

- S-1: Install selective directional and wayfinding signage that is consistent with other signage in the South Beach Peninsula and directs visitors to major recreational opportunities while preserving the privacy of the neighborhood residents.
- S-2: Integrate public art with wayfinding and directional signage.
- S-3: Install wayfinding signage in the neighborhood that is adequate to direct residents and visitors to safety in the event of a natural disaster or tsunami.

## Map 3-8. Illustrative Plan



# Newport Transportation System Plan Technical Memorandum #2 - North Side Local Street Plan

*Prepared for*

**City of Newport**
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July 2008 | 274-2395-051 (04/02)

# 1. INTRODUCTION

## 1.1 REPORT PURPOSE AND CONTEXT

Newport is the second largest city on the Oregon Coast, with nearly 10,000 residents and a summertime population of many thousands more. The heart of the community is along the working waterfront on Yaquina Bay, where fishing fleets and fresh seafood markets mingle with galleries, gift shops, and restaurants. The historic Nye Beach area is another major tourist attraction, along with the Oregon Coast Aquarium and the Hatfield Marine Science Center. Traffic congestion during peak summer months along US 101, US 20 and other major streets within the city results in long delays at many intersections, and a high crash rate along major highway segments.

This report is one of several that have been prepared to update the City of Newport Transportation System Plan (TSP). It addresses the North Side study area and focuses on the identification and prioritization of transportation infrastructure needs to support economic development within the area north of the Yaquina Bay Bridge. The North Side study area includes the area bounded by Yaquina Bay to the south, the Pacific Ocean to the west, NE/NW 12th Street to the north, and SE John Moore Drive/Harney Street to the east. Major portions of the Yaquina Bay waterfront and the Nye Beach area are situated within the North Side study area.

An update of the Economic Section of the Newport Comprehensive Plan identifies the need for approximately 135 acres of commercial land north of the Yaquina Bay Bridge (primarily related to increases in visitor activity). It is proposed that this need be met through redevelopment and potential expansion of the commercial areas within the core area of Newport, which includes portions of Highway 101 and Highway 20. Thus, a key focus of the Transportation System Plan Update is on the evaluation of transportation facilities, access, and high operating conditions for commercial properties in the North Side study area.

## 1.2 ORGANIZATION AND CONTENT OF REPORT

This report includes a discussion of various roadway system improvements that are intended to address the existing and potential long-term future transportation system deficiencies as presented in Technical Memorandum #1. A particular focus or this report on needs associated with economic and tourism-related development within the North Side study area.

Included in this report are the following:

- Identification of a range of improvement projects to address existing and future system deficiencies including local street extensions or improvements, changes to on-street parking, changes to signalization and/or traffic control, transit service improvements, transportation demand management activities, and transportation system management strategies.
- Discussion of the methodology used to evaluate these improvements and to determine relative priorities for implementation
- A summary of improvement recommendations with planning level cost estimates.

Chapter 1 of this report is this introduction. Chapter 2 provides an overview of existing and future transportation system challenges, North Side planning objectives, road and street improvement options, and transportation system management (TSM) options.

**Figure 4-1. North Newport Projects from 1997 TSP Not Yet Constructed**

Figure 4-1
North Newport Projects From
1997 TSP Not Yet Constructed

**Figure 4-2. North Newport Local Street Plan Projects**

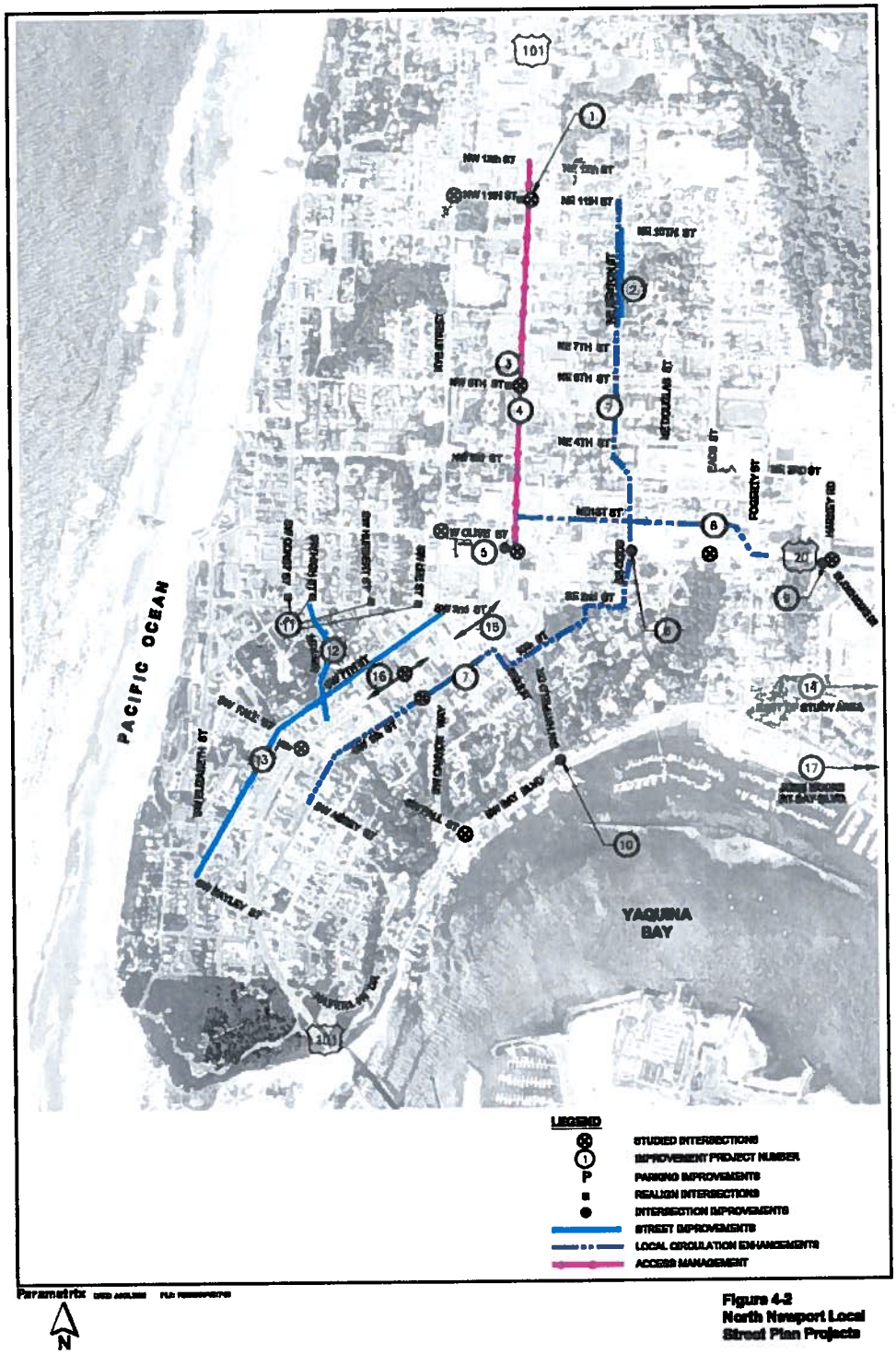



Figure 4-2
North Newport Local
Street Plan Projects

**Table 4-1. North Newport – Uncompleted Projects from 1997 Transportation System Plan Continued**

| No. | Location/Limits | Project Description | 1997 TSP Priority |
|---|---|---|---|
| *Existing Street Improvement Projects* | | | |
| 1 | North-South Arterial from US 20 to NE 7th St | Improve to 2-lane urban standard with sidewalks and bike lanes to add system connectivity. | 1-5 years |
| 5 | NE 3rd St from NE Eads St to NE Harney Rd | Reconstruct to local standard with sidewalks to add system connectivity. | 1-5 years |
| 6 | US 20 from SE John Moore Rd to US 101 | Improve to 5-lane urban standard with sidewalks and bike lanes to improve congestion problem. | 6-10 years |
| *Transportation Management System (TSM) Improvement Projects* | | | |
| 7 | US 101 from US 20 to Yaquina Bay Bridge | Highway revisions including the removal of on-street parking, no bike lanes and construct left-turn pockets at SW Hurbert St and SW Angle St. | 1-5 years |
| 8 | SW Naterlin Dr at Yaquina Bay Bridge | Realign intersection and provide channelization. | 1-5 years |
| 9 | Surface Parking Lots for 101 Business | Construct surface parking lots to supplement parking removed from US 101 with restriping. | 6-10 years |
| 10 | SW Abbey St Parking Lot | Construct new 4 level top open parking structure with bike racks. Restripe SW Bay Blvd to add parallel parking south of SW Fall St to SW Naterlin Dr. | 16-20 years |
| 11 | US 101 at SW Hurbert St | Signal improvements to provide for left turns. | 1-5 years |
| 12 | US 101 at SW Abbey St | Construct and coordinate new traffic signal. Close SW 2nd St between US 101 and SW Angle St. | 1-5 years |
| 13 | US 101 at SW Angle St | Construct and coordinate new traffic signal with left-turn lanes on US 101. | 11-15 years |

## 4.2 PRIORITIES AND TIMING OF STREET AND ROADWAY IMPROVEMENT PROJECTS

Table 4-2 highlights the recommended road and street improvement projects for the North Side study area. It should be noted that these projects are additions to or modifications of those included in the 1997 Transportation System Plan and not yet built.

Included in Table 4-2 is pertinent information about each improvement projects including a unique identifier number (which can be viewed graphically in Figure 4-2), project location and description, project purpose, priority for implementation, and a planning level cost estimate that segregates engineering and construction work elements. Note that engineering work includes both design and construction services. Projects that will likely require right-of-way acquisition are also noted. Details concerning the development of the cost estimates are included in Appendix B.

As noted in Table 4-2, recommended top priority street and roadway projects include the actions listed below. It is recommended that these projects be addressed in the short-range planning period (e.g., within 5 years).

**Table 4-2. North Side Street and Roadway Projects and Priorities**

| No. | Location/Limits | Project Description | Purpose | Priority | Cost |
|---|---|---|---|---|---|
| 2 | NE Benton Street from NE 8th Street to NE 10th Street | Improve to 2-lane urban standard with sidewalks to add system connectivity. | ▫ Provides and alternate North/South route to reduce traffic on US 101<br>▫ Completes street grid<br>▫ Improves local connectivity | High | Engr - $54,000<br>Con - $216,000 |
| 7 | SW 9th Street/ NE Benton St Connectivity Enhancement | Pedestrian crossing and signage improvements from Abbey to NE 11th Street to facilitate corridor as a local parallel route to US 101 and access between US 20 and the bay front area. Consider all way stop at 9th/Hurbert. | ▫ Improves Downtown tourism by improving access to commercial center<br>▫ Can improve pedestrian environment and safety<br>▫ Reduces congestion along US 101 by avoiding the highway | High | Engr - $6,000<br>Con - $23,000 |
| 8 | NE 1st Street from US 101 to US 20 | Improve to 3-lane urban standard with sidewalks and bike lanes to provide westbound-to-northbound bypass of intersection of US 101 with US 20. | ▫ Preserves US 101 functionality<br>▫ Local economic development benefits | High | Engr - $95,000<br>Con - $381,000<br>ROW needed |
| 12 | SW Neff Street from US 101 to SW 2nd Street | Improve to 2-lane urban standard with sidewalks and bike lanes to add system connectivity. | ▫ Enhances Downtown and Beach access<br>▫ Improves local connectivity | High | Engr - $88,000<br>Con - $350,000 |
| 13 | SW 7th Street from SW 2nd Street to SW Elizabeth Street | Improve to 2-lane urban standard with sidewalks and bike lanes to add system connectivity. | ▫ Enhances beach access<br>▫ Enhances Downtown access<br>▫ Preserves US 101 functionality | Low | Engr - $3,280,000<br>Con - $13,126,000 |
| 14 | Alternative Port Access Road Improvements | Evaluate improvements to SE Benson Road and/or SE John Moore Drive to improve access to waterfront area | ▫ Improves Port access<br>▫ Reduces congestion at US 101 and US 20<br>• Reduces Bay Front truck traffic<br>• Joint City and County project | Medium/ Low | Planning study needed to determine alignment and cost |

Note: Costs include engineering and construction elements only, right-of-way acquisition and permitting not included. Engineering includes both design and construction services.

## 4.3 PRIORITIES AND TIMING OF TRANSPORTATION SYSTEM MANAGEMENT IMPROVEMENT PROJECTS

As noted in Chapter 2, Transportation System Management (or TSM) improvements include actions designed to maximize efficient use of the existing transportation system. TSM strategies include actions such as traffic signalization, signal synchronization to improve traffic progression (particularly along major arterial streets), signal retiming, channelization improvements, one-way streets, parking prohibitions, turn prohibitions, and other actions.

### Intersection Improvements/Signalization Recommendations

Table 4-3 highlights the recommended TSM improvement projects for the North Side study area. It should be noted that these projects are in addition to and/or modifications of those included in the 1997 Transportation System Plan and not yet built.

Included in Table 4-3 is pertinent information about each improvement projects including a unique identifier number (which can be viewed graphically in Figure 4-1), project location and description, project purpose, priority for implementation, and a planning level cost

- **Project #15 – US 101 at SW Angle Street**: Add left turn lanes on US 101 at Angle Street, restrict on-street parking in vicinity. As an alternative, in order to preserve on-street parking on US 101 in the City Center, the City should consider elimination of the left hand turns from US 101 at SW Angle Street through a further refinement plan that also further evaluates connectivity with the Bay Front and Nye Beach following the installation of the proposed signal at US 101 and SW Abbey Street identified in project #16.

No low priority TSM projects were identified.

**Table 4-3. North Side Transportation System Management Projects and Priorities**

| No. | Location/Limits | Project Description | Purpose | Priority | Cost |
|---|---|---|---|---|---|
| 1 | US 101 at NW 11th Street | Realign intersection to eliminate slight off-set. Consider need for additional east/west turning lanes and/or signalization improvements. | ▫ Preserves US 101 functionality<br>▫ Improves local connectivity and enhances beach access | High | Engr - $97,000<br>Con - $387,000<br>ROW needed |
| 3 | US 101 at NW 6th Street | Realign intersection to eliminate off-set. Consider need for added east/west turning lanes and/or improved signal to address congestion problem. | ▫ Preserves US 101 functionality<br>▫ Improves local connectivity and enhances beach access | High | Engr - $125,000<br>Con- $499,000<br>ROW needed |
| 4 | US 101, US 20 north to NW 12th Street | Evaluate opportunities for driveway and/or minor street closures or consolidation. | ▫ Preserves US 101 functionality and safety | High | As redevelopment occurs. |
| 5 | US 101 at US 20 | Add 2nd southbound left turn lane. Widen eastbound US 20 to receive 2 lanes of traffic, transition to one lane east of US 101. | ▫ Preserves US 101 functionality and safety<br>▫ Reduced congestion at US 101 and US 20 | High | Engr - $151,000<br>Con- $604,000<br>ROW needed |
| 6 | US 20 at NE Coos Street | Add signal and improve intersection to encourage north/ south local street alternative to US 101. Signal could help relieve congestion at NE Eads. | ▫ Improves local North/South connectivity<br>▫ Reduced congestion on US 20 at NE Eads and US 101 | High | Engr - $103,000<br>Con - $413,700 |
| 9 | US 20 at SE John Moore Drive | Add north/south left turn lanes and adapt signal phase. Combine northbound right/through lanes. | ▫ Improves access to the Bay Front | Medium | Engr - $37,000<br>Con - $150,000 |
| 10 | SW Hatfield Drive at SW Bay Boulevard | Stripe separate right and left turn lanes, add crosswalk and no parking designation on Hatfield Dr. in the vicinity of the intersection. Add curb extensions on Bay Blvd. to facilitate pedestrian crossing. | ▫ Improves access to the Bay Front | High | Engr - $9,000<br>Con - $35,000 |
| 11 | SW 2nd Street, SW Coast Street to SW Lee Street | Realign intersections of SW Lee Street, SW Hurbert Street, SW High Street and SW Coast Street to eliminate off-sets. | ➢ Enhances Beach access<br>➢ Improves local North/South connectivity | Medium | Engr - $137,000<br>Con - $549,000<br>ROW needed |
| 15 | US 101 at Angle Street | Modify 1997 TSP project #7 to install traffic signal and left turn lanes on US 101. Remove on-street parking in vicinity of intersection to accommodate added lanes. Consider alternative to retain on-street parking by eliminating lefts on US 101 at Angle and evaluating local connectivity thru refinement plan after installation of signal at US 101/Abbey. | ▫ Improves access to the Bay Front<br>▫ Enhances Beach access<br>▫ Preserves US 101 functionality | Medium | Engr - $102,000<br>Con - $408,000 |

**Table 4-3. North Side Transportation System Management Projects and Priorities Continued**

| No. | Location/Limits | Project Description | Purpose | Priority | Cost |
|---|---|---|---|---|---|
| 16 | US 101 at Hurbert Street | Modify 1997 TSP project #7 to install left turn lanes on US 101. Remove on-street parking in area of intersection for added lanes. Consider alternative to retain on-street parking by eliminating lefts on US 101 at Hurbert and evaluating local connectivity thru refinement plan after installation of signal at US 101/Abbey. | ▫ Improves access to the Bay Front<br>▫ Enhances Beach access<br>▫ Preserves US 101 functionality | High | Engr - $17,000<br>Con - $67,000 |
| 17 | John Moore Drive at Bay Blvd. | Stripe John Moore for separate left and right turns. Modify curb radii to enhance right turns from John Moore onto Bay. Add eastbound left turn lane and pedestrian crossing. | ▫ Improves access to the Bay Front | High | Engr - $68,000<br>Con – $273,000 |
| 18 | Various Locations | Signage Improvements:<br>▫ Directional signs from US 20 to both John Moore and 9th for Bay Front visitors<br>▫ Directional signs from Bay Front parking lots and along Bay Blvd to Naterlin for Ocean access<br>▫ Improve signage to parking on Bay. | ▫ Enhances Beach access<br>▫ Improves access to the Bay Front<br>▫ Reduces congestion along US 101 by avoiding the highway | High | Engr - $3,500<br>Con - $14,500 |

Note: Costs include engineering and construction elements only, right-of-way acquisition and permitting not included. Engineering includes both design and construction services.

## Traffic Operations Analysis of Intersection Recommendations

Table 4-4 presents a summary comparison of intersection operations during 2027 peak hours with and without the recommended intersection improvements. Included in the table is data related to volume/capacity (V/C) ratios, average delay per vehicle entering the intersection and intersection level of service. It should be noted that ODOT uses V/C as the basis for determining whether an intersection is in compliance with adopted operational standards for a typical facility of it's type. The current standard for US 101 in the study area is a v/c ratio of 0.85. The current standard along US 20 is 0.80.

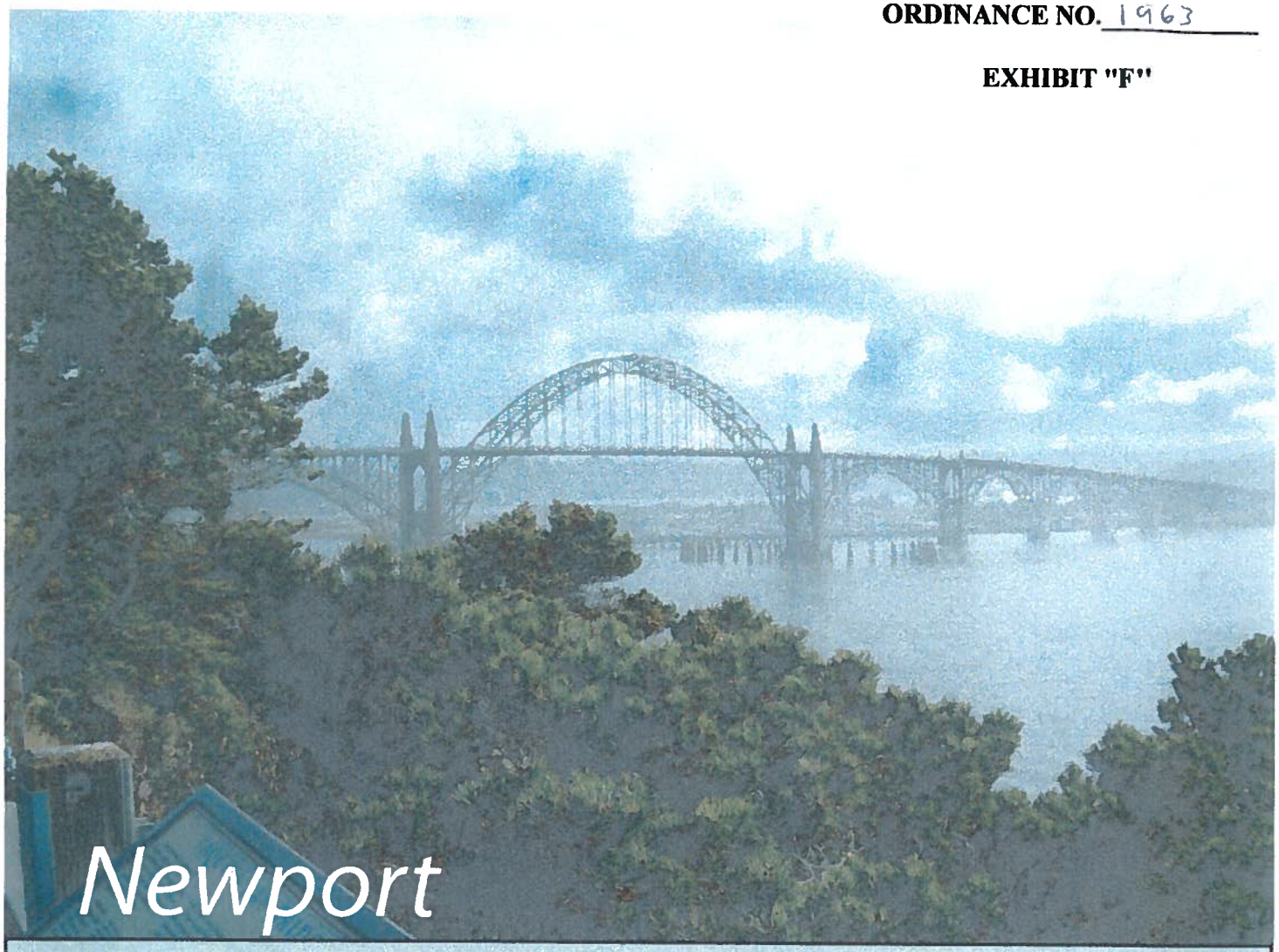
**Table 4-4. Operations Analysis Summary for Recommended Intersection Improvements**

| | 2027 Baseline | | | 2027 with Improvements | | | |
|---|---|---|---|---|---|---|---|
| Intersection | V/C Ratio | Average Delay (Sec/Veh.) | LOS | V/C Ratio | Average Delay (Sec/Veh.) | LOS | Season |
| US 101 at US 20/W Olive Street | 1.57 | >100 | F | 1.07 | 77.9 | E | Summer |
| | | | | 0.82 | 37.8 | D | Average |
| US 101 at NW 11th Street | 1.02 | 56.9 | E | 0.89 | 26.3 | C | Summer |
| US 101 at NW 6th Street | 1.03 | 104.4 | F | 0.85 | 33.3 | C | Summer |
| US 101 at SW Hurbert Street | 1.05 | 72.0 | E | 1.02 | 60.8 | E | Summer |
| | | | | 0.79 | 29.0 | C | Average |
| US 20 at SE John Moore Drive | 1.04 | 43.6 | D | 0.80 | 26.0 | C | Summer |
| US 20 at SE Eads Street | 2.29 | >100 | F | 0.84 | 12.9 | B | Summer |

As indicated in the table, some of the recommended improvements would not meet the ODOT standard for the 30th highest or summertime peak hour. However, in all instances the improvement recommendations would meet the applicable standard during an average peak

ORDINANCE NO. 1963

EXHIBIT "F"



# Newport

## Pedestrian and Bicycle Plan

**July 2008**

# Acknowledgements

The City of Newport appreciates the efforts of the numerous residents who participated in the development of this Plan. Their creativity, energy, and commitment to the future of Newport were the driving force behind this planning effort. In addition, the following citizens, City staff, and other agency and organization members contributed regularly to the development of the Pedestrian and Bicycle Plan.

## Project Management Team

City of Newport
Oregon Department of Transportation
Oregon Department of Land Conservation and Development

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Patti Eisler
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Linda Neigebauer
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James Bassingthwaite
John deTar
Bob Cortright
Darren Romney
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## Consultant Team

Alta Planning + Design, Inc.
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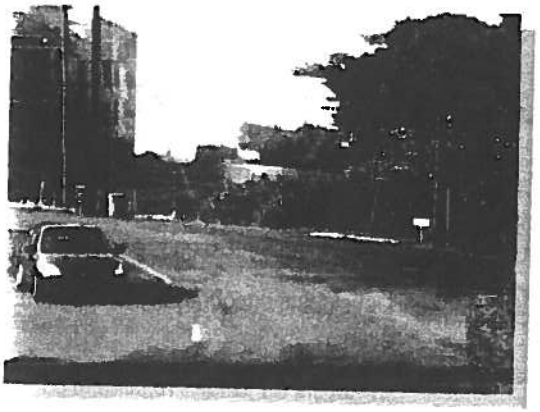
# EXECUTIVE SUMMARY



Transportation and recreation are critical facets of life in Newport, and necessitate parks and natural areas, play and sports facilities, recreational amenities and programs, public transit services and connections, and on-street and off-street bikeways and walkways. These elements provide benefits to residents across the spectrum of age, economic status, physical ability, neighborhood location, and daily activity. These elements also offer residents, employees, and visitors complete community connectivity and interrelated opportunities for work, play, shopping, and exercise in and between every neighborhood in the city.

The Pedestrian and Bicycle Plan replaces the bicycle and pedestrian element of the 1997 Newport Transportation System Plan (TSP). The goal of this Plan is to provide a comprehensive list of projects and strategies for system-wide improvements to the walking and bicycling environment.

Sidewalks, bicycle lanes, shoulder bikeways, shared roadways and shared-use paths comprise Newport's existing pedestrian and bicycle network. Obstacles currently facing pedestrian and bicycle travel generally include:

- Maintenance issues
- Lack of well-defined routes
- Fragmented sidewalk network
- Conflicts between pedestrians/cyclists and other transportation users
- Difficult pedestrian/bicyclist crossings at intersections and other locations
- Natural and man-made barriers
- Lack of adequate bicycle parking facilities in some areas
- Difficult pedestrian/bicycle connections to schools and transit

This Plan lays out a comprehensive system of recommended bikeways and walkways connecting key pedestrian and bicycle destinations and surrounding areas. The recommended system was developed based on input from City staff, stakeholder groups and Newport residents. The network also builds upon recommendations from previous planning efforts, including the Newport TSP, the Newport Comprehensive Plan, and the Newport Park System Master Plan. The system includes a variety of facilities including sidewalks, bicycle lanes, shoulder bikeways, an expanded shared roadway/bicycle boulevard network, and shared-use paths.

Equally important to the walkway and bikeway network are support programs. Additional strategies for improving walking and bicycling in Newport include:

- Developing a Safe Routes to School program to encourage children to walk and bicycle to school
- Improving bicycle parking facilities
- Improving pedestrian/bicycle access to transit
- Creating an alternative transportation coordinator position
- Developing a wayfinding/signing program
- Developing a "spot improvement" program for small-scale capital upgrades
- Developing a sidewalk infill program
- Developing education programs (e.g., safety bicycle/pedestrian safety training)
- Developing encouragement programs (e.g., employer incentives, multi-modal access guide, bicycle/pedestrian events)
- Enforcing traffic laws relating to pedestrians and cyclists

A variety of potential sources could help fund Newport's future pedestrian and bicycle system. Funding could potentially come from Federal sources (including the recently-authorized SAFETEA-LU transportation bill); State sources (including grant programs); and local sources.

# GOALS AND POLICIES
# PUBLIC FACILITIES ELEMENT

## GENERAL

**Goal: To assure adequate planning for public facilities to meet the changing needs of the City of Newport urbanizable area.**

Policy 1: The city shall develop and maintain public facilities master plans (by reference incorporated herein). These facility plans should include generalized descriptions of existing facilities operation and maintenance needs, future facilities needed to serve the urbanizable area, and rough estimates of projected costs, timing, and probable funding mechanisms. Public facilities should be designed and developed consistent with the various master plans.

Policy 2: In order to assure the orderly and cost efficient extension of public facilities, the city shall use the public facilities master plans in the capital improvement planning.

Policy 3: The city shall work with other providers of public facilities to facilitate coordinated development.

Policy 4: Essential public services should be available to a site or can be provided to a site with sufficient capacity to serve the property before it can receive development approval from the city. For purposes of this policy, essential services shall mean:

> Sanitary Sewers

> Water

> Storm Drainage

> Streets

Development may be permitted for parcels without the essential services if:

> The proposed development is consistent with the Comprehensive Plan; and

> The property owner enters into an agreement, that runs with the land and is therefore binding upon future owners, that the property will connect to the essential service when it is reasonably available; and

> The property owner signs an irrevocable consent to annex if outside the city limits and/or agrees to participate in a local improvement district for the essential service.

Policy 5: Upon the annexation of territory to the City of Newport, the city will be the provider of water and sewer service except as specified to the contrary in an urban service agreement or other intergovernmental agreement.

**********

## WATER

**Goal: To provide the City of Newport with a high quality water system that will supply residents and businesses with adequate quantities for consumption and fire protection.**

Policy 1: The city will comply with state and federal laws concerning water quality and will take appropriate steps consistent with those laws to protect and maintain drinking water source areas.

Implementation Measure 1: The City shall work to establish a source water protection buffer in the Big Creek Watershed. The City declares the Big Creek Watershed a public facility consistent with the definition of Public Facility Systems in OAR 660-011-0005(7)(a)(A). The City will work to establish a source water protection buffer that is consistent with the findings of the Oregon Department of Environmental Quality / Oregon Health Department source water assessment report (PWS #4100566).

Policy 2: The water system will be designed and developed to satisfy the water demand of the various users under normal and predictable daily and seasonal patterns of use, and at the same time provide sufficient supplies for most emergency situations.

Policy 3: The city may extend water service to any property within the city's urban growth boundary, and may extend water service beyond the urban growth boundary if the extension of service is not inconsistent with an urban service agreement or other intergovernmental agreement. The city may require a consent to annexation as a condition of providing water service outside the city limits.

Policy 4: The city will acquire lands within the municipal watershed when available or necessary to protect water quality or improve its water system.

Policy 5: The city will reconstruct its municipal raw water storage and distribution facilities to address identified structural deficiencies to Big Creek Dam #1 and Big Creek Dam #2.

Implementation Measure 1: The city shall conduct necessary and appropriate engineering studies to determine the safest and most cost-effective approach to ensure the integrity of the municipal water supply. The studies shall identify the cost and timing of needed capital projects to address identified structural deficiencies and comply with Policy 2 of this section.

Implementation Measure 2: The city shall explore financing mechanisms, and prepare a financing plan to fund construction needed to resolve the structural deficiencies by 2030.

**Implementation Measure 3:** The city shall use data and findings from Implementation Measures 1 and 2 of this section to update the Water Supply section of the Public Facilities element of the Newport Comprehensive Plan to reflect new information as a result of the engineering and finance studies.

**********

## WASTEWATER

**Goal: To provide a wastewater collection and treatment system with sufficient capacity to meet the present and future needs of the Newport urbanizable area in compliance with State and Federal regulations.**

Policy 1: On-site sewer systems shall not be allowed unless the city's sanitary sewer system is greater than 250 feet away. In any case, a subsurface permit from
the Lincoln County Sanitarian must be obtained prior to any development that will rely on an on-site sewer system.

Policy 2: City wastewater services may be extended to any property within the urban growth boundary. Except for the very limited circumstances allowed by state law and regulations, the city will not generally provide wastewater services outside the urban growth boundary. The city may require a consent to annexation as a condition of providing wastewater service outside the city limits. Nothing in this policy obligates the City to provide wastewater services outside of the city limits. For property outside the city limits but within the urban growth boundary, wastewater services may be provided at the City's discretion only for:

a) residentially zoned lands as allowed by county zoning without full services, and

b) commercial and industrial zoned lands to existing lawful uses as of the date (9/4/07) of this amendment.

Policy 3: The city will design and develop the wastewater collection and treatment system in a way that addresses the demands of the various users under normal and predictable daily and seasonal patterns of use.

**********

## TRANSPORTATION

Transportation Goals and Policies repealed by Ordinance No. 1802 (January 4, 1999).

**********

## STORM WATER DRAINAGE

**Goal: To provide a storm water drainage system with sufficient capacity to meet the present and future needs of the Newport urbanizable area.**

Policy 1: The city will comply with state and federal laws concerning water quality.

Policy 2: The city will use existing, natural drainage systems to the greatest extent possible.

**********

## AIRPORT

**Goal: To provide for the aviation needs of the City of Newport and Lincoln County.**

Policy 1: The city will ensure through zoning and subdivision ordinance provisions that the airport will be able to operate safely and efficiently.

Policy 2: The city will cooperate with state and federal agencies in the development of the airport.

**********

## PORT OF NEWPORT*

**Goal: To collaborate with the Port of Newport on the implementation of its Capital Improvement Plan.**

Policy 1: The city will coordinate with the Port of Newport when planning to upgrade or construct new public facilities within the Port District and will seek to partner on capital projects to achieve mutually beneficial outcomes.

Policy 2: The city will assist the Port of Newport in its efforts to secure outside funding for capital projects.

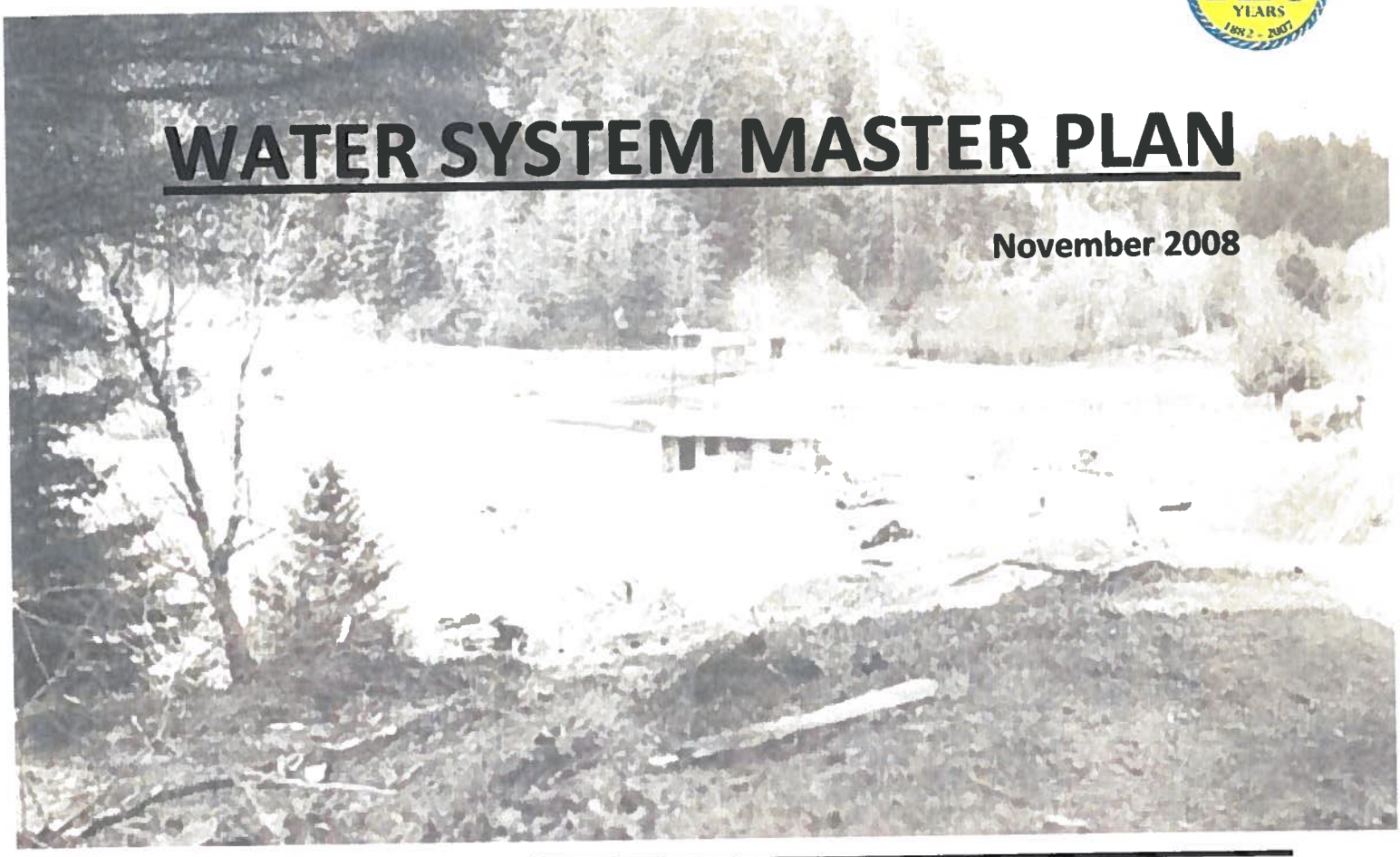
**Subsection added by Ordinance No. 2056 (September 5, 2013).*

NEWPORT

OREGON

125 YEARS

# WATER SYSTEM MASTER PLAN



November 2008

Financial assistance was provided in part for development of this Water System Master Plan by the Coastal Zone Management Act of 1972, as amended, administered by the Office of Ocean and Coastal Resource Management, National Oceanic and Atmospheric Administration, through a grant to the Department of Land Conservation and Development.

Civil West

Engineering Services, Inc.

# WASTEWATER FACILITIES PLAN - 1995 UPDATE

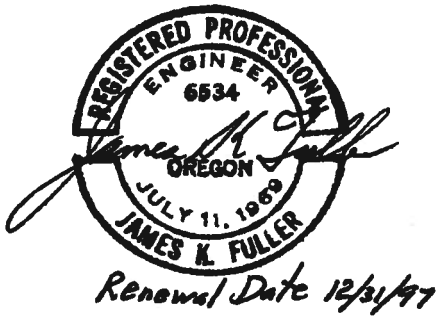
**FOR THE**
**CITY OF NEWPORT, OREGON**

**FINAL EDITION**

**FULLER & MORRIS ENGINEERING, INC. / CH2M HILL**

**PROJECT NO. 9403.0**

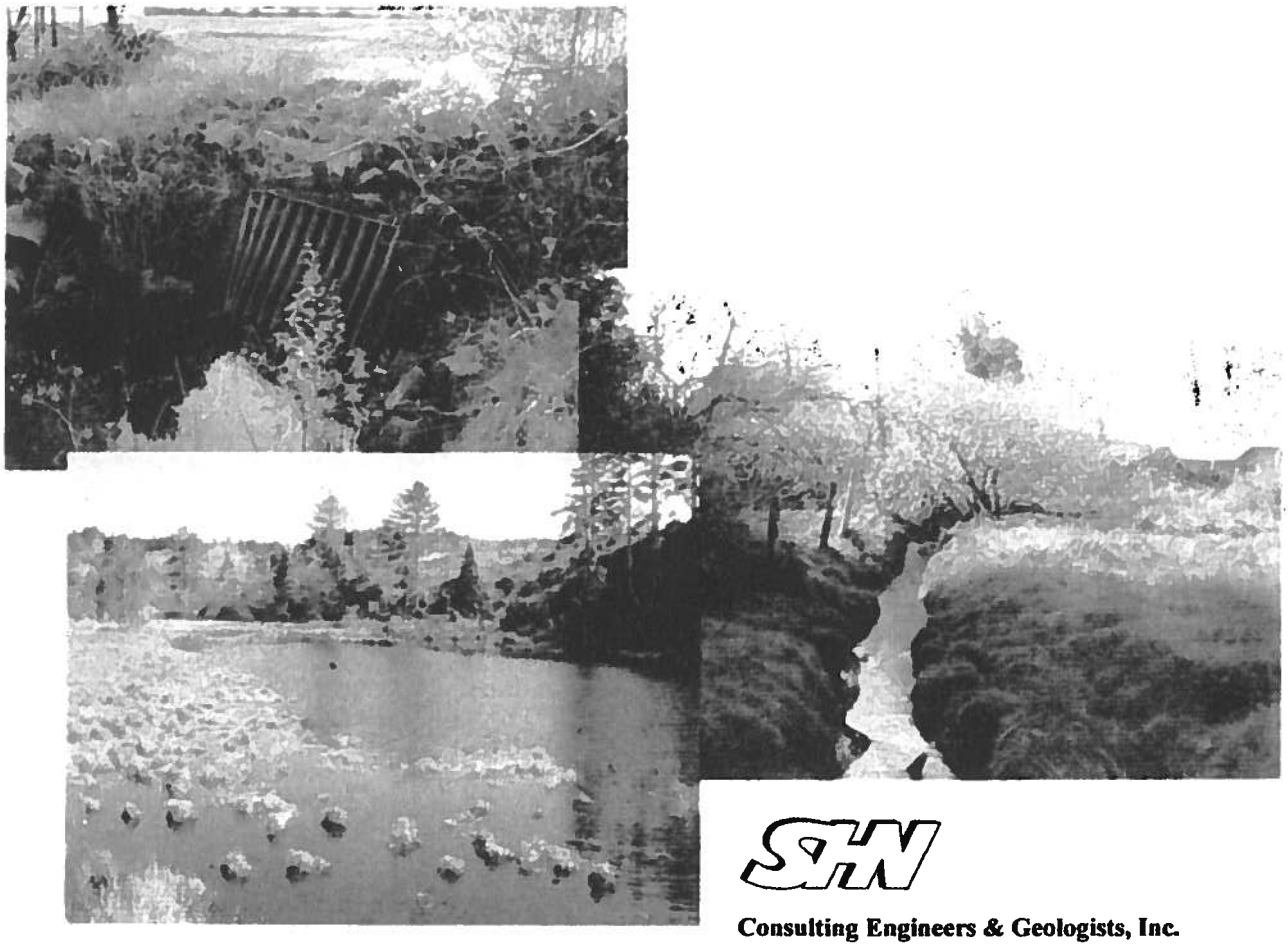
**MAY, 1996**




Renewal Date 12/31/97

# SOUTH BEACH STORM WATER MASTER PLAN

Prepared for:
**Newport Development Commission**

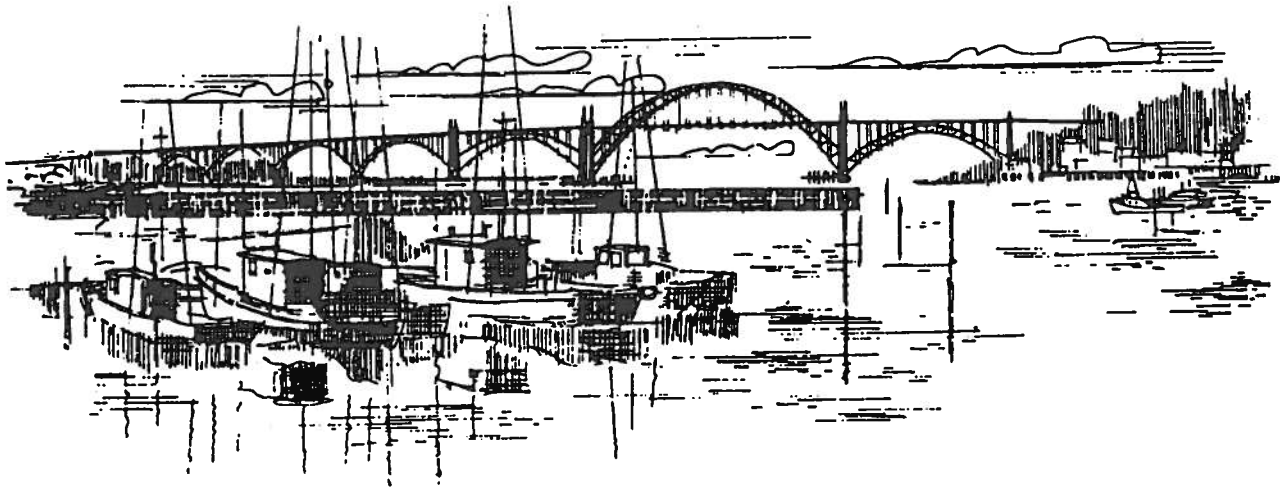


**Consulting Engineers & Geologists, Inc.**
**365 North 4th Street**
**Coos Bay, OR 97420-2219**
**541/266-9890**

**June 2004**

# Public Facilities Plan
for the
# City of Newport, Oregon

## 1990



CH2MHILL

Port of Newport

# STRATEGIC BUSINESS PLAN AND CAPITAL FACILITIES PLAN

JANUARY 14, 2013

Northwest Port Planning Team
Strategic Solutions

# Capital Facilities Plan

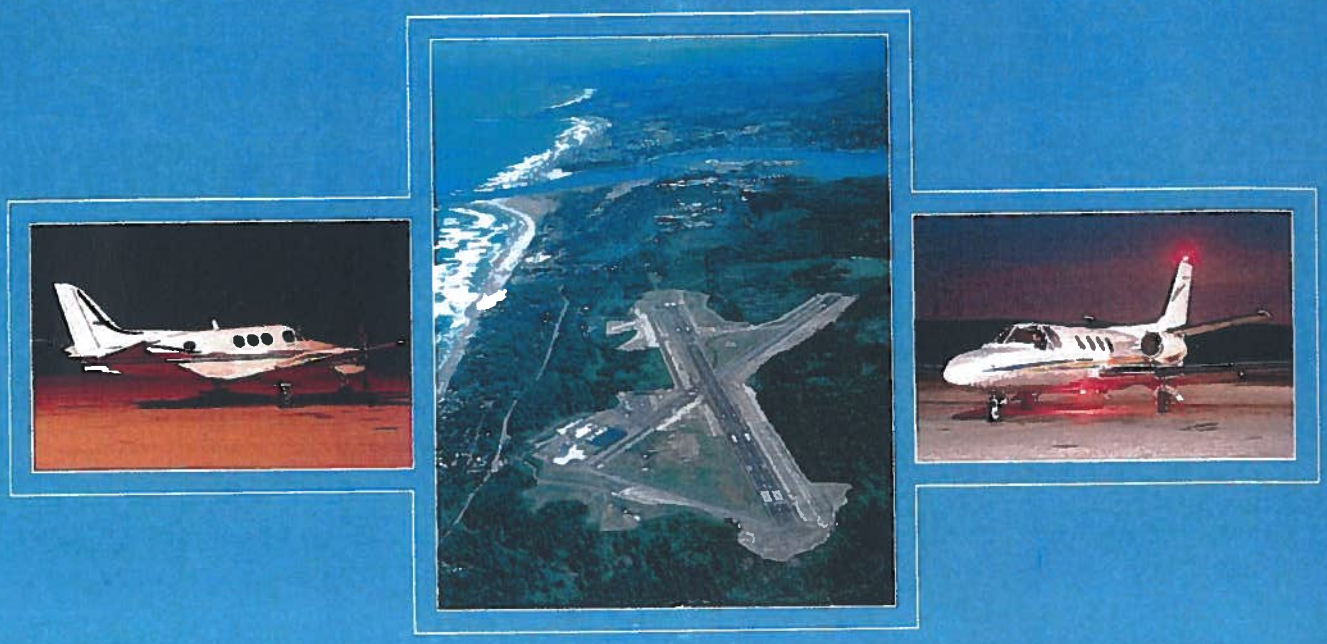
Prepared for:

**Port of Newport**

SHN Consulting Engineers & Geologists, Inc.
275 Market Ave.
Coos Bay, OR 97420-2219
707/441-8855

January 2013
612023

# NEWPORT MUNICIPAL AIRPORT

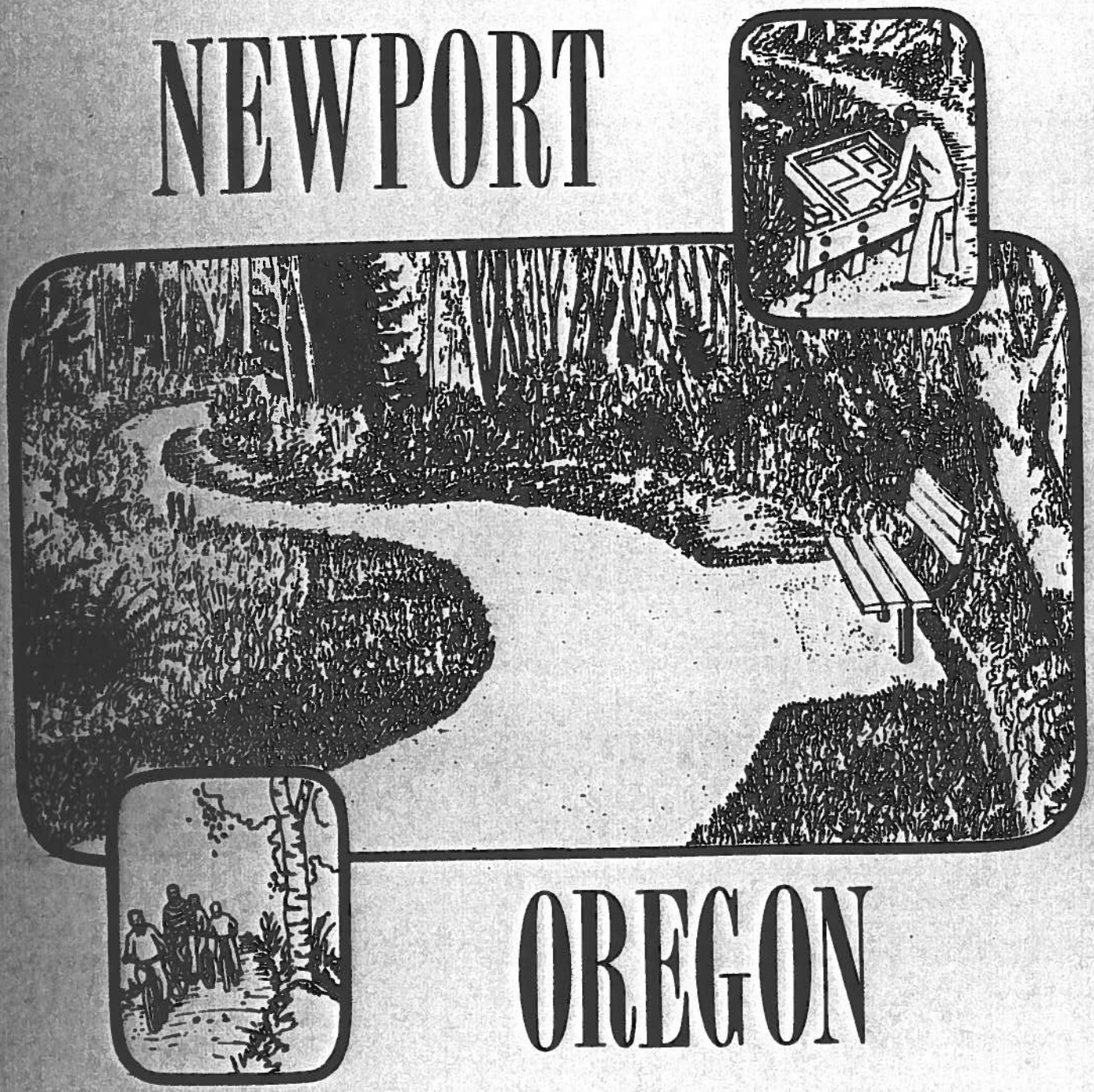


## AIRPORT LAYOUT PLAN REPORT

NEWPORT

OREGON DEPARTMENT OF AVIATION

# NEWPORT



# OREGON

# PARK SYSTEM MASTER PLAN

# PARK SYSTEM MASTER PLAN

## A plan for parks, open space and trail systems for Newport, Oregon

Prepared by JC Draggoo & Associates
Portland, Oregon

November 1, 1993

**City of Newport**
**Park and Recreation Department**
**810 Alder Street**
**Newport, Oregon 97365**
**Phone (503) 265-7783**

**CITY COUNCIL**

Mark Collson - Mayor
John Clark - President
Richard Belloni
Peggy Sabanskas
Bill Threlkeld
Dene Bateman
Dick Fowler

**PARKS AND RECREATION COMMITTEE**

Sandra Surber
John Voorhies
Roger Holstein
Louise Gearin
Regan Schallhorn
Maxine (Petey) Smith
F. Brent May

**PARKS SYSTEM MASTER PLAN ADVISORY COMMITTEE**

Dan Strom
Ken Williams
Bonnie Dippold
Roger Holstein
Rob Robinson
Mary Lou Yeck
Fred Wright
Al Jorgenson
Matt Spangler
Jim Harshfield
Patti Littlehales

**CITY STAFF**

Steve Dickinson - Park and Recreation Director
Chuck Cole - Recreation Coordinator
Sandra Wold - Secretary
Jim Guenther - Park Maintenance
Greg Card - Park Maintenance
John Johnston - Custodian

**CONSULTANTS**

JC Draggoo & Associates
1730 SW Skyline Blvd.
Portland, OR 97221
Phone (503) 297-1005

Project Director: Jerry Draggoo
Project Manager: Kevin Apperson

# PARKS AND RECREATION SECTION[1]

## Introduction:

The Park System Master Plan for the City of Newport, Oregon, hereby included in this document by reference, outlines a plan for providing parks, open space, and trail systems for the City of Newport. The purpose of this plan is to establish policies and direction for improving existing parks in Newport and to provide guidelines for the acquisition and development of new parks, waterfront access areas, and trail facilities.

Specifically, the Park System Master Plan provides:

1.) An analysis of existing parks, open space, and trail facilities.
2.) An analysis of existing park operations.
3.) An assessment of recreation and facility needs.
4.) The development of park and facility standards.
5.) Recommendations for the acquisition and development of parks, open space, and trail systems.
6.) Recommendations for managing the park system.
7.) Recommendations and strategies for funding and implementing the plan.
8.) Development of a Six Year Capital Improvement Plan.

## Regional Recreational Facilities:

In addition to the city facilities, many county, state, and federal recreational opportunities exist within the city's urban growth boundary. For a complete inventory of those facilities, see the Park System Master Plan.

## Capital Improvement Plan:

The priority of improvements for major capital projects in Newport is shown on the next page.

---

[1] Amended in its entirety by Ordinance No. 1686 (October 4, 1993).

Table 1

Capital Improvement Plan
Park, Open Space, and Trail Development
City of Newport

| Site # | Priority | Project Project | Funding | Estimated Cost | Technique |
|---|---|---|---|---|---|
| N-1 | 1. | Proposed west Agate Beach park development | | $ 287,200 | 2, 7, 10 |
| N-4 | 2. | Sam Moore Park upgrade | | 189,800 | 1, 2 |
| M-3 | 3. | Proposed Yaquina Bay Park development | | 100,000 | 1, 2 |
| | 4. | Big Creek Reservoir Trail development | | 50,000 | 1, 2 |
| | 5. | Sport Complex Site Acquisition Study | | 10,000 | 1, 2 |
| C-1 | 6. | Frank Wade Park upgrade | | 177,100 | 1, 2 |
| N-3 | 7. | Big Creek Park upgrade/expansion | | 302,400 | 1, 2, 10, 21 |
| N-10 | 8. | Proposed Spring Street Park acquisition | | 80,000 | 1 |
| N-6 | 9. | Hatfield Park upgrade | | 70,300 | 1, 2 |
| | 10. | Ocean-to-Bay Trail acquisition | | 10,000 | 2, 8, 20 |
| N-7 | 11. | Proposed Yaquina Bay Beach Park acquisition | | 150,000 | 2 |
| N-5 | 12. | 7th Avenue site development | | 189,800 | 2, 10 |
| S-13 | 13. | Mombetsu Park upgrade | | 24,000 | 1, 21 |
| N-10 | 14. | Proposed Spring Street park development | | 189,800 | 2 |
| N-7 | 15. | Proposed Yaquina Bay Beach Park development | | 474,500 | 4 |
| | 18. | Ocean-to-Bay Trail development (Phase 1*) 70,000 | | 8, 20 | |
| | 17. | South Beach Trail acquisition | | 14,300 | 8, 20 |

| | | | | |
|---|---|---|---|---|
| N-9 | 18. | Proposed South Beach Airport Park acquisition<br>50,000 2 | | |
| C-2 | 19 | Proposed South Newport Park acquisition<br>150,000 4 | | |
| | 20. | South Beach Trail development (Phase 1**)<br>159,400 8, 20 | | |

* From Big Creek Park to Fairgrounds [paved trail]
** From South Jetty to Marine Science Center to 35th Street [paved trail]

## GOALS/POLICIES/IMPLEMENTATION
## PARKS AND RECREATION

**Goal: The city shall pursue implementation of the Parks System Master Plan, as adopted and made a part of this Comprehensive Plan by the Planning Commission and City Council.**

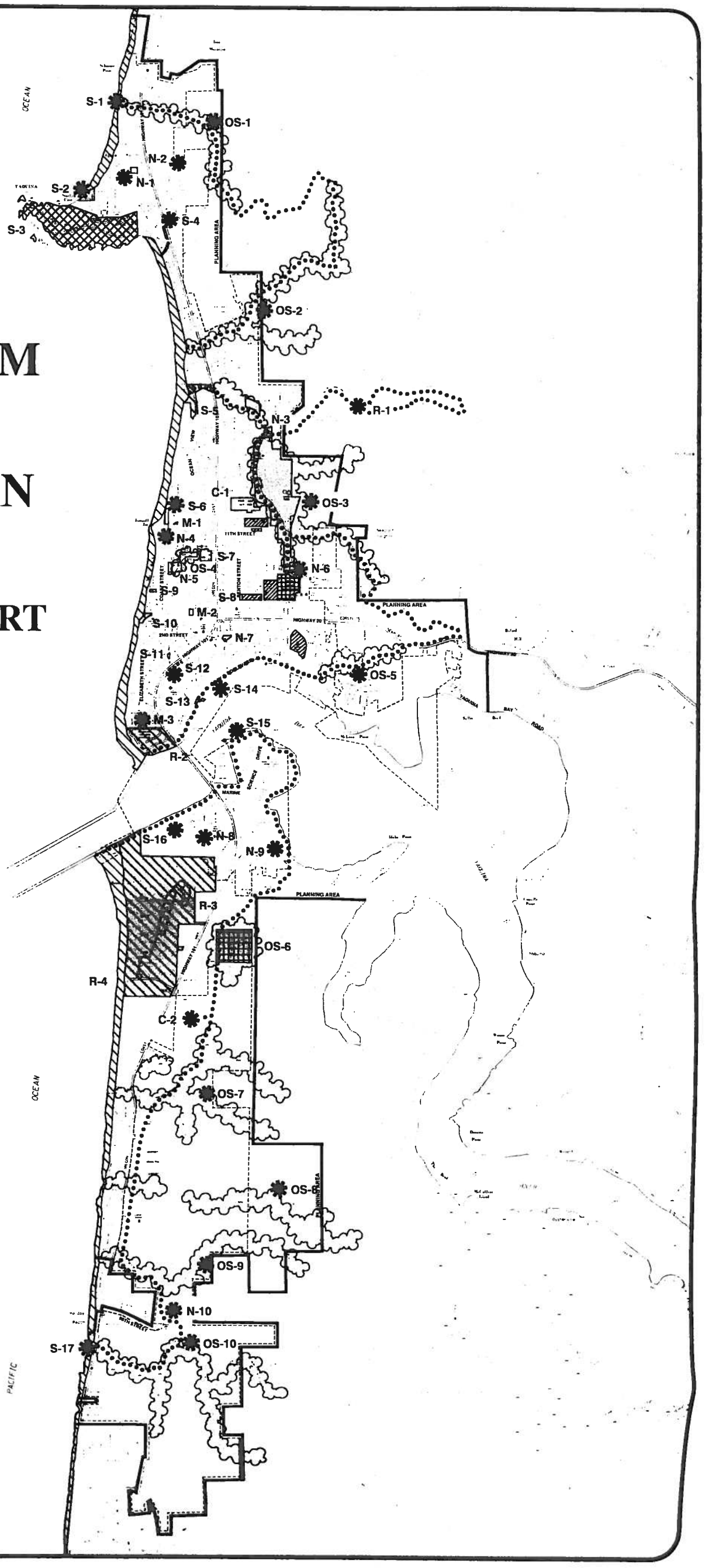
Policy 1: The City of Newport shall periodically review and update the Capital Improvements section of the Park System Master Plan.

Policy 2: The city shall cooperate with other local and state agencies in the establishment of recreation trails.

# PARK SYSTEM

# MASTER PLAN

# CITY OF NEWPORT




## LEGEND

- EXISTING PARK LAND
- EXISTING PUBLIC BEACH
- COUNTY PARKS/LANDS
- STATE PARKS/LANDS
- FEDERAL PARKS/LANDS
- EXISTING SCHOOLS
- PROPOSED OPEN SPACE
- PROPOSED SITES
- PROPOSED TRAILS

# SITE NUMBER

- M MINI PARKS
- N NEIGHBORHOOD PARK
- C COMMUNITY PARK
- R REGIONAL PARK
- S SPECIAL USE AREA
- OS OPEN SPACE AREA

Site numbers are for reference purposes only.
Please refer to the text for specific discussion on individual sites.

## FACILITY PLAN

# ADMINISTRATION OF THE PLAN

**Introduction:**

Planning is a process. Because conditions change, the planning process should remain dynamic. Oregon's statewide planning program addresses this need in two ways: First, a post acknowledgement review process exists to assure that local amendments to a state acknowledged plan or implementing ordinance comply with the statewide planning goals; second, a periodic review program mandates the maintenance of local comprehensive plans. Cities must submit their plans every four to seven years to the state, who in turn reviews the plans for consistency and compliance with new rules and statutes.

In addition to state requirements, local jurisdictions should have a well defined review and amendment process. That process should attempt to strike a balance between changing circumstances and the need to provide certainty in the rules. This section presents such a process.

There are two types of comprehensive plan changes, text and map.

## Text Amendments

Changes to the text of the plan shall be considered legislative acts and processed accordingly. These include conclusions, data, goals and policies, or any other portion of the plan that involves the written word.

## Map Amendments1

There are three official maps within this plan. They are (1) the General Land Use Plan Map (commonly called the "Comp Plan Map"), (2) the Yaquina Bay Estuary and Shorelands Map (page 272), and (3) the Ocean Shorelands Map (page 50).

Three types of amendments are possible to each of these maps. The first involves wide areas of the map and many different properties, and these are considered major, legislative changes (see the urbanization section on page 273 for definitions). The second usually involves small areas and affects only a few pieces of property. These amendments are considered minor (again, see the urbanization section for definitions), and are quasi-judicial in nature. The third amendment is an amendment based on a demonstrated error in a map designation of a property or the establishment of

1 Map Amendments Section amended by Ordinance No. 1868 (February 17, 2004).

boundaries on one of the maps. Errors may include, but are not limited to cartographic mistakes, scrivener's errors in a description of a designation or boundary, incorrect map designations of property based on an erroneous assumption of property ownership, the need to reconcile conflicts between a comprehensive plan map designation and a zoning map designation of a property, or the need to adjust comprehensive plan designations or boundaries based on the correction of errors in the Urban Growth Boundary under the Newport Comprehensive Plan process for resolution of errors in the Urban Growth Boundary.

Major, minor, and error amendments to any of the three maps shall be processed consistent with the procedure established in 2-6-1/"Procedural Requirements" of the Zoning Ordinance (No. 1308, as amended). Major, minor, and error amendments to the maps shall be accompanied by findings addressing the following:

A. Major Amendments:

1.) A significant change in one or more goal or policy; and

2.) A demonstrated need for the change to accommodate unpredicted population trends, to satisfy urban housing needs, or to assure adequate employment opportunities; and

3.) The orderly and economic provision of key public facilities; and

4.) Environmental, energy, economic, and social consequences; and

5.) The compatibility of the proposed change with the community; and

6.) All applicable Statewide Planning Goals.

B. Minor Amendments:

1.) A change in one or more goal or policy; and

2.) A demonstrated need to accommodate unpredicted population trends, housing needs, employment needs or change in community attitudes; and

3.) The orderly and economic provision of key public facilities; and

4.) The ability to serve the subject property(s) with city services without an undue burden on the general population; and

5.) The compatibility of the proposed change with the

surrounding neighborhood and the community.

C. Error Amendments:

1.) An error was made in the establishment of a map designation or boundary; and,

2.) The correction of the error by the amendment of a map designation or boundary is necessary to resolve an issue created by the error.

**Initiation:**

A comprehensive plan text revision may be initiated by the Newport City Council, the Newport Planning Commission, the owner (or his/her authorized representative) of any property included in the urban growth boundary, or any resident. Changes proposed by a property owner or resident shall be initiated by the filing of an application for such change. The application shall be on a form prescribed by the City of Newport. Accompanying the application shall be a fee. The City Council shall from time to time set, by resolution, the fees for comprehensive plan changes.

All modifications initiated by a motion of the City Council or an application from a property owner or resident shall be forwarded to the Planning Commission for review and recommendation, who shall review the request and send a recommendation back to the City Council.

**Hearings and Notification:**

All changes shall be considered by the Planning Commission and City Council at public hearings. Notices and other procedural requirements shall be made in accordance with Section 2-6-1 of the Zoning Ordinance.

The City Council shall hear the matter at a regularly scheduled meeting. If the Council approves the request, they shall pass an ordinance reflecting the change. Denial may be made upon a motion duly seconded and passed by a majority of the Council voting.

**Findings of Fact:**

All requests for amendments to the data, text, inventories, graphics, conclusions, goals and policies, or implementation strategies shall be accompanied by findings that address the following:

A. Data, Text, Inventories or Graphics:

1.) New or updated information.

B. Conclusions:

1.) A change or addition to the data, text, inventories, or graphics which significantly affects a conclusion that is drawn for that information.

C. Goals and Policies:

1.) A significant change in one or more conclusion; or

2.) A public need for the change; or

3.) A significant change in community attitudes or priorities; or

4.) A demonstrated conflict with another plan goal or policy that has a higher priority; or

5.) A change in a statute or statewide agency plan; and

6.) All the Statewide Planning Goals.

D. Implementation Strategies:

1.) A change in one or more goal or policy; or

2.) A new or better strategy that will result in better accomplishment of the goal or policy; or

3.) A demonstrated ineffectiveness of the existing implementation strategy; or

4.) A change in the statute or state agency plan; or

5.) A fiscal reason that prohibits implementation of the strategy.

**Interpretations:**

It may become necessary from time to time to interpret the meaning of a word or phrase or the boundaries of a map. Whenever such an interpretation involves the use of factual, policy, or legal discretion, a public hearing before the Planning Commission consistent with the procedural requirements contained in Section 2-6-1 of the Zoning Ordinance (No. 1308, as amended) shall be held.

A ruling for an interpretation shall be approved only if findings are presented that comply with the following:

> The interpretation does not change any conclusion, goal, policy, or implementation strategy.

> The interpretation is based on sound planning, engineering, or legal principles.

> The interpretation is consistent with the Comprehensive Plan.

**Additional Map Information:**

The official maps shall be identified by the City Council and shall be on file with the City of Newport's Department of Community Planning and Development. A correct and up-to-date original of each map shall be maintained by the planning department. Regardless of the existence of copies of the official maps that may be made or published, the official maps shall be the final authority for determining boundaries for various districts and features.

In the event that an official map becomes damaged, destroyed, lost, difficult to interpret, or outdated, the City Council shall, by ordinance, adopt a new official map, which shall supersede the old one. Adoption of a new official map shall be a legislative matter and shall be processed as such.

Where uncertainty exists as to the boundaries of districts shown on the official maps, the following rules shall apply:

A. Boundaries indicated as approximately following the center line of streets, highways, or alleys shall be construed to follow such center lines.

B. Boundaries indicated as approximately following platted lot lines shall be construed as following such lot lines.

C Boundaries indicated as approximately following city limits shall be construed as following city limits.

D. Boundaries indicated as following shore lines shall be construed to follow the mean higher high water line of such shore lines. In the event of change in the shore line, the boundary shall be construed as moving with the actual shore line.

E. Boundaries indicated as approximately following the center lines of streams, rivers, canals, lakes, or other bodies of water shall be construed to follow such center lines.

F. Areas below the mean higher high water line or the line of non-aquatic vegetation, whichever is most landward in the

estuarine area, shall be considered to be in the estuarine management unit rather than the adjacent shoreland zone.

G. Boundaries indicated as parallel to or extensions of geographic features indicated in subsections 1 through 6, above, shall be so construed.

H. Distances not specifically indicated on the official maps shall be determined by the scale of the map.

**Citizen Involvement:**

It is important to involve a cross section of the citizens of Newport in the development and execution of this Comprehensive Plan and its implementing ordinances. For this purpose, a process must be established to assure that citizen involvement is effective. This section is designed to outline such a procedure for the City of Newport.

The City of Newport contains a wide variety of people with many different interests. When developing new plan policies and implementing laws, it is vital to consider the various view of the community or neighborhood that will be affected by the proposal.

Timing is crucial. Too often citizens do not become involved in the planning process until a specific project is proposed. By then it is frequently more difficult to have an affect on the outcome of the project. This is compounded by the legal requirements of quasi-judicial hearings. The complicated criterion and procedural mandates are not "user friendly" and add to the frustration of persons not familiar with the process. As a result, citizens may feel that the planning does not work and they are left with a bad experience.

For developers, the perception is similar. Public hearings place an element of uncertainty in their projects. Sometimes seemingly arbitrary decisions are made, discouraging investment and innovation. Once again, planning is seen as an impediment, a necessary and expensive paper hoop that must be jumped through.

How then can a citizen involvement program be effective? For Newport, with a strong tradition of community pride and awareness, the answer lies in citizen participation in the planning of the community rather than the administration of the plan and ordinances. That means the emphasis should be placed in citizen participation in the legislative, rather than the quasi-judicial, aspect of the planning process.

When the emphasis for citizen involvement is shifted from the quasi-judicial to the legislative, the adversarial nature of the program is reduced. It is no longer the neighborhood versus the

developer but a group of concerned citizens who want a well planned community. The accent is also changed from the strict, legal procedures to more informal fact finding. All voices are encouraged. People have the freedom to explore all the alternatives and consider them fully.

Once a neighborhood or community consensus can be built, ordinances can be formulated that offer clear direction for development. As long as a developer is willing to comply with the community goals, s/he can be assured that approval will be given. Innovation can be considered on a case-by-case basis and looked at in light of objective policy.

With this system, there is a unified approach to community development. This can save the general public and development community a great deal of time and money, not to mention frustration. Planning can then be a positive.

This is not to say that problems and conflicts will not arise. It would be foolish to assume that all community goals and policies will be without ambiguity and that all developers will voluntarily comply with those standards. But the point is to shift the priority away from the antagonistic view of planning and more to the cooperative.

**********

## GOALS/POLICIES/IMPLEMENTATION FOR CITIZEN INVOLVEMENT

**Goal 1: To involve citizens in the development and implementation of the city's Comprehensive Plan and its implementing ordinances.**

Policy 1: The city shall develop methods of community outreach that encourage participation in the planning process.

Implementation Measure #1: The Planning Commission shall serve as the official citizens' advisory committee to the City Council. Whenever a major change (as determined by the Commission) to the Comprehensive Plan or an implementing ordinance is under consideration, three persons from the community at large shall be designated by the Planning Commission as a Citizens' Advisory Committee.

Implementation Measure #2: The city may promote or assist neighborhood organizations to assist in decision making. When appropriate, the Planning Commission and/or City Council may hold meetings in neighborhoods affected by the issues under consideration.

Implementation Measure #3: If an important issue needs study, then the Planning Commission or the City Council may call for the formation of an ad hoc committee. The committee shall be appointed by the Mayor and confirmed by the City Council. Effort shall be made to select persons from different sides of the issue.

Policy 2: The city will encourage the participation of citizens in the legislative rather the quasi-judicial stage of plan development and implementation.

Implementation Measure #1: The city will make reasonable attempts to contact and solicit input in the formulation of comprehensive plan elements and ordinance provisions. The city may use the neighborhood organizations to discuss specific proposals. The media will be used as much as possible to make citizens aware of city policy and actions.

Implementation Measure #2: The city will develop clear and objective standards by which to review development proposals. Those standards should be developed only after a concerted effort by the city to involve citizens in the formulation process.

Implementation Measure #3: The city will rely on its staff to administer the plan and ordinances if clear and objective standards can be developed. If, however, administration of a plan or implementing ordinance provision involves a legal, factual, or policy decision, the decision shall be made by the Planning Commission and/or the City Council after adequate public notice to interested or affected persons.

Implementation Measure #4: The Planning Commission shall serve as the official Committee for Citizen Involvement (CCI). On matters of neighborhood or city-wide significance, the Planning Commission shall make an effort to solicit the input of citizens.

# URBANIZATION*

The Newport urban area includes lands within the city limits. It becomes necessary, however, to identify lands outside those limits that will become available for future growth. With that in mind, the City of Newport and Lincoln County have agreed upon a site specific boundary that limits city growth until the year 2031.

The urban growth boundary (UGB) delineates where annexations and the extension of city services will occur. Converting those county lands within the UGB requires coordination between the county, the property owners, and the city. This section provides the framework and the policies for those conversions and service extensions. The decision makers can also use this section as a guide for implementation of the urbanizing process.

The city and county made the policies of this section as part of a coordinated effort. Involved in the process were the governing bodies and planning commissions of both jurisdictions. The Citizen's Advisory Committee, concerned citizens, and other affected agencies also participated in the process.

**Newport Urban Growth Areas:**

Land forms are the most important single determinant of the directions in which Newport can grow. Newport is bounded on the west by the Pacific Ocean and on the east by the foothills of the Coast Range. In addition, the city is divided by Yaquina Bay. The only suitable topography for utility service and lower cost urban development is along the narrow coastal plain. Some development has occurred in the surrounding foothills and along the Yaquina River and creek valleys, but this is generally rural development of low density without urban utilities. The following inventory describes areas evaluated as to their suitability to accommodate expected growth.

## A. Agate Beach Area (North Newport/390 Acres):

**Inventory.** This study area consists of both urbanized and undeveloped land (see map on page 283). Of the 390 acres available for residential development, 225 lie within the unincorporated area of the UGB, and 165 acres are within Newport's city limits. (The urbanized area contains approximately 60 acres.)

The urbanized area was platted in the 1930's, with growth occurring gradually since that time. The area is primarily residential and has a mixture of houses, mobile homes, trailers, and some limited commercial uses along U.S. Highway 101. The area was previously served by the Agate Beach Water System, which frequently failed to meet federal water quality standards and had inadequate line size and pressure to serve existing customers and projected growth. The City of Newport rebuilt the water system and installed a sewer system at the cost of approximately $1.4 million.

The unincorporated portions of this study area have been included in Newport's UGB

*entire Chapter repealed and replaced by Ordinance No. 2049 (3-21-13)

to help meet anticipated need for residential land. The land is relatively level, water services and road access are immediately adjacent, and sewer is available. The area has been urbanized to a degree already and is suitable for continued residential development. Much of this area has been platted into 5,000 square foot lots, which are both suitable for mobile home placement and "buildable" as sewer is extended.

**Analysis.** Because most of this area has been previously platted into 50 x 100 foot lots, land costs can be expected to be lower than in newly platted areas of the city. Many mobile homes and trailers currently exist in this area, and smaller lots are appropriate for mobile homes.

**Finding.** This area is suitable for continued residential development and is designated residential. In addition, because of the smaller lot sizes and the existence of many mobile homes in the area, a mobile home overlay zone is desirable and compatible with existing uses. Areas of larger acreage on both the east and west side are suitable for high density residential use with the mobile home overlay so that new mobile home parks may be built in the area as outright uses, as well as allowing apartments. Existing commercial development along U.S. Highway 101 should be allowed to remain.

**B. Agate Beach Golf Course and Little Creek Drainage Area (North Newport/93 acres):**

**Inventory.** This area lies south and east of the golf course, west of the west line of Section 33, and east of Highway 101, all of which is within the city limits (see map on page 283). The area is generally undeveloped, and it slopes steeply toward Little Creek.

The area has been planned to be served by city water and sewer and a major new road. It is zoned for low and high density residential development.

**Analysis.** Because of the steep slopes, this is the type of area where a planned development is often appropriate. It borders a mobile home park to the south and is geographically well separated from other areas of conventional housing; therefore, mixed residential development can be considered for the property with little possible conflict.

**Finding.** Because of the topography, either low density residential development with a planned development overlay or high density residential development would be appropriate designations. However, the former would insure more open space in the long range.

**C. West Big Creek Drainage Area (North Newport/40 acres):**

**Inventory.** This area lies south of the Pacific Beach Club, east of U.S. Highway 101, and west of Lakewood Hills (see map on page 283). It has not yet been developed.

**Analysis.** Much of the area is in a flood plain. However, it has been studied for a planned development and is suitable for high density residential use.

**Finding.** High density residential will be the designation for this property. The land may be suitable for a planned unit development.

## D. East Big Creek Drainage Area (City Reservoir):

**Inventory.** This area drains into the city reservoir, and the city owns the majority of the land (see map on page 283). There are several smaller private parcels with houses and livestock.

**Finding.** This area could eventually be used as a large city park or residential area once the reservoir is no longer used for the city water supply. During the planning period, this area should be protected from further residential development.

That land which is not needed for public park land shall be considered for return to the private sector for housing.

## E. Jeffries Creek Drainage Area (Northeast Newport/220 Acres):

**Inventory.** This area is south of the city reservoir, north of Old Highway 20, east of Harney Street, and west of the eastern half of Section 4 (see map on page 283). This area contains the Terrace Heights, Virginia Additions, Kewanee Addition, and the Beaver State Land property. There is very little development in the area as yet. Fifty-five acres lie within Newport's city limits.

**Analysis.** Platted around the turn of the century, this area has long been planned for low density residential development. Little has occurred so far due to more accessible development closer to Newport. This is no longer the case, and this land is now needed for housing.

**Finding.** This area has steep slopes, no existing utilities as yet, and will be expensive to develop. However, much of the property will have ocean or bay view. The area is appropriate for low density development.

## F. Harbor Heights Area (Southeast Newport/267 Acres):

**Inventory.** This study area lies east of Harbor Heights to the urban growth boundary and north of Bay Road to the urban growth boundary (see map on page 283). Of its 267 acres, approximately 44 are within Newport's city limits.

**Analysis.** This is an area where lot sizes might well be raised to a higher minimum to encourage the maintenance of the vegetation that helps stabilize the entire area. This would be a high cost housing area with very low density development.

**Finding.** The area is steep with some slide potential. Dotted with residential uses, the area commands a view of the bay and is in heavy demand. A low density residential designation is appropriate for this area.

## G. Idaho Point Area (South Beach/120 Acres):

**Inventory.** This area stretches from South Bay Street to the Idaho Point Marina and from S.E. 32nd Street south to the forest lands (see map on page 283).

**Analysis.** The existing water system is inadequate and is being replaced, along with city sewer. Some of the area is in demand for its bay view, and much of the land could be developed for medium to high cost housing. The topography varies from flat to steeply sloping, with most in the in between category; therefore, development costs will vary.

**Finding.** The topography in the area varies from flat to steeply sloping, with most of it moderately sloping. The existing water system is inadequate and sewer is not yet available. Some low density residential uses currently exist, and the area has been planned for a mix of low and high density residential.

## H. South Beach (South of Newport/560 Acres):

**Inventory.** The area extends from S.E. 32nd Street to the southern boundary of the Newport Municipal Airport and from the southerly extension of Bay Street to U.S. Highway 101 (see map on page 283).

**Analysis.** The area has long been planned for urban development and is currently coming along in that manner. Newport has planned for many years to encourage industrial development in South Beach.

**Finding.** It is the only area for which the city has planned industrial development that would allow non-water related or non-water dependent industrial development. The area will need city sewer and other city services.

## I. Wolf Tree Destination Resort (South of Newport/1,000 Acres):

**Inventory.** The city extended its urban growth boundary and the city limits to include about 1,000 acres for the Wolf Tree Destination Resort consistent with Goal 8 (see map on page 284). The area includes about 800 acres south of the Newport Municipal Airport, with another 200 acres lying east of the airport. The region has a special plan and zoning designation that limits the land for a destination resort.

**Analysis.** Currently undeveloped except for a few scattered residences, the area has been planned for a destination resort since 1987. The south area is presently in the city limits, but the easterly 200 acres is not. The Wolf Tree property was brought into the UGB and annexed to the city only after a Goal 8 Destination Resort analysis and a limitation on

the property to the development of a destination resort. Many state and federal agencies were involved in the process that brought this property into the UGB and the city limits.

**Finding.** The project complies with Goal 8/"Destination Resort." The property cannot be developed except as a destination resort consistent with state and city law.

**Finding.** The City of Newport has established its urban growth boundary as indicated on the city's Comprehensive Plan Map (available in the city's Planning Department office), in accordance with the following findings and as demonstrated in the inventory:

> The projected population growth requirements of the City of Newport, as demonstrated in the inventory, cannot be met within the existing city limits.

> In order to provide adequate housing opportunities and needed employment and to plan for a livable environment, there is a need for additional acreage beyond that currently available within the Newport city limits.

> The City of Newport has planned for the urbanization of the UGB area based upon the city's long-range plan and capacity to extend needed facilities and service during the planning period.

> In determining the most appropriate and efficient land uses and densities within the UGB, the City of Newport has considered current development pattern limitations posed by land forms, as well as the city's needs during the planning period.

> In establishing its UGB, the City of Newport has considered and accounted for environmental, energy, economic, and social consequences as demonstrated in the inventory.

> There are no agricultural lands adjacent to the Newport urban growth boundary.

> What alternative locations within the area have been considered for the proposed needs.

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## GOALS/POLICIES/IMPLEMENTATION MEASURES
## URBANIZATION

**Goal: To promote the orderly and efficient expansion of Newport's city limits.**

Policy 1: The City of Newport will coordinate with Lincoln County in meeting the requirements of urban growth to 2031.

Implementation Measure 1: The adopted urban growth boundary for Newport establishes the limits of urban growth to the year 2031.

1.) City annexation shall occur only within the officially adopted urban growth boundary.

2.) The official policy shall govern specific annexation decisions. The city, in turn, will provide an opportunity for the county, concerned citizens, and other affected agencies and persons to respond to pending requests for annexation.

3.) Establishment of an urban growth boundary does not imply that all included land will be annexed to the City of Newport.

Policy 2: The city will recognize county zoning and control of lands within the unincorporated portions of the UGB.

Implementation Measure 2: A change in the land use plan designations of urbanizable land from those shown on the Lincoln County Comprehensive Plan Map to those designations shown on the City of Newport Comprehensive Plan Map shall only occur upon annexation to the city.

1.) Urban development of land will be encouraged within the existing city limits. Annexations shall address the need for the land to be in the city.

2.) Urban facilities and services must be adequate in condition and capacity to accommodate the additional level of growth allowed in the city's plans. Those facilities must be available or can be provided to a site before or concurrent with any annexations or plan changes.

Policy 3: The city recognizes Lincoln County as having jurisdiction over land use decisions within the unincorporated areas of the UGB.

Implementation Measure 3: All such decisions shall conform to both county and city policies.

1.) Unincorporated areas within the UGB will become part of Newport; therefore, development of those areas influences the future growth of the city. Hence, the city has an interest in the type and placement of that growth. Lincoln County shall notify the city of any land use decision in the UGB lying outside the city limits. The county shall consider recommendations and conditions suggested by the city and may make them conditions of approval.

2.) The city shall respond within 14 calendar days to notifications by the county of a land use decision inside the adopted UGB. The county may assume the city has comments only if they are received inside of that 14 days.

Policy 4: The development of land in the urban area shall conform to the plans, policies, and ordinances of the City of Newport.

Implementation Measure 4a: The City of Newport may provide water and wastewater services outside the city limits consistent with the policies for the provision of such services as identified in the applicable Goals and Policies of the Public Facilities Element of the Comprehensive Plan.

Implementation Measure 4b: Amendments to UGB Boundaries or Policies. This subsection delineates the procedure for joint city and county review of amendments to the urban growth boundary or urbanization policies as the need arises.

1.) Major Amendments:

a.) Any UGB change that has widespread and significant influence beyond the immediate area. Examples include:

(1) Quantitative changes that allow for substantial changes in the population or development density.

(2) Qualitative changes in the land use, such as residential to commercial or industrial.

(3) Changes that affect large areas or many different ownerships.

b.) A change in any urbanization policy.

2.) Minor Boundary Line Adjustments: The city and county may consider minor adjustments to the UGB using procedures similar to a zone change. Minor adjustments focus on specific, small properties not having significant impact beyond the immediate area.

3.) Determination of Major and Minor Amendments: The planning directors for the city and county shall determine whether or not a change is a minor or major amendment. If they cannot agree, the planning commissions for the city and county shall rule on the matter. The request shall be considered a major amendment if the planning commissions cannot agree.

4.) Initiation, Application, and Procedure: Individual or groups of property owners, agencies that are

affected, the planning commissions, or the city or county governing bodies may initiate amendments. Applicants for changes are responsible for completing the necessary application and preparing and

submitting the applicable findings with the application. The planning commissions for the city and county shall review the request and forward recommendations to the Newport City Council and the Lincoln County Board of Commissioners.

The city and county governing bodies shall hold public hearings on the request. Amendments become final only if both bodies approve the request.

5.) Findings shall address the following:

a.) Land Need: Establishment and change of urban growth boundaries shall be based on the following:

1.) Demonstrated need to accommodate long range urban population, consistent with a 20-year population forecast coordinated with affected local governments; and

2.) Demonstrated need for housing, employment opportunities, livability or uses such as public facilities, streets and roads, schools, parks and open space, or any combination of the need categories in this subsection;

b.) Boundary Location: The location of the urban growth boundary and changes to the boundary shall be determined by evaluating alternative boundary locations consistent with ORS 197.298 and with consideration of the following factors:

1.) Efficient accommodation of identified land needs;

2.) Orderly and economic provision of public facilities and services;

3.) Comparative environmental, energy, economic, and social consequences; and

4.) Compatibility of the proposed urban uses with nearby agricultural and forest activities occurring on farm and forest land outside the UGB.

c.) Compliance with applicable Statewide Planning Goals, unless an exception is taken to a particular goal requirement.

6.) Correction of Errors: Occasionally an error may occur. Errors such as cartographic mistakes, misprints, typographical errors, omissions, or duplications are technical in nature and not the result of new information or changing policies. If the Newport City Council and the

Lincoln County Board of Commissioners become aware of an error in the map or text of this adopted urbanization program, either body may cause an immediate amendment to correct the error. Both bodies must, however, agree that an error exists. Corrections shall be made by ordinance after a public hearing. The governing bodies may refer the matter to their respective planning commissions, but that is not required.

Policy 5: The city is responsible for public facilities planning within its urban growth boundary.

# LIBRARY SERVICES

**Introduction:**

Too often people tend to think of a library as nothing more than a building with books on shelves. Contemporary libraries, however, are as vital and energetic as the communities they represent. The Newport Public Library reflects this modern reality by offering a variety of services and formats: from current best sellers to standard reference works, large print books for the visually handicapped, picture books and programs for children, and more. There are magazines, records, cassettes, compact discs, books on tape, videocassettes, and audio-visual equipment for loan, as well as over 32,000 books. Outreach services are available for those who are unable to come to the library.

**Services and Staffing:**

The Newport Library is the busiest library of its size in Oregon, with a total circulation of over 125,000 items each year. A library's regional location often defines its special interests. As one might expect, a considerable collection of fishing and boating materials is maintained at the library, although requests for highly technical information are referred to the excellent resources of the nearby Hatfield Marine Science Center Library. Newport's art community is surprisingly active, with interest running high in books on everything from raku to set design. Competing with books in popularity is the growing collection of unabridged books on tape favored by commuters.

The library provides information exploring different sides of controversial issues, and does not decide, through either inclusion or exclusion, what the public should read. It is our belief that the diversity and openness of the collection enhance and strengthen our democratic society.

Five full-time staff members are assisted by part-time staff and community volunteers to offer library services and to keep the library open seven days a week.

In January, 1991, the "new" library was five years old. The Library Board took that occasion to study usage of the building and look to the future of the facility.

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## GOALS/POLICIES/IMPLEMENTATION MEASURES
## LIBRARY SERVICES

**Goal: To provide quality and efficient library services for a variety of users within the community.**

Policy 1: To serve as a popular materials library, to provide reference services, and to act as preschoolers' door to learning.

Implementation Measure 1: The Newport Public Library staff will purchase current, high-demand, high interest materials in a variety of formats for persons of all ages.

Implementation Measure 2: The Newport Library staff will seek timely, accurate, and useful information for community residents.

Implementation Measure 3: The library staff will encourage young children to develop an interest in reading and learning through services for children, and for parents and children together.

# FIRE EMERGENCY SERVICES

**Introduction:**

The City of Newport's fire protection operations are housed at 245 N.W. 10th Street. Constructed in 1981, the station provides ample space for equipment and vehicle storage, training rooms, and dispatch and office space. It is a mixed volunteer/ paid department, with a paid engineer on duty round the clock. All other personnel, whether paid or volunteer, are on 24 hour call.

**Summary, Existing and Future:**

The Insurance Grading Schedule provides a yardstick for the Insurance Services Office (ISO) in that it classifies municipalities on their fire defenses and physical conditions. The City of Newport is currently rated 4 on the ISO scale of 1-10, "1" being the highest level of protection and "10" being none. To receive a better rating would likely require additional staffing beyond the current level of paid personnel: a chief, a fire prevention officer, and three engineers. Citizens decide the level of safety they wish to fund balanced against the costs of achieving such.

The most significant factor in determining a rating is "fire flow." Required fire flow is the rate of water flow needed for fire fighting to confine a major fire to the buildings within a designated area. The determination of this flow depends upon the type of construction, occupancy, size of buildings, and exposure hazards. Fire flow is periodically tested at various hydrant locations throughout the city. Response requirements are factored by a combination of fire flow, distances of coverage, types of property protected, densities, and equipment. The four engines and one ladder company now at the centrally located station house are adequate to support our ISO service level rating of 4.

The Newport Fire Department also provides protection within the rural fire district, which extends from the city limits to Beverly Beach to the north, Wandamere to the south, and along the Bay Road six miles to the east. Development of the proposed Wolf Tree Resort at the extreme south city limits, or another development of comparable impact in the South Beach area, will necessitate a station in the vicinity of the Newport Municipal Airport. Indeed, the City of Newport has identified the airport as the future site of a station, as well as city-owned property on the north end of town in the vicinity of Highway U.S. 101 and N.W. 60th Street. When these stations are built (as development

densities warrant), there should be at least one person on duty at all times. This will require a crew of four for each sub- station. Construction of a permanent U.S. Coast Guard Helicopter Station at the airport, expected by 1992, may also trigger the need for a manned

station at this location.

Adequate personnel, immediately available, is essential to drive and operate apparatus and to perform the needed fire ground operations to protect life and property. Paid personnel perform the following duties: receive and transmit alarms to the volunteers, respond to fire calls, operate apparatus, maintain equipment, and train volunteers. The average number of personnel responding to fires and emergencies in 1988-89 was 21 per alarm. Typically, a higher level of response is generated by structural fires, while fewer attend motor vehicle accidents (MVAs) or lesser incidents.

Newport has no facility for practical training at the present time. All training other than in the classroom is done on the street, on station grounds, or on site, and regular practice sessions are provided for both paid and volunteer personnel.

Although Newport's population has increased, the number of fire alarms responded to by the department has leveled out over the past several years after peaking in 1983 (Figure 1 on the next page), a peak most certainly the result of the large number of wood stoves installed in the couple of years prior to 1983. Medical calls, where the department routinely responds to MVAs and supports the Lincoln County Ambulance Company on life-threatening calls, have varied from year to year with no strong trending. In the 10 year period from 1979 to 1988, the trend in total calls, regardless of type or origin, showed an average rate of increase of about 7%.

The City of Newport has "mutual aid" agreements with all intergovernmental agencies and departments that border the Newport Rural Fire Protection District to back one another up in emergencies. Also, the city has similar terms with the U.S. Coast Guard, and they provide on-the-water protection for both vessels and shore front structures.

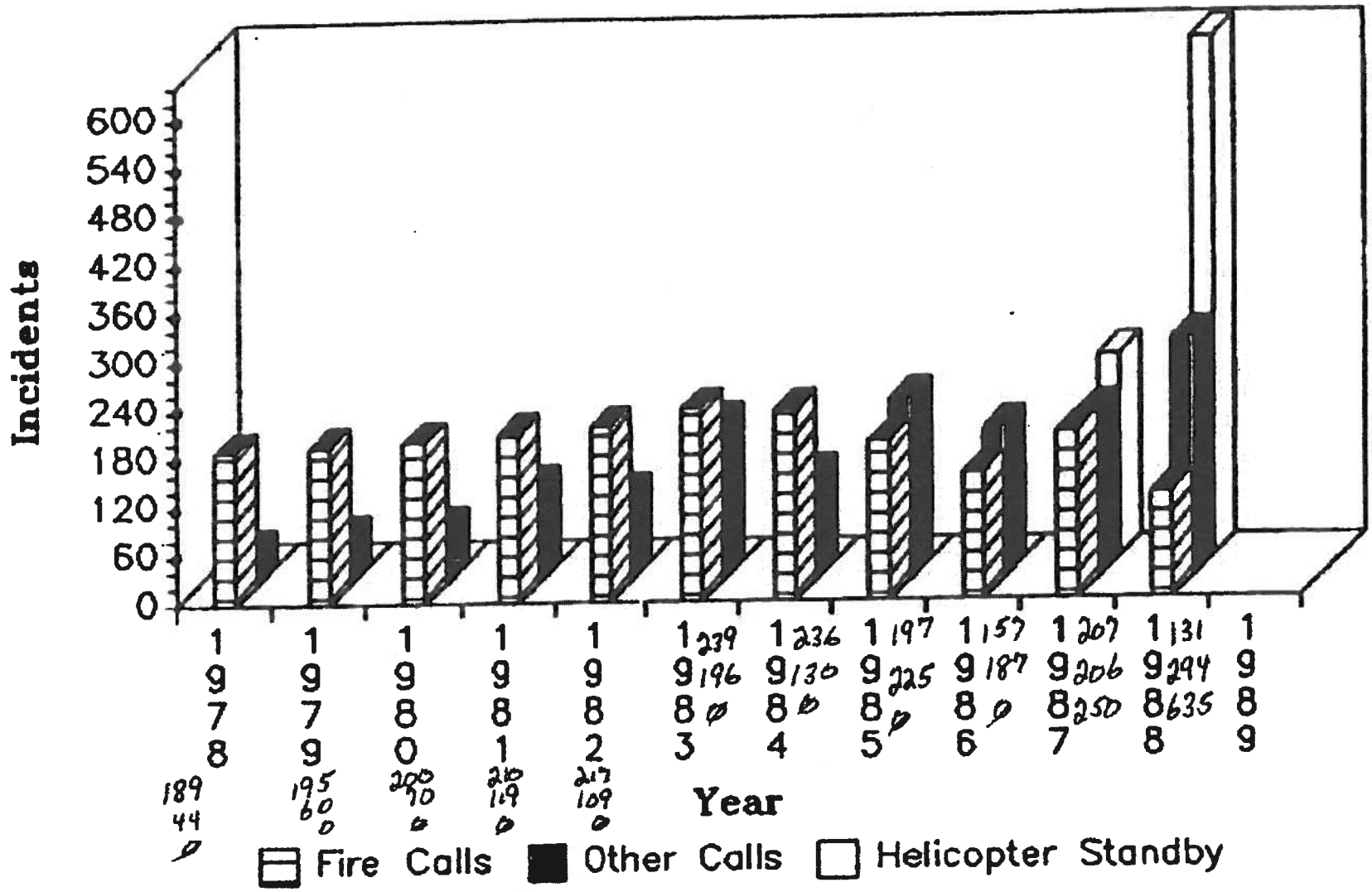
**Conclusions:**

1.) The City of Newport's ISO rating of 4 is a quality rating for communities of our size. To attain a 3 would require significant additional personnel, and the result would not be certain as other factors strongly influence the rating.

2.) Volunteers are the key to Newport's present fire fighting system, as well as the reason for its relatively low cost.

3.) ISO ratings consider the available water supply a prime factor as much as the efficiency of the fire department.

# Figure 1
## Incidents – 1978 through 1989
## (in increments of 20)




Other Calls – Medical emergencies, MVAs, automatic alarms, and mutual aid calls

## GOALS/POLICIES/IMPLEMENTATION MEASURES
## FIRE EMERGENCY SERVICES

**Goal: To protect life and property from the hazards of fire and toxic spills and to support medical personnel in life-threatening situations, disasters, and other emergencies.**

Policy 1: The City of Newport shall encourage volunteers with financial support (off-setting out-of-pocket costs), appropriate recognition, and training.

Policy 2: Improvements in the adequacy and reliability of the water distribution system shall incorporate ISO rating factors as part of the overall design consideration.

Policy 3: The city shall work cooperatively with private ambulance companies to coordinate response to life-threatening emergencies.

Policy 4: The city shall involve itself fully in its role as a participant in the county-wide disaster plan.

Policy 5: The city shall monitor development levels, programming capital construction of new facilities as needed.

Policy 6: The city shall maintain mutual aid agreements with other governmental departments and agencies adequate to meet all reasonable contingencies.

Implementation Measure 1: Formalize an apparatus replacement program.

Implementation Measure 2: In coordination with the U.S. Coast Guard schedule, build and operate a station at the airport for the protection of the airport, the Coast Guard helicopter facilities, and the South Beach area out to the city limits.

Implementation Measure 3: Acquire a site east of Newport on the Bay Road for the protection of that area.

Implementation Measure 4: Acquire a site of approximately one (1) acre in close proximity to Newport with available water, and construct a 35 foot training building.

# POLICE SERVICES

**Introduction:**

Nearly everyone, even the youngest children, are aware of a police department's general mission to maintain order, protect persons and property from harm by others, and enforce "the law of the land" (including city ordinances in urban areas). The City of Newport's Police Department is no different, although certain priorities and practices are emphasized given the culture of the community.

As any police department is defined by the type and number of personnel available, it seems appropriate to identify the City of Newport's current staffing (1989):

1 Chief of Police
4 Sergeants
14 Police officers (some are assigned as detectives)
1 Records Supervisor/Secretary
2 Records Clerks
1 Receptionist
1 Parking Enforcement Officer

Closely related are the 911 Center personnel, who are operated through intergovernmental cooperation and located in the Newport Police Department. This agency dispatches emergency calls for the state, county, and city police departments.

Newport's level of staffing, then, is consistent with a standard recommended ratio of two sworn officers per 1,000 population. While this is a guide, however, it should be noted that a significant non-resident population (namely, tourists) can double the size of the community during any given weekend or event, thus impacting criminal incident numbers.

**Activity Levels:**

Offenses have been categorized into three divisions: Part I Crimes include assault, robbery, rape, murder, burglary, theft, auto theft, and arson; Part II Crimes are those of fraud, vandalism, sex offenses, gambling, liquor violations, disorderly conduct, and runaway juveniles; and Part III Crimes consist of all lesser offenses.

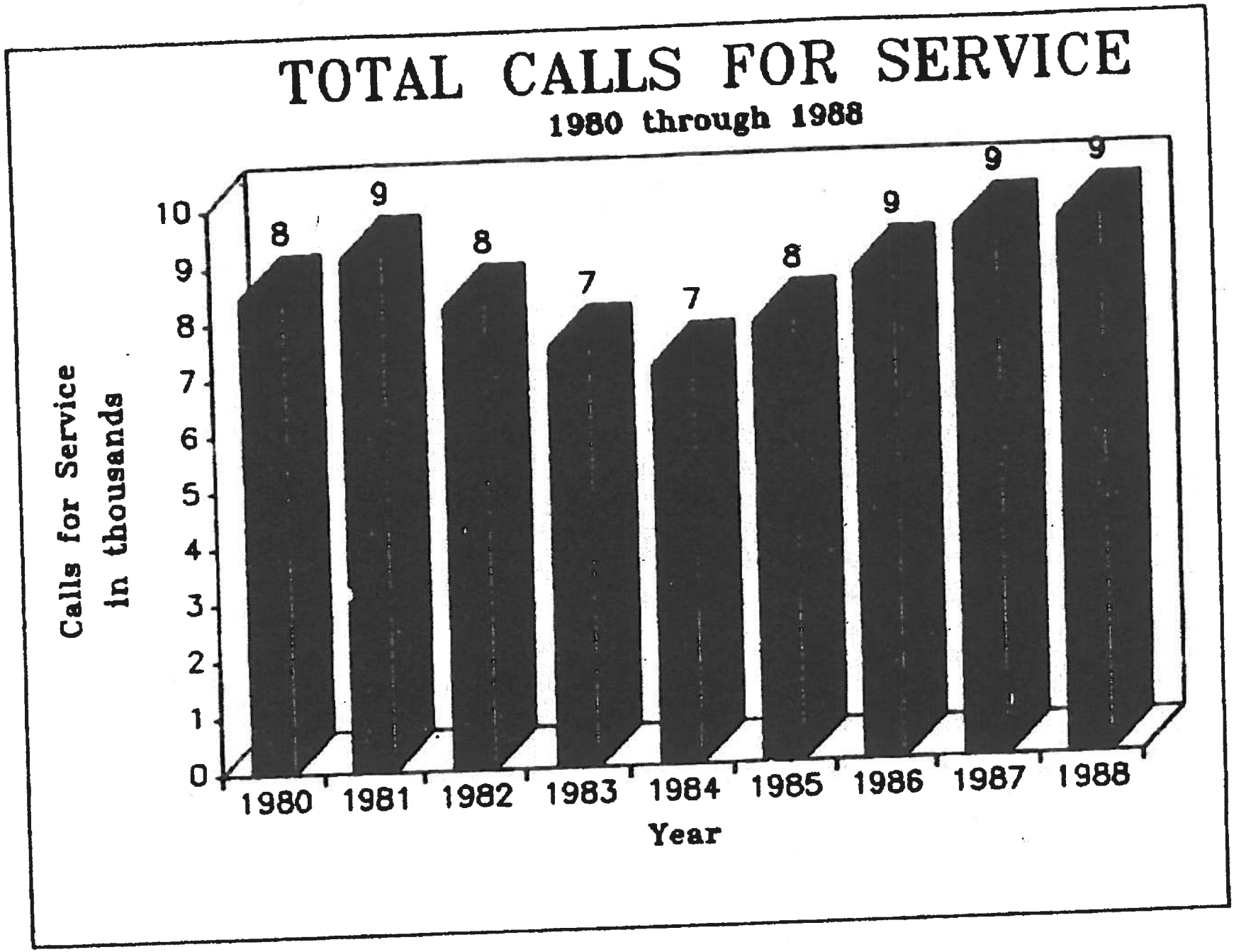
**Table 1 (page 208) shows the Newport Police Department's total calls for service** over the past nine years. A good indicator of the overall activity level, the graph shows that little
has changed over the years. Looking closer, however, one finds an increasing number of offenses being processed, particularly for Part I and Part II crimes, which add measurably to the department's work load (see Table 2 on page 209).

Not surprisingly, the increase in offenses has lead to an increase in the number of persons arrested (see Table 3 on page 210). If there's a positive here, it may be that the level of juvenile arrests has remained relatively constant.

As a measure of efficiency, Table 4 (page 210) shows a relatively constant ratio of the number of cases cleared as a percent of the total assigned. Also, "holding steady" is the number of accidents (Table 5 on page 211). This is a positive indicator, given the greatly increased numbers of vehicles on the road, both resident and non-resident.

A new jail facility has been approved by the Lincoln County voters. Once built, it is expected to begin housing prisoners in 1992. This will provide badly needed space as the current facility is consistently at its capacity (26 persons). Routinely, criminals are turned away who would otherwise be incarcerated.

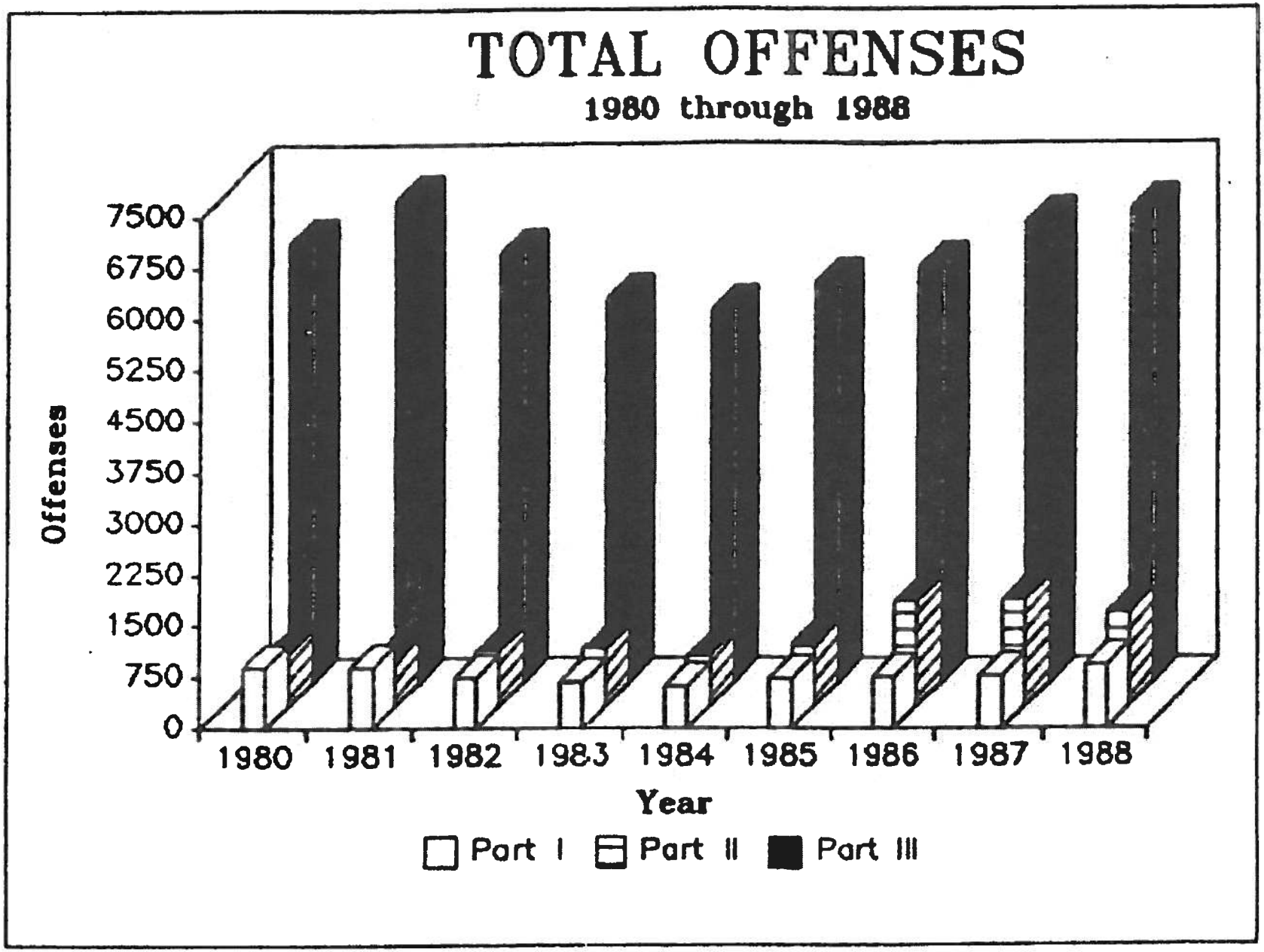
Table 1



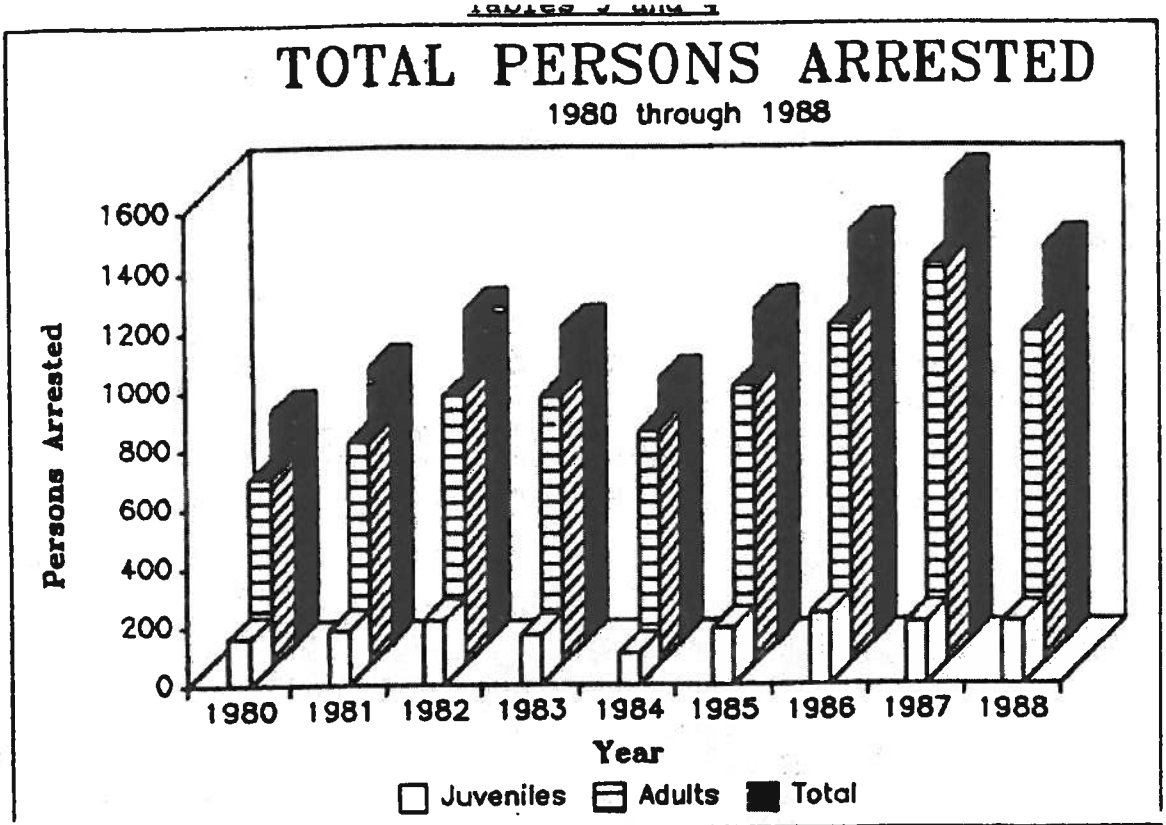

Source: City of Newport Police Department files.

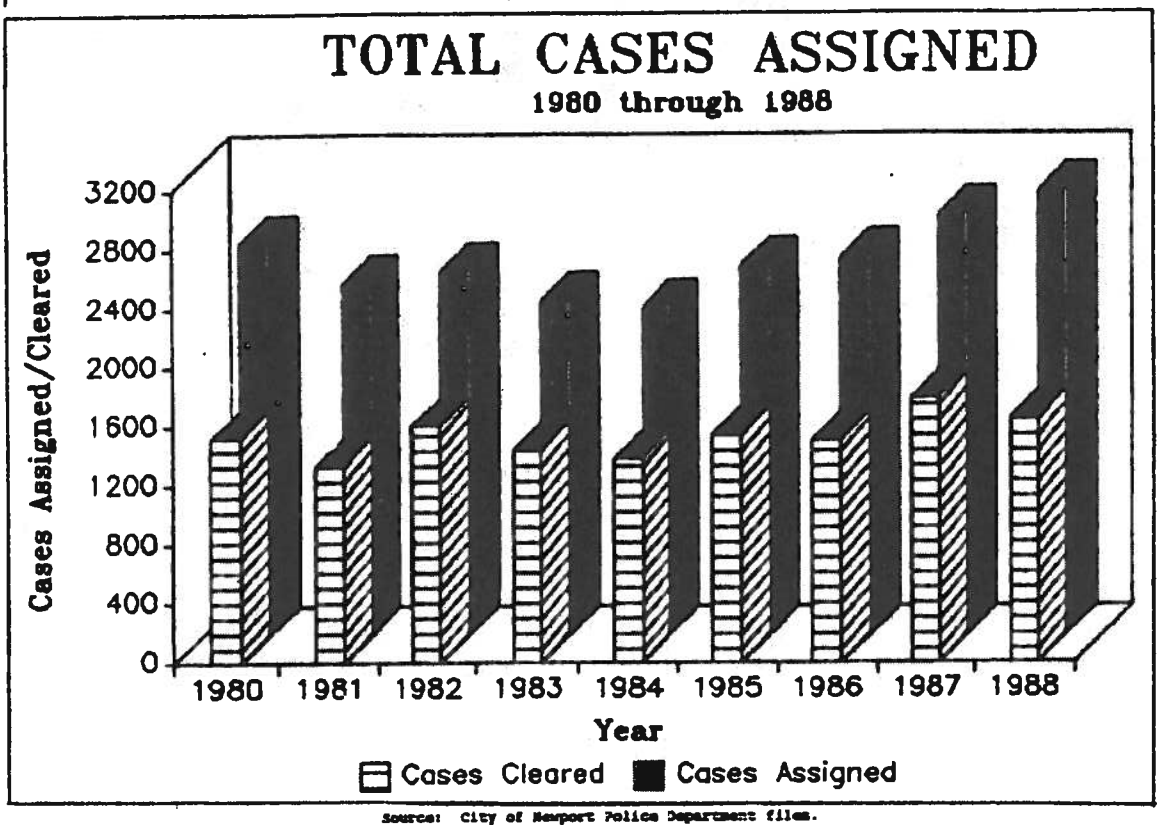
... offenses has lead to ar

Table 2



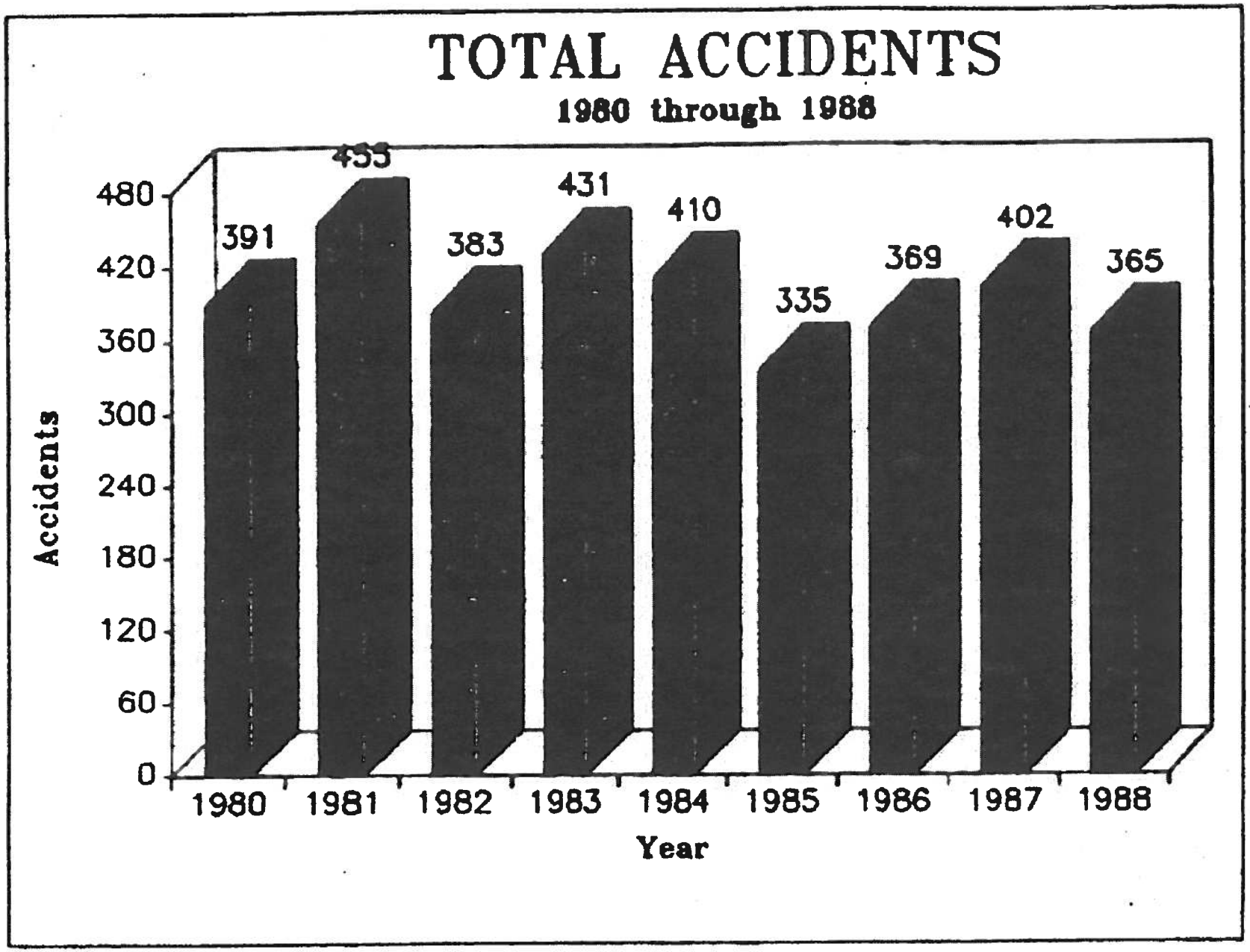

Source: City of Newport Police Department file.




Source: City of Newport Police Department files.

Table 5




Source: City of Newport Police Department files.

**Conclusions:**

1.) The personnel level is adequate according to customary standards. However, given the non-resident population and current incident levels, additional staffing could be justified if local residents wished to support a higher level of enforcement.

2.) Serious crime has increased in recent years.

3.) Total calls for service have paralleled the total offense rate. They are at slightly higher levels than those of 10 years ago, although the levels declined for several years in the early 1980's.

4.) While caseload burden has increased, the department has been able to keep efficiency levels comparable with periods of lesser activity.

5.) The new Lincoln County Jail facility is expected to measurably lower the rate of incidents by keeping convicted offenders off the streets, which will act as a deterrent to others.

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## GOALS/POLICIES
## POLICE SERVICES

**Goal: The Newport Police Department seeks to improve the quality of life for Newport and its visitors by protecting persons and property from harm from others through the enforcement of federal, state, and local laws and ordinances.**

Policy 1: The department shall monitor and evaluate community support for increasing the number of patrol officers.

Policy 2: The department shall continue to maintain efficiency and morale through the training and upgrading of personnel, as well as investment in computers and other support technologies.

Policy 3: The department, as part of the city's general fund, shall use a portion of the hotel/motel room tax revenues to help pay for police services necessitated by non-resident service demands.

Policy 4: The department shall encourage public education for crime prevention through programs of the department and by others.

Policy 5: The department shall support educational and crime prevention programs among youth, particularly through the schools.

Policy 6: The department shall work cooperatively with interagency efforts as appropriate (e.g., drug enforcement, tactical teams, etc.).

# SCHOOL SERVICES

**Introduction:**

Educational offerings of the public school system (K-12) are provided on a county-wide basis throughout the Lincoln County School District (LCSD). The physical plant within the City of Newport includes a kindergarten building, two elementary schools, a middle school, a high school, and the district administrative offices. Oregon Coast Community College Service District (OCCCSD) provides learning opportunities beyond that at a number of locations.

**Summary, Existing and Future:**

Elementary Schools

There are two elementary schools serving the city's population. The larger is Sam Case Elementary, and it is in very good condition and has a life expectancy in excess of 25 years. The school is situated in a single-family residential zone and is adjacent the kindergarten building constructed in 1989. The site is adequate in size. It is located on N.E. 12th Street, four blocks east of U.S. Highway 101.

Yaquina View is the other elementary school within the City, and it is located in the southeasterly area on John Moore Road. The school was built in 1960 and added onto in 1976. It is in good condition with a useful life exceeding 25 years. The school is on a good site with some area available for future expansion in this low-density residential area.

Middle School

Newport Middle School is centrally located across the street from the high school on N.E. Eads Street. The building is in fair condition and is expected to require considerable work to extend its useful life beyond another 10 year period. The site is very limited with respect to size. Currently, there is insufficient area for outside physical education athletics with no district-owned property for expansion. It is anticipated, should a portion or all of the property now occupied by the fairgrounds be acquired by the district, that some of the land there would be used by the middle school for their activities.

High School

Newport High School was constructed in 1950 and expanded in 1953, 1957, 1964, 1978, and again in 1988. It is generally considered to be in fair to

good condition; however, the school buildings are situated on a very limited site. The size is about one half of that which is the recommended standard for a high school of our enrollment. The school is located in a high density residential neighborhood and adjacent to the Lincoln County Fairgrounds. An expansion of school grounds to encompass some or all of the existing Fair site is being publicly discussed.

Community College

The Oregon Coast Community College Service District currently leases approximately 13,000 square feet of office and classroom space in two buildings in the uptown business area of Newport. In addition, other space is utilized on an as-needed basis. The uptown sites work well from the standpoint of accessibility and compatibility, with off-site support services available at nearby locations. Peak class loading does from time-to- time put pressure on nearby parking, however.

The college opened in October of 1987, and increased enrollment in the second year of operations by 40%. Current annual Newport class attendance is about 3,600 students, which represents about two thirds of the college's total enrollment throughout Lincoln County. An increase in students of approximately 10% a year for the next several years is projected by the college.

Oregon Coast Community College is a service district and now contracts for educational services through Portland Community College. As such, the school is prohibited from owning any real estate. The expectation for the planning period is that although enrollment will climb, classroom and other needs for physical space will be met primarily through utilization of existing structures.

The college provides basic class work transferable to a four year institution for those students pursuing graduate degrees, as well as a variety of programs upgrading skills of those currently in or returning to the work force. In addition, they have pledged to offer any class in demand by a minimum number of students and offer enrichment classes in the arts and other areas.

**Characteristics and Enrollment:**

Table 1 (next page) compares 1978-79 student counts and capacities by school with 1989-90 figures, and Table 2 on page 223 shows the Newport area school enrollment over the past 30 years. While the 1978-79 numbers represent the 30 year low, current enrollments equal the historical highs of the late 1960's. Enrollments track roughly with population trends, but

Table 1
Characteristics of Newport Schools
1978-79 compared to 1989-90

| School | Grades Served | Number of Classrooms[a] | Student Capacity[b] | Enrollment | Bldg. Size (Sq. Ft.) | Year Built | Last Addition | Site Size (Acres) |
|---|---|---|---|---|---|---|---|---|
| NEWPORT MIDDLE | | | | | | | | |
| 1978-79 | 7-9 | 16 | 390 | 348 | 44,330 | 1950 | 1983 | 4.93 |
| 1989-90 | 6-8 | 18 | 440 | 402 | 48,550 | | | |
| NEWPORT HIGH | | | | | | | | |
| 1978-79 | 10-12 | 18 | 440 | 365 | 66,563 | 1950 | 1987 | 8.35 |
| 1989-90 | 9-12 | 23 | 575 | 552 | 82,714 | | | |
| SAM CASE | | | | | | | | |
| 1978-79 | 1-6 | 16 | 390 | 337 | 32,088 | 1958 | 1989 | 7.17 |
| 1989-90 | K-5 | 23 | 575 | 549 | 46,054 | | | |
| YAQUINA VIEW | | | | | | | | |
| 1978-79 | 1-6 | 16 | 390 | 332 | 25,730 | 1960 | 1988 | 8.42 |
| 1989-90 | 1-5 | 21 | 525 | 467 | 41,341 | | | |

a - Does not include special purpose rooms such as the library, gym, or multi-purpose rooms at elementary level and shop, I.M.C., art, home ec, band, gym, or auditorium rooms at secondary level. Has remained constant over the years.

b - Based on 25 students per general purpose classroom, except where special education students are enrolled. In this case, one classroom is assigned for every 15 students. Has remained constant over the years.

c - Enrollment projected for applicable school year.

Source: Lincoln County School District.

they are also influenced by the demographics of different age groups and changing cultural norms. Today, increasing enrollments and new educational programs (both mandated and desirable) are creating greater demands for both facilities and teachers. See Table 3 on page 225 for school enrollment projections through 1996.

## Comprehensive Building Plan:

In May of 1979, the school district adopted a comprehensive building plan which, at a district-wide level, had an estimated cost of approximately $79 million. In reviewing that plan in 1987, the school board of directors shelved the comprehensive building plan due to the economic impact it would have on the district. They further directed staff to develop a new plan, and that planning process is currently underway with a facility appraisal to be

completed by each school and a physical assessment of all facilities rendered with professional architectural and engineering assistance. It is anticipated a plan will be finalized in 1991. In turn, it will be taken to the voters for implementation.

Major considerations to be looked at by the district include the following:

> A detailed assessment of the physical condition, including structural stability, comprehensive life expectancy, fire safety considerations, handicap accessibility, mechanical and energy systems efficiency, and overall condition modernization needs.

> Data for five year facility needs for capacity, considering current and projected enrollment.

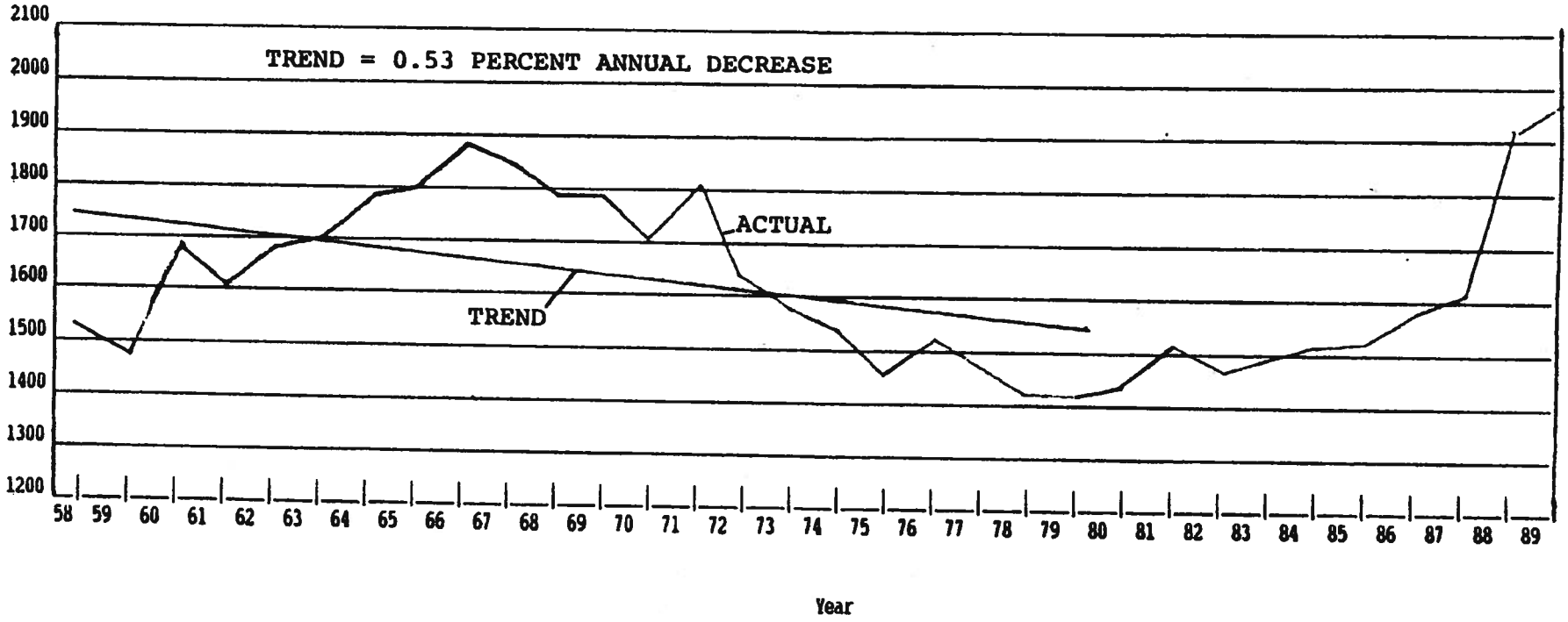
> Existing and proposed educational programs and functions, instructional material centers, service requirements for administrative instructional staff, students, and other personnel.

> Community use of the facilities.

> Board policies and goals as they affect curriculum and facility requirements, including grade organization, class size, and length of school year and day.

The district further intends to develop alternative proposals, including preliminary cost estimates for each alternative, and assess the suitability and the feasibility of those in coordination with city plans and facilities. Obviously, the primary focus in coordination with the city will be relative to land use, public facilities, and transportation.

Table 2
Newport Area School Enrollment
1958-89



CONCLUSIONS:

1.) The Lincoln County School District Board of Directors has set aside the modernization and renovation plan adopted in May of 1979, and instructed that a new facility plan be prepared by 1991.

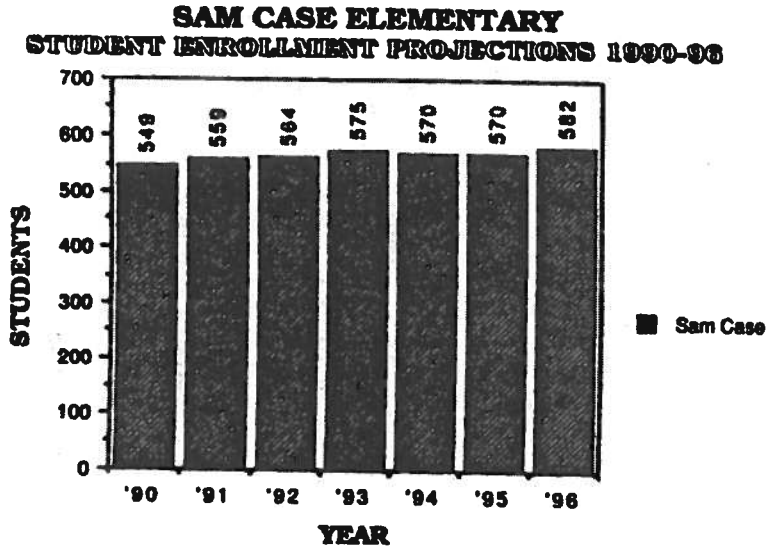
2.) Generally, building and grounds space for the Lincoln County School District is marginally adequate.

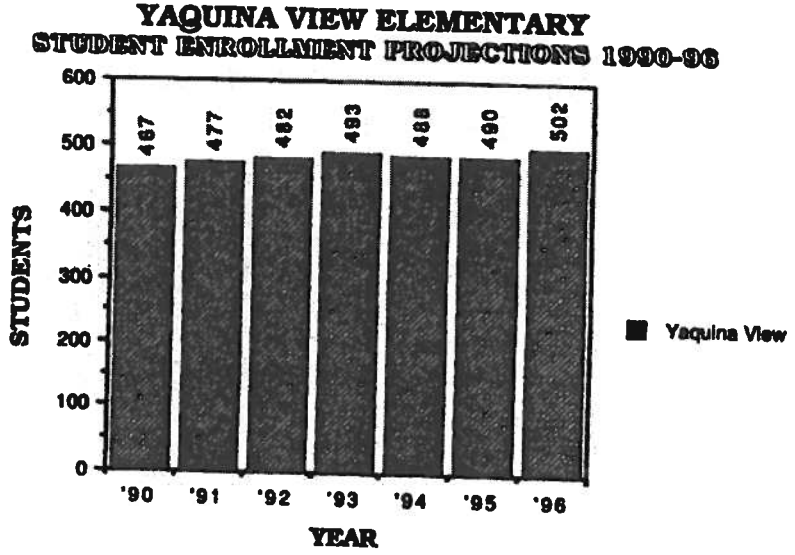
3.) The Oregon Coast Community College Service District's student enrollment is expected to grow significantly, but adequate leased space is expected to be made available by the private sector to meet the needs over and above those satisfied through the use of public facilities.

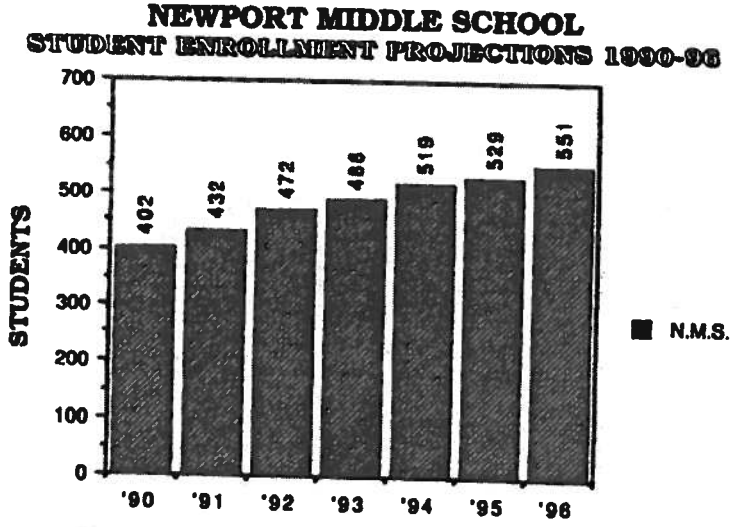
4.) The Oregon Coast Community College Service District has adopted a policy of "education on demand" and will work with residents of the community to try and provide whatever instruction is desired.

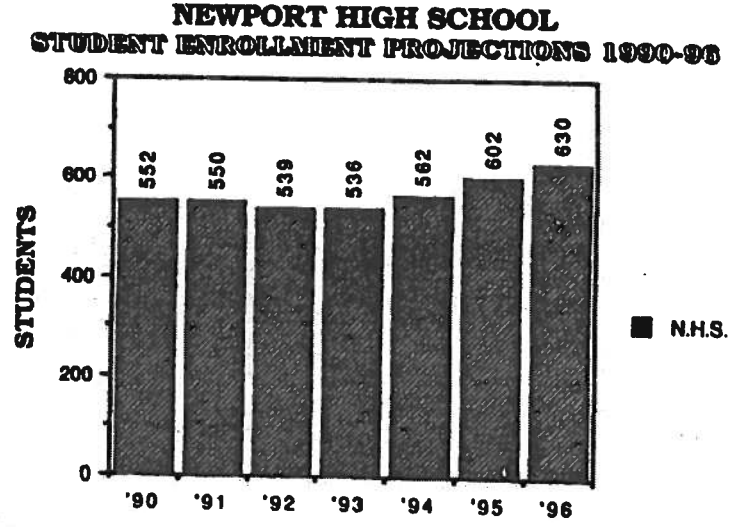
5.) The entire educational system, with the possible exception of the high school, is currently expanding enrollment and is anticipated to do so over at least the next five years. The school district is on record as being committed to coordinating with City of Newport officials to insure compatibility with comprehensive land use plans and zoning regulations as they affect their facility expansion requirements.

Table 3
School Enrollment Projections
1990-1996



## GOALS/POLICIES
## SCHOOL SERVICES

**Goal: To successfully integrate the needs and requirements for educational facilities within city neighborhoods where they can be appropriately served with utilities, transportation needs can be met, and other requirements for city services can be efficiently provided.**

Policy 1: The City of Newport shall work with Lincoln County School District officials to assure that planned development under their new facility plan shall be implemented in accordance with state and city land use regulations.

Policy 2: If the decision is made to expand or relocate the middle and high school facilities, the city will work cooperatively with both the school district and the county to effect such a change, in conformance with utility, transportation, and land use planning considerations.

Policy 3: The city shall cooperate in providing whatever planning information we have in order to aid the district in developing its facility plan and shall continue to monitor and report to the district trends in demographics, housing, and related data that will affect their planning and ability to meet the needs of future student populations.

Policy 4: The city shall coordinate with the Oregon Coast Community College Service District at their request in guiding expansion to appropriate areas within the city for their facilities.

Policy 5: The city shall be supportive where possible in expanding the scope of the OCCCSD's course offerings and look particularly at possibilities for training and education in support of local business expansion or relocations to the Newport area.

# ENTERTAINMENT AND THE ARTS

**Introduction:**

The lack of space for classes in art and dancing or local theatrical performances and the inability to invite professional groups of any size to perform prompted local patrons of the arts to work together and unite in developing improved programs and facilities. Those interested in dance and theatre performance began to use the city-operated Naterlin Community Center, and those interested in the world of art moved into the old senior/teen center building at Nye Beach.

**Yaquina Art Association and Building:**

Once World War II ended, a group of involved citizens established the Yaquina Art Association (YAA) in order to explore one another's artistic talents and improve their own. Under a reversionary deed from the City of Newport, the YAA began using an old building at Nye Beach for classes, which included pottery throwing, water and oil painting, and photography. Members have been able to visit together and learn from each other, and their work is regularly displayed for the benefit of the community. The association members also share in the operation and use of the new Visual Arts Center.

**Visual Arts Center:**

Constructed in 1983, the Visual Arts Center (VAC) is located in Nye Beach on the turnaround next to the Yaquina Art Association Building. It consists of two stories, the first floor being the gallery and the upper floor for classrooms and work space. As time has passed, the YAA building has come to be used for ceramics and pottery and the Visual Arts Center for painting, photography (a photography lab is available for public use), and the like. The VAC is also now the site of an all-county juried student art festival, a very exciting event for local people.

Operations of the facility are overseen by a governing body --appointed by the mayor--comprised of members of the various groups who use the building for classes, workshops, and exhibitions. They meet quarterly at Newport City Hall to discuss and regulate policy. Represented are the Yaquina Art Association, the Oregon Coast Council for the Arts, the Oregon Coast Community College Service District (OCCCSD), the City of Newport, and individual artists. Scheduling is handled by the Yaquina Art Association as a volunteer group, while yet another organization,
the Coastal Arts Guild, provides the staffing. The Guild was formed as an arts auxiliary.

Equipment for the Visual Arts Center was provided through donations by concerned citizens and a fund through the Oregon State Checkoff of the Arts with locally generated

matching monies. The building was remodeled in the late 1980's to add needed rooms and parking spaces. The center is again being remodeled by the addition of a third floor to house storage space, two studios, and an elevator. Parking spaces will also be added.

**Oregon Coast Council for the Arts:**

The Oregon Coast Council for the Arts (OCCA) became a private non-profit foundation in 1977, and it now serves all of Lincoln County, the Tillamook area, and the western portion of Lane County. This organization is comprised of a 24 member board of directors, over 200 volunteers, and 6.5 paid staff members with offices in the new Performing Arts Center.

The OCCA states their mission is to "Enhance the quality of life of the central Oregon coast, provide development and employment opportunities for artists, and position the arts for an active role in economic development of the central Oregon coast."[1]

One of the OCCA's primary functions is the operation of the Newport Performing Arts Center. This facility provides:

> Cultural performances on the coast.

> The cultivation of tourism.

> Activities for senior and retired persons (nearly 17% of Lincoln County residents are over 65).

> Functions for students of all ages.

> A home for local creative performance groups.

> An appropriate facility for regional and national touring groups.

**Performing Arts Center:**

A major achievement for a community Newport's size was the Performing Arts Center opening in September of 1988. The City of Newport provided 4.5 acres of land and then joined with the Urban Renewal Agency to provide $1.1 million towards the initial construction. The Oregon Coast Council for the Arts began their fund-raising adventures, and $600,000.00 was added,

bringing the total to $1.7 million. The Portland architectural firm of Moreland Christopher Myles was eventually selected to design the facility, and they have produced a 23,000 square foot center with 400 seats in the main auditorium. There is an additional auditorium for smaller performances and theatre in the round, as well as the necessary support spaces of dressing rooms, costume rooms, and scenery shops. The performing arts in Newport--the Red Octopus Theatre Co., the Yaquina Chamber Orchestra, the Porthole Players, the Pacific Dance Ensemble, the Oregon Coast String Ensemble, Dance! And All That Jazz!, the Matinee Theatre (a senior

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[1] Oregon Coast Council for the Arts, Fact Sheet, no date.

group), the Ernest Bloch Music Festival at Newport, the Lincoln County Youth Players, the Oregon Coast Ballet Company, and the numerous musical and educational performances--have come home.

The Lincoln County School District makes use of the building about 60 times a year for various meetings, conferences, performances, and day-long Academically Gifted programs.

As a visibly important asset to our community, the Performing Arts Center attracts many visitors, travelers, and tourists who stop to inquire about the facility and its events.

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## GOALS/POLICIES/IMPLEMENTATION MEASURES
## ENTERTAINMENT AND THE ARTS

**Goal: To assure access to the arts for all citizens through the provision of appropriate facilities for Newport's many artists and support for a variety of arts programs.**

Policy 1: The City of Newport will continue to work with the various art groups to provide adequate buildings.

Policy 2: The City of Newport will provide maintenance and operation subsidies, subject to City budgeting constraints.

# HISTORY

**Early History:**

"Local Indian tribes were the first known residents of the Oregon Coast. Although they had many similarities, individual tribes occupied separate and sometimes separated areas. Thus, by the time the first explorers landed, the Indians had developed differing customs and varying levels of attainment in use of available natural resources, including well-developed religious and political systems. This was particularly true along the Oregon coast, where a temperate climate and plentiful food supplies, particularly anadromous fish, supported large groups living in relatively close proximity to each other.

"Juan Cabrillo, a Spanish explorer, is believed to have reached the southern Oregon Coast in 1542. By 1594, Spain was systematically exploring the northwest coast. In the late 1700's, Spain made thorough, systematic, and accurate surveys of the area, and claimed sovereignty over portions of the coast. Heceta Head, in the mid-Coast subarea, is named for one of the Spanish explorers.

"In March of 1778, Captain James Cook, in a search for the supposed Northwest Passage, made the first landfall of his voyage near Yaquina Bay, also in the Mid Coast subarea; and in 1787, Captain Meares identified points along the Oregon coast. Also about that time, an American, Captain Robert Gray, entered [the] Columbia River and explored its lower reaches, but made no claims of possession for the United States.

"In 1805, Captains Meriwether Lewis and William Clark, after leaving St. Louis, Missouri, in 1804, reached the Pacific Coast and wintered near the Columbia River. Following Lewis and Clark came increasing numbers of trappers, traders, and settlers, both Canadian and American. Fort Astor was established on the Columbia River by John Jacob Astor, an American; in 1821 it was acquired by Hudson's Bay Company and moved inland to a site in what is now the State of Washington. In 1825, the fort was renamed Fort Vancouver.

"By the middle 1830's, exploration was largely completed, Indian tribes and their complex social systems were experiencing severe adjustments to accommodate the increasing number of settlers, and disease was sharply reducing their numbers." [1]

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[1] Pacific Northwest River Basins Commission, The Oregon Coast Level B Study of the Water and Related Land Resources (Oregon State Study Team, 1976), p. 15.

on all streams and rivers emptying into the ocean are archaeological sensitive areas.

**Conclusions:**

1.) The Newport planning area contains several historic sites and buildings and two potential historic districts.

2.) Many of the sites and buildings are worth preserving, whereas some alterations and remodels have destroyed the historic qualities.

3.) While there are no conflicting uses among the sites currently listed, the inventory of historical-cultural sites developed thus far does contain several structures that are in precarious physical condition. Those sites may also be subject to a use change that could diminish their historic value.

4.) All of the Newport planning area is archaeologically sensitive.

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## GOALS/POLICIES
## HISTORY

**Goals: To maintain and preserve identified historic and cultural resources, to encourage private and public efforts aimed at preservation, to provide public information concerning the city's historic resources, and to provide public access to important historic-cultural sites where appropriate and possible.**

Policy 1: The City of Newport shall work with the Lincoln County Historical Society and the State Advisory Committee on historic preservation, as well as with local residents to maintain and update the inventory of historically and culturally significant resources.

Policy 2: The City of Newport shall cooperate with the Lincoln County Historical Society and the Chamber of Commerce in the establishment of historical markers and information to increase awareness of Newport's historic background.

Policy 3: The City of Newport may consider the creation of historic districts, property acquisition, ordinance provisions, tax benefits, and other incentives to facilitate the preservation of an historic area.

# NATURAL FEATURES

**Introduction:**

Various sections of Newport's Comprehensive Plan have anticipated a demand for additional land to accommodate growth. Sometimes that growth encroaches into areas that are environmentally sensitive or geologically hazardous. Unfortunately, not all developers or other users of the land are aware that several environmental factors exist restricting the development potential of much of the land in the Newport area. Many areas have limitations for development, so special care must be taken prior to and during construction. If care is not taken in those areas, major financial and property losses and possible loss of life may occur.

The prevention of loss of property and/or life is a goal unto itself and should be a major consideration when identifying environmental constraints. But there are also properties that are the site of significant natural features. To protect those features, care must also be taken in nearby development.

This section of the plan will discuss the various environmental issues that face the City of Newport. Where possible, sensitive or hazardous lands will be identified and policies will be developed to protect them. Where not known, procedures must be established to identify and protect these areas.

**Geology:**

The underlying geology of an area dictates the land forms created by erosive forces. Wind and rain sculpt the land into hills and valleys, wave action builds beaches, streams and rivers flatten mountains, and the earth's internal forces push the land upward to start the process over again.

People, too, shape the land to serve their needs. Houses and shopping centers are built, roads are cut, land is cleared, all to facilitate the needs and desires of a greater number of people. But how do all these forces interact and how do we avoid situations that are in conflict? To answer these questions, we must first examine the underlying geology and then identify inherent problems created because of that geology.

The Newport area is predominantly composed of five geologic units: the Nye mudstone, the Astoria formation, the Yaquina formation, the Cape Foulweather basalt, and the Quaternary marine deposits. A bulletin describing the characteristics of the five units and mapping the general location of each is the Environmental Geology of Lincoln

Recreation Associated with the Pacific Ocean

Yaquina Head, city and state parks, and several public rights-of-way to the ocean beaches provide for recreational opportunities along the ocean shorelands. The designation of the beaches as a special recreational area by the State of Oregon and the acquisition and development of Agate Beach, South Beach, and Yaquina Bay State parks encompass all of the area that is especially suited for recreation along the ocean shorelands within the Newport UGB. Public access to the beach outside of state parks occurs over public rights-of-way or specially acquired parcels. Major public access points are noted on the Ocean Shorelands map and the Inventory Of Oregon Coastal Beach Access Sites, published by Benkendorf and Associates,[24] hereby included within this plan by reference.

Navigation Facilities

Navigation facilities are important uses in the ocean shorelands area. Navigation facilities currently consist of the jetties at the mouth of Yaquina Bay, the Yaquina Bay Lighthouse, and the Yaquina Head Lighthouse.

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## GOALS/POLICIES
## NATURAL FEATURES

**Goal 1: To protect life and property, to reduce costs to the public, and to minimize damage to the natural resources of the coastal zone that might result from inappropriate development in environmentally hazardous areas.**

Policy 1: In areas of known hazards, the City of Newport shall require a site evaluation of the potential dangers posed by environmental hazards prior to city review and approval of a proposed development. It shall be the applicant's burden to show that construction in an environmentally hazardous area is feasible and safe. Site investigations in geologic hazardous areas shall be prepared by a registered geologist or engineer.

Policy 2: The city shall maintain and, where necessary, update ordinances that control development in an environmentally hazardous area.

Policy 3: Where hazardous areas are not specifically identified but a potential hazard may exist, the City should establish procedures within its land use regulations to require a site-specific analysis tool, such as a geologic report.

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[24] Benkendorf and Associates, Inventory of Oregon Coastal Beach Access Sites, 1989.

Policy 4: The city shall continue its participation in the Flood Insurance Program administered by the Federal Emergency Management Agency.

Policy 5: Development within the Ocean Shorelands Boundary, as identified on the Ocean Shorelands Map, shall comply with development criteria established within the Zoning Ordinance, except to the extent development is permitted in accordance with the variance procedures of the Zoning Ordinance. The city shall, from time to time, evaluate those regulations to assure compliance with city goals.

Policy 6: Nonstructural solutions to problems of erosion or flooding shall be preferred to structural solutions. Where flood and erosion control structures are shown to be necessary, they shall be designed to minimize adverse impacts on water currents, erosion, and accretion patterns.

Policy 7: Engineering solutions or other measures to provide appropriate safeguards shall be required prior to issuance of building permits in identified hazardous areas if required by a geological report.

**Goal 2: To protect and, where practical, enhance identified environmentally sensitive areas.**

Policy 1: Identified environmentally sensitive areas shall be mapped on the Ocean Shorelands Map.

Policy 2: Residential development and commercial and industrial buildings shall be prohibited on active foredunes, conditionally stable foredunes that are subject to ocean undercutting or wave overtopping, and beaches and deflation plains that are subject to ocean flooding. Other development in these areas shall be permitted only if the findings required in Policy 8, below, are met and it is demonstrated that the proposed development:

> Is adequately protected from any geologic hazards, wind erosion, undercutting, ocean flooding and storm waves; and

> Is designed to minimize adverse environmental effects.

Policy 3: Foredunes shall not be breached by non-natural causes except in an emergency and shall be restored after the emergency by the party causing the breach.

Policy 4: The city shall cooperate with federal and state agencies, private

individuals, and others in the determination of natural areas.

Policy 5: The city will complete the Goal 5 process for wetlands identified on the U.S. Fish and Wildlife Service Wetland Inventory maps by the next regularly scheduled periodic review.

Policy 6: The criteria for review of all shore and beach front protective structures shall provide that:

> Visual impacts are minimized;

> Necessary access to the beach is maintained;

> Negative impacts on adjacent property are minimized; and

> Long-term or recurring costs to the public are avoided.

Policy 7: Significant shoreland and wetland biological habitats and coastal headlands shall be protected. Uses in these areas shall be consistent with the protection of natural values.

Policy 8: Development in beach and dune areas other than older, stabilized dunes shall only be permitted if the following issues are examined and appropriate findings are made:

> The type of use proposed and the adverse effects it might have on the site and adjacent areas;

> Temporary and permanent stabilization programs and the planned maintenance of new and existing vegetation;

> Methods for protecting the surrounding area from any adverse effects of the development; and

> Hazards to life, public and private property, and the natural environment that may be caused by the proposed use.

Policy 9: Excavations and fill shall be limited to those minimal areas where alteration is necessary to accommodate allowed development. Cleared areas, where vegetation is removed during construction, shall be revegetated or landscaped to prevent surface erosion and sedimentation of near shore ocean waters.

## GOALS/POLICIES/IMPLEMENTATION MEASURES
## FOREST LANDS

**Goal: To conserve where appropriate those forest lands possessing significant aesthetic, scenic and environmental qualities and providing for the conversion of other forested acreage to urban uses.**

Policy 1: The City of Newport will encourage retaining existing trees and woodlands consistent with the needs of urban development.

Policy 2: The city will promote the conservation of existing forest lands having high value aesthetic, scenic, and environmental qualities.

Policy 3: Forest lands within city, county, state, and federal parks shall be managed.

Policy 4: The inclusion of additional commercial forest lands within the UGB shall occur only upon a finding that the land is needed for urban development.

Policy 5: Forested lands in the UGB but outside Newport city limits which may be currently suitable for commercial forest uses may be used for those purposes regardless of current zoning when done in accordance with applicable forest management practices and regulations.

Policy 6: Forest lands within the city limits may be used for forestry purposes; however, conflicts with urban uses shall be minimized and preference given to properly developed urban uses in instances of adverse affects on such urban uses.

Implementation Measure 1: The city will develop and adopt appropriate management regulations for woodlands with the city limits.

Implementation Measure 2: The city will, as a part of reviewing any land use decision before the Planning Commission or City Council, make recommendations for the retention of valued woodlands.

Implementation Measure 3: The city will review and study the advisability of mandatory regulations governing vegetative cover, both natural and restored, on development projects prior to the next regularly scheduled periodic review.

Implementation Measure 4: Appropriate Zoning Ordinance regulations shall be investigated and considered to promote the conservation of high value recreational and scenic woodlands prior to the next regularly scheduled periodic review.

## GOALS/POLICIES
## WATER QUALITY

**Goal: To maintain a level of water quality that is consistent with state and federal regulations.**

Policy 1: The Department of Environmental Quality has identified major water table areas with sensitive aquifers within the Newport urban growth boundary. A program to regulate these areas has not yet been developed by the DEQ. Once a program is developed, the city will comply with DEQ to carry out this program.

Policy 2: Any development will be required to leave some amount of permeable surface as required by the Zoning Ordinance.

The Department of Environmental Quality (DEQ) is the state agency responsible for monitoring air quality in Oregon. This department sees that urban areas meet air quality standards and that air quality in the rest of the state does not deteriorate.

The DEQ works with local governments in five airsheds to reduce pollutants to acceptable levels. For areas with identified air quality problems, DEQ has established extensive monitoring and sampling stations. For other areas, monitoring and sampling is done periodically, usually in response to a specific complaint.

The Newport area is within the Willamette Valley Region. The DEQ has not identified Newport as being within a problem area. The meteorology of the area assures a good mixing of the air. In addition, the Newport area does not have significant point sources of pollutants. Therefore, the air quality of Newport is quite good.

However, non-point sources of pollutants do exist here. The major sources are vehicles, road dust, open fires (including wildfires), and wood stoves. If acute problems from these sources do arise, they can be dealt with on a case-by-case basis.

**Conclusion:**

Air quality in the Newport area is good. No major point sources of pollutants are within the Newport UGB. Non-point sources are few and can be handled on a case-by-case basis.

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## GOALS/POLICIES
## AIR QUALITY

**Goal: To protect the air quality of the Newport area while maintaining a climate conducive to economic growth.**

Policy 1: The City of Newport will comply with state and federal agencies, especially the Department of Environmental Quality and the Environmental Protection Agency, to assure a continued high level of air quality.

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## GOALS/POLICIES
## NOISE QUALITY

**Goal: To cooperate with the state and federal agencies responsible for noise regulation.**

Policy 1: The City of Newport recognizes that noise can cause problems, thereby affecting the livability of the city. The city will cooperate and comply with state and federal agencies responsible for the enforcement of state and national regulations regarding noise.

Policy 2: The City may consider noise issues as appropriate in the land use process by including noise nuisance issues within land use approval criteria. 4

4 Policy 2 Amended by Ordinance No, 1883 (March 21, 2005).

## GOALS/POLICIES
## ENERGY CONSERVATION

**Goal: To conserve energy.**

Policy 1: The City of Newport shall encourage energy conservation through strict enforcement of Uniform Building Code energy efficiency standards.

Policy 2: The city shall cooperate with energy utilities in their energy conservation programs.

Policy 3: The city will encourage the use of forms of transportation (e.g., bicycles and mass transit) that are more energy efficient.

Policy 4: The city will encourage neighborhood commercial areas in order to conserve energy.

Policy 5: The city shall encourage the location of high density residential areas near high capacity transportation corridors in order to achieve greater energy efficiency.

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## GOALS/POLICIES
## SOLID WASTE

**Goal 1: To provide for the solid waste disposal for the City of Newport in an efficient and environmentally sensitive manner.**

Policy 1: Lincoln County shall take the lead role in the provision of solid waste disposal. The City of Newport will coordinate on solid waste disposal by continuing to have representation at the Solid Waste Consortium or its successor.

Policy 2: The city shall be in compliance with state and federal solid waste regulations.

Policy 3: The city shall encourage recycling.

In the meantime, city staff will study the general wetland areas more closely before the next periodic review and prepare a more detailed inventory as time and money permits. Once again, assistance from state and federal agencies will be needed in making final determinations.

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## GOALS/POLICIES
## WETLANDS

**Goal 1: To identify and regulate identified wetlands consistent with state and federal laws.**

Policy 1: The city will coordinate with state and federal agencies in the delineation and regulation of wetlands.

Policy 2: The city shall, until more detailed information is developed, use the South Beach wetland study, the National Wetland Inventory, and other official sources for the identification of wetlands. That information shall be used to guide property owners in the development of their property.

Implementation Measure 1: The city shall complete the wetland study for South Beach. The study may be the basis for a wetland conservation plan consistent with state law.

Implementation Measure 2: The city will conduct a complete inventory of wetlands within the UGB prior to the next Periodic Review, subject to budgetary and time restraints.

The requirements to implement a decision to limit conflicting uses are found in OAR 660-16-010(3). The Comprehensive Plan and land use regulations must specify what uses and activities will be prohibited, what uses are allowed fully, and what uses are conditionally allowed. The implementation program, including development regulations, must include clear and objective standards.

**Conclusion:**

In light of the above, the City of Newport recognizes that the Iron Mountain Rock Quarry is a significant Goal 5 mineral and aggregate resource. However, the property within the current UGB is important for the provision of adequate housing. It is therefore necessary to allow conflicting uses on the adjacent property subject to use limitations and design criteria.

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## GOALS/POLICIES
## AGGREGATE AND MINERAL RESOURCES

**Goal: To protect the Iron Mountain Quarry and allow conflicting uses, subject to the limitations and development criteria contained in the City of Newport Zoning Ordinance.**

Policy 1: The city shall create an Iron Mountain Impact Area, or IMIA (see Figure 1 on page 80c), where limitations and development criteria shall be introduced. The development criteria shall be established to balance the need to protect the resource site and development rights of property within the impact area, and the criteria shall be both clear and objective.

Policy 2: Any City of Newport urban growth boundary amendment within Lincoln County's Iron Mountain Impact Area shall address this section and Goal 5 of the Statewide Planning Goals. Adequate findings of fact that speak to all the criteria shall be made before any urban growth boundary modification may be made.

channel to the area, its small land area suitable for development, and its isolation from other businesses and support facilities severely limit the potential for developing a major haulout facility.

Development Restrictions: Limited funding and environmental regulations will be the most likely restrictions to developing the identified projects. Projects that should be developed in the next five years are those without major environmental restraints or that are fairly small in scale. Other projects should be developed later, as market conditions dictate or as funds become available. Construction on the waterfront is not inexpensive, and foundation conditions along the north side of Yaquina Bay are complicated by a very dense Nye mudstone formation, locally called "hardpan."

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## GOALS AND POLICIES
## YAQUINA BAY AND ESTUARY

**Goal: To recognize and balance the unique economic, social, and environmental values of the Yaquina Bay Estuary.**

Policy 1: Balanced Use of Estuary. The City of Newport shall continue to ensure that the overall management of the

Yaquina Bay Estuary shall provide for the balanced development, conservation, and natural preservation of the Yaquina Bay Estuary as appropriate in various areas.

Policy 2: Cooperative Management. The city will cooperate with Lincoln County, the State of Oregon, and the Federal Government in the management of the Yaquina Bay Estuary.

Policy 3: Use Priorities. The general priorities (from highest to lowest) for management and use of Yaquina Bay Estuary resources as implemented through the management unit designation and permissible use requirements listed below shall be:

a.) Uses which maintain the integrity of the estuarine ecosystem;

b.) Water-dependent uses requiring estuarine location, as consistent with the overall Oregon Estuarine Classification;

c.) Water-related uses which do not degrade or reduce the natural estuarine

resources and values;

d.) Nondependent, nonrelated uses which do not alter, reduce, or degrade estuarine resources and values.

Policy 4: Riparian Vegetation. Riparian vegetation shall be protected along the Yaquina Bay shoreland where it exists. The only identified riparian vegetation within the UGB is that shoreland vegetation adjacent to Management Unit 9-A. This vegetation shall be protected by requiring a fifty (50) foot setback from the high water line for any development in the area. Adjacent public roads may be maintained as needed.

Policy 5: Dredged Material Disposal Sites. Dredged material disposal sites identified in the Yaquina Bay and River Dredged Material Disposal Plan, which are located within the Newport urban growth boundary, shall be protected. Development that would preclude the future use of these sites for dredged material disposal shall not be allowed unless a demonstration can be made that adequate alternative disposal sites are available.

Policy 6: Protection of Mitigation Sites. The city shall work with Lincoln County, the Port of Newport, and state and federal agencies to assure that potential mitigation or restoration sites are protected from new uses of activities that would prevent their ultimate use for mitigation or restoration. No potential mitigation sites have been identified or designated within Newport's urban growth boundary.

Policy 7: Bayfront Uses. The city shall encourage a mix of uses on the bayfront. Preference shall be given to water-dependent or water-related uses for properties adjacent the bay. Nonwater-dependent or related uses shall be encouraged to locate on upland properties.

Policy 8: Water-Dependent Zoning Districts. Areas especially suited for water-dependent development shall be protected for that development by the application of the W-1/"Water-Dependent" zoning district. Temporary uses that involve minimal capital investment and no permanent structures shall be allowed, and uses in conjunction with and incidental to water-dependent uses may be allowed.

Policy 9: Solutions To Erosion and Flooding. Nonstructural solutions to problems of erosion or flooding shall be preferred to structural solutions. Where flood and erosion control structures are shown to be necessary, they shall be designed to minimize adverse impacts on water currents, erosion, and accretion patterns. Additionally, or cobble/pebble dynamic revetments in MU 8 and 9-A to be allowed, the project must demonstrate a need to protect public facility uses, that land use management practices and nonstructural solutions are inadequate, and the proposal is consistent with the applicable management unit as required by Goal 16.

Policy 10: Impact Assessment. Actions in the estuary which--by their size, duration, or location relative to important natural resources--would potentially alter the estuarine ecosystem shall be preceded by a clear presentation of the impacts of the proposed alteration. Such activities include dredging, fill, in-water structures, riprap, log storage, application of pesticides and herbicides, water intake or withdrawal and effluent discharge, flow-lane disposal of dredged material, and other activities which could affect the estuary's physical processes or biological resources.

The impact assessment need not be lengthy or complex, but it should enable reviewers to gain a clear understanding of the impacts to be expected. It shall include information on:

a.) The type and extent of alterations expected;

b.) The type of resource(s) affected;

c.) The expected extent of impacts of the proposed alteration on:

(1) Water quality and other physical characteristics of the estuary,

(2) Living resources,

(3) Recreation and aesthetic use, and

(4) Navigation and other existing and potential uses of the estuary; and

d.) The methods which could be employed to avoid or minimize adverse impacts.

Policy 11: Dredge and Fill. Dredge and fill activity shall be allowed only:

a.) If required for navigation or other water-dependent uses that require an estuarine location, or if specifically allowed by the applicable management unit;

b.) If a need (i.e., a substantial public benefit) is demonstrated and the use or alteration does not unreasonably interfere with public trust rights;

c.) If no feasible alternative upland locations exist;

d.) If adverse impacts are minimized; and

e.) If in intertidal or tidal marsh areas, the effects shall be mitigated by creation, restoration, or enhancement of another area to insure that the integrity of the estuarine ecosystem is maintained.

Policy 12: Alteration of the Estuary. Uses and activities other than dredge and fill activity which could alter the estuary shall be allowed only:

a.) If the need (i.e., a substantial public benefit) is demonstrated and the use or alteration does not unreasonably interfere with public trust rights;

b.) If no feasible alternative upland locations exist; and

c.) If adverse impacts are minimized.

Policy 13: Resource Capability Determinations - Natural Management Units. Within Natural Management Units, a use or activity is consistent with the resource capabilities of the area when either the impacts of the use on estuarine species, habitats, biological productivity, and water quality are not significant or the resources of the area are able to assimilate the use and activity and their effects and continue to function in a manner to protect significant wildlife habitats, natural biological productivity, and values for scientific research and education. In this context, "protect" means to save or shield from loss, destruction, injury, or for future intended use.

Policy 14: Resource Capability Determinations - Conservation Management Units. Within Conservation Management Units, a use or activity is consistent with the resource capabilities of the area when either the impacts of the use on estuarine species, habitats, biologic productivity, and water quality are not significant or the resources of the area are able to assimilate the use and activity and their effects and continue to function in a manner which conserves long term renewable resources, natural biologic productivity, recreational and aesthetic values, and aquaculture. In this context, "conserve" means to manage in a manner which avoids wasteful or destructive uses and provides for future availability.

Policy 15: Temporary Alterations in Natural and Conservation Management Units. A temporary alteration is dredging, filling, or other estuarine alteration occurring over no more than three years which is needed to facilitate a use allowed by the Comprehensive Plan and the Permitted Use Matrices of the Zoning Ordinance. The provision for temporary alterations is intended to allow alterations to areas and resources that would otherwise be required to be preserved or conserved.

Temporary alterations include:

> Alterations necessary for federally authorized navigation projects (e.g., access to dredged material disposal sites by barge or pipeline and staging areas or dredging for jetty maintenance);

> Alterations to establish mitigation sites, alterations for bridge construction or repair, and for drilling or other exploratory operations; and

> Minor structures (such as blinds) necessary for research and educational observation.

Temporary alterations require a resource capability determination to insure that:

> The short-term damage to resources is consistent with resource capabilities of the area; and

> The area and affected resources can be restored to their original condition.

Implementation Measure 1: All development within the Yaquina Bay Estuary shall be consistent with the management units contained in Newport's Comprehensive Plan and Zoning Ordinance.

Implementation Measure 2: The city shall continue to maintain the management unit classification system delineated in this plan and the Zoning Ordinance. The permitted use matrices contained in the Zoning Ordinance shall be maintained as is unless sufficient evidence can be presented to warrant change. Any change in the permitted uses matrices shall be considered an exception to Statewide Planning Goal 16 and shall be processed as such.

Implementation Measure 3: The Port of Newport and the city shall cooperate in the implementation of the Port Development Plan (dated July of 1989) or any other plan adopted by the port and consistent with the city's Comprehensive Plan.

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## GOALS/POLICIES
## PHYSICAL DESCRIPTION

**Goals: To protect and, where appropriate, enhance the natural and scenic beauty of the Newport area.**

Policy 1: All state, county, and city parks within the Newport urban growth boundary shall be protected with appropriate zoning.

Policy 2: The City of Newport shall develop and, when necessary, update the Parks and Recreation Plan contained in this comprehensive plan. Park land acquisition and development shall be consistent with this plan.

Policy 3: Identified natural and scenic areas of exceptional value shall be protected. The city shall use the adopted comprehensive plan for an inventory of such areas. The city shall study appropriate regulations consistent with this policy (i.e., as it deals with private property).

Policy 4: The City of Newport shall participate with local, state, and federal agencies to meet environmental statutes.

# Final

# Commercial and Industrial Buildable Lands Inventory and Economic Opportunities Analysis

**Prepared for Newport**

**ECONorthwest**
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## Technical Advisory Committee (TAC)

The Technical Advisory Committee (TAC) provided technical input in the economic opportunities analysis. The TAC included the following people:

**Caroline Bauman,** Economic Development Alliance of Lincoln County
**George Boehlert,** Hatfield Marine Science Center
**Chris Chandler,** Central Lincoln PUD
**John Clark,** Whaler Motel
**Lorna Davis,** Greater Newport Chamber of Commerce
**Will Emery,** Industrial Property Owner
**Guy Faust,** Oregon Coast Community College, Small Business Development Center
**Mike Larimer,** Samaritan Pacific Communities Hospital
**John Lavrakas,** Advanced Research Corporation
**Mark McConnel,** Newport Mayor
**Don Mann,** Port of Newport
**Woody Ouderkirk,** Mishey Real Estate
**Bonnie Serkin,** Industrial Property Owner
**Glen Small,** Newport Planning Commission
**Will Summers,** Oregon Employment Department
**Gil Sylvia,** Hatfield Marine Science Center

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## ECONOMIC VISION, GOALS, POLICIES, AND ACTIONS

This part of the Economic section presents Newport's vision for economic development and the goals, policies, and actions to implement the vision. The memorandum "Newport Economic Development Strategy" dated July 30, 2012 presents the full action plan for implementing the economic development strategy.

### City of Newport's Role in Economic Development

A number of organizations are working on economic, business, and workforce development in the region. Many of these have representation on the technical advisory committee (TAC) for this project. These organizations include:

- City of Newport
- Lincoln County
- Economic Development Alliance of Lincoln County
- Greater Newport Chamber of Commerce
- Oregon Coast Community College, Small Business Development Center
- Port of Newport
- Yaquina Bay Economic Foundation
- Yaquina Bay Ocean Observing Initiative

With so many organizations having an interest in economic development, it is critical that roles be clearly defined. Moreover, coordination amongst the organizations will be important as the community moves into implementation of the strategy.

The focus of this section is primarily on the City's role: what resources can the City commit to economic development and what roles are most appropriate for the City. Following are foundational assumptions about the City's role:

- The City plays a support role in economic and business development
- The City is one of several organizations that provide and maintain infrastructure
- The City has some limited staff and financial resources that can be invested in appropriate economic development activities
- The City has an obligation to adopt an economic development strategy, policies to manage employment lands, and maintain a 20-year supply of commercial and industrial sites under Goal 9 and OAR 660-009.
- The City is not the appropriate organization to coordinate business recruitment and retention activities or to house staff that are coordinating business recruitment and retention activities

The economic development vision, strategies and actions that follow primarily focus on those activities that the City would lead on, or that relate directly to an activity the City would lead on. This approach is consistent with the intent of this project: to articulate the City's role in economic development. It does not, however, provide details on the

activities of partner organizations, nor does it commit partner organizations to any specific activity.

## Vision for Economic Development

**The City of Newport embraces change and works collaboratively to create a dynamic, entrepreneurial, and forward looking community.**

Newport's dynamic and collaborative waterfront community represents its diverse economy – an innovative and technologically advanced fishing and seafood industry; a rapidly growing marine research enterprise; and a resourceful coastal tourism and recreation industry. Newport's citizens place a high value on education, invest in lifelong learning, and upgrade skills for tomorrow's economy. People and families are attracted to the region for its diverse job opportunities and entrepreneurial environment. Residents invest in a quality of life reflected in numerous recreational opportunities, substantial infrastructure and support services, a vibrant arts community, and a beautiful and sustainable natural environment.

## Goals, Policies, and Actions for Economic Development

The goals, policies and actions build from the vision for economic development as well as Newport's key competitive advantage for economic development: (1) the City's proximity and access to the ocean, (2) the City's attraction of visitors, (3) the City's role as a regional employment center, (4) existing urban infrastructure (i.e., road system or wastewater system), and (5) existing workforce and relationships among businesses, nonprofits, and agencies.

Each topic below includes a broad goal statement and description of strategic considerations and issues related to the goal that must primarily be addressed through strategies and actions on the part of the City.

### JOB GROWTH

**Goal: Create conditions that are attractive to the growth of existing business and attract new businesses to Newport to create new jobs**

Newport wants to promote economic conditions and a positive business climate that encourages growth of jobs through growth of existing businesses and attraction of new businesses. Newport wants to strike a balance between economic development strategies to help existing businesses grow (i.e., economic gardening) and to attract new businesses. The City wants to focus on growth of jobs in the following employment clusters, as targeted industries: marine and ocean observing research and education, tourism, fisheries, and international commerce.

#### Strategic considerations

The City and its community partners have limited resources to invest in developing infrastructure and promoting economic development. Which industries offer the most opportunity for growth of jobs, of the type that the community wants to invest resources

in growing? What are the high priority growth industries that the community should make investments in?

The information below describes the targeted industries and presents issues that can be addressed through actions by the City or its community partners.

- The employment cluster identified by the Technical Advisory Committee (TAC) as being most important to grow is marine and ocean observing research and education. The TAC prioritized taking actions to grow the other three other clusters as approximately equal.
- Newport has had some success at developing employment in marine and ocean observing research and education. The three categories of businesses in this cluster are: (1) research or education organizations, (2) maintenance of equipment, and (3) manufacturers of equipment, such as that used in research and education or energy production. Stakeholders in Newport who want to grow employment in the marine and ocean observing cluster will need to take actions to facilitate that growth.
- Tourism is one of Newport's existing employment clusters, with about 1,500 jobs in and direct travel spending of $122.7 million annually from tourism-related industries in 2010.[7] Tourism is seasonal, with the majority of tourism spending in summer and the lowest tourism spending in winter. If growing employment in tourism is a high priority, actions will be required to capture a larger share of regional tourism spending, and reduce the volatility of tourism's seasonality.
- Newport has one of three deep draft ports on the Oregon Coast, which creates opportunities for international commerce. With completion of the renovation of the Port of Newport's International Terminal, the Port will be able to accommodate deep draft cargo vessels for shipping. The types of goods likely to be shipped from the International Terminal include logs, other wood products, value-added wood products (e.g., dimensional lumber), or other agricultural products. The primary product that the Port expects to ship is logs. The Port and its partners may need to take actions to diversify the types of products shipped from the Port and developing other opportunities for economic development related to the Port.
- Fishing and seafood processing continue to be important industries in Newport. Newport is one of Oregon's largest commercial fishing ports, accounting for about one-third of the State's commercial fishing activity. In 2008, Newport was home to about 238 fishing vessels, including both short-haul boats that fish in Oregon's Coastal fisheries and distant-haul boats that fish in Alaska's fisheries. Newport's commercial fishing vessels generated 61 million pounds of seafood, with a value of $32.5 million in 2008, accounting for about one-third of the seafood harvested in Oregon. The economic contribution of the fishing industry on personal income in Newport in 2008 was about $123 million, accounting for

[7] Dean Runyan Associates, *Newport Travel Impacts, 1991-2010p*, May 2011

about 30% of statewide economic contribution from fishing.[8] Changes in fishing permits and quotas as well as retention of the fishing fleet are key issues for Newport.

- Newport is a regional center of activity on the Central Oregon Coast, with regional retailers, a government center, and the location of regional educational and research agencies. Newport's retailers serve the Central Coast region. Newport can take actions to capitalize on that role as a regional center to re-capture retail leakage, capture a larger share of spending from visitors, and increase the share of retail spending in Newport region.
- Newport has an aging population. According to Census data, the average age of Newport's residents has increased from 40.9 years old in 2000 to 43.1 years old in 2010. This trend is consistent with national trends. Newport has an older population on average than the State (38.4 years old) and younger than the County (49.6 years old). The aging of the population is a combination of the aging of long-term residents of Newport and in-migration of older workers or retirees. These demographic trends create some economic opportunities, such as attracting older entrepreneurs (and their business opportunities) and providing services to the aging population (e.g., recreational services or medical services).
- Newport's economic and business climate may be perceived as challenging to some businesses that consider moving to Newport. Some potential issues include: (1) a lack of attractive land in good locations ready for development, (2) lack of some services (e.g., major medical facilities or cohesive business and shopping areas), (3) lack of coordination about economic development issues. The City and its partners in economic development will need to take steps to to address these issues.

## Policies and actions

Given the strategic considerations outlined above, what actions can the City and its partners take to promote job growth in the high priority target industries? The following policies and actions should take into account the limited resources available for public investment in infrastructure and efforts to support economic development.

### Action: Create and staff a Business Growth and Recruitment Coordinator function

**Description:** In the past, the area had a staff position that focused on business development and recruitment. This position was housed with the Greater Newport Chamber of Commerce. Historically, the City of Newport partially funded the position and contributed about $40,000 annually from transient room tax revenues. This function, however, could also be contracted.

[8] The most recently available report describing Newport's fishing industry is: "Oregon's Commercial Fishing Industry, Year 2007 and 2008 Review." Oregon Department of Fish and Wildlife and Oregon Coastal Zone Management Association, Inc.

The TAC also indicated that YBOOI will be submitting a proposal to the Oregon Innovation Council (Oregon InC) to support economic development of ocean observing and research. This proposal would include a staff position and would not exclusively focus on the Newport area.

The TAC was unanimous in their support for re-creating and staffing a similar position. This action is an overarching approach to provide resources for many of the development and coordination functions that are not currently met. This position would complement and help to coordinate the activities of other organizations (the City, the Port of Newport, the Economic Development Alliance of Lincoln County, YBOOI and others). The TAC was also clear that the position needed a very clear work program in order to achieve the desired outcomes.

The business growth and recruitment coordinator would have several roles: (1) to work with local businesses on expansion efforts; (2) to work on recruiting new businesses—particularly in the target industry sectors; (3) to conduct research and analysis in support of local business development; and (4) to coordinate activities among the economic development partners.

An essential first step for the community partners is to develop a work plan for the business recruitment coordinator for the first 1-2 years.

**Rationale:** The business growth and recruitment coordinator will address a critical development and coordination role that does not currently exist.

**Who does it:** Ideally, the TAC prepares work plan, position description and secures funding and determines the preferred host organization. An alternative would be to form an ad hoc committee that has representation of key organizations.

**Possible funding sources:** City of Newport, Local economic development partner organizations; other grant sources.

**When:** Initiate in year 1; continues through five-year period

**Benchmarks:** Development of a work plan; hiring of a business growth and recruitment coordinator; implementation of the work plan.

**Policy 1. The City shall help facilitate growth of employment in the marine and ocean observing research and education cluster**

**Action 1.1. Identify a person or organization responsible for coordinating among stakeholders**

**Description:** One person should be responsible for coordinating growth of this cluster among stakeholders. This person will be responsible for coordinating with stakeholders, assisting businesses in negotiating local and state regulations, and leading efforts to grow employment in this cluster. The TAC also indicated that YBOOI will be submitting a proposal to the Oregon Innovation Council (Oregon InC) to support economic development of ocean observing and research. This

proposal is being developed in partnership with the Economic Development Alliance of Lincoln County. This proposal would include a staff position and would not exclusively focus on the Newport area. Moreover, YBOOI is applying for nonprofit status.

This would not be a City staff position, however, the City would play a support role on this strategy. This position would coordinate activities with the Business Growth and Recruitment Coordinator. This function could be overseen by YBOOI or the Economic Development Alliance of Lincoln County with support from the business growth and recruitment coordinator. The rationale for this, in part, is that marine research and ocean observing are a significant employment cluster that is not specific to Newport.

**Rationale:** The growth of this cluster will require efforts of a range of community stakeholders. Having a coordinator will ensure that progress is being made on key initiatives.

**Who does it:** YBOOI coordinator (if funded by Oregon InC); otherwise, business growth and recruitment.

**Possible funding sources:** Oregon Innovation Council, Economic development partner organizations, other State grants, and private foundations.

**When:** Initiate work in year 1; continue through five-year period.

**Benchmarks:** Hiring of a coordinator; development of a work plan based on the business plan described in Action 1.2; implementation of the work plan.

**Action 1.2 Update the strategic and business plan to guide growth of the marine and ocean observing cluster**

**Description:** The purpose of the strategic and business plan is to plan for development in the marine and ocean observing cluster. The plan should first define the scope of the marine research and ocean observing cluster (e.g., the types of businesses and support services needed for a healthy cluster) through market research. The plan should document the types of businesses desired in the cluster, the infrastructure needed by these businesses, and the characteristics of sites needed by these businesses (e.g., location, site size, etc.). This analysis should also explore links to the fishing and seafood processing industries.

The Port of Newport was in the process of updating its strategic plan in 2012. The Port's strategic plan should include a task to coordinate with the update the strategic and business plans for growth of the marine and ocean observing cluster.

**Rationale:** The TAC identified a need to develop a detailed understanding of this cluster and develop a strategy based on data and analysis to capitalize on marine and ocean observing.

**Who does it:** YBOOI members and staff from the Economic Development Alliance of Lincoln County will coordinate the initial strategy development as well as funding proposals. The other economic development partners, including the City, will play a support role in this effort.

**Possible funding sources:** Grants, Oregon Innovation Council

**When:** Develop strategy in year 1; implementation in Years 1 through 5

**Benchmarks:** Completion of the strategic/business plan; implementation of the strategy.

**Action 1.3 Identify opportunity sites for growth of the marine and ocean observing cluster**

**Description:** The locational requirements of businesses in marine and ocean observing research and education cluster vary, depending on the type of business.

- Organizations involved in research and education may need access to the waterfront (i.e., a place to dock ships). While some organizations may prefer to have offices near the waterfront, others may find a location away from the water front acceptable.
- Businesses involved with maintenance and manufacturing may need to have a location along the water front (e.g., for ship maintenance), while others may prefer a location near Highway 20 or the airport.

Newport has a limited supply of land with direct or nearby access to the Bay Front and should identify opportunity sites in these areas for use by marine and ocean observing organizations. This task will use data from the commercial and industrial buildable lands inventory.

The inventory should be comprehensive and should identify and document sites that are available for the range of related use: office, lab space, collaborative space, warehousing, dock access, maintenance yards, and manufacturing. It should also identify any dock space that could be shared or used for non-exclusive uses.

This action will require close collaboration with Oregon State University (OSU) and the Port of Newport—both of whom own and manage key properties in South Beach. OSU is in the process of identifying needs for marine research and ocean observing on their site as part of an update of the Hatfield Marine Science Center master plan. The City should work with OSU to clarify whether private businesses could be located on the campus. The Port of Newport has also indicated that portions of their South Beach site may have development potential.

This action should also consider strategic sites on the north side of Yaquina Bay, including the Port of Newport's proposed International Shipping Terminal. Sites on the north side can provide additional docking capacity. The inventory and evaluation should include other sites outside of water-dependent and water-related uses. While the emphasis is on water uses, not all businesses that are

within the marine research and ocean observing sector will require water access. Some businesses may require industrial sites, others, office space. For such sites in South Beach, the city could consider providing incentives to encourage property owners reserve the sites for businesses related to the marine and ocean observing cluster. The incentives may be in the form of extending infrastructure to southern sites that do not have infrastructure.

The identification of key sites would build on the buildable lands inventory conducted as a part of the update of the Economic Opportunities Analysis, and the strategic plan developed for the marine research and ocean observing sector.

**Rationale:** Having adequate sites in appropriate locations is a prerequisite for siting new businesses. While the buildable land inventory in the updated Economic Opportunity Analysis identifies sites with development capacity, it did not go the next step and identify which sites are appropriate for target industries. This action would make those determinations.

**Who does it:** City of Newport

**Possible funding sources:** City of Newport

**When:** Year 2, start date contingent upon completion of Action 1.2

**Benchmarks:** Identification of opportunity sites

### Action 1.4 Stakeholder workshops

**Description:** These types of workshops should be held periodically to maintain momentum and foster relationships. Stakeholders would discuss their role in the cluster, opportunities for growing the cluster in Newport, and each stakeholder's capacity to contribute to growth of the cluster. These workshops provide stakeholders in Newport an opportunity to ask questions about other stakeholder's locational needs, assess opportunities to attract new agencies/businesses to Newport, and understand the needs of businesses that might consider moving to Newport. The Yaquina Bay Ocean Observing Initiative conducted a stakeholder strategy retreat in July of 2011. That retreat brought state and local stakeholders in the marine and ocean observing research and education cluster together to collaboratively identify strategies for growing the cluster and defined a set of actions for moving the initiative forward.

**Rationale:** As a member of YBOOI, the City of Newport is an important partner and should be consistently involved in this activity. The workshops would allow Newport city staff and city policy makers to network with economic development partners to better understand initiatives being undertaken in other communities and businesses and identify linkages and opportunities.

**Who does it:** Yaquina Bay Ocean Observing Initiative/Economic Development Alliance are lead in coordinating these meetings. It is essential that city of Newport staff and policy makers are consistently engaged in this process and are aware of how city resources can leverage this sector.

**Possible funding sources:** These meetings can be coordinated at minimal cost.

**When:** Year 2.

**Benchmarks:** Holding the workshops; attending workshops; information sharing; refinement of strategies identified during the workshops.

**Policy 2. The City shall encourage growth of tourism-related employment**

**Action 2.1. Develop tourism-related amenities and facilities.**

**Description:** Work with the private sector and non-profit organizations to encourage development of amenities and facilities that would support and increase tourism. These amenities could include a golf course, events facility, or other facilities. These projects would not be constructed or maintained by the City. The City has historically provided funding to external organizations through grants funded by transient lodging tax revenues for such amenities.

**Rationale:** Support for strategic private and non-profit investments in amenities and facilities will encourage tourism.

**Who does it:** City of Newport Administration/City Committees, Greater Newport Chamber of Commerce.

**Possible funding sources:** Transient lodging tax grants.

**When:** Years 1 through 5 based on priorities and cost.

**Benchmarks:** Completion of projects.

**Action 2.2. Work with the Port of Newport and the Greater Newport Chamber of Commerce to study opportunities to make Newport a destination for cruise ships and other recreational activities.**

**Description:** Newport could be a destination for cruise ships, if the City had the infrastructure and facilities necessary to accommodate cruise ships. This action focuses on City coordination with the Port of Newport to ensure this action is reflected in the Port's strategic plan. The action, would largely be implemented by the Port. It would start with an evaluation of whether residents and businesses in Newport support the idea of becoming a cruise ship destination. If there is sufficient public support, conduct an evaluation of the infrastructure necessary to accommodate cruise ships and a feasibility study for becoming a cruise ship destination.

This evaluation should go beyond cruise ships. For example, the Port of Newport could create kayak launching areas. The evaluation should include analysis of recreation activities that can stand alone (such as cycling or kayaking) but would also complement cruise ship patrons. As part of this action, and to support other actions, City of Newport should participate in the Port of Newport's strategic planning process. Moreover, once the plan is complete, the city should see ways to coordinate with the Port.

**Rationale:** Cruise ships can create significant short-term economic activity, particularly in the Bay Front area. Moreover, exposure to the community may

lead to additional visits. Cruise ship patrons will desire a range of activities; this step would evaluate which activities are most desired.

**Who does it:** Newport Community Development, Port of Newport, and Greater Newport Chamber of Commerce (outreach); Destination Newport Committee (a City committee); Consultant (feasibility study).

**Possible funding sources:** Port of Newport (strategic plan); Transient lodging tax revenues.

**When:** Scope project (Year 1); implement study (Years 2-3).

**Benchmarks:** Completion of outreach and feasibility assessment.

### Action 2.3. Maintain meaningful tourism marketing

**Description:** Support tourism marketing by working with tourism-related stakeholders. This function has historically occurred through a city committee and has been funded by room tax revenues. This action would be a continuation of this program, with an emphasis on strategically investing in marketing activities.

This action should include evaluation of existing and potential marketing in the areas of marine education and eco-tourism, recreational tourism (watersports, hiking, etc.).While some degree of eco-tourism promotion has occurred, opportunities exist to expand marketing. Moreover, Newport has a long legacy of activities that might be considered eco-tourism—only in recent years have these activities been identified as eco-tourism. Evaluation of eco-tourism should include an assessment of related opportunities: linkages to the Hatfield Marine Science Center, the Oregon Coast Aquarium, and other tourism activities. In short, the community has an opportunity to integrate tourism and marine research.

Historically, most of the focus has been on marketing to educational institutions to bring school children to the Oregon Coast Aquarium and other attractions. . This creates an opportunity to expand marketing activities to other educational sectors—higher education, lifelong learning, etc. This could include re-establishing the Elderhostel that used to be run through Oregon Coast Community College, or other targeted marketing activities.

**Rationale:** Tourism is a significant contributor of jobs and revenues to Newport's economy. Growth in tourism jobs and payroll has been more or less flat for the past decade. The objective is to maintain current levels of jobs and payroll—and ideally increase them.

**Who does it:** Destination Newport Committee; Greater Newport Chamber of Commerce in cooperation with private businesses; Business recruitment coordinator.

**Possible funding sources:** Existing transient room tax funds.

**When:** Ongoing.

**Benchmarks:** Tangible marketing activities that are reported annually to the Newport City Council through the Destination Newport Committee. Travel and

tourism related economic impacts as reported by Dean Runyan Associates in their reports.

**Policy 3. The City shall coordinate with the Port of Newport on shared economic development objectives**

**Action 3.1. Evaluate opportunities to expand the goods shipped via the Port**

**Description:** Conduct a market analysis of potential ways to expand the goods shipped from the Port. Potential opportunities include barges of containers along the U.S. Pacific coast or shipping value-added products from the Port, where the value-added processing is done in or nearby Newport.

The City supports a meaningful industrial footprint at the Port Terminal. Development could include terminal facilities, warehouse facilities, and other facilities that support international shipping. The City will coordinate with the Port of Newport on identification and provision of infrastructure to support anticipated levels of activity.

**Rationale:** The feasibility assessment will provide the basis for identifying the type and scope of infrastructure improvements that will be needed.

**Who does it:** Port of Newport; City of Newport and the Economic Development Alliance of Lincoln County support and coordination.

**Possible funding sources:** Port of Newport; State planning grants (DLCD or Business Oregon).

**When:** As soon as possible (some work is already in progress).

**Benchmarks:** Completion of market analysis.

**Policy 4. The City shall encourage growth of businesses involved with fishing and value-added seafood.**

**Action 4.1. Coordinate relationships with the Port of Newport, fishing businesses and other business interests within the community**

**Description:** Encouraging growth of businesses involved with fishing and value-added seafood requires that city staff and elected officials have a working knowledge of the issues facing the industries. This is developed through regular engagement and interaction with the City, Port of Newport, fishing businesses, and other interested parties (e.g., the Destination Newport Committee).

The City is in the position to encourage growth in fishing and value-added seafood in a number of ways. City land use regulations and other requirements influence the environment within which the industry operates. In addition, the city owns and maintains critical infrastructure and facilities that businesses need in order to operate in Newport. Some ways that the City can assist the industry are: creating connections with other businesses in Newport to increase business, assisting with creative solutions to issues facing the industry, working through potential conflicts with other businesses and residences, or providing assistance

with industry needs for rights-of-way and parking.

In addition, the presence of fishing and value-added seafood production in Newport is part of Newport's attraction for tourists. The City can support growth of this industry through support of tourism marketing and advertising.

This action will result in periodic meetings between staff and officials with the City of Newport, Port of Newport, industry representatives, and other interested parties. The purpose of the meetings is to ensure that all stakeholders are working together to address issues and encourage growth in the industry. The action will also result in strategic use of room tax funds for supporting tourism marketing and advertising.

**Rationale:** Working directly with the fishing industry will allow better coordination of activities and needed improvements.

**Who does it:** Business growth and recruitment coordinator will set and facilitate meetings with City of Newport, Port of Newport, industry representatives, and other interested parties.

**Possible funding sources:** Economic improvement district and support for tourism marketing and advertising through use of room tax funds

**When:** Coordination meetings and project identification (year 2).

**Benchmarks:** Holding meetings; identification of infrastructure improvements.

## WORKFORCE AVAILABILITY AND QUALITY

**Goal: Provide appropriate workforce and entrepreneurial training opportunities to meet the needs of Newport's target industries**

Newport has identified four target industries: marine and ocean observing research and education, tourism, fisheries, and international commerce. This goal insures that Newport has a workforce with the skills, training, and education to meet the needs of these target industries.

### Strategic considerations

The City and its community partners have limited resources to invest in developing a high-quality workforce. The role of workforce development is generally assumed by educational institutions, such as the Community College, universities, and public schools (K-12). Given the limited resources available, the City will play a limited role in workforce development and primarily work through its partners in ensuring that businesses in Newport have access to qualified workers.

The information below describes the issues related to workforce availability and quality.

- Newport has an aging population, as described in the previous section. In addition, the Office of Economic Analysis forecasts that Lincoln County's percent of people 65 years and older will increase from 20% in 2000 to 30% in 2030, compared to Oregon's increase from 13% to 19% of the population. The aging workforce has skills and experience that can benefit businesses in Newport. The loss of workers as older workers exit the workforce will need to be mitigated, to ensure that businesses have access to enough workers.
- Newport has a smaller share of younger workers. About one-third of Newport's population is between the ages of 20 to 49 years, compared to 40% of Oregon's population. What can Newport do to provide opportunities for young workers at businesses in Newport, both for people raised in Newport and to attract young workers?
- An important issue for businesses in Newport is availability of a skilled and educated workforce. What can the City and other economic development stakeholders do to support better preparing the workforce to meet the needs of existing and future businesses in Newport? What can be done to provide the existing workforce with skills needed to fill jobs in marine and ocean observing research and education?

### Strategies and actions

Given the strategic considerations outlined above, what actions can the City and its partners take to ensure that businesses in Newport have access to skilled workers, especially for high priority target industries? These actions should take into account the limited resources available for public investment and the role of the City and its community partners in workforce development.

**Policy 5. The City shall support workforce development**

**Action 5.1. Provide strategic contributions in staff or dollars to partners to support workforce development**

**Description:** Provide opportunities for communication between businesses in Newport who need employees and the Oregon Coast Community College. The City may also choose to provide support (in terms of staff or dollars) to workforce development organizations such as Oregon Coast Community College or the school district.

The TAC clearly identified the current lack of training opportunities in the area of marine research and ocean observing as a barrier. Oregon Coast Community College would be the logical organization to fill that void, however, the Community College needs funding to support more ocean-related workforce development.

**Rationale:** Newport has a need for qualified, trained workers, such as workers to service marine equipment or qualified mechanics for the Port.

**Who does it:** Newport City Council.

**Possible funding sources:** Existing transient room tax funds; grants.

**When:** Annually.

**Benchmarks:** Annual progress reports from Oregon Coast Community College staff , establishing how funding has contributed to workforce development.

## SUPPLY OF COMMERCIAL AND INDUSTRIAL LAND

**Goal: Provide an adequate number of sites of suitable sizes, types, and locations to accommodate a variety of economic opportunities over the planning period**

Newport wants to provide enough land to accommodate employment growth over the 20-year planning period. Newport will need employment sites with a range of characteristics, such as different sizes, locations, access to transportation, access to the waterfront, and zoning designations. Newport wants to ensure that the City has an adequate number of sites to allow market choice for businesses in its four targeted industries, as well as for other economic opportunities.

### Strategic considerations

Newport has more than 928 acres of land for commercial and industrial uses with development capacity, of which about 408 acres are unconstrained and suitable for employment uses. In addition, Newport has a substantial amount of underutilized[9] with redevelopment potential.

- Newport's commercial and industrial land base has substantial constraints, such as steep slopes, that will prohibit development. These constraints are an issue and will require careful siting of businesses. While these constraints will create additional challenges for development in many instances, they do not necessarily preclude development.
- Newport has no commercial sites over 20 acres, two sites between 10 and 20 acres (with a total of 24 acres) and two sites between 5 and 10 acres (with a total of 16 acres). Both sites over 10 acres are located in the Wolf Tree destination resort area and are not currently serviced. No sites over five acres are available north of Yaquina Bay. Newport's industrial zone allows commercial uses outright—which could address part of the deficit. Some of this deficiency could potentially be addressed through redevelopment.
- Newport has a limited amount of unconstrained vacant or partially commercial land with development capacity (about 62 acres). Newport has a substantial amount of underutilized commercial properties, with about 90 acres that have an improvement to land ratio less than 1.00. Much of the underutilized commercial properties are along Highway 101 or just off of the Highway. These commercial properties have redevelopment potential, although it is not clear which of these sites will redevelop over the next 20-years.

9 Broadly, underutilized land can be consider land that is not meeting its full economic potential. In short, it is land that is not in its highest and best use. In the context of the state land use system, the terminology is a little confusing. OAR 660-009-0005(1) defines redevelopment as follows: "Developed Land" means non-vacant land that is likely to be redeveloped during the planning period. For the purpose of clarity, we use the term developed to mean land committed to existing productive employment uses and redevelopable as lands that have potential for redevelopment during the planning period.

- Encouraging redevelopment of the commercial properties may require investments from the City. The City does not have sufficient funding to invest in redevelopment of all the underutilized commercial properties at once. The City should select a few areas with higher redevelopment potential to focus redevelopment efforts on. This could include strategies to aggregate parcels, or strategies to reduce infrastructure costs.
- Land with development capacity in South Beach is limited. The City will need to work with businesses in the marine and ocean observing research and education cluster to identify other locations for new or expanded businesses, especially those that do not require close proximity to the waterfront (i.e., research offices or fabrication of marine research equipment and instruments). In some instances, the City may want to negotiate development agreements with property to better ensure that development is consistent with the City's economic development vision.
- There is land with development capacity near the International Terminal, along and near the Bay Front. The City should work with its partners and the land owner to determine what uses are appropriate for this area, which will be important for development of marine-related industries given the limited amount of developable land along the waterfront.
- Newport has a reasonably large supply of land around the Airport. This land presents opportunities for development, especially for employment uses related to or dependent on aviation. While the land is not currently serviced, the City has identified strategies to service the land, given a business or developer who wanted to partner with the City on developing around the Airport.

**Strategies and actions**

Given the strategic considerations outlined above, what actions can the City and its partners take to make the best use of Newport's commercial and industrial land base? What should the City do to encourage redevelopment of commercial land, given the limited amount of vacant and partially vacant commercial? How can the City best use its existing land base to support the targeted industries, especially given the very limited land supply in South Beach? These actions should take into account the limited resources available for public investment in infrastructure and efforts to support economic development. In short, the city needs a clearly articulated strategy for the management of waterfront properties.

**Policy 6. The City shall encourage better use of underutilized and/or blighted commercial sites.**

**Action 6.1. Evaluate creation of an urban renewal district north of Yaquina Bay**

**Description:** The URD should address the issues of underutilized commercial and industrial properties and infrastructure deficiencies. The housing needs analysis made a similar recommendation focused on reducing housing cost by addressing infrastructure deficiencies in certain areas as identified by the city. The specific purpose should be developed through a broader set of discussions.

The URD would potentially allow the city to use the additional tools offered by the URD including flexibility to resell land, land acquisition, land assembly, loans, upgrading or razing dilapidated commercial structures, facilitating the purchase or sale of land, and other tools. The URD could also address highway corridors, sign clutter, business facades, overhead lines, etc.

The City will also need to determine the extent of the URD boundary. The TAC suggested starting with properties that are adjacent to the Highway 101 and Highway 20 corridors.

**Rationale:** A URD would provide the city with additional tools for land acquisition and potentially funding for economic development and infrastructure projects through the bonding authority created by the district.

**Who does it:** City of Newport.

**Possible funding sources:** Urban Renewal District.

**When:** Evaluation of the URD should occur in Year 1; steps to establish the district, should it have council support should occur in Year 2. Implementation would occur in subsequent years.

**Benchmarks:** Evaluation of URD; establishment of URD; completion of projects.

**Policy 7. The City shall ensure an adequate supply of commercial and industrial sites**

**Action 7.1 Develop strategies to prioritize target industry uses on opportunity sites**

**Description:** Once opportunity sites are identified for employment and business growth of the target industries, develop land use strategies to reserve these sites for use by organizations in this cluster.

The initial emphasis in site identification should be on sites that are suitable for water-related and water-dependent uses, international shipping, fishing and seafood processing, and tourism. The implementation of this strategy would be on a voluntary basis—the City is not proposing additional land use regulations to implement this strategy. Rather, the City, working with other economic development partners, will engage with individual property owners to negotiate development agreements.

According to the Municipal Research and Services Center of Washington a development agreement:

> "is a contract between a local jurisdiction and a person who has ownership or control of property within the jurisdiction. The purpose of the agreement is to specify the standards and conditions that will govern development of the property. The development agreement provides assurance to the developer that he/she may proceed to develop the project subject to the rules and regulations in effect at the time of approval - the development will not be subject to subsequent changes in regulations. Development agreements should also benefit the local

> jurisdiction. The city or county may include conditions (mitigation measures) that must be met to assure that a project at a specific location does not have unacceptable impacts on neighboring properties or community infrastructure. The agreement may clarify how the project will be phased, the required timing of public improvements, the developer's contribution toward funding system-wide community improvements, and other conditions. The agreement can also facilitate enforcement of requirements, since it is a contract that details the obligations of the developer and local jurisdiction."[10]

ORS 94.504 provides the legal basis for development agreements in Oregon. The statute allows a city to enter into a development agreement "with any person having a legal or equitable interest in real property for the development of that property." The statute requires development agreements include specific information (ORS 94.504(2) through (7). The statute also requires that the agreement is consistent with local regulations and that the local government approve the agreement after notice and hearing.

To initiate this task, the City should identify the desired outcomes of the agreements and develop a list of potential elements of the development agreements. The agreements should place limitations on the use of properties to those that are consistent with the target industries. The agreement may also spell out any improvements that the city is willing to make to support development of the cluster, and under what conditions those improvements will be made. Once the general framework is established, the city should contact select property owners in areas targeted for marine research and ocean observing. The agreements should initially be targeted to properties in the South Beach area and should consider parcel size as a factor.

**Rationale:** Current policies allow development of sites consistent with outright allowed or conditional uses as defined in the Newport Development Code. For example, some commercial uses are allowed in the I-1 zone. Rather than use regulatory approaches, this strategy will look to voluntary and incentive based strategies. Negotiating development agreements is a way to voluntarily engage property owners without land use regulation. Having resources to assist in business recruitment (the business growth and recruitment coordinator) provides incentive for property owners to work with the City on development agreements.

**Who does it:** The City Community Development Department works with economic development partners to identify key provisions of the development agreements, then contacts property owners and negotiates development agreements. The economic development partners will provide support as appropriate.

**Possible funding sources:** City of Newport; Urban renewal funds.

**When:** Develop key provisions in year two; negotiate agreements in years 3-5.

[10] http://www.mrsc.org/subjects/planning/lu/developagreements.aspx

**Benchmarks:** Identification and adoption of development agreements.

**Action 7.2: Develop an annexation strategy for commercial and industrial properties in South Beach**

**Description:** This action would result in an annexation strategy for commercial and industrial property in South Beach. The project would work with property owners in the unincorporated areas of the UGB to determine issues such as infrastructure provision outside of the city limits. The project ultimately will result in an Urban Growth Management Agreement (UGMA) between the City of Newport and Lincoln County that includes the South Beach area. The Newport City Council has a goal of accomplishing this in the next five years.

**Rationale:** Having a defined annexation strategy will ensure efficient provision of municipal services, as well as adequate sites for businesses. This strategy may also address the issue of limited number of larger commercial sites.

**Who does it:** City of Newport Community Development, Lincoln County Planning.

**Possible funding sources:** City funds; state planning grants.

**When:** Initiate work in year 1 or 2.

**Benchmarks:** Adoption of UGMA.

## INFRASTRUCTURE AND PUBLIC FACILITIES

**Goal: Make investments in infrastructure and public facilities to support the target industries**

Newport wants to improve economic conditions and promote growth of businesses in the target industries. High quality infrastructure and public facilities are important to support economic growth. The City has limited funds to support maintenance of existing infrastructure and public facilities. The City wants to leverage the limited funds available for infrastructure and public facility maintenance and improvements through working with local partners and the State to make strategic investments.

### Strategic considerations

Newport provides a range of public infrastructure: municipal water system, wastewater system and treatment, local street system, stormwater system, street lighting, multi-use paths, and parks. Newport also has a range of public facilities: recreation center, performing arts center, library, Abby Street pier, a boardwalk, and public parking lots. The City has limited funds available to maintain existing infrastructure and public facilities. Recent upgrades to the City's water and wastewater systems have been made, in part, by leveraging local funds with funds from external sources.

The information below describes the issues related to Newport's infrastructure and public facilities.

- Newport's municipal water system and wastewater treatment plan have recently been (or are in the process of being) upgraded. The City has sufficient water treatment capacity and wastewater treatment facility capacity to accommodate expected growth, including growth of industries with high water or wastewater demands. The City will need to work with existing and new businesses to meet changing demands for water and wastewater usage, such as changes to regulation of wastewater effluent temperatures or new needs of marine-based industries for wastewater treatment.
- The City has limited funds to maintain existing infrastructure and facilities and very little financial capacity to make strategic investments. Existing funds are generally used for basic maintenance.
    - The distribution system (e.g., pipes or pumps) for the water and wastewater systems are deteriorating. While the City has plans to upgrade parts of the distribution system, the needs for replacement are greater than the City's resources for maintenance. The City is heavily reliant on outside sources of revenue to maintain the systems, such as grants and loans.
    - The City has a considerable number of public facilities, some of which are important to growth of the target industries (e.g., the Abby Street pier). The City has no dedicated funds to maintain these facilities. Where appropriate, the City has used funds from the transient lodging tax revenues or business license revenues to maintain public facilities.

- The lack of funds leaves the City in a reactive position for addressing infrastructure problems. Some funds are available in the South Beach area for infrastructure maintenance and improvements through the urban renewal district. As a result, the City may be able to pro-actively support growth in South Beach and make strategic infrastructure investments.
- Much of the City's vacant land supply is on the south side of the City, south of South Beach and north of and around the Airport. In addition, Newport has some vacant buildable land at the northern side of the City. The City is extending service to some of these areas but some areas will be unserviced.
    - The City is extending services on the south side of Newport to 50th Street. While the City could extend services to about 62nd Street, the vacant land south of 50th Street will remain unserviced until there is developer interest in building in this area and funding to support extending services.
    - The City is extending services north of 71st Street but not beyond about 78th Street. This will leave some vacant land unserviced. The slopes and land instability may make servicing some of the vacant lands in this area challenging.
- The City has a considerable supply of properties that are underutilized or redevelopable, especially along Highway 101. These sites have existing services and could support more economic activity than they currently support.
- The Yaquina Bay Bridge provides advantages to Newport, both as a connector between north and south Newport and as a historic resource. The Bridge, however, is a constraint to shipping because of low clearance and is a constraint on automotive and freight capacity on Highway 101. In addition, the Bridge is an impediment to pedestrian and bicycle traffic between South Beach and the northern part of Newport. As of now, ODOT has no plans to upgrade or replace the bridge and has not identified a future funding source to do so.

**Strategies and actions**

Given the strategic considerations outlined above, what actions can the City and its partners take to leverage existing funds for maintenance and upgrades to Newport's infrastructure and public facilities? These actions should take into account the limited resources available for public investment, both at the local and State level.

**Policy 8. The City shall ensure adequate infrastructure is available.**

**Action 8.1 Identify and make infrastructure investments on the opportunity sites**

**Description:** Once opportunity sites are identified for employment and business growth of the marine and ocean observing cluster, identify the municipal and other infrastructure deficiencies on each site (if any). Work with partners and involved stakeholders to secure funds for making necessary infrastructure upgrades. This action should engage other service providers such as the natural

gas, communications and other service providers. The Port of Newport should also be involved.

**Rationale:** Sites must have sufficient infrastructure capacity to be viable opportunity sites.

**Who does it:** The business recruitment coordinator would organize the meetings and document the results. Other economic development partners would participate and provide information. City staff would work with elected officials to prioritize the investments.

**Possible funding sources:** City; state and federal grants.

**When:** Identify infrastructure needs (After completion of the initial phases of Task 7.1; years 3-5).

**Benchmarks:** Identification of needs; inclusion of projects in the city's capital improvement plan; completion of projects.

### Action 8.2. Coordinate provision of infrastructure to the International Terminal

**Description:** Trucks bringing goods to the International Terminal typically use Moore Drive to access the port from Highway 20. Depending on the results of the Port's economic and feasibility assessments, these transportation connections to the Port may need to be upgraded for additional capacity.

**Rationale:** Infrastructure capacity must be available for international shipping to be viable.

**Who does it:** Port of Newport lead; City of Newport support.

**Possible funding sources:** City of Newport; Port of Newport; state and federal transportation funding programs; Oregon Infrastructure Finance Authority

**When:** As soon as the Port identifies needs the City should work to conduct preliminary project evaluations and get them into the capital improvement program. This action links to Action 3.1 and is contingent upon substantial progress towards that Action.

**Benchmarks:** Completion of feasibility assessment (Port); identification of projects; projects included in the CIP.

### Action 8.3. Develop and maintain infrastructure used by visitors

**Description:** Where legally allowed or permissible, use lodging and local gas tax revenues to support or maintain infrastructure used by visitors, such as local roads and sidewalks in areas frequented by visitors. Use lodging and local gas tax revenues for street-scaping and improving the appearance of Highway 101.

This action would include development of specific policy language related to use of transient room tax revenues for development of infrastructure, including as match to other state and federal grants.

**Rationale:** Strategic investments in visitor infrastructure will encourage tourism.

**Who does it:** City Public Works Department; input from the Greater Newport Chamber of Commerce.

**Possible funding sources:** Transient lodging and local gas tax revenues.

**When:** Years 1 through 5.

**Benchmarks:** Completion of projects.

### Action 8.4. Develop infrastructure needed to support fishing and seafood processing

**Description:** Changes in permitting and fishing quotas have impacted the industry in significant ways. This action would identify specific things Newport or its partners could do to maintain the commercial finishing industry. This could include issues such as ensuring that permits stay in Newport if operators retire or move, providing support for additional infrastructure such as ice making, and other actions.

Coordinate with fishery businesses to understand their future business plans and infrastructure needs. Work with stakeholders to develop or maintain infrastructure needed to maintain businesses in fishing, ensuring that fishing rights stay in Newport. This action should include a regular forum for the City, the Port and other organizations to meet with representatives of the fishing industry.

This action will include an assessment of the condition of in-water structures – docks and other facilities. These facilities are owned by the City, the Port of Newport and private entities. Ideally, this assessment would be coordinated and completed by all relevant entities at the same time.

**Rationale:** Working directly with the fishing industry will allow better coordination of activities and needed improvements. Commercial fishing and seafood processing are one of Newport's core industries. It is important that Newport maintain this industry.

**Who does it:** Local operators, OSU Sea Grant, and the OSU Extension Agent; City of Newport and Port of Newport are in supporting roles.

**Possible funding sources:** Economic Development Improvement District; City, state or federal transportation funds, Connect Oregon; Oregon Infrastructure Finance Authority.

**When:** As appropriate.

**Benchmarks:** Holding meetings; identification of infrastructure improvements; completion of projects.

### Action 8.5: Work with ODOT to upgrade or replace the Yaquina Bay Bridge

**Description:** The Yaquina Bay Bridge is the primary connection between the northern and southern portions of Newport. It is also a historic resource that is part of the cultural and economic fabric of the community and state, and is a tourist attraction. The bridge is near the end of its engineered life and has both capacity and safety issues. Ultimately, the Oregon Department of Transportation

will determine if and when to upgrade or replace the bridge. Because of the nature of this critical transportation lifeline and cultural and economic resource, the City will continue to work with ODOT and other partners to encourage ODOT to initiate planning studies on the span that will ultimately result in inclusion in the Statewide Transportation Improvement Program.

**Rationale:** Having a safe and efficient transportation connection between the two areas of Newport is critical to future economic development, as is the cultural and economic impact that such a significant historic structure as the Yaquina Bay Bridge has on the community and state.

**Who does it:** City, Port of Newport, Greater Newport Chamber of Commerce, Economic Development Alliance of Lincoln County.

**Possible funding sources:** This primarily requires staff effort.

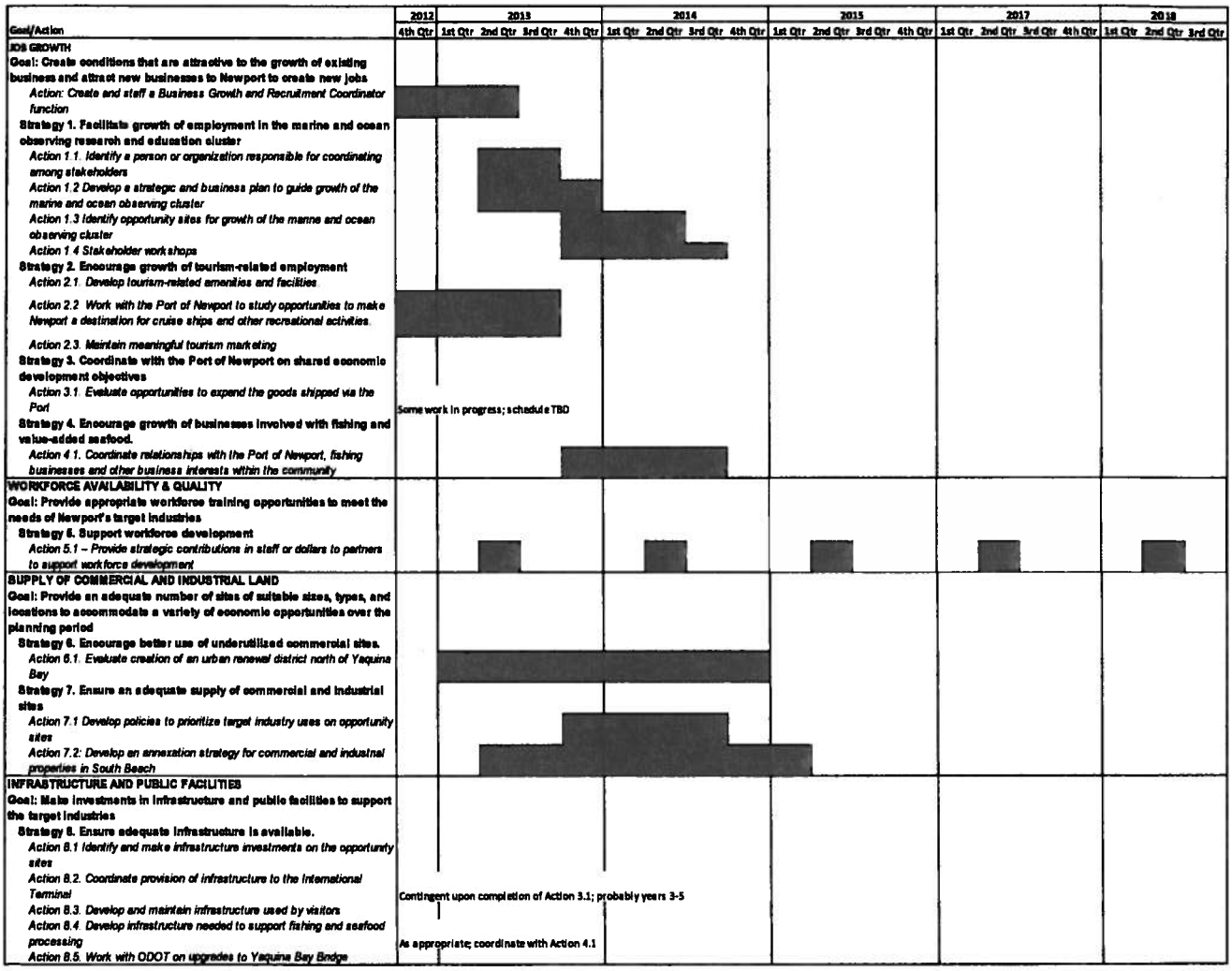
**When:** Ongoing.

**Benchmarks:** Obtaining a firm commitment from the State of Oregon to initiate planning efforts to replace the span.

# Implementation

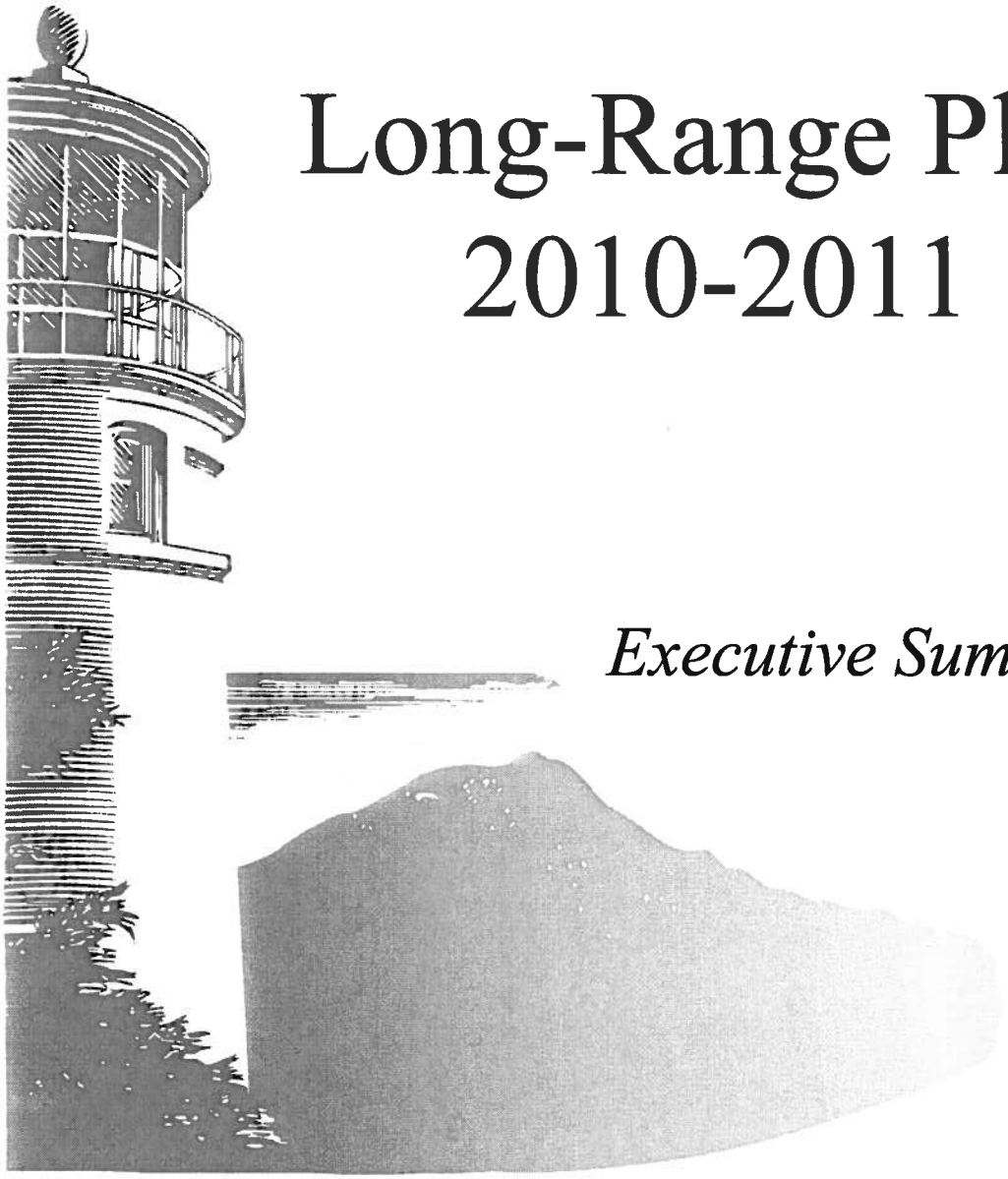
Figure 1 shows the proposed implementation schedule for the Newport Economic Development Strategy.

## Figure 1. Proposed implementation schedule



# *Lincoln County*

## *Economic Development Strategies:*



# Long-Range Plan 2010-2011

## *Executive Summary*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## ***Preface***

It has been 15 years since the Lincoln County Board of Commissioners asked the Economic Development Alliance of Lincoln County to develop *Lincoln County Economic Development Strategies: Long-Range Plan 1995-2015.* Since then it has been revised and re-issued bi-annually.

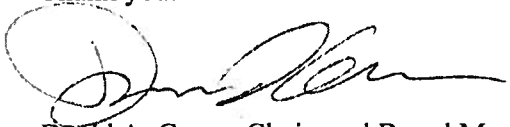
We continue to believe the goal of economic development should be an improved quality of life for Lincoln County's residents. Increasing the average income of our residents is of key importance, but quality education, accessible health care, affordable housing, and protection of our natural environment are also key components. We need to strengthen and build upon our tourism and natural resource employment bases toward a more diversified economy that offers higher-income year-round jobs in Lincoln County.

**Economic development in Lincoln County is activity that supports, enhances, or diversifies our county's economy.** The approach of the Economic Development Alliance has evolved to change with the changing world in which we live; a world where global prices, commodities, transport and telecommunications have reshaped our lives. This year's Long Range Plan tries to fit the local competitive advantages of Lincoln County Oregon into this global setting. Business Recruitment, Retention and Expansion are found in the Plan. A retention and expansion strategy uses the model of growing existing businesses through nurturing and support (sometimes called "economic gardening"), while recruitment brings new business opportunities to the community. A Team Approach using many entities, both private and public, is essential. A lead agency may be identified but they will always need assistance to go forward. Our approach places value on green and sustainable practices as that provides a solid base for jobs and the natural environment. One way this is represented in our Long Range Plan is an emphasis on Value-Added Products and Services, whether it be in forest products, agriculture, seafood, or niche tourism.

We intend to fully participate in the Knowledge and Innovation Economy, as reflected in our newest goals (9 and 10), Marine Research and Technology/Telecommunications.

A long-range plan for economic development in Lincoln County is not static. Planning is an ongoing process of revision and improvement as we make progress, move on, or respond to outside change. The challenge is to respond in ways that improve the standard of living and the quality of life in Lincoln County. We welcome your comments.

Thank you.



David A. Green, Chair, and Board Members:

| | | | |
|---|---|---|---|
| Curt Abbott | Marty Cahill | Gary Gamer | Commissioner Terry Thompson |
| Cliff Collard | Amy Libby | Tom Rinearson | |
| Zack Dahl | Dr. Pat O'Connor | Dr. George Boehlert | |
| Bryan Fitzsimmons | Dr. Ed Parker | Councilor Sue Woodruff | |

Caroline Bauman, Executive Director

# ***Goals and Strategies: Economic Development Focus Areas***

1. **Education** ..... 4
2. **Health Care** ..... 5
3. **Housing, Child Care and Family Support** ..... 5
4. **Transportation** ..... 6
5. **Arts and Culture** ..... 6
6. **Small Business and Manufacturing** ..... 7
7. **Natural Resources** ..... 8
8. **Tourism** ..... 9
9. **Marine Research** ..... 10
10. **Technology and Telecommunications** ..... 11

## ***Vision and Process***

In these pages we elaborate on the focus areas listed above. The first five – in no order – pertain to quality of life and encompass values and needs for people who live and work locally. The other five (in no order) are identified priority sectors to develop in size and importance. A wide variety of groups actively work on all ten. Economic Diversification and Quality of Life (which were listed in previous versions of the report) arend fundamental parts of our organization's approach and are no longer on the list. We recognize that there is significant overlap; for example, Technology cannot be separated from Marine Research which in turn includes elements of Education. They are separated to provide an action framework for areas we will promote.

Not mentioned in the Goal areas, but still of great importance to our economic development, are clean abundant water, wastewater treatment, recycling, energy efficiency, public safety, and fire protection. Some of these fall more strongly into the purview of our elected leadership, and some are the responsibility of all of us. The business finance climate, public policy, taxes, and appropriate zoning are vital to developing the economy, but sometimes respond to larger forces. We work on them where feasible.

The focus areas have evolved over past 15 years and progress maderevising led to . This version contains some revisions for clarity and brevity. Rather than an Action Plan for each goal, we are now identifying a Lead Agency and Partners. We do not wish to impose but to suggest actions to be taken. The Economic Development Alliance (EDA) plays the role of assisting with every area contained herein but is not solely responsible. EDA will take on a leadership role in Manufacturing, Marine Research, and Technology and we look forward to working with all of you in our many partnerships.

Thanks for your input in idea generation, writing, and editing.

**GOAL 1. EDUCATION:**
**Support & expand local educational services for the community by building our educational infrastructure.**

Strong advocacy for the county's education providers: Lincoln County School District, Oregon Coast Community College, and Oregon State University is needed. The Oregon Coast Aquarium is a center for coastal learning. Our local education partners are an important factor in attracting and retaining businesses on the central coast.

1.1 **Promote the value of life-long learning in the quality of life in Lincoln County.** Assist education providers in anticipating and meeting the community's educational and technical needs. Quality education plays an essential role in economic development and the recruitment of entrepreneurs and professionals to Lincoln County and the region's economic well being. Reading and literacy are of the highest importance.

1.2 **Oregon Coast Community College: Support the programs that will be located in new campus sites.** It is crucial to make full use of the new campuses. Nursing, aquarium science, general education courses and high school completion programs at Oregon Coast Community College need community and state support for student scholarships, program underwriting, and student recruitment as the college endeavors to meet local employers' needs for trained workers, and residents' desire for enrichment. Community members can be "ambassadors" between OCCC and the various high schools.

1.3 **OSU Hatfield Marine Science Center** (from www.hmsc.oregonstate.edu/info/strategicplan/):
**Goal: Create and expand opportunities for outstanding and compelling educational programs and a superior learning environment in marine and coastal science and resource management.**

- Develop opportunities for undergraduate courses at HMSC that enrich existing programs.
- Increase opportunities for graduate studies at HMSC.
- Develop leading national and international programs in informal education and extension-based outreach in coastal and marine science.
- Create programs of continuing professional education for scientists, managers, practitioners, and educators.

1.4 **K-12 Education: meeting and exceeding state and national standards.** We need to utilize best practices for educating the workforce of tomorrow by providing information technology, basic skills that are needed for employment, career-related experience, and entrepreneurship advising. We should foster interchange between teachers and community issues and needs. Innovation in the schools such as the IB and credit by proficiency should be expanded upon, along with strong community college connections.

1.5 **Pre-Kindergarten.** We recognize that programs such as Head Start and quality preschools contribute to early literacy and contribute to students' success from kindergarten through adult life.

**1.6 Advocacy and Lead Agencies**: Funding for education requires advocacy with policy makers, stressing that "education is good for business." More bridges are needed between business needs and education, for example: using business school curriculum and building communication skills. We must find ways to locally invest in education, and look at creating a "think tank" for additional, stable funding. We need to highlight the importance of our local education providers in attracting and retaining business. Education is connected to the region's economic and social well-being. The Board and Supervisor of the Lincoln County School District, and Board and President of the OR Coast Community College are the Lead Agencies identified for this set of strategies, with assistance from parent groups, government, and business groups.

## GOAL 2. HEALTH CARE:

**Lincoln County's health care system is one key to the county's economic growth.**

Our overall goal is to improve the health of our people, which in turn supports community livability. All aspects of business recruitment, and resident/employee attraction are impacted by access to an affordable, high- quality health system. Areas of focus in 2010: workforce, facilities, access to care, wellness, and public health.

2.1 **Retention of Workforce:** A strong core of high quality local healthcare facilities and professionals create family-wage jobs and keep healthcare dollars in the county. The nursing degree program is one method to locally support this workforce and more need to be found, such as legislative assistance to rural communities and tax incentives.

2.2 **Facilities:** Both county hospitals are embarking on long term upgrades leading to replacement. Public information and understanding are vital to public support. Rural clinics are expanding through Samaritan Health Services (SHS). Two federally-qualified Health Centers and a Veterans Clinic have been added to the county.

2.3 **Access**: Encourage collaboration among providers to assure healthcare availability and coordination to all citizens. Tools such as videoconferencing and EMR/PHR (Electronic Medical Records/Personal Health Record) can benefit both providers and patients. School-based clinics and mental health services always need support, as they are tax-supported. The Health and Human Services (HHS) Dept. sets goals each year to address health problems in the community (e.g., teen pregnancy, substance abuse, indigent care). Employees of small businesses and self-insured individuals need affordable health insurance. National health care reform is expected to require assistance and response for quite some time.

2.4 **Wellness and Preventive Care**: More effort here saves time, money, and most importantly, improves general health. Samaritan Health Services has a Health Education facility in its plans, and schools can also make a difference. Facilities such as pools, rec. centers, and trails are important to provide throughout the county. Lincoln County Community Health Improvement Partnership (CHIP) prioritizes new local health initiatives based on a countywide health needs assessment.

2.5 **Public Health**: Immunization, chronic care programs, substance abuse, teen pregnancy, obesity, and anti-smoking efforts are just a few of the issues that we must address in the public health arena. The CHIP and HHS assessments should be the guides to action. The Lead Agencies are the Health Districts, and the Boards and Executive staff of the two hospitals for Samaritan Health Services. Lincoln County is another major provider.

## GOAL 3. HOUSING, CHILD CARE, FAMILY SUPPORT:

We need a wide range of housing options, recognizing that an economy without affordable housing for workers will stagnate. The need for affordable housing is still acute. Workers need a home to hold a job. Residents without incomes have difficulty keeping their housing; the two needs are inextricably linked. Child care and family support have similarly emerged as essential needs in this economic climate.

3.1 **Support the development of affordable housing**: The ten-year plan to end homelessness is actively in place. Many other options are now described in the Workforce Housing Tool Kit. These include the Lincoln Community Land Trust (and similar groups), incentives for developers, and homeowner subsidies through government programs. The Community Development Corp. and Housing Authority can help renters, and ordinances can be adapted to accommodate flexible uses like residence over commercial units.

3.2 **Support Child Care availability**: A coordinating non-profit has now been formed in the county with a mission and goals to provide child care services. This group is working with OSU Extension Service, and is reaching out to employers and developing funding to fill this urgent need.

3.3 **Family Support**: We recognize that we must attract and retain parents in the 25-45 age group in our coastal economy. Families can be supported by: summer and after-school programs, healthy lifestyle and low-cost recreation options, literacy and English proficiency programs, and by listening to their other needs and responding to them.

## GOAL 4. TRANSPORTATION:

**Improve Lincoln County's transportation systems.**

4.1 **Roads: Work cooperatively to improve transportation links both within Lincoln County and connecting Lincoln County to the Willamette Valley.** Improving Highway 101 and inland routes, and avoiding congestion, are very important to the county's future economic development. Improvements are needed to support tourism, business and residential growth while protecting scenic values. We must continue to pursue options for improved, reliable, and safe transportation for Lincoln County's residents and visitors. This includes bridges, culverts, lighting, medians wherever needed.

4.2 **Air**: Commercial air service is expanding (3 flights per day as of this report). Marketing this travel option is essential for long term viability. The City of Newport's municipal airport is a regional server. The rest of the county should join the city and airline to promote it for success after the close of subsidy.

4.3 **Other Modes**: **Explore alternative modes of transportation for Lincoln County's visitors and residents.** "Non-auto" options need to be pursued wherever appropriate, including alternative fuel, public transit, car-pooling, bicycle, and pedestrian. Innovative development and public education campaigns about these alternatives will help to ensure success.

4.4 **Water**: **Support Lincoln County's ports and harbor districts.** The ports of our county are crucial resources for economic development. They facilitate the fishing industry, shipping, and recreation, among other activities. Water connections into Yaquina Bay and Toledo should be an ongoing action item.

## GOAL 5. ARTS AND CULTURE*:

**Develop the arts as an economic resource.**

Lincoln County has a thriving arts and cultural scene that is remarkable for a rural county. Our goal is to establish this place as a major arts and cultural destination for tourists, creative professionals and retirees. The arts enhance the quality of life and we want to support local artists. By working with artists and arts organizations we reach the county's potential as an arts destination.

Strategy 1.1 **Support visual artists, writers, musicians, and performing artists.** In cooperation with the Oregon Coast Council for the Arts, we can bring training and marketing resources to continually upgrade the professionalism and income in this sector. Relationships between the arts and the business community are mutually beneficial and should be strengthened.

Strategy 1.2 **Improve access to cultural opportunities, increase participation, and encourage art in public spaces.** Accessible art enhances community livability, and helps educate the public about art. Underwriting, flexible pricing, transportation options, and a variety of venues help provide access. The level of cultural

awareness for young people is raised through after-school, summer, free, or outdoor programs.

Strategy 1.3 **Support cultural facilities, projects and tourism**: Collaborations and partnerships for cultural tourism are essential and include pursuing grants, fundraising, events and volunteering. Our support for cultural facilities encourages and promotes historic preservation, libraries, cultural centers, galleries, and even culinary kitchens. All of these enhance our county's quality of life.

Strategy 1.4 **Understand, Use, and Increase the Creative Vitality Index for Lincoln County**: This index measures the economic health of the arts-related component of the economy. It uses employment, census and participation measures to give a picture of an area.

**Partners: Oregon Coast Council for the Arts, Lincoln County Cultural Coalition, Lincoln County Historical Society, other museums, arts and cultural organizations.**

***We use the word "arts" to also include culture for brevity.**

## GOAL 6. BUSINESS RETENTION AND EXPANSION/MANUFACTURING

**Small businesses, manufacturers, and industrial sites.** As Lincoln County does not have large parcels of available, appropriately-zoned land to recruit large employers, most of our economic growth will come from the formation, expansion, and retention of existing small businesses and from selective recruitment or start-up of small businesses. We need to enhance support services to help local businesses with their needs. We should pursue the growth and establishment of industrial sites in Lincoln County to serve the needs of "traded sector" jobs, a key component of a healthy economy. While we do not foresee hundreds of acres being made available for industrial use, appropriate siting and establishment of industrial land is important to our ability to diversify the economy.

Strategy 10.1 **Expand the county's capacity to support small business establishment, retention and expansion.** Oregon Coast Community College's Small Business Development Center (SBDC) provides the key support for small business start-ups, retention, and expansion. The SBDC and Economic Development Alliance both have online information sources for small businesses.

Strategy 10.2 **Enhance entrepreneurship in Lincoln County.** Lincoln County should build on the CORE (Connecting Oregon for Rural Entrepreneurship) grant program to further assist area entrepreneurs and future entrepreneurs. The cultivation of entrepreneurs from elementary school age onward gives young people the knowledge to start their own businesses as they mature. Business started locally create jobs, bring dollars into the local economy, and are invested in the community.

Strategy 10.3 **Support buying local and sales of locally made products, an e-commerce strategy, and incubators for growing businesses.**

Strategy 10.4 **Continue to educate qualified business about Lincoln County's Enterprise Zone to ensure the zone is being utilized in the support of job creation in the manufacturing sector.** The Lincoln County Enterprise Zone offers property tax breaks for new building construction, significant remodeling of industrial buildings, and significant investment equipment, if such investments result in new job creation.

Strategy 10.5 **Work with the State of Oregon to develop "certified" industrial sites in Lincoln County.**

Such sites are guaranteed to be able to be developed in six months for qualified projects. This is highly attractive to businesses looking to expand or relocate in response to market conditions, in a timely fashion. Further, such sites are promoted and marketed over those that are not certified by the State of Oregon.

Strategy 10.6 **Support the infrastructure required to support manufacturing activities.** From enhanced rail services to barging, manufacturing companies require a variety of avenues for shipping out product, and bringing in materials. Methodologies for investment, such as angel networks need to be reviewed, and those that are viable need to be pursued.

## GOAL 7. NATURAL RESOURCES:

**Expand and add value to our natural resource base.**

The natural resource base of the coastal economy, including both land and marine, should be protected and expanded by additional processing and product development. Commercial fisheries have a traditional base in Yaquina Bay, and natural resource jobs are a critical part of the Lincoln County economy.

7.1 **Fishing, sport and commercial, represents an important part of the economy of Lincoln County.** The ports of the county also provide boat recreation, marine-related industries, and home porting of research vessels. Specialty markets are increasing for seafood, including direct-to-restaurant. Our fishing industry is roughly the same part of the local economy as the tourism industry. This very valuable component of the county's economy needs to be protected and assisted in evaluating what is needed to help the fishing industry when faced with restrictions and cutbacks.

7.2 **Collaborative research and sharing of information** between local scientists and the fishing industry, as well as between scientists and commercial seafood industry, has the potential to enhance both.

7.3 **Individual Fishing Quotas (IFQ)**: This newly emerging fisheries management strategy will involve allocating catch, which is then open to buy/sell/and trade. There needs to be an organized, cooperative effort if we want to keep the landings in the central coast ports. The partners will include: ports, fishermen, processors, small/locally-based vessels, and support industries.

7.4 **Ocean Zoning, or Spatial Planning**: We must ensure wide collaboration on this front which is proceeding forward at the state and national level. There are many users now competing for space and associated permitting (see Marine Research Goal 10).

7.5 **Agriculture and forest products: find ways to protect, diversify and add value to natural resource products harvested within Lincoln County, and to market those products.** Adding value through manufacturing, packaging or marketing techniques will help create or retain jobs in Lincoln County. We need to find creative opportunities to add value to natural resource products in farming and timber. Community Forestry that connects selective harvesting with fine wood niche manufacturers is a promising development.

7.6 **Support Farmer's Markets and "Buy Local" campaigns to keep local dollars circulating.** These markets feature items such as produce, cheese and local woolen products. The next steps in "local food" are Community Gardens, Community-Supported Agriculture, and Farm-to-Table (or fisherman to restaurant) specialty crops of gourmet quality. The tourist of Lincoln County is becoming more discriminating and there is a demand for more fresh product and more variety in flavors.

7.7 **Other Natural Resource Issues, to be investigated further**: Engagement of federal agencies in forest products, involvement of the Siletz Tribe in partnerships with natural resource products, conservation tools as appropriate, zoning tools, and regional water supplies are all to be investigated further.

## GOAL 8: TOURISM:

**Expand and add value to our tourism industry.**

1. **Regional Strategies, Vision, and Cooperation**

Work to develop a regional approach to tourism on a countywide basis by partnerships between various visitor industries and organizations. Share studies and data in presentations. Cooperate with other coastal counties to promote the coast as a region. Work within programs developed by the state.

2. **Workforce Development**

Increase knowledge of the county among front-line workers. Support programs to educate visitor industry workers about the various amenities Lincoln County has to offer. A few ideas:

- Use successful models such as "Know Your Newport" to reach and educate staff. Employers can help motivate and provide attendees.
- Create fun bus tours of the area so employees can see the area, and then be able to talk to tourists and tell them the many activities and places to see in the area.
- Travel Oregon" has a free Q program on line, to increase customer satisfaction.
- Work with employers and encourage employers to pay employees to attend informational events.
- Create tours of vessels. NOAA, the aquarium, and Hatfield for the ever-changing workforce.

3. **Marketing/Promotion**

- Optimize the unique strengths of Lincoln County. Example: the Yachats trails and botanical garden. Waldport Water Trail, working waterfront, arts, sport fishing, bridges, lighthouses.
- Raise awareness of COCA hiking guide for Lincoln County on line and in print. Includes community biking trails and organized activities.
- Data show people are drawn to the beach for the ocean, hiking, wildlife viewing.
- Use technology for walking tours, videos about the county. Use You-tube.
- Publications: problem of too much duplication has been raised and must be answered. The numerous visitor guides should be looked at, consolidated, and success of print ads be measured.
- Buy Local-style efforts can add to industry success. Mutual support might include discounts, coupons, contests to visit other parts of county. "Buy Local" organization offers discounts.
- Tourism businesses can network by memberships in other chambers in the county.

4. **Develop New Venues for Tourism such as Cruise Ship welcoming.** Innovations and opportunities in group travel have a great potential in increasing visitor numbers and should be sought out.

5. **Optimize resources from outside the county to assist with Tourism goals.** The lead and partner organizations should always search for programs and resources that might assist some of our smaller organizations and merchant groups.

**Lead Agency: COCA (Central Oregon Coast Association) with partner organizations: Economic Development Alliance, Greater Newport Chamber of Commerce, Lincoln City's Chamber and VCB, other chambers throughout county.**

## GOAL 9. MARINE RESEARCH (NEW):

We support the establishment and recruitment of specialized support businesses relating to the activities and research being performed at Hatfield Marine Science Center, NOAA Marine Operations Center-Pacific, and elsewhere. We are committed to a quality of life that is capable of attracting and retaining marine science workers. The Oregon Coast Community College, the Aquarium and the Ports are partners in this effort

**9.1 The OSU Hatfield Marine Science Center is an operational base for:** Ocean Observation Infrastructure, OSU research vessel(s) support, mapping and data collection, climate change modeling and many other activities. Our goal is to support and expand all projects of:
National Marine Renewable Energy Center (NMREC) and its needs;
Marine Mammal Institute and its needs; and
Sea Grant for seafood industry R&D, commercial applications for seafood, and adding value.
We support the expansion of Hatfield Marine Science Center as a center for education, research and commercially applied science.

**9.2 We support a wide range of economic development strategies based on use of marine resources.** This includes help and support to Lincoln County's fishing industry, oyster and mollusk applications, and other creative strategies that take advantage of the marine environment.

**9.3 The Ports of Newport and Toledo** are working on major capital projects that will contribute to a broad range of economic activity. We must be ready to step in when needed as a community to ensure the successful completion of projects. The new NOAA facility will raise the standard for water-dependent tenants and our waterfronts will display excellence in other facilities. A re-built international terminal and the Toledo shipyard provide upcoming facilities for use.

**9.4 NOAA Marine Operations Center-Pacific:** We are committed to helping NOAA fill its needs and solve any problems that arise. We will be actively training support businesses for NOAA in government procurement to qualify them for contracting. Follow-up to maintain lists of companies is vital.

**9.5 Oregon Coast Aquarium** is a major asset to the community and plays a role as a site for K-12 education on animals and ocean life. Newport is showing the world that a modern fishing industry, tourism, marine science and aquarium science can live compatibly and complement each other, by understanding each other's problems and working together.

**9.6 Business Community:** We will be working on expanding the number of businesses that can support the needs of science and the fishing fleet. A possible business/technology park to house related businesses may be considered. The improvements to the South Beach area in transportation and amenities will complement the ongoing improvements at and near the community college.

**9.7 Schools:** Our goal will be continual improvement to the level required by families of science professionals – from pre-K to 14 grade levels. An emphasis on marine sciences and ocean literacy is a benefit to our community; for example, becoming known for aquarium science at Oregon Coast Community College. The Aquarium adds to the marine-oriented knowledge of all its visitors.

## GOAL 10. TECHNOLOGY AND TELECOMMUNICATIONS

**Develop the capacity to support and recruit information-intensive jobs.** An economic transition is shaping the global economy. Corporate downsizing, increased use of telecommuting and independent consultants provide economic opportunities for coastal communities such as ours. Lincoln County should offer telecommunications services comparable to those available in urban centers so it can attract and retain high-wage telecommuting and independent small business jobs.

Strategy 10.1 **INFRASTRUCTURE**: Ensure that the telecommunications infrastructure in Lincoln County has broadband capacity and network reliability comparable to that of Portland.

10.1.a: Inventory the telecomm infrastructure in all aspects, including the status of sites and back-up power.

10.1.b: Work with the public safety community to obtain county-wide inter-operable public safety communications networks for both voice and broadband data. Use all media platforms to provide emergency alerts: for example, notify commercial radio.

10.1.c: Work with cellular telephone carriers, local communities, and planning commissions to find acceptable cell tower sites emphasizing co-location. Develop credible business cases to expand cellular telephone services countywide by filling in the current "holes" in cell phone coverage. Improve application process(es).

10.1.d: Work with local governments and mobile broadband data service providers to create public-private partnerships that result in mobile broadband service throughout the county.

Strategy 10.2 **READINESS**: Work with education providers to improve the readiness of the Lincoln County work force for jobs requiring information technology skills. Analysis of jobs may be needed for current needs and future trends.

Strategy 10.3 **AFFORDABILITY**: Study the affordability of bandwidth, the aggregating of demand and funding sources to assist rural areas.

Strategy 10.4 **GOVERNMENT'S ROLE**: Work with county and local governments to improve their capabilities to make local government services accessible through the Internet. An example is basic GIS; it needs to be available as public information to the highest degree possible. Incentives for location/expansion, e-commerce zone, technical assistance, and business or tech park development are also roles for government.

Strategy 10.5 **BUILD LOCAL CAPACITY**: The Lincoln County Technology Solutions Alliance and the Lincoln County Telecom Committee are concerned with the business sector and infrastructure, respectively. OCZMA's "Branding the Coast for Lifestyle Entrepreneurs" is another effort that is underway. The Angel Investor Network that hosts the "Willamette Angel Conference" is a way to connect investors with early stage technology companies. We anticipate more opportunities to arise in light of the Hatfield Marine Science Center and its activities in wave energy, ocean observation and marine mammals. Fish Tracking technology is an example of this.

**Appendix D**
Ordinance No. 2015
Housing Needs and
Buildable Lands Study
(File #1-CP-11)

# Final Report

# Newport Housing Needs Analysis, 2011 to 2031

**Prepared for:**
**The City of Newport**

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May 2011

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## Technical Advisory Committee (TAC)

The Technical Advisory Committee (TAC) provided guidance on numerous topics, including the assumptions about the supply of buildable employment land, demand for residential land, and guidance on issues of importance to the community. TAC members included:

**Lorna Davis,** Greater Newport Chamber of Commerce
**Barbara Dougherty,** Lincoln Commission on Children and Families
**Gary East,** Newport Homebuilders Association
**Lee Hardy,** Yaquina Bay Property Management
**Larry Henson,** Longview Hills Manufactured Housing Community
**Jim Patrick,** Newport Planning Commission chair
**Bonnie Serkin,** Landwaves, Inc.
**Valerie Soilhi,** Lincoln County Planning Director
**Joanne Troy,** Housing Authority of Lincoln City

## State of Oregon

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## City of Newport staff

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## ECONorthwest

**Bob Parker, AICP,** Senior Planner
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## HOUSING GOALS, POLICIES, AND IMPLEMENTATION MEASURES

## Goals:

**Goal 1: To provide for the housing needs of the citizens of Newport in adequate numbers, price ranges, and rent levels which are commensurate with the financial capabilities of Newport households.**

**Goal 2: To provide adequate housing that is affordable to Newport workers at all wage levels.**

Policy 1: The City of Newport shall assess the housing needs and desires of Newport residents to formulate or refine specific action programs to meet those needs.

Implementation Measure 1.1: The City of Newport shall establish a set of verifiable and empirically measurable metrics to track trends in housing development and affordability. The metrics should be based on readily available data sets that are available on an annual basis and should include income and housing cost trends, housing sales, building permits by type and value, as well as others.

Implementation Measure 1.2: The Community Development Department shall prepare annual housing activity reports that include data on residential building permits issued, residential land consumption, and other indicators relevant to housing activity.

Implementation Measure 1.3: The Community Development Department shall conduct an assessment of the housing needs of Newport residents and workforce every five years. This assessment shall focus on the implementation measures and related housing programs as described in the Housing section of the Newport Comprehensive Plan.

Implementation Measure 1.4: The City of Newport shall assess the use of creative funding and land use tools to facilitate the development of government-assisted housing and workforce housing. Tools to be evaluated include urban renewal, lodging tax revenues, system development charge structures, in lieu fees, and others.

Policy 2: The city shall cooperate with private developers, nonprofits, and federal, state, and local government agencies in the provision and improvement of government assisted and workforce housing.

Implementation Measure 2.1: The City shall establish a residential land bank program with the intent of facilitating the development of government-assisted and workforce housing.

Policy 3: The city shall encourage diversity and innovation in residential design, development and redevelopment that is consistent with community goals.

Implementation Measure 3.1: The City shall review the potential for establishing policies and locations for transitional housing in ORS 446.265.

Implementation Measure 3.2: The City shall review options for allowing innovative housing design including pre-approved housing plans. The review shall consider impacts on government assisted or workforce housing on innovative design and should include consideration of innovative options that would result in an increase of workforce or government-assisted housing.

Implementation Measure 3.3: The City shall evaluate how the zoning code can be modified to create more flexibility for innovative housing design, such as form-based code options, or modifications to the conditional use process.

Policy 4: The City of Newport shall designate and zone land for different housing types in appropriate locations. Higher density housing types shall be located in areas that are close to major transportation corridors and services.

Implementation Measure 4.1: The City of Newport shall review the comprehensive plan and zoning maps to ensure that low- and high-density residential lands are located in areas that are appropriate to associated housing types.

Implementation Measure 4.2: The City of Newport shall review the Newport Zoning Code to identify potential amendments related to facilitating the development of needed housing types. The review shall, at a minimum, include the following elements: (1) reduced minimum lot size in the R-1 and R-2 zones; (2) allowing small homes under certain circumstances; (3) adoption of an accessory dwelling unit ordinance; and (4) street width standards. Any proposals to reduce minimum lot sizes shall consider building mass and the potential need to reduce lot coverage allowances.

Policy 5: The City of Newport shall coordinate planning for housing with provision of infrastructure. The Community Development Department shall coordinate with other city departments and state agencies to ensure the provision of adequate and cost-effective infrastructure to support housing development.

Implementation Measure 5.1: The Community Development Department shall review functional plans (e.g., water, wastewater, transportation, etc.) to identify areas that have service constraints or will be more expensive to service. This review shall occur in conjunction with the five-year housing needs evaluation described in Implementation Measure 1.3.

Policy 6: The City of Newport shall discourage, and in some cases, prohibit the development of residences in known environmentally hazardous or sensitive areas where legal and appropriately engineered modifications cannot be successfully made. In support of this policy, the city shall inventory, and to the greatest extent possible, specifically designate areas that are not buildable or require special building techniques.

Policy 7: As much as possible, the City of Newport shall protect residential development from impacts that arise from incompatible commercial and industrial uses; however, the city also recognizes that some land use conflicts are inevitable and cannot be eliminated. Where such conflicts occur, the uses shall be buffered, where possible, to eliminate or reduce adverse affects. Residences that develop next to objectionable uses are assumed to be cognizant of their actions, so no special effort by the adjacent use is required. The residential development will, therefore, be responsible for the amelioration of harmful affects.

Implementation Measure 7.1: The City of Newport shall investigate and evaluate housing programs that may reduce the costs on renters and home buyers.

Implementation Measure 7.2: The City of Newport shall eliminate any unnecessary review processes.

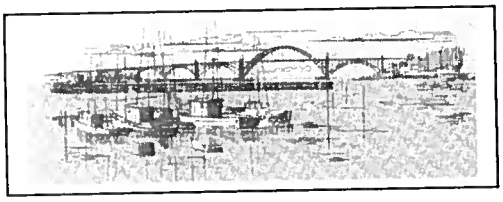
Policy 8: The City of Newport recognizes that mobile homes and manufactured dwellings provide an affordable alternative to the housing needs of the citizens of Newport. The city shall provide for those types of housing units through appropriate zoning provisions.

Implementation Measure 8.1: The City of Newport shall review the mobile home park inventory maintained by the Oregon Department of Housing and Community Services to identify parks that may be at risk of transition to commercial uses. Mobile home parks represent a low-cost housing alternative for lower income households. The City should consider strategies to mitigate the conversion of mobile home parks into other uses including working with park owners or managers.

Implementation Measure 8.2: The City of Newport shall review the zoning code to allow and encourage "park model" RVs as a viable housing type. This review should include establishing appropriate definitions for Park Model RVs, establishing appropriate development standards, reviewing minimum lot sizes, and establishing a set of pre-approved Park Model plans.

GREATER NEWPORT CHAMBER of COMMERCE

**City of Newport**



# Newport, Oregon
## *Vision 2020 and Strategic Action Plan*

**February 2005**

# Newport, Oregon
## Community Vision 2020 and Action Plan

### Community Visioning Steering Committee

| | |
|---|---|
| Mark Jones | Big Guy's Diner<br>Mayor & Community Visioning Committee Chair |
| David Bigelow | Samaritan Pacific Communities Hospital |
| George Boehlert | Hatfield Marine Science Center |
| Frank Geltner | Oregon Coast Council for the Arts |
| Roger Haley | NW Natural |
| Pat Helbling | Oregon Coast Aquarium |
| Don Mann | Port of Newport |
| Esther Pinto | BBSI Temporary Agency |
| Tom Rinearson | Lincoln County School District |
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### In appreciation

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Newport, Oregon
Community Vision and Action Plan
February 2005

## Table of Contents


Page

1.0 Introduction....1

- Introduction ....1
- Process ....1

2.0 Community Vision....2

- Executive Summary of Survey ....2
- Vision Statement ....3

3.0 Action Plan....6

- City Beautification....6
- Affordable Housing....12
- Education....15
- Drug Prevention....19
- Youth Recreation/Child Care....23
- Transportation....27

4.0 Appendices

- Appendix A: Action Planning Meeting Participants....31
- Appendix B: Survey Copy....32
- Appendix C: Survey Results....36

# 1.0 Introduction

**Background**
In the fall of 2004, as part of the continuing effort to enhance Newport's quality of life and business climate, the City of Newport and the Greater Newport Chamber of Commerce convened the second community visioning and planning process. The primary purpose of the process was to gain community input and direction on the challenges and opportunities Newport faces and to draft a course of action for the next five years.

This strategic plan update builds upon the visioning/action planning completed in fall of 1999 which included numerous goals and strategies focused on Infrastructure, Image/Identity and Jobs. Subsequently, over the last five years virtually all of the key strategies were completed or addressed, leading to the current update process.

Simultaneous with the visioning process, an Economic Opportunity Assessment was undertaken by the Johnson-Gardener consulting team to analyze industrial lands, assess long term economic development potential and identify target industries and goals for Newport's economic diversification. Because a separate document will be produced from that endeavor, this plan does not encompass economic development goals. However, community comments and input from the visioning survey were shared with the economic consultants.

**Process**
The Visioning Steering Committee met twice in the fall to organize the planning process and the community survey and assist Chamber staff with publicizing the survey. The survey was available online at the City and Chamber's website. Staff and committee members distributed the survey at meetings of civic groups and through the schools as well as in the *News-Times* and the City's water bills.

A total of 487 surveys were completed, about half of them online. Key issues and themes from the survey were used to update the community vision statement. The Steering Committee then assessed the survey data and identified overarching goals. Key organizations and individuals who were already involved in initiatives related to the goals were invited to help develop strategies. In January, six task forces met to develop goals and action plans on the following broad topic areas: drug prevention, housing, city beautification, transportation, education and youth recreation/child care. Meeting participants are listed in Appendix A. The Steering Committee reviewed and edited these action plans which appear in Section 3.0 of this document.

This document incorporates the complete results of the visioning process and the combined efforts of the Steering Committee, the City of Newport, the Greater Newport Area Chamber of Commerce and the Newport community as a whole. The action plan reflects the commitment made by all participants to enhance the community's quality of life—the way we live, work and enjoy our city's abundant recreational opportunities. The plan is intended to be a dynamic document, kept up-to-date through active implementation committees and overall monitoring and management by the City and the Chamber. All Newport residents are invited and encouraged to participate in achieving the vision and plan for success.

# 2.0 Community Vision

**Newport Survey Summary**
The community vision was updated through the results of the community survey. Key themes from the survey that form the vision are summarized below. The survey document appears in Appendix B and detailed survey results are found in Appendix C.

- Survey respondents recognize that an economic turnaround requires an investment in long-range planning. Many believe that in the short term a concerted effort to beautify the city and enforce appropriate ordinances would provide a strong foundation for creating optimism for the future. Community residents also believe that a beautification effort would encourage a level of volunteerism and commitment to community that would contribute in a very positive way to the long term health of Newport.

- An overriding concern is that Newport offers limited job and business development opportunities and needs to expand the economic base. Respondents were equally divided in describing the business climate as good or poor. Overall, the impression given conveys the feeling that citizens are frustrated by a poor economy and increasing evidence of homelessness and drug dependency. Not a single respondent believed that job opportunities in Newport were excellent.

- While Newport clearly has resources which can serve as a vital foundation for stability and future growth, the respondents voiced a strong need to improve the physical appearance of the city, particularly along Hwy 101. Many believe that Newport's immense natural beauty is undermined by the negative features of Hwy 101—heavy traffic, strip mall developments, utility poles, poor signage and empty stores—all contributing to a negative image of the community, as well as posing danger and inconvenience to bikers and pedestrians.

- Education quality is a concern to many Newport citizens. Of those who rated Newport's education offerings, less than 50% found it good or excellent. Written comments criticize the steady decrease in funding and the deteriorating physical plant at the high school. The Oregon Coast Community College is considered a great asset, but some are concerned that its facilities and programs will not measure up to a standard of excellence that can provide a cornerstone for future growth.

- The community takes great pride in such resources as the Hatfield Marine Science Center and the Performing Arts Center, and recognizes them as sources of untapped potential for developing the economy and enhancing quality of life. Residents are also proud of Newport's heritage as a vital fishing center, and believe that the fishing industry and a working bay front are important to the community's future identity.

- Health care; community involvement in decision-making; dirty water; assuring beach access....all are important issues.

# Newport Vision 2020

In the year 2020 Newport is enjoying unprecedented prosperity. The city's success is the direct result of adhering to a strategy that combines sustaining its historic traditions while meeting the demands of growth and a diversified 21st Century economy. Tourism and an active fishing industry continue to thrive. Cultural opportunities abound in Newport in both the fine and performing arts. These long-standing assets have been bolstered by a strong high-tech business base focused on marine science.

A range of educational opportunities from providing essential job skills to sophisticated scientific research is advanced by the Hatfield Marine Science Center, the Oregon Coast Aquarium and Oregon Coast Community College.

Perhaps most importantly, Newport has been successful in seamlessly integrating its natural beauty with its urban design.

## HARMONY BETWEEN NEWPORT'S NATURAL BEAUTY AND BUILT ENVIRONMENT

Newport's physical beauty has been fully integrated into its urban design through the transformation of the Highway 101 corridor. Once an eyesore, Highway 101 now offers a warm welcome to travelers and residents alike. Improvements in traffic flow have kept pace with increases in traffic density. More importantly, the landscaping, streetscape improvements, and enticing store fronts urge drivers to stop and visit. Attractive signage to the city's multiple attractions encourage visitors to expand their list of things to see and do in Newport.

Pedestrians and cyclists safely share the roads with automobiles and the city's upgraded public transportation system. All of Newport's residential streets are fully paved. The new water treatment plant has rendered citizen concern about water quality a distant memory.

Whether on a shopping trip, heading for the beach, or sitting down to a fresh seafood meal, Newport residents enjoy a high quality of life. Through all its change and growth, the city's natural beauty is apparent at every turn.

## ECONOMIC TURNAROUND AND PROSPERITY

> *"Newport is known as the most livable community on the coast, with a small town quality of life but with big city amenities and jobs."*
> *(Survey Respondent, 2004)*

Spear-headed by the successful recruitment and development of a variety of high tech and modern industrial employers, growth in family-wage jobs in Newport has contributed to a strong, stable economic base. The Hatfield Marine Science Center (HMSC) has anchored the growth, expanding its reputation as a leader in marine research and technological innovation. Improved job opportunities have also resulted from the expansion of quality programs at Oregon Coast Community College (OCCC). Offerings at OCCC range from essential training in basic job skills to in-depth programs in

information technology, health-related professions and aquarium science--the only one of its kind in the world.

Newport's event center is a success by all accounts. Booked year-round, it attracts groups from far and wide with many taking advantage of the frequent commuter flights operating out of the airport. Hotels, restaurants and recreational and cultural venues share the success.

Newport's commitment to provide support and services to an active fishing fleet is yet another distinguishing feature of its economy. The arts community stands out as one of the major industry clusters in Newport, contributing to the attractiveness of the community to potential businesses and residences alike.

Further contributing to economic stability is the development of quality housing appropriate for a broad range of incomes. The diverse population is also served by a full range of shopping choices, from locally-owned boutiques to select national retailers.

## OUTSTANDING PUBLIC EDUCATION

> *"By supporting local public education and doing everything we can for the children of our community, everything else will fall into place, because the focus will be on the right things." (Survey Respondent, 2004)*

The renovated and expanded high school celebrated its 8th anniversary in 2020. The Newport community's commitment to first-rate school facilities and programming has attracted educators of the highest quality. Some members of the class of 2014 are now graduate interns at HMSC. A significant number of high school seniors are taking advantage jump-starting their college education through courses at OCCC.

K-12 students enjoy extended athletic and cultural extra-curricular opportunities and recreational programs that involve the overwhelming majority of Newport youth, who are attracted by the swimming pool and the turf playing fields that allow year-round use.

## UNPARALLELED CULTURAL RESOURCES

> *"... Newport is known as a town with a working waterfront and community integrated into its natural setting that offers a unique 'dynamic', showcasing/ integrating arts, natural resources, and tourism."*
> *(Survey Respondent, 2004)*

Newport's attraction for residents and visitors is also the result of its longstanding commitment to quality cultural programming designed to appeal to diverse tastes. Expanded Oregon Coast Aquarium programs made possible through an active volunteer base and a deepened collaboration with HMSC and other community partners, attract a whole new generation of visitors. Tourists choose to extend the time they stay in Newport not only because of the range of recreational opportunities, but also to enjoy an impressive array of arts and cultural opportunities, a deserved source of civic pride.

## HIGH QUALITY HEALTH CARE

One of Newport's proudest assets is its outstanding hospital and the first-rate physicians who have chosen to practice medicine in the city. Residents are now spared a long journey into the central valley to receive quality health care, due to collaboration with large providers in metro areas.

## A SPIRIT OF COLLABORATION

> *"I just know that to be the best community on the coast, we have to work together, trust each other and share our efforts toward success." (Survey Respondent, 2004)*

Newport's emergence as the gem of the Oregon coast would never have been possible without the positive collaboration among community leaders from all sectors that sustained progress even through times of struggle and doubt. Volunteers led the charge in cleaning up vacant lots along Highway 101 that was the springboard for the strip's transformation. When the community sought to confront the methamphetamine epidemic of the early 21st Century, success resulted from the combined efforts of health professionals, government leaders, educators, and many caring local people.

This legacy of cooperation is at the core of what makes Newport one of Oregon's most progressive, highly livable small cities. As many residents and out of towners are quick to express, what truly distinguishes Newport from other coastal communities is the *people*. Even with change, Newport "remains the friendliest town on the coast."

## 3.0 Action Plan

**City Beautification GOAL 1: Make the City's appearance more inviting through beautification of the Highway 101 corridor.**

Issues: 'Highway 101 is viewed as an eyesore and being out of sync with Newport's natural environment. Newport needs to 'raise the bar' regarding both expectations of and the commitment to a positive, unique image throughout the Newport community

| **Strategy 1** | **Ensure City's landscape ordinance succeeds** | |
|---|---|---|
| **Action 1.1** | Identify types of trees, shrubs appropriate to highway and coastal landscaping.<br><br>Team Leader: City /Planning commission Collaborators: Ann Holder ODOT Community Development.<br>Resources Needed: Coordinator, Master Gardeners and Chamber | Schedule:<br>2005 2006 2007+ |
| **Action 1.2** | Develop an enforcement program *with teeth*. For example, conditional use permit may require a fine or payment/bond up front.<br>Team Leader: City/Planning Commission Collaborators: Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| **Strategy 2** | **Expand and support Lincoln County's litter patrol** | |
|---|---|---|
| **Action 2.1** | Ask that areas within the city limits be added to ODOT's litter patrol area of coverage.<br><br>Team Leader: ODOT Collaborators: Chamber, City<br>Resources Needed: Juvenile Detention Program | Schedule:<br>2005 2006 2007+ |
| **Action 2.2** | Invite service organizations and clubs to participate in litter patrol.<br><br>Team Leader: Chamber Collaborators: Service Club/Organizations<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 3 | Assess the need for garbage receptacles at areas on Hwy 101 and other locations | |
|---|---|---|
| **Action 3.1** | Identify or create a standard for the frequency of garbage cans on busy commercial transportation corridors.<br><br>Team Leader: City Collaborators: Chamber, ODOT<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 3.2** | Inventory what exists and measure against the standard to understand potential 'gap,' or need.<br><br>Team Leader: City Collaborators: Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

## City Beautification GOAL 2: Complete Highway 101 Corridor Neighborhood Plan

| Strategy 1 | Develop a Highway 101 Landscape Plan | |
|---|---|---|
| **Action 1.1** | Develop a Highway101 Landscape district plan and emphasizing key gateway/entry areas. From 26th to 20th Streets, 20th to Olive Street, and Olive Street to the Bridge<br><br>Team Leader: Chamber Beautification Committee<br>Collaborators: City: Planning Dept., Parks and Recreation, Public Works, ODOT, Master Gardeners, Business Owners, Christine Ramsted, Oregon Department of Forestry<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 1.2** | Pursue the "Adopt a Landscape" Program offered by ODOT.<br><br>Team Leader: Chamber Collaborators: City, ODOT<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 1.3** | Visit communities that have organized a highway beautification program: Sweet Home, Lebanon, N. Bend/Coos Bay.<br><br>Team Leader: Chamber Collaborators: City<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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|---|---|---|
| **Action 1.4** | Obtain maps of ODOT right of way and city zoning to suggest best landscape design.<br>Team Leader: Chamber Collaborators: City, ODOT<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 1.5** | Incorporate pedestrian and cyclist perspective at every phase, seeking separation from roadway, establishing trail systems, paths as possible and designating specific bike trails such as Ocean View Drive.<br>Team Leader: City/Bike & Pedestrian Committee Collaborators: Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 1.6** | Ensure that a workable maintenance program is part of the strategy, such as a refundable deposit.<br>Team Leader City/Planning Commission Collaborators: Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 1.7** | Ensure business owner participation and ongoing education about cost/benefit of landscaping to their business and overall ability to attract customers to the community. | Schedule:<br>2005 2006 2007+ |
| | Team Leader: Chamber Collaborators:<br>Resources Needed: | X |

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|---|---|---|
| **Strategy 2** | **Support the review and potential revision of the city sign ordinance by neighborhood districts** | |
| **Action 2.1** | Host an educational seminar for business owners on appropriate highway commercial signage for projecting a quality image.<br>Team Leader: Chamber Collaborators: City<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 2.2** | Identify model Oregon communities who have succeeded with sign ordinances. Invite representatives to make presentations to Newport business community.<br>Team Leader: Chamber Collaborators: City Planning<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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|---|---|---|
| **Strategy 3** | **Complete under-grounding of utility poles on Highway 101** | |
| **Action 3.1** | Underground utilities from Highway 20 to the Bridge by 2005.<br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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|---|---|---|
| **Action 3.2** | Underground utilities from Highway 20 to Best Western; ensure this initiative is coordinated with landscaping strategy (ex: coordinate w/ creating an underground water system).<br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 3.3** | Explore the opportunity for attractive banners on new light posts on 101.<br>Team Leader: City Collaborators: PUD/ODOT/Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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|---|---|---|
| **Strategy 4** | **Develop façade improvement program for key commercial areas** | |
| **Action 4.1** | Organize design review team(s) for key commercial areas modeled after Nye Beach: North end, downtown, Bay front, etc. Begin with concept plan in the downtown by 2007.<br>Team Leader: City/Planning Collaborators: Merchants Associations<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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|---|---|---|
| **Strategy 5** | **Create redevelopment strategy/concept plan for the old city center area north of the Bridge** | |
| **Action 5.1** | Develop concept plan to improve and revitalize the downtown area.<br>Team Leader: City<br>Collaborators: ODOT, Armory, historical society, property owners, Hospital, Salvation Army<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 5.2** | Develop strategy to fill empty storefronts in downtown that will be vacated by OCCC.<br>Team Leader: City/Chamber Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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|---|---|---|
| **Strategy 6** | **Create a neighborhood parking plan to address parking needs and related regulatory issues.**<br>Team Leader: City Collaborators:<br>Resources Needed: | |

| City Beautification GOAL 3: Complete South Beach Corridor Neighborhood Plan | | |
|---|---|---|
| **Strategy 1** | **Develop a South Beach Landscape Plan** | |
| **Action 1.1** | Develop a South Beach landscape district plan, emphasizing key gateway/entry areas from Bridge to Airport. | Schedule: 2005 2006 2007+ |
| | Team Leader: Chamber Beautification Committee<br>Collaborators: City: Planning Dept., Parks and Recreation, Public Works, ODOT, Master Gardeners, Business Owners, Christine Ramsted, Oregon Department of Forestry<br>Resources Needed: | X |
| **Action 1.2** | Pursue the "Adopt a Landscape" Program offered by ODOT. | Schedule: 2005 2006 2007+ |
| | Team Leader: Chamber Collaborators: City, ODOT<br>Resources Needed: | X |
| **Action 1.3** | Visit communities that have organized a highway beautification program: Sweet Home, Lebanon, N. Bend/Coos Bay. | Schedule: 2005 2006 2007+ |
| | Team Leader: Chamber Collaborators: City<br>Resources Needed: | X |
| **Action 1.4** | Obtain maps of ODOT right of way and city zoning to suggest best landscape design. | Schedule: 2005 2006 2007+ |
| | Team Leader: Chamber Collaborators: City, ODOT<br>Resources Needed: | X |
| **Action 1.5** | Incorporate pedestrian and cyclist perspective at every phase, seeking separation from roadway, establishing trail systems, paths as possible and designating specific bike trails such as Ocean View Drive.<br>Team Leader: Bike/Pedestrian Committee Collaborators: City, ODOT<br>Resources Needed: | Schedule: 2005 2006 2007+<br>X |
| **Action 1.6** | Ensure that a workable maintenance program is part of the strategy, such as a refundable deposit.<br>Team Leader: City Planning Collaborators: City, Chamber, Bike/Pedestrian Committee<br>Resources Needed: | Schedule: 2005 2006 2007+ |

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|---|---|---|
| **Action 1.7** | Ensure business owner participation and ongoing education about cost/benefit of landscaping to their business and overall ability to attract customers to the community.<br>Team Leader: Chamber Collaborators: City<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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|---|---|---|
| **Strategy 2** | **Support the review and potential revision of the city sign ordinance by neighborhood district** | |
| **Action 2.1** | Host an educational seminar for business owners on appropriate highway commercial signage for projecting a quality image.<br>Team Leader: Chamber Collaborators: City<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 2.2** | Identify model Oregon communities who have succeeded with sign ordinances. Invite representatives to make presentations to Newport business community.<br>Team Leader: City/Chamber Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| | | |
|---|---|---|
| **Strategy 3** | **Develop façade improvement program unique to the South Beach area** | |
| **Action 3.1** | Organize design review team for core commercial area modeled after Nye Beach.<br>Team Leader: City Planning Collaborators: South Beach Merchants/Residents<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 3.2** | Support South Beach planning and implementation process and incorporate specific façade improvement recommendations from earlier planning efforts.<br>Team Leader: City/South Beach Merchants Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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| **Strategy 4** | **Create neighborhood parking plan to address parking needs and related regulatory issues**<br>Team Leader: City Planning Collaborators:<br>Resources Needed: |

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|---|---|
| **Strategy 5** | **Implement South Beach Conceptual Land Use Plan**<br>Team Leader: City Planning Collaborators:<br>Resources Needed: |

**Affordable Housing GOAL: Increase the supply of quality, low-to-moderate income housing**

Issues: limited land supply, incomes, housing stock and aesthetics of existing affordable properties.
60% of homes in Newport are 20years old or older. Average price of newly constructed SF home in Newport is $200-$250,000
Supply of for sale homes is extremely limited. As of Jan 2005, only 8 homes listed b/w $100-$200,000
Many 2nd and 3rd home owners are buying properties. Newport resident incomes are well below the state.

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| **Strategy 1** | **Encourage development of new or rehabilitated affordable housing** | |
| **Action 1.1** | Explore potential for City-related actions such as waiving development fees to affordable housing developers, donating city-owned parcels, examining the zoning code to ensure there are no barriers to developing town homes or mixed-use development, as a land-use efficient approach to development and potential incentives that can be provided.<br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

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|---|---|---|
| **Strategy 2** | **Organize county-wide housing summit to encourage, retain and expand the low-to-moderate housing inventory** | |
| **Action 2.1** | Plan for summit in 2005.<br>Team Leader: Housing Network<br>Collaborators: State, agencies in network, realtors, bankers, Habitat for Humanity<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 2.2** | Host summit in Newport (2006).<br>Team Leader: Housing Network<br>Collaborators: Agencies in network, realtors, bankers, Habitat for Humanity<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| Strategy 3 | Preserve and retain the existing low income housing stock | |
|---|---|---|
| **Action 3.1** | Acquire rental property that becomes available and keep in low income housing inventory.<br><br>Team Leader: LC Housing Authority Collaborators: CDC<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X X X |

| Strategy 4 | Explore the possibility of land banking developable property/parcels for low income housing with a goal of $1 million in property to develop over ten years | |
|---|---|---|
| **Action 4.1** | Pursue local and regional foundation funds.<br><br>Team Leader: Housing Network Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.2** | Initiate discussion of land banking options, including through establishment of land trusts in 2005.<br><br>Team Leader: Housing Network Collaborators: Realtors Association<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| Strategy 5 | Explore 'planned giving' as an approach to individuals or others donating their homes or properties in their wills to a nonprofit for the purpose of securing affordable housing | |
|---|---|---|
| **Action 5.1** | Call a meeting with select local professionals (CPAs, attorneys, insurance providers) to identify the steps in planned giving and how to identify/educate the 'target market' and promote the opportunity to interested persons as estate plans and wills are developed.<br>Team Leader: Chamber of Commerce Collaborators: hospital<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 5.2** | Meet with other Newport nonprofits interested in exploring planned giving as a resource development strategy. Consider the possibility of this strategy on a community-wide basis.<br>Team Leader: Chamber of Commerce Collaborators: other nonprofits<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| Strategy 6 | Provide education and outreach to key stakeholders on affordable housing options | |
|---|---|---|
| **Action 6.1** | Publicize existing programs for safe, decent and affordable housing. EX Educate renters about the benefits of home ownership and avenues to pursue this alternative.<br>Do public presentations, radio and print articles.<br>Team Leader: Gina Umble, Housing Resource Coordinator Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 6.2** | Educate developers and community leaders about trends, interest and benefits of town home and mixed use development.<br>Team Leader: Realtors Association Collaborators: City, Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| Strategy 7 | Identify housing gaps for special needs populations such as seniors, the disabled, persons with mental health issues and individuals pursuing drug rehabilitation | |
|---|---|---|
| **Action 7.1** | Host an organizing meeting to discuss existing resources and gaps in services.<br>Team Leader: Housing Authority<br>Collaborators: Senior Citizens groups, Sr & Disabled Office, Mental Health Department, Shangri-La, Office for the Developmental Disabled<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 8 | Expand the Lincoln County Housing Network | |
|---|---|---|
| **Action 8.1** | Invite bankers, realtors, major employers and others with a stake and an interest in the affordable housing market.<br>Team Leader: CDC (Bart) Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| Strategy 9 | **Monitor legislation and regulation at local level to ensure affordable housing perspective is considered and represented** | |
|---|---|---|
| **Action 9.1** | Create a communication link or connection between the Association of Oregon Community Development Organizations (AOCDO) and the Chamber.<br>Team Leader: Network and Housing authority Collaborators: O.A. Realtors, LC Board of Realtors<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| **Education GOAL 1: Create community vision and plan for improving the local public school system**<br>Issue: The quality of K-12 education and deteriorated facilities are top community concerns | | |
|---|---|---|
| **Strategy 1** | **Develop ongoing, positive public relations campaign.**<br>Purpose: overcome negative perceptions about and regain trust in local education system, to promote Newport schools' many accomplishments and to encourage public understanding that the schools are doing a good job despite their many challenges. | |
| **Action 1.1** | Identify a series of positive, factual messages to target toward the local media.<br>EX: Of the state's 3A schools, Newport HS has the greatest number of advanced classes.<br>EX: Many graduates go to top-ranked colleges including Yale.<br>EX: Of the 3A schools, Newport's sports teams are at the top academically.<br>EX: International Baccalaureate (IB) program, developed by parents.<br>Team Leader: Site Councils<br>Collaborators: Chamber, Superintendent's Office, Teachers union, service organizations with kid focus<br>Resources Needed: Time, possibly paid position | Schedule:<br>2005 2006 2007+<br>X |
| **Action 1.2** | Create a speaker's bureau for presentations to local organizations and key target markets about the positive activities of schools Utilize school youth, the superintendent, parents and others as ambassadors and spokes persons.<br>Team Leader: Site Councils<br>Collaborators: Chamber, Superintendent's Office, Teachers union, service organizations with kid focus<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

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| **Action 1.3** | Expand site councils and volunteers to help identify and broadcast positive stories.<br><br>Team Leader: Site Councils<br>Collaborators: Chamber, Superintendent's Office, Teachers union, service organizations with kid focus<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 1.4** | Obtain expert assistance from others on creative PR/marketing strategies: what have other schools done? What PR/image/marketing professionals in the community can be asked to help?<br><br>Team Leader: : Site Councils<br>Collaborators: Chamber, Superintendent's Office, Teachers union, service organizations with kid focus<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 1.5** | Tap journalism students at HS and/or OCCC students to develop a comprehensive, creative public relations strategy and 'take charge' of changing the image of schools.<br><br>Team Leader: NHS Principal Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 1.6** | Work to obtain a dedicated position focusing on school PR and community relations.<br><br>Team Leader: LCSD Superintendent Collaborators: LCSD Board<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| **Strategy 2** | **Actively engage the community in supporting and working with the Newport School System** | |
|---|---|---|
| **Action 2.1** | Hire/recruit a volunteer coordinator/business-education coordinator to help solicit participation and aid from individuals, businesses, organizations and other potential school supporters and partners.<br><br>Team Leader: LCSD Superintendent Collaborators: LCSD Board<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 2.2** | Identify alternative methods and outlets for providing special, co-curricular and community-essential programs ranging from drivers ed and auto shop to job shadowing, school clubs, entrepreneurship programs, including the 'adopt a class' program and/or "sponsor a program" similar to Waldport.<br><br>Team Leader: Chamber<br>Collaborators: retirees, educators, business people (Ex: Dean Pilstrom), LCSD Superintendent, NHS Principal<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

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|---|---|---|
| **Action 2.3** | Using the International Baccalaureate curriculum as a model, encourage all youth to do a community project.<br><br>Team Leader: LCSD Superintendent Collaborators: NHS Principal<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 2.4** | Seek out and document examples of other schools with similar socioeconomics where parent involvement is high.<br>Team Leader: Site Councils Collaborators: NHS Principal<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 2.5** | Tap the ideas and success of the volunteer-strong Oregon Coast Aquarium and local technical assistance providers who are knowledgeable regarding: Marketing to Recruit Volunteers.<br><br>Team Leader: Site Councils Collaborators: NHS Principal<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 2.6** | Seek out the ASPIRE program from the State Student Assistant Commission, which helps engage parents in mentoring youth for college prep.<br><br>Team Leader: Site Councils Collaborators: NHS Principal<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 2.7** | Support the Chalkboard Project, a statewide initiative to engage the local community in a dialogue around education-related issues and values.<br><br>Team Leader: LCSD Board Collaborators: K-12 Schools, Site Councils, Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| | | |
|---|---|---|
| **Strategy 3** | **Create the Newport School Foundation to help stabilize school funding and to channel resources to the most pressing needs.** | |
| **Action 3.1** | Organize a local committee of interested persons and organizational representatives to explore what other districts have done.<br><br>Team Leader: Rotary Collaborators: Optimists, service clubs<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 3.2** | Invite representatives from other established community foundations to share how they got started and what they have done.<br><br>Team Leader: Rotary Collaborators: Optimists, service club<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| | |
|---|---|
| **Strategy 4** | **Develop a system to reward excellent teachers**<br>Team Leader: Site Council Collaborators: Parents, students<br>Resources Needed: |

| | |
|---|---|
| **Strategy 5** | **Explore an aggressive, ongoing and highly publicized initiative to improve school curriculum with and without the IB program**<br>Team Leader: LCSD Superintendent Collaborators: Site Councils, School Principals<br>Resources Needed: |

| **Education GOAL 2: Develop and encourage post-secondary education**<br>Issue: The community highly values what the OCCC offers to area residents and is eager to help extend the College's services. | | |
|---|---|---|
| **Strategy 1** | **Complete the construction of OCCC**<br>Team Leader: OCCC Collaborators:<br>Resources Needed: | |

| **Strategy 2** | **Support educational programs that enhance our workforce** | |
|---|---|---|
| **Action 2.1** | Identify workforce skills needed from business and industry employers.<br>Team Leader: Region 4 Workforce Investment Board (WIB) Collaborators: Business community, Chamber.<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 2.2** | Help OCCC with program development for associate degrees tied to workforce training needs.<br>Team Leader: OCCC Collaborators: WIB, Business Community, Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| **Drug Prevention GOAL: Organize a community-wide campaign to confront drug abuse, reduce the drug supply, prevent drug usage in Newport**<br>Issues: The Newport community is highly concerned about the escalating drug use and associated crime and vagrancy. 95%of criminal cases are tied to meth, other drugs and alcohol abuse. In 2004, Oregon was #1 in the nation in meth treatment demand, #49 in resources available for treatment, and #2 in teen addiction. | |
|---|---|
| **Strategy 1** | **Support the DA's office efforts to improve standards and bring Lincoln County District Attorney's office up to national standard of staff vs. caseload numbers** |

| | | |
|---|---|---|
| **Strategy 2** | **Seek to stabilize funding for Victim's Assistance Program at County** | |
| **Action 2.1** | Create specific fund development strategy for Coalition.<br>Team Leader: Partnership Against Alcohol & Drug Awareness (PAADA) Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 2.2** | Work with one or more grant writers to assess funding gaps and explore new funding sources.<br>Ask for volunteer grant writers at Community Summit in May.<br>Team Leader: PAADA Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Strategy 3** | **Enhance care for the growing number of children of drug users** | |
| **Action 3.1** | Improve connections to medical community/hospital and children's groups including Dept of Human Services, Juvenile Dept., Advocacy Center.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 3.2** | Educate the medical community re: drug exposure assessments.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 3.3** | Work with DHS and others on the appropriate placement of endangered children.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 3.4** | Review what other counties are doing in pursuit of alternatives to 'sending kids back home.'<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 3.5** | Encourage hospitals to provide urinalysis for parents.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>Schedule:<br>2005 2006 2007+ |
| **Action 3.6** | Develop a public campaign for respite or foster care.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 4 | Develop a comprehensive community education and outreach campaign | |
|---|---|---|
| **Action 4.1** | Host community sponsored forums for families and parents. Educate regarding the costs of drug use to the community: theft, violence, property destruction, employer costs (absenteeism, theft), water system toxicity, health issues.<br>Team Leader: PAADA Collaborators: Altrusa, Kiwanis, Optimists, Rotary, Elks<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.2** | Host Chamber sponsored forums for businesses to educate on similar issues.<br>Team Leader: Chamber Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.3** | Help organize, publicize and make a success of the 2nd Lincoln County Drug Summit in Newport, May 2005.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.4** | Encourage visible messages and signage for residents, businesses, and visitors at the city entrances:<br>*No Meth Not Here*<br>Team Leader: PAADA Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.5** | Encourage businesses to promote a drug-free workplace with Meth Watch signs in businesses, drug testing, etc.<br>Team Leader: Chamber Collaborators: PAADA<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.6** | Encourage creation of Parent Safe Network (group of parents who support a drug and alcohol-free environment) with the first step of developing Parent-Youth contracts re: drinking.<br>Team Leader: Newport School District Collaborators: PAADA<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.7** | Write a monthly article on D&A awareness and issues for chamber newsletter.<br>Team Leader: Barbara Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.8** | Develop and implement a comprehensive and consistent drug awareness and prevention curriculum in the schools down through elementary grades, as part of the health education program.<br>Team Leader: Newport School District Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 5 | Improve youth connections throughout the community as part of drug prevention activities | |
|---|---|---|
| **Action 5.1** | Expand Red Ribbon Week to include Kids Anti-Drug Parade.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 5.2** | Host an Awards Assembly recognizing *non-academic* youth accomplishments; include rewards such as family dinner in recognition for child.<br>Team Leader: School principals Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 5.3** | Work with child care, recreation and art/culture partners to offer discounts for youth/families in need for supervised after school activities and programs.<br>Team Leader: Collaborators: Altrusa, Kiwanis, Optimists, Rotary, Elks<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 6 | Create a resource network to provide ongoing support and accountability for former drug users to sustain a drug-free life | |
|---|---|---|
| **Action 6.1** | Explore ways to offer temporary housing (special needs). See Housing Goal.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 6.2** | Work with parole officers to create support group for success.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| **Youth Recreation/Child Care GOAL 1: Provide adequate youth programs to meet the needs of Newport families**<br>Issues: Youth recreation programming, especially after school, is lacking. Age 13 & over group not well served. Children of different ages from same family often have to go for care to different locations. Teen Club trying to form, but need support. | | |
|---|---|---|
| **Strategy 1** | **Create new activities, programs and/or positive places for youth to engage in, particularly after school** | |
| **Action 1.1** | Hold one or more focus groups or surveys of local youth regarding their needs and interests; engage youth in planning process.<br>Team Leader: Rec Center Collaborators: Newport Schools, OCCC<br>Resources Needed: | Schedule: 2005 2006 2007+<br>X |
| **Action 1.2** | Form a Youth Development Coordinating Group to organize youth programs, teen center, activities (Be sure to include groups representing non-English speakers).<br>Team Leader: Rec Center Collaborators:<br>Resources Needed: | Schedule: 2005 2006 2007+<br>X |
| **Action 1.3** | Support the county-wide Youth Development Coalition. (Coordinate calendars and activities; share by-laws w/ interested persons).<br>Team Leader: Rec Center Collaborators:<br>Resources Needed: | Schedule: 2005 2006 2007+<br>X |

| **Strategy 2** | **Develop a Youth Recognition/Leadership Program** | |
|---|---|---|
| **Action 2.1** | Form committee of all service clubs focused on helping youth.<br>Team Leader: Chamber Collaborators: Rotary, Schools, Chamber, etc.<br>Resources Needed: | Schedule: 2005 2006 2007+<br>X |
| **Action 2.2** | Identify opportunities for youth volunteerism in Newport.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule: 2005 2006 2007+<br>X |

**Youth Recreation/Child Care GOAL 2: Develop a certified child care facility at the old city hall to meet the demand for child care in Newport that is affordable and offers quality child care jobs**

Issue: Newport's population of low-wage earners and those employed in industries with non-traditional hours (tourism, health care) face unique challenges for child care—must be affordable and flexible (nights/weekends). Quality child care is lacking throughout the community.

| **Strategy 1** | **Form a Child Care Center Project Team and game plan** | |
|---|---|---|
| **Action 1.1** | Identify a cross-section of key project constituents with good community connections and a commitment to making the center happen.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 1.2** | Encourage partnerships with the hospital, the Community Services Consortium, the Siletz Tribe and others who can provide training, support, grant writing assistance and other resources.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| **Strategy 2** | **Organize public relations to share the vision and existing plan with target audiences in the Newport Community** | |
|---|---|---|
| **Action 2.1** | Create a public relations committee to share the vision and existing plan with target audiences in the Newport Community.<br>Team Leader: Family Community Education (FCE) Collaborators: City, Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 2.1** | Develop a catchy project name and use in all promotions, fund development and educational activities.<br>EX: The Child Care Center Barn Raising Campaign.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| Strategy 3 | Develop and implement a comprehensive fund development plan | |
|---|---|---|
| **Action 3.1** | Create a high visibility fund raising committee.<br><br>Team Leader: John Collaborators: City, Chamber<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |
| **Action 3.2** | Develop a phased approach for the $750,000 target fund development goal, breaking it into smaller targets tied to specific needs, i.e., equipment, construction, etc. | Schedule:<br>2005 2006 2007+ |
| | Team Leader: John Collaborators: City, Chamber<br>Resources Needed: | X |
| **Action 3.3** | Develop a donor campaign targeting individuals, groups within community and beyond. Include cash and in-kind donation requests. | Schedule:<br>2005 2006 2007+ |
| | Team Leader: Collaborators:<br>Resources Needed: | |

| Strategy 4 | Determine the potential for a teen center in the same facility as child care center | |
|---|---|---|
| **Action 4.1** | Identify specific opportunities for creating part time jobs and mentoring for teens.<br><br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 5 | Explore connections between the high school and the child care center | |
|---|---|---|
| **Action 5.1** | Identify ways H.S. youth can gain class credit for participating at child care center (formerly Cubby Preschool School).<br><br>Team Leader: Collaborators: Marie Jones, CSC<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| | |
|---|---|
| **Strategy 6** | **Encourage businesses to create their own on-site child care center** (Model: Dr. John Palmer)<br>Team Leader: Collaborators: Marie Jones, CSC<br>Resources Needed: |

| | |
|---|---|
| **Strategy 7** | **Encourage community college to explore additional training programs for child care certification**<br>Team Leader: Collaborators:<br>Resources Needed: |

| **Youth Recreation/Child Care GOAL 3: Expand family recreational opportunities in Newport** | | |
|---|---|---|
| **Strategy 1** | **Develop a top quality community playground facility** | |
| **Action 1.1** | Host an exploratory meeting with school district, parent associations, city, churches.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 1.2** | Explore the KABOOM program, a national initiative that helps communities develop quality play grounds.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| | | |
|---|---|---|
| **Strategy 2** | **Conduct needs assessment/feasibility study for new community pool** | |
| **Action 2.1** | Organize a local project team to outline a project plan.<br>Team Leader: City Parks & Recreation Collaborators: Swim Team, parents, senior citizens<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

**Transportation GOAL: Improve transportation access and safety for all appropriate modes (ex: bike, auto, air)**

Issue: The need to reduce congestion on Hwy 101, improve access and enhance safety is a top community concern. A system of safe bike and pedestrian paths throughout Newport is a community priority.

| Strategy 1 | Improve intermodal transportation service | |
|---|---|---|
| **Action 1.1** | Work with State of Oregon on 'Connect Oregon' project to gain better access to waterfront, airport and port terminals.<br>Team Leader: Port Collaborators City, Oregon Ports Group, OECDD (SPELL)<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 2 | Recruit commuter air service to Newport | |
|---|---|---|
| **Action 2.1** | Identify needed next steps and timeline.<br>Team Leader: City Collaborators: HMSC, commercial fishermen<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 3 | Explore potential feasibility of sustainable water taxi service | |
|---|---|---|
| **Action 3.1** | Identify needed next steps and timeline. Consider parking issues on the Bay Front.<br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 4 | Ensure existing or proposed roadway safety improvement projects are successfully completed | |
|---|---|---|
| **Action 4.1** | Implement Hwy 101 signal upgrades.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.2** | Improve Hwy 101 traffic flow by relocating parking and adding left turn lanes: Fall to Hurbert St.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.3** | Work to complete Harney St alternate route already planned.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.4** | Work to complete improvements to provide alternative to Highway 101 and bike access (Nye & 15th to Oceanview & 20th).<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.5** | Encourage improvements on Benton St b/w 8th & 10th to pave existing gravel area, and behind middle school to Coos St.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 4.6** | Create additional alternate rout on NE Luck Gap Rd by connecting roadway from 52nd to 56h St.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 5 | Improve public information system about county-wide emergency planning and evacuation steps | |
|---|---|---|
| **Action 5.1** | Identify ways to publicize emergency procedures.<br><br>Team Leader: Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| Strategy 6 | Create a Newport sidewalk master plan to identify priority areas for sidewalks and pedestrian paths | |
|---|---|---|
| **Action 6.1** | Work to ensure that all major residential & commercial remodeling and new construction projects be required to put in sidewalks (not just subdivisions).<br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 6.2** | Identify exemptions to sidewalk requirements and create a payment in lieu of sidewalks policy.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 6.3** | Identify appropriate width for commercial area sidewalks.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 6.4** | Create pedestrian path signage in selected areas for signaling distance, location, etc.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |
| **Action 6.5** | Complete the widening of Bay Blvd from Embarcadero, John Moore Rd to Vista Drive.<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| | | |
|---|---|---|
| **Action 6.6** | Complete sidewalk on Naterlin Drive (from Coast Guard Station to road under bridge).<br><br>Team Leader: City Collaborators:<br>Resources Needed: | Schedule:<br>2005 2006 2007+ |

| | | |
|---|---|---|
| **Strategy 7** | **Improve bike access and safety throughout Newport** | |
| **Action 7.1** | Evaluate and make recommendations for safety, access and connectivity improvements to the Hwy 101 Oregon bike route system throughout city.<br>Team Leader: Bike and Pedestrian Committee Collaborators: ODOT<br>Resources Needed: | Schedule:<br>2005 2006 2007+<br>X |

| | | |
|---|---|---|
| **Strategy 8** | **Review and Update Transportation System Plan in 2008**<br>Team Leader: City Collaborators:<br>Resources Needed: | |

| | | |
|---|---|---|
| **Strategy 9** | **Review and Update Park System Master Plan for Bike and Pedestrian Improvements**<br>Team Leader: City Collaborators: | |

# Appendix A
## Newport Action Planning Meeting Participants
## January 5 and 6, 2005

**City Beautification**
James Bassingthwaite
Stan Bishop
Steve Dickinson
Roger M. Haley
Mark Jones
Richard Kilbride
Linda Neigebauer
Ester Pinto
Lee Ritzman
A.T. Ronan
Don Rowly
Jim Smith
Jerry Stokes
Janet Webster

**Drug Prevention**
Bernice Barnett
Rob Bovett
Dennis Dotson
Barbara Dougherty
Shelia Flowers

**Education**
Marsha Eckelman
Marie Jones
JD McMahan
Paula L. Priest
Mike Schulz
Gil Sylvia
Deborah Zirin

**Transportation**
Steve Dickinson
Wendy Engler
Louise Gearin
Don Mann
Esther Pinto
Lee Ritzman

**Housing**
Bart Boyer
Tim Myrick

**Youth Rec/Child Care**
John Baker
Chuck Cole
Stefanie Gatchell
Roger Haley
Betty Kamikawa
Bruce McCain
Coleen McNeill
Nina Roll

# Appendix B

## Newport Community Visioning Survey: 2004

***Your Opinion Counts!*** The City of Newport and the Newport Chamber of Commerce are working jointly to update the community's long term vision and strategic action plan. Your input is vitally important to setting priorities for Newport's future. As a result of the 1999 visioning process, the following key accomplishments were made: new wastewater treatment plant, natural gas to South Beach, new boardwalk at the Bay Front, urban renewal improvements to Nye Beach, Performing Arts Center expansion, city beautification and clean-up projects, new recreation center, and state-of-the-art airport improvements. *Please take a few minutes to complete this anonymous survey that will be used to develop community goals and action plans. Fax this back to the Newport Chamber @ 265-5589 or mail to Marketek, 9220 SW Barbur Blvd., Suite 119-220, Portland OR 97219* ***by no later than October 15, 2004.***

**I. Newport Today**

1. What are some of Newport's unique resources or attributes?

2. What are the two most serious issues currently facing Newport and surrounding area?

   a.

   b.

3. What do you think is the perception of local residents towards Newport as a place to work and conduct business?

4. As an area resident, please indicate how you would rate Newport on the following factors. Please check *Not Sure* if you are unsure of your response.

| | | | | | | |
|---|---|---|---|---|---|---|
| a. Education Quality | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| b. Shopping & Services | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| c. Job Opportunities | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| d. Economic Growth | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| e. Housing Options & Quality | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |

| | | | | | | |
|---|---|---|---|---|---|---|
| f. Parks & Recreation | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| g. Health Care | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| h. Municipal Services *(sewer/water)* | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| i. Public Safety *(fire/police)* | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| j. Utility Services *(electric/gas)* | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| k. Port Services | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| l. Community Arts & Culture | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| m. Physical Image & Appearance | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| n. Natural Amenities *(climate, scenic beauty)* | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| o. Transportation (roads, airport, public transport.) | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |
| p. Pedestrian & Bike Paths | ☐ Excellent | ☐ Good | ☐ Fair | ☐ Poor | ☐ Unacceptable | ☐ Not Sure |

Please comment on your reasons for rating any items above as 'poor or unacceptable.'

5. Of the following community values and attributes, please check a total of 5 items that you feel are *most important* to advocate for and encourage in Newport:

**Economy**

☐ Employment opportunities are created
☐ Goods and services are available locally
☐ Residents support businesses by shopping locally whenever possible
☐ Local businesses understand their unique niche in the community and strive to serve the local market
☐ Local government encourages local businesses and promotes economic development

**Quality of Life**

☐ Traffic systems are workable and serve both businesses and pedestrians
☐ Public services (fire, police, transportation) are available and accessible
☐ The working waterfront is active with fishing and recreational tourism
☐ Recreational opportunities are abundant for people of all ages
☐ Arts and cultural opportunities are encouraged and supported
☐ Community aesthetics are valued and beautification efforts encouraged
☐ Quality health services are available
☐ Residents support quality education and lifelong learning

**Development & Growth Patterns**

☐ Our neighborhoods reflect distinct qualities and unique character
☐ Utility services are well maintained and expanded as needed
☐ Design ordinances for quality development are in place and enforced
☐ Development activity is clustered or concentrated in nodes
☐ Publicly-owned open space is protected

***Please add any other values important to you.***

## II. Newport in the Future

6. What improvements or projects within Newport would you like to see in support of the values you've selected in the previous question? *Please list up to 3.*

7. What should residents be doing *right now* to improve the livability of Newport?

8. In dealing with future growth, what approach should Newport take?

☐ Aggressively encourage ☐ Encourage ☐ Be neutral/accommodate ☐ Actively discourage ☐ Discourage

9. As Newport continues to grow and change, what would you like to:

   a. Keep the same or be sure to protect:

   b. Change:

10. What are Newport's two most important opportunities for future success?

a.

b.

11. Every community wants high quality, family wage jobs. What kinds of *specific* jobs would you like to see Newport attract? (Ex: manufacturing, professional service, retail, health care, technology, etc. *Be as specific as you can. When possible,* please name companies, businesses or industries.)

12. As you visualize a successful Newport in the next 10-15 years…

a. What does Newport look like? (physical identity or image?).

b. What is Newport known for?

**III. Who You Are**

13. Do you live within the City of Newport? ☐ Yes ☐ No

a. If YES, how long have you lived in Newport? _____ years.

If you moved here less than 5 years ago, what was the deciding factor(s) in your relocation?

b. If NO, do you live in ☐ Lincoln County ☐ State of Oregon ☐ Other

14. Do you work within the City of Newport? ☐ Yes ☐ No

15. Please check your age:

☐ Age 13 & under ☐ 19-24 years ☐ 45-64

☐ 14-18 years ☐ 25-44 ☐ 65 or older

16. Please share any other comments about your vision for the future of Newport below or use a separate page.

***Thank you for participating!***

# Appendix C

## Newport Community Visioning Survey: 2004
## *Summary of Responses*

Total completed surveys: 487

**1. What are some of Newport's unique resources or attributes? (440 responses)**

| Resources/Attributes | Number of Responses |
|---|---|
| Beach, ocean, bay front | 157 |
| Natural Beauty | 51 |
| Hatfield Center | 43 |
| Performing Arts Center/ culture | 38 |
| Fishing Industry | 35 |
| Aquarium | 26 |
| OCCC | 13 |
| Library, recreational center | 9 |

**2. What are the two most serious issues currently facing Newport and surrounding area? (452 responses)**

| Issues | Number of Responses |
|---|---|
| Poor economy/Lack of living wage jobs | 157 |
| Traffic/Sprawl/ Poor planning/ Aesthetics of 101 | 128 |
| Drugs/Vagrancy/Homelessness | 75 |
| Decline in education quality | 68 |
| Water quality | 46 |
| Lack of recreation/ poor social services (e.g., health care) | 35 |
| Poor housing | 15 |
| Other: taxes too high; services not well funded; roads poor; community center a drain, etc. | None more than 10 |

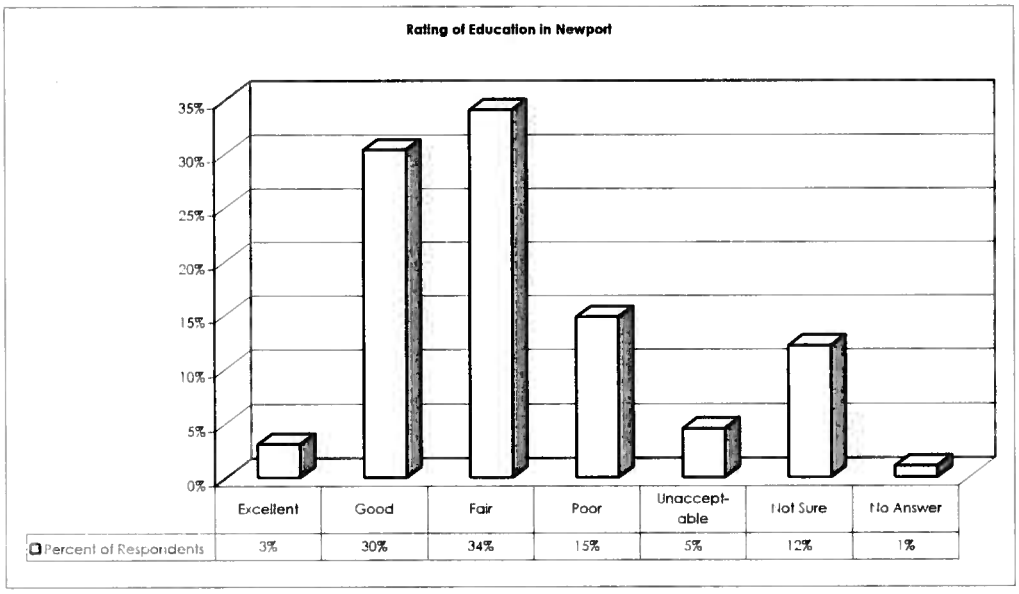
**3. What do you think is the perception of local residents towards Newport as a place to work and conduct business? (354 responses)**

| Perceptions | Number of Responses |
|---|---|
| Needs Improvement/ Limited Opportunities | 101 |
| Good | 67 |
| Poor | 67 |
| Tourism-dependent | 22 |
| Outstanding | 16 |
| Bad for young people | 10 |

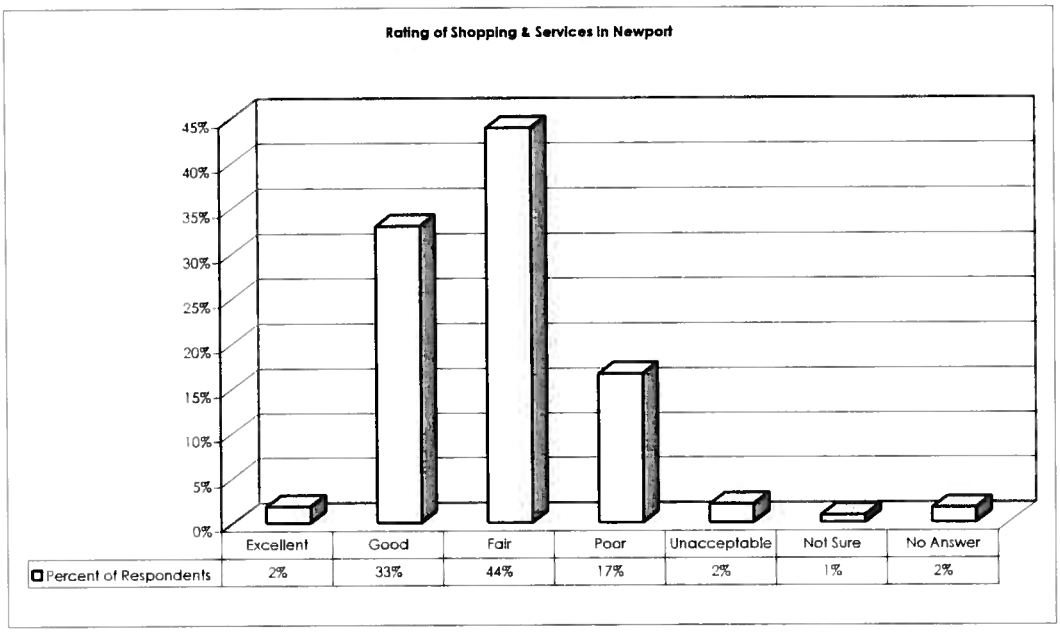
Note: *Overall the responses were unfavorable. The responses between Needs Improvement/Limited Opportunities were virtually split down the middle between those who feel things are OK, but could be better, and those who feel the situation might be good for a select few but overall find that the business climate is not hopeful.*

**4. As an area resident, please indicate how you would rate Newport on the following factors. Please check *Not Sure* if you are unsure of your response.**

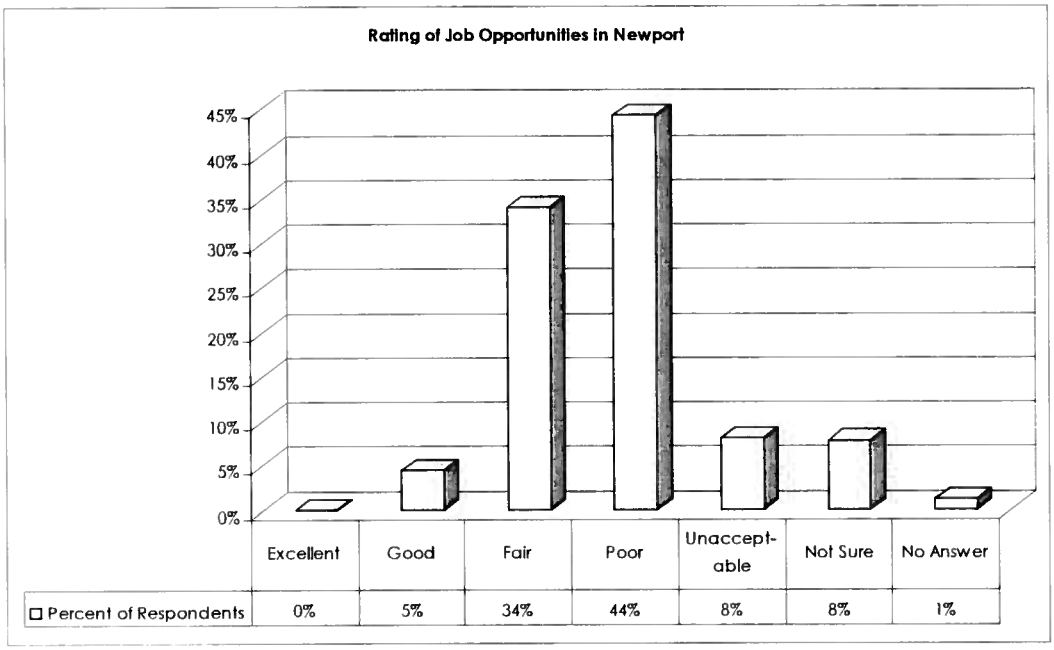
a. Education: 482 of 487 answered this question.



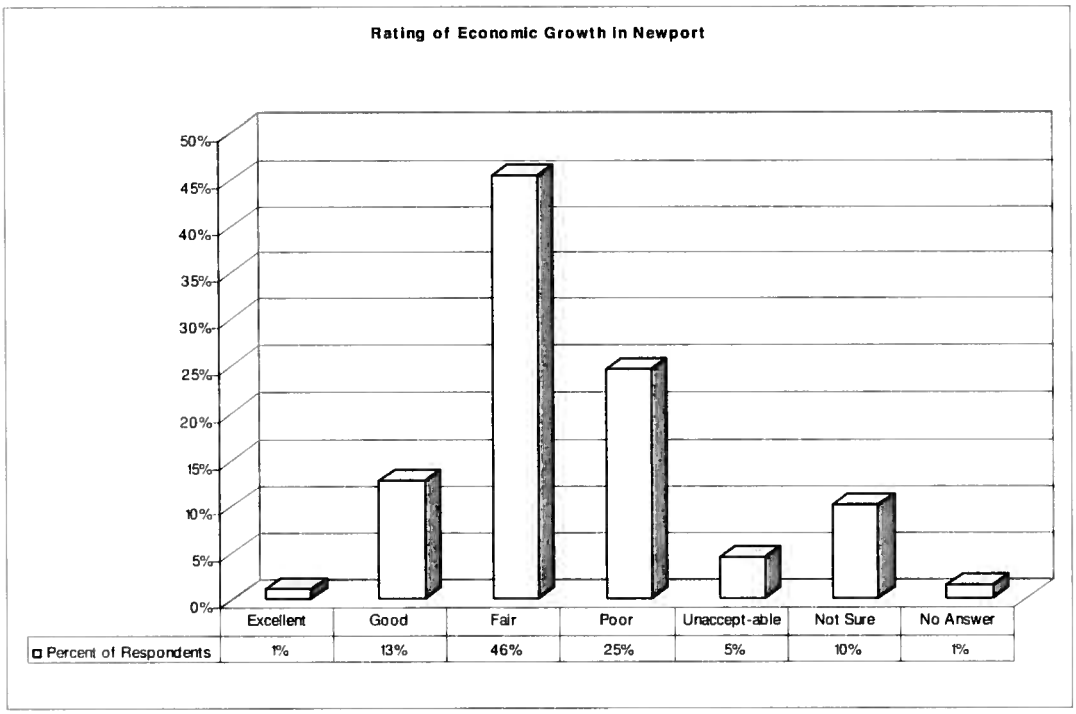
b. Shopping & Services: 479 of 487 answered this question.



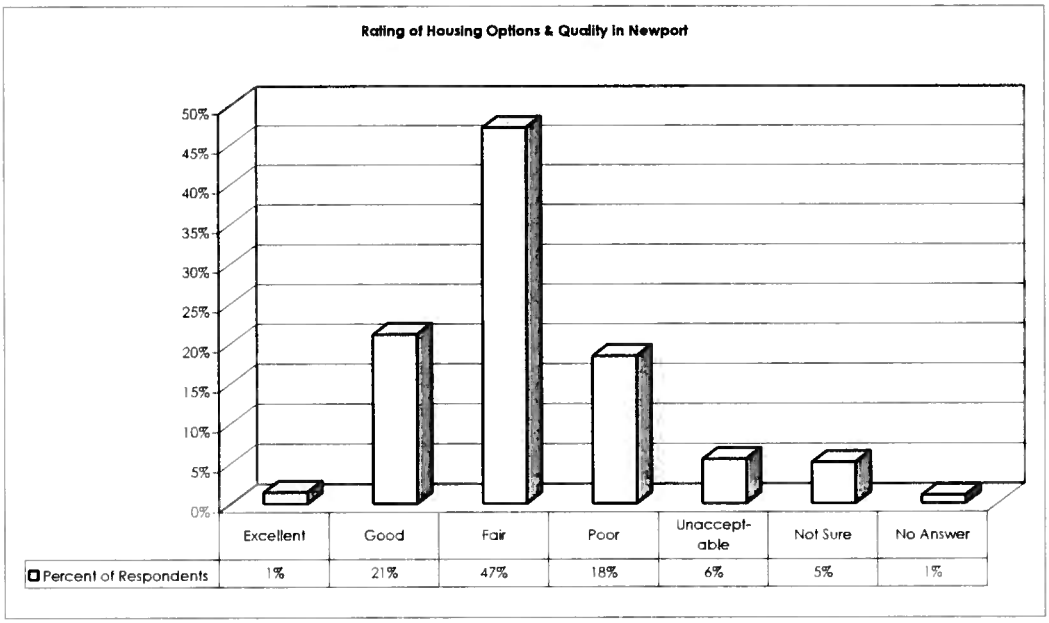

c. Job Opportunities: 481 of 487 answered this question.



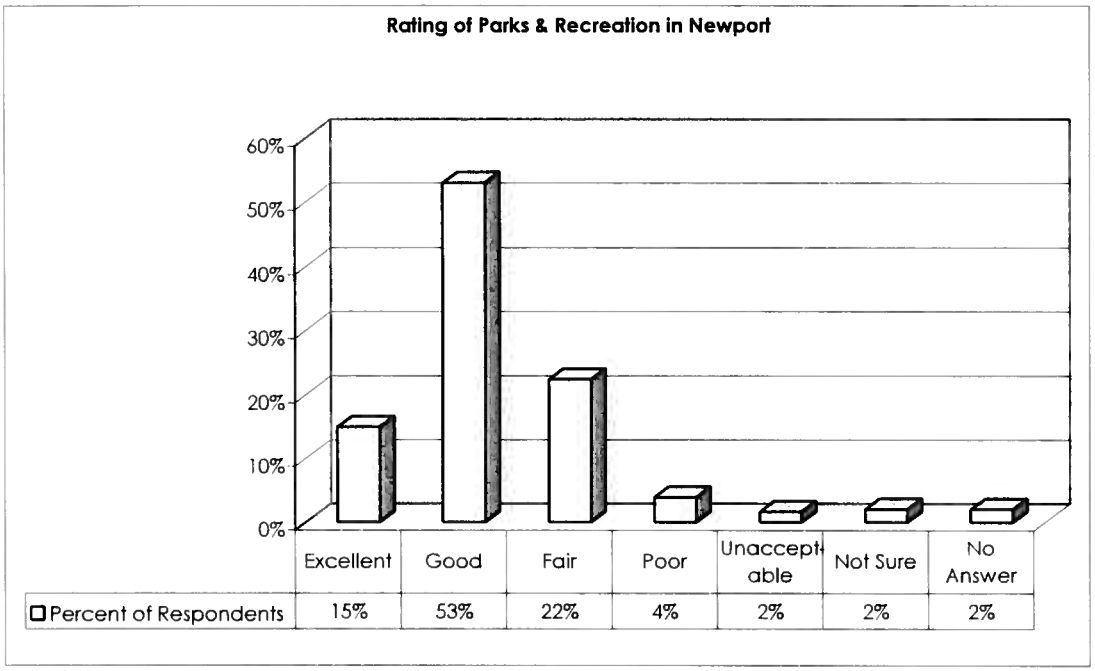
d. Economic Growth: 480 of 487 answered this question.



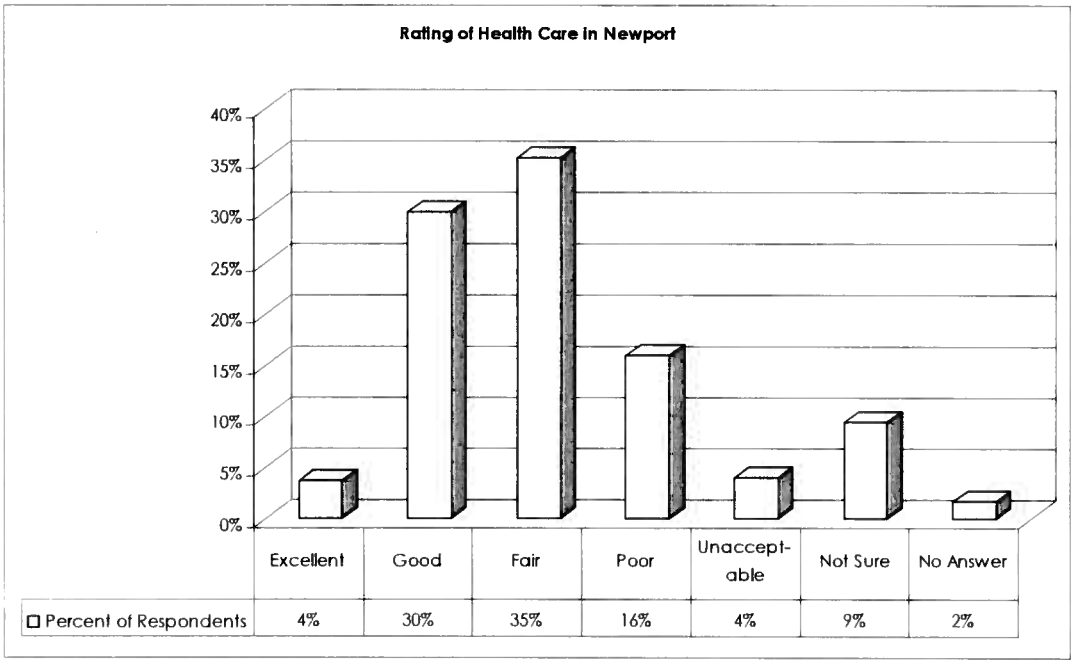

e. Housing Options & Quality: 482 of 487 answered this question.



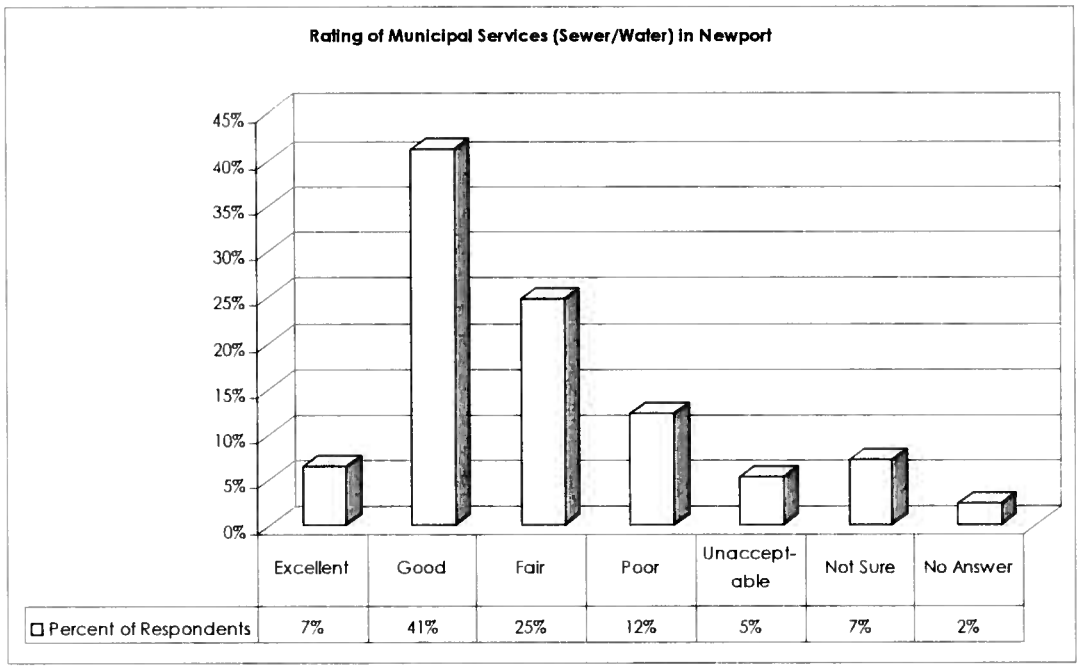
f. Parks & Recreation: 477 of 487 answered this question.



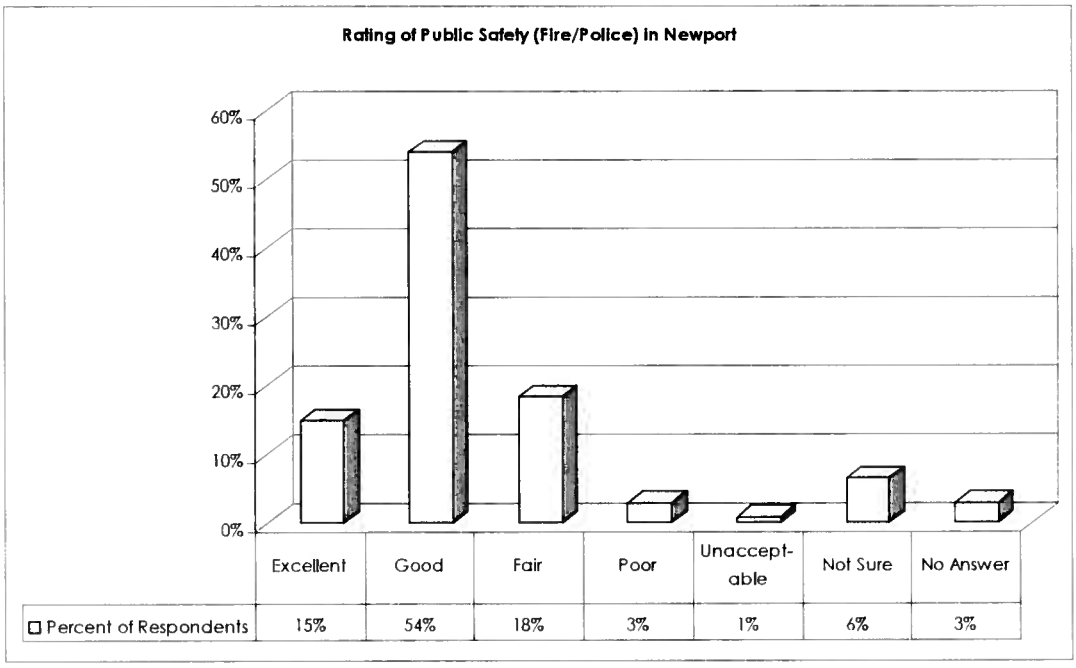

g. Health Care: 479 of 487 answered this question.



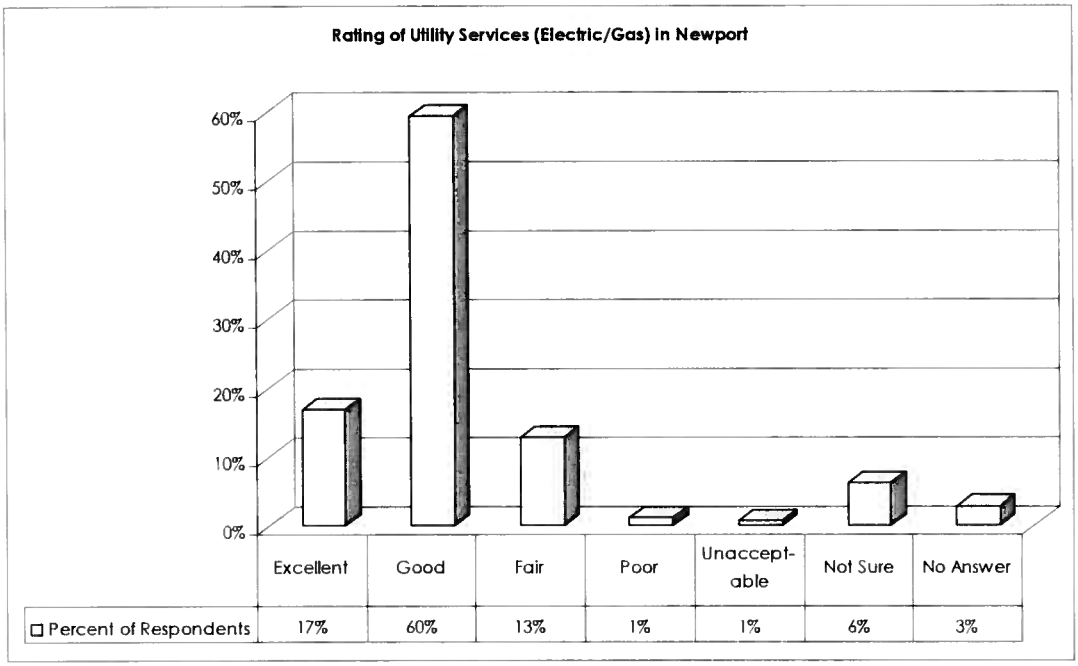
h. Municipal Services: 475 of 487 completed this question.



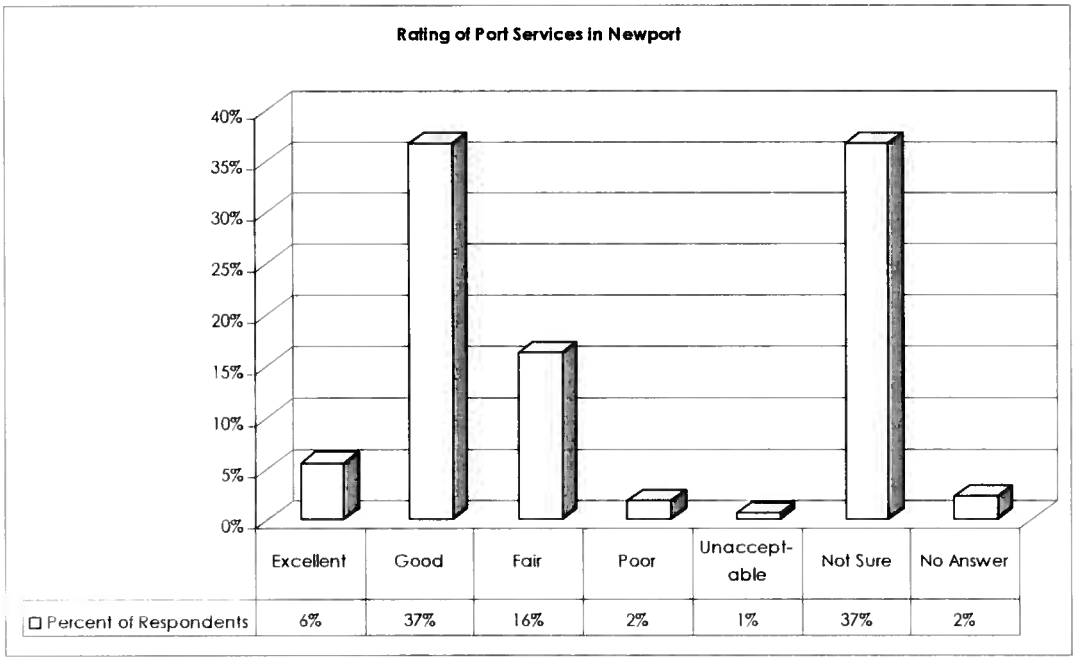

i. Public Safety: 473 of 487 completed this question.



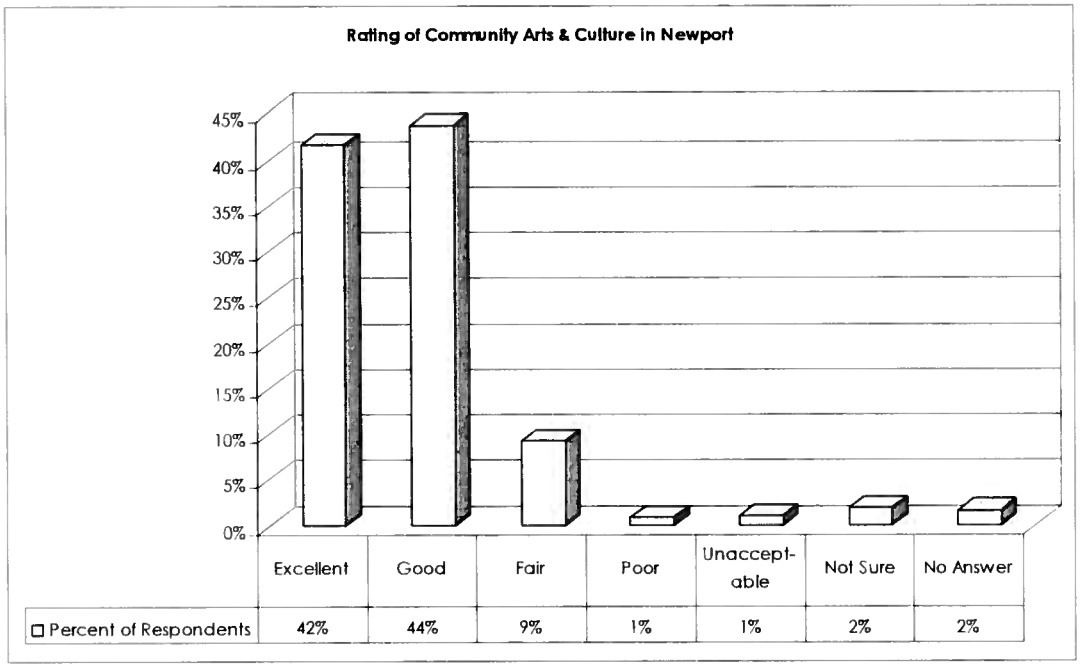
j. Utility Services: 473 of 487 completed this question.



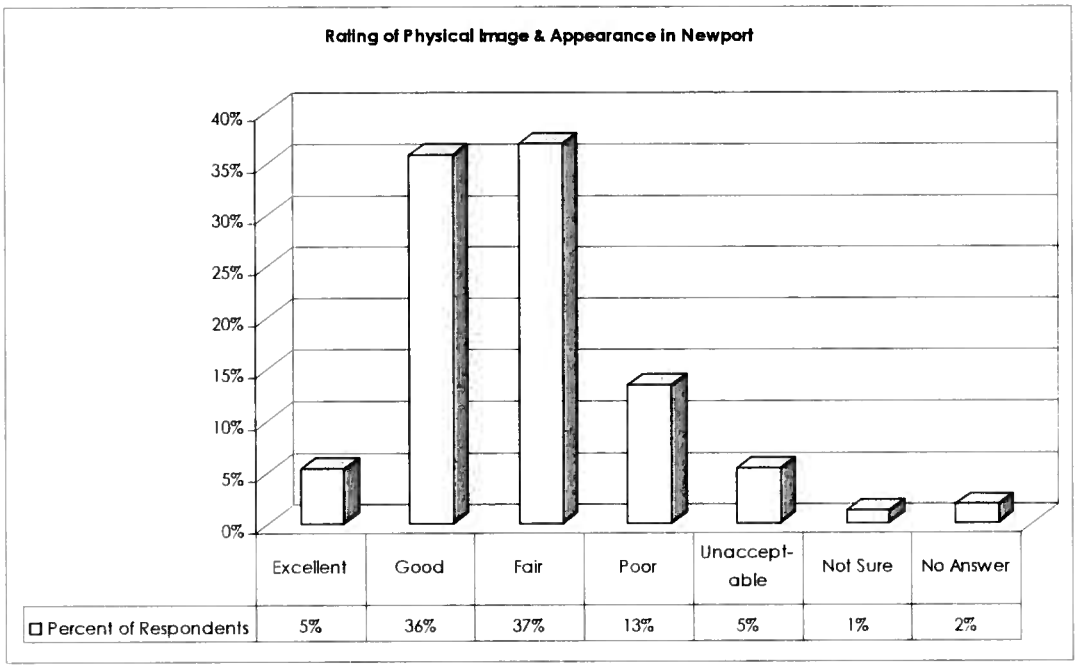

k. Port Services: 476 of 487 completed this question.



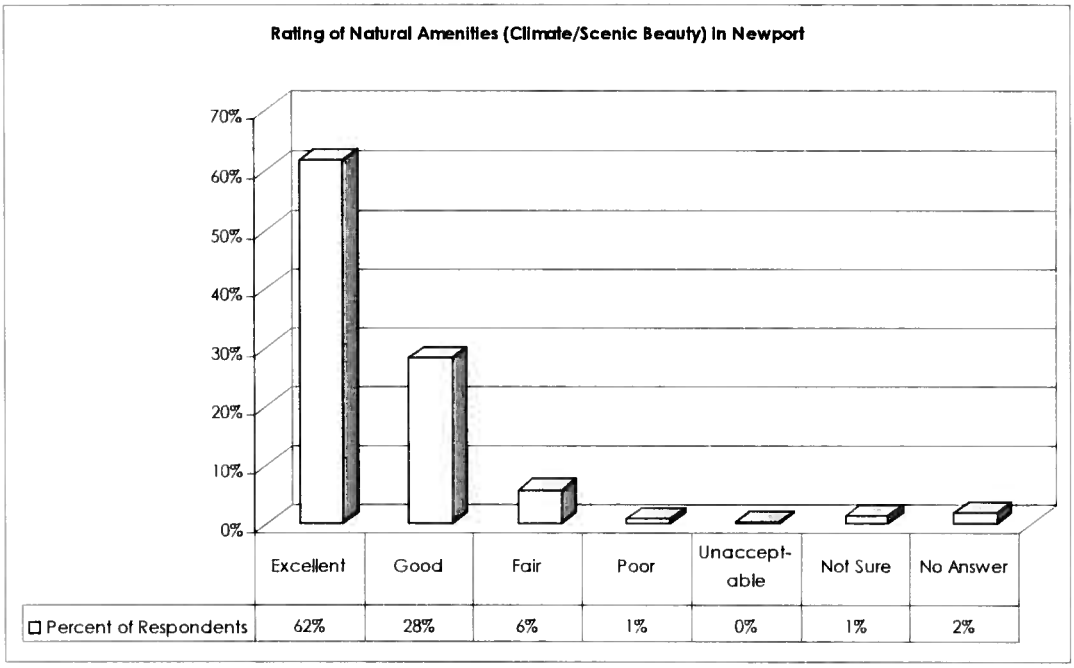
l. Community Arts & Culture: 479 of 487 completed this question.



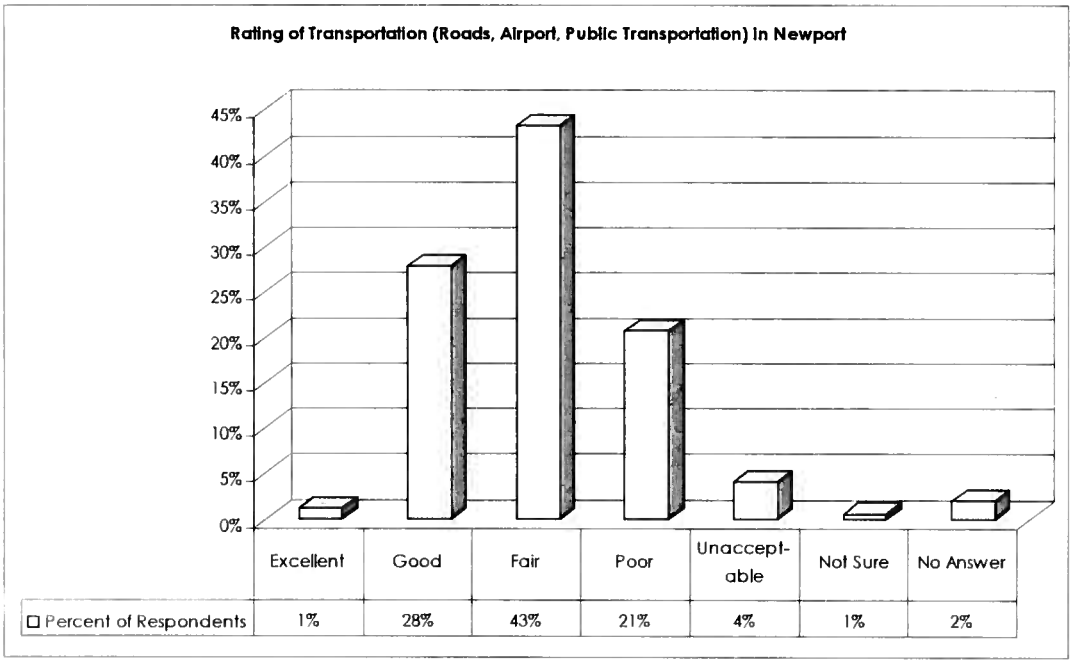

m. Physical Image & Appearance: 478 of 487 completed this question.



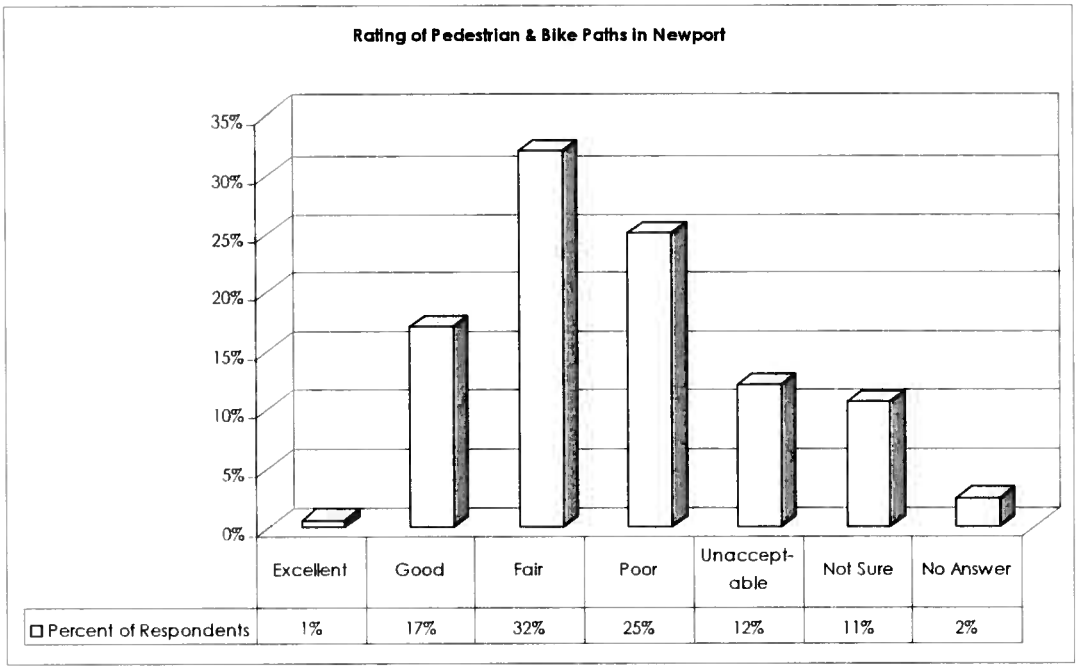
n. Natural Amenities: 478 of 487 completed this question.




o. Transportation: 477 of 487 completed this question.



p. Pedestrian & Bike Paths: 478 of 487 completed this question.




**Please comment on your reasons for rating any items above as 'poor or unacceptable.' (333 answered this question.)**

*"Unless you can shop in the $160K bracket or above, quality housing is not readily available. Most houses affordable by those in the service, fish processing, or science fields are old and/or poorly constructed.*

*"Newport's main street (101) is extremely unattractive; nothing but asphalt and pavement spread over several miles along the highway. It has a very industrial appearance. The Nye Beach and bay front areas are very pleasing aesthetically (hurrah for the improvements there!), but you have to know where they are. The average visitor, upon driving through Newport, would probably think of it as just another coastal strip town. When I return to Newport after visiting such towns as Astoria or Cannon Beach, I cringe at how ugly my own home town really is."*

*"Pedestrian & Bike Paths: Do I even need to explain? There aren't any. Start at Wal-Mart and ride your bicycle down Highway 101 to the Oregon Coast Aquarium and it will become abundantly clear. I have done this and found it to be extremely unpleasant, not to mention highly dangerous. Newport is not only unwelcoming to cyclists and pedestrians (again, with the exception of the Nye Beach and bay front areas), it's downright dangerous."*

*"Too many part-time, no benefit jobs being supplemented by social services that are underfunded."*

*"High rents are being charged for substandard housing knowing that large # of people will squeeze into small places in order to make the rent. -out extreme natural beauty has been reduced in many areas by bulldozer parking lots."*

*"Need long term vision! City overlooks education needs. The greatest effort has gone to planning an events center and spending federal funds on frivolous projects like the white palace (new city hall) and the light posts at Nye beach. Meanwhile the water is horrible, sewer rates are ridiculous and meth is the biggest businesses around. Use fund to increase quality of life for permanent residents."*

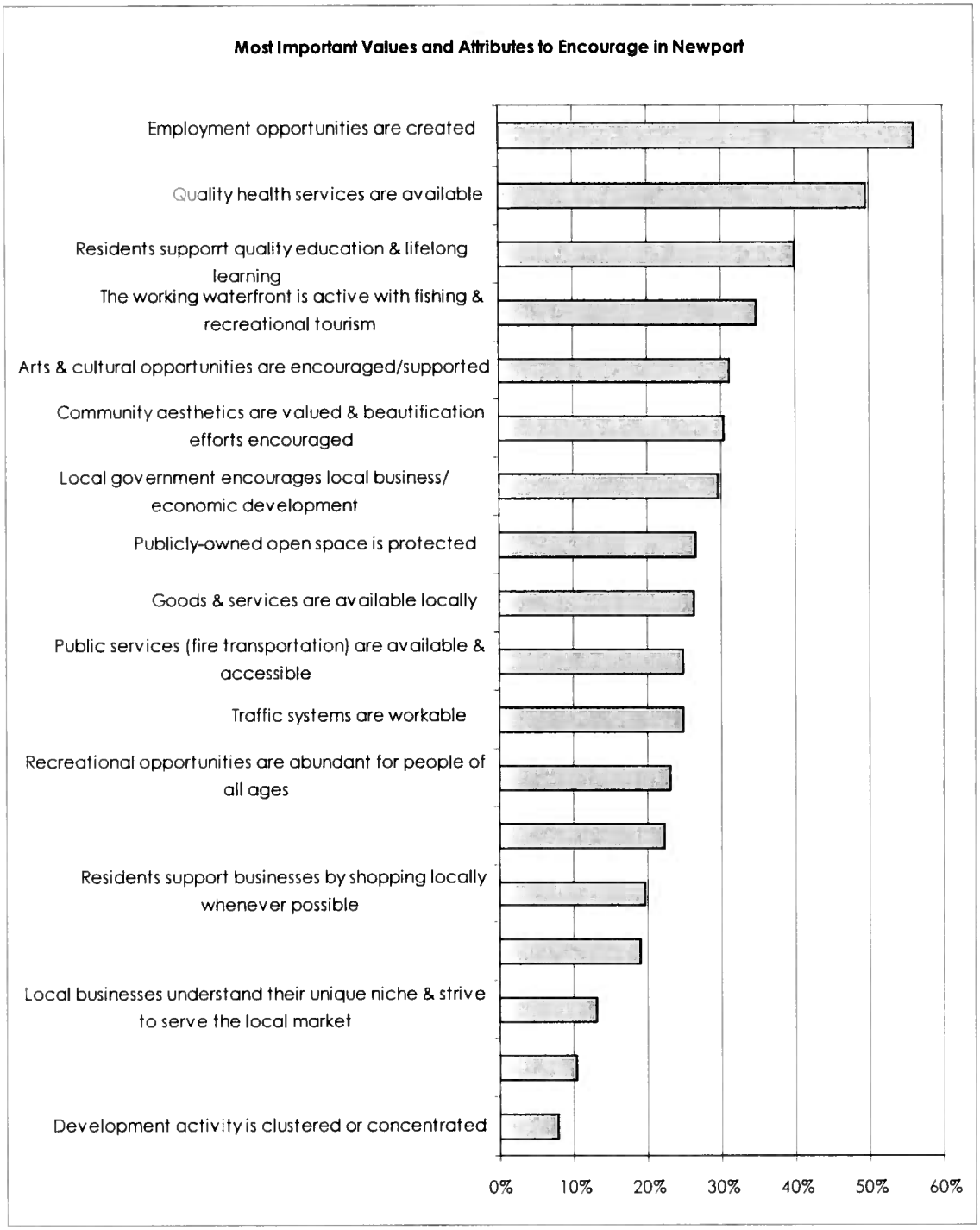
*"Physical image is poor. Signage along 101, and junk around the city suggests little pride by citizens, and perhaps poor enforcement of ordinances by city. Pedestrian and bike paths are very poor, with bikes forced to be on roadway, and lack of sidewalks in many areas, also poor paving and inadequate street alignments in many places leading to confusion."*

*"Healthcare is very limited and poor quality. It is difficult to get a local doctor and have to go to Corvallis for specialty services."*

*"There are no greenways for bicycles or pedestrian traffic. Traffic makes riding to work dangerous. Town could use some open markets, cafes and unique things. Too many cheesy souvenir shops, need more opportunity for shopping."*

**5. Of the following community values and attributes, please check a total of 5 items that you feel are *most important* to advocate for and encourage in Newport. 460 of 487 answered this question.**

The percentage responses exhibited in the chart that follows are based on the 460 respondents to the question.


Most Important Values and Attributes to Encourage in Newport
Employment opportunities are created
Quality health services are available
Residents supporrt quality education & lifelong learning
The working waterfront is active with fishing & recreational tourism
Arts & cultural opportunities are encouraged/supported
Community aesthetics are valued & beautification efforts encouraged
Local government encourages local business/ economic development
Publicly-owned open space is protected
Goods & services are available locally
Public services (fire transportation) are available & accessible
Traffic systems are workable
Recreational opportunities are abundant for people of all ages
Residents support businesses by shopping locally whenever possible
Local businesses understand their unique niche & strive to serve the local market
Development activity is clustered or concentrated
0%
10%
20%
30%
40%
50%
60%

**6. What improvements or projects within Newport would you like to see in support of the values you've selected in the previous question? Please list up to 3.**

Newport's three big issues recur in responses to this question: 1. Aesthetics, 2. Business Development/Decent Jobs and 3. Road Quality/Traffic. More mention of youth activities appears in this section than in earlier open-ended questions. Education and health care are lightning rods. Other issues range from developing brownfield sites to opening a tattoo parlor.

**7. What should residents be doing *right now* to improve the livability of Newport?**

| Response | Number of Responses |
|---|---|
| Clean Up/Beautify | 99 |
| Community Involvement/ volunteerism | 47 |
| More open government/ better communication | 27 |
| Support schools | 27 |
| Support local businesses | 21 |
| Address drug and alcohol problem | 13 |

In terms of immediacy, the survey shows that people consider the appearance of the city to be something that should and can be addressed. In this question, the issue of community involvement and good citizenship become important concerns, and more direct desire for citizen interaction with city leadership is expressed. School funding also is seen as something to address *right now* (probably in relation to bond issue in November election.)

*"Keep cleaning up the city. We are doing well but need to continue. It makes a big difference. Also, continuing with the meth cleanup because that's just plain scary.*

*"The new college will upgrade the area educationally but we need to deal with this dead part of uptown that also has a wonderful opportunity for future development. Everyone on 101 that goes through town goes through this corridor and they sit often 2 or 3 lights at Hurburt and 101 and have plenty of time to look around. The area of the old college could be developed into a real asset."*

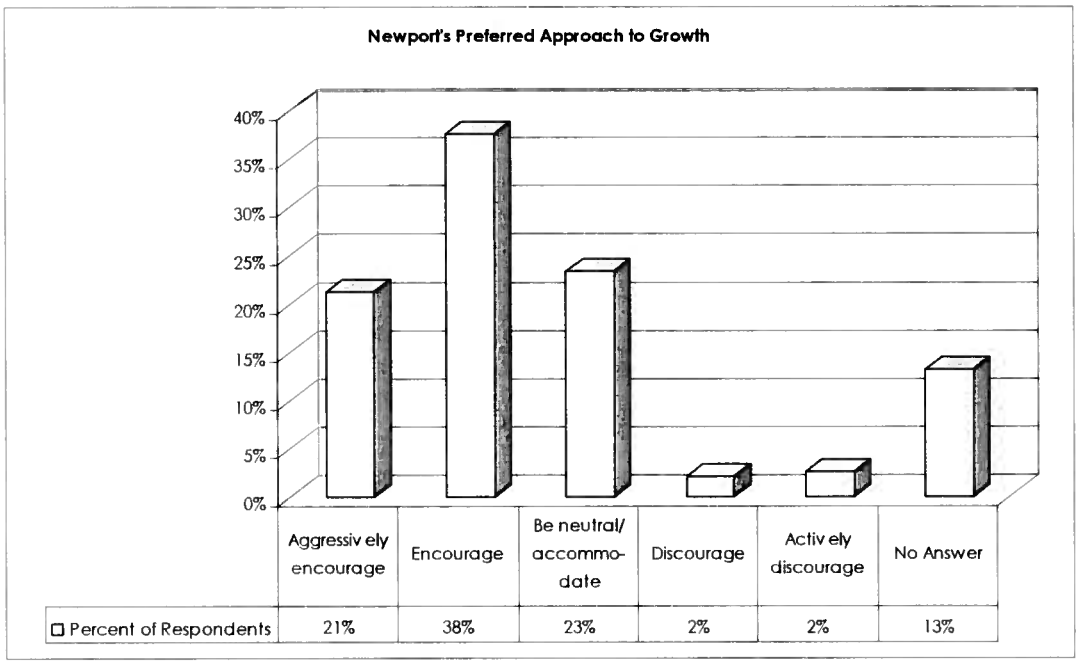
*"I've had alot of experience with Samaritan and have been pleased - lived through it all just fine. We really need to look at education both at K through 12 as well as OCCC - both are the future of the county and both need help succeeding. I know many who have moved away because of education alone. Loved it here but moved to better education areas for their children's future."*

*"A key to success is--Get to know your neighbors. Build supportive friendships. Many people here are transplants who feel shut out of the local "society". Although most people here are friendly, there is a core of snobbery (whatever for, I can't imagine) that keeps newcomers at arms length. ...I just know that to be the best community on the coast, we have to work together, trust each other and share our efforts toward success."*

*"Actively supporting a cohesive vision of Newport and future--including knowledge about how to make Newport attractive to our children."*

*"Everyone needs to take care of their yards and homes. Shop locally whenever possible. Call the city whenever they observe suspected illegal activity (e.g. drug dealing) or abandoned cars. Support local law enforcement and drug treatment to greatly reduce the meth problem and alcohol abuse."*

**8. In dealing with future growth, what approach should Newport take? 423 out of 487 answered this question.**



**9a. As Newport continues to grow and change, what would you like to keep the same or be sure to protect? 353 out of 487 answered this question.**

| **Keep the same** *Like responses are grouped below* | **Number of Responses** |
|---|---|
| Ocean/beach access | 78 |
| Bayfront | 32 |
| Parks | 16 |
| Small town feel | 29 |
| Unique culture/history | 23 |
| Quality of Life | 5 |
| Natural Beauty | 32 |
| Forests | 7 |
| Environment | 7 |
| Lighthouses | 4 |

**9b. As Newport continues to grow and change, what would you like to change or improve? 335 out of 487 answered this question.**

| **Change/Improve** | **Number of Responses** |
|---|---|
| Attractiveness | 54 |
| Traffic | 38 |
| Education and youth recreational activities | 29 |
| Planned development/ avoid sprawl | 15 |
| Jobs/Homelessness | 10 |
| Housing costs; concern for the environment; bike lanes; need mall; public involvement; provincialism | Multiple responses; *None more than 10* |

**10. What are Newport's two most important opportunities for future success? 380 out of 487 answered this question.**

Tourism was by far the most common response (56 references). Interestingly, the next most important opportunity was seen as the growth and development of the Community College (27 responses). There appears to be a correlation between this opportunity and increased educational opportunities through the Hatfield Marine Center (19 responses). The HMSC is seen as a much more viable resource in this respect than the Aquarium.

The fishing industry, with a mix of commercial and recreational emphasis was cited 24 times. There were also 24 references to the convention center and/or cultural activities. Education and natural beauty were each mentioned 18 times.

**11. Every community wants high quality, family wage jobs. What kinds of *specific* jobs would you like to see Newport attract?**
**(Ex: manufacturing, professional service, retail, health care, technology, etc. *Be as specific as you can. When possible,* please name companies, businesses or industries.) 345 out of 487 answered this question.**

| Jobs | Number of Responses |
|---|---|
| Health Care | 66 |
| Retail | 56 |
| Light/sustainable manufacturing | 54 |
| Technology | 48 |
| Professional services | 18 |
| Education | 16 |
| Marine Research | 13 |
| Restaurant | 11 |

Specific companies mentioned: Home Depot (21), Costco (15), Hatfield/OSU (11), Target (4), OCC (4), GP Toledo (3), shoe store (3), Hewlett Packard (2) Nike (2).

**12. As you visualize a successful Newport in the next 10-15 years, *What does Newport look like? (physical identity/image?)***
382 of 487 responses to this question.

| Identity/Image | Number of Responses |
|---|---|
| Cleaner | 73 |
| Small beach town | 18 |
| Same | 17 |
| Beautiful | 15 |
| Unique/upscale | 13 |
| Poor/boring/dilapidated | 13 |
| Bigger | 12 |
| Natural beauty | 13 |
| Less traffic | 5 |
| Fishing community | 5 |

***What is Newport known for?*** **412 of 487 responses to this question.**

| Known For | Number of Responses |
|---|---|
| Beach/Ocean | 70 |
| Fishing | 52 |
| Bayfront | 46 |
| Tourism | 46 |
| Culture | 38 |
| Aquarium | 29 |
| Seafood | 28 |
| Scenic Beauty | 28 |
| Friendliness | 22 |
| HSMC | 18 |

**13. Do you live within the City of Newport? 453 out of 487 answered this question.**

326 live in the City of Newport; 127 do not.

**a. If YES, how long have you lived in Newport? (337 answered this question.)**
The *average* time respondents have lived in Newport is 15 years; the *median* is 11 years.

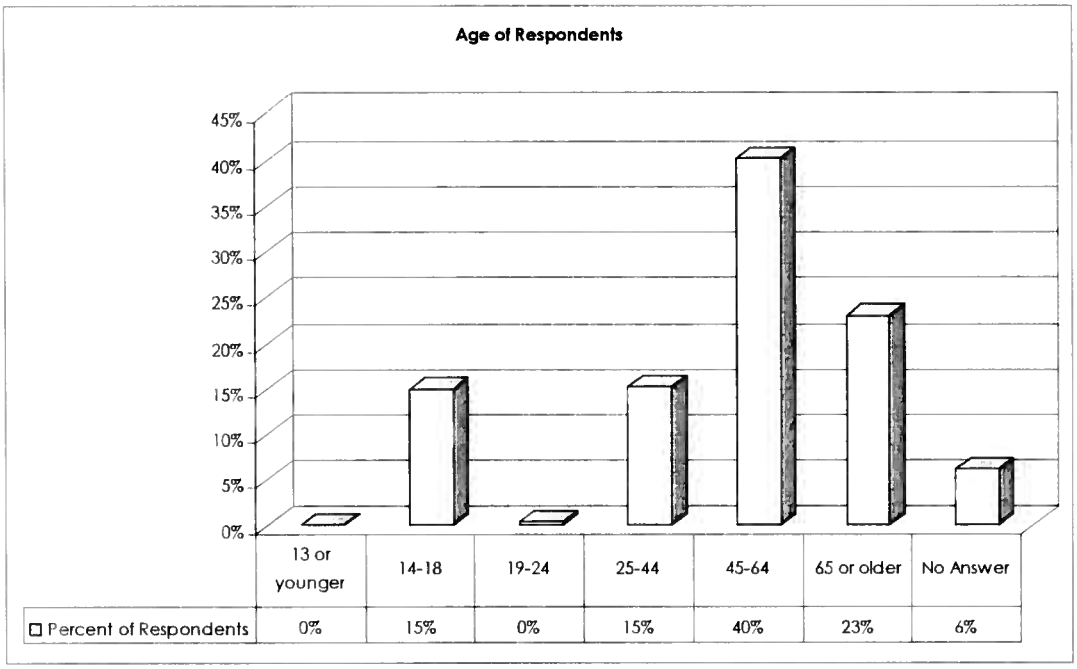
**If you moved here less than 5 years ago, what was the deciding factor(s) in your relocation? (82 responses)**

| Deciding Factors | Number of Responses |
|---|---|
| Job | 19 |
| Live by ocean | 18 |
| Small town/friendly/safe | 13 |
| Family | 8 |
| Beauty | 5 |
| Climate | 5 |
| Culture | 4 |

**b. If NO, do you live in Lincoln County?** 111 **Elsewhere in State of Oregon?** 11 **Other?** 4

**14. Do you work within the City of Newport? 374 of 487 answered this question.**
229 answered Yes; 145 answered No.

**15. Please check your age: 457 of 487 answered this question.**




**16. Please share any other comments about your vision for the future of Newport below. THANK YOU for completing this survey!**

This question attracted lots of comments about specific needs—Red Robin, Olive Garden and Quizno's appeared frequently.

*"I like the way Newport has been able to maintain some dignity and not sell out to cheap, flashy, discount tourist traps. Thank you city planners."*

*"Youth should have a say and be encouraged in the growth of the town. We should have gardens in every school. Youth should be encouraged to help plan and implement the physical improvements - painting and planting, doing murals... Integrate some of the suggestions of the Community Health Improvement Project into the city's vision."*

*"Complaints are always the same and there is no vision within the city council. Working 2-3 part time jobs, as many residents do in order to make a living is not right. rents are too expensive and if we are going to be tourist oriented than we need to support more fisherman."*

*"The community is about to be divided up between politically and ideological motivated interest groups. This would be a disaster for the future of Newport, as it has proven to be in many other Oregon communities. Somehow, influential organizations like the City, Chamber, Port, School District, Health District, etc., need to agree on a big-picture strategy which can reunite the community and refocus on a common theme for the future."*

*"Actually - we just moved north of Newport two months ago, but have lived in the area for the past 3 years - and work and go to church here. We love the climate and the scenery, but are frustrated by the lack of jobs and availability of "normal" supplies - end up going to Albany, Salem, or Portland to buy goods. My husband took a significant pay cut to move here, and we knew that would happen, however, most people cannot take a pay cut to move to the coast - so it limits "middle class" people from moving here."*

*"I think if Newport and Lincoln County in general fail to support education for all its citizens and as an industry draw, we will continue to deal with a workforce that cannot even meet the needs of the local tourist industry. And we will continue to have a large illegal drug problem."*