



PLANNING COMMISSION WORK SESSION AGENDA
Monday, August 08, 2016 - 6:00 PM

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 agenda may be amended during the meeting to add or delete items, change the order of agenda items, or discuss any other business deemed necessary at the time of the meeting.

1. CALL TO ORDER

2. UNFINISHED BUSINESS

2.A. Status of the Visioning process.

[Greater Newport Vision-2040 Project.pdf](#)

3. NEW BUSINESS

3.A. Update on OPRD Master Plans for Agate Beach State Park, Yaquina Bay State Park, and South Beach State Park.

[OPRD Master Plan Update.pdf](#)

4. ADJOURNMENT

Memorandum

To: Newport Planning Commission

From: Derrick Tokos, Community Development Director 

Date: August 4, 2016

Re: Greater Newport Vision 2040 Project

At its July 18, 2016 meeting, the Newport City Council accepted the RFP review committee's recommendation that the consulting firm HDR be selected to assist the City in developing a vision and strategic plan for the Greater Newport Area. Attached is a copy of their proposal. The schedule included in the document is off, as it took several rounds of interviews in order for the review committee to reach agreement on a recommendation.

City staff is meeting with HDR on August 18, 2016 to refine the scope of work. I don't know that the Planning Commission will have a formal role in that process. My sense is that the City Council will want to put together a stakeholder committee for the project and I anticipate that they will want to continue to have a Planning Commission member serve as part of that group. There will also be opportunities for Commission members to participate individually at the various outreach meetings.

Attachment

HDR Proposal



March
2016



Statement of Qualifications
City Vision 2040
City of Newport, Oregon





City of Newport
169 SW Coast Highway
Newport, Oregon 97365
Attn: Peggy Hawker, City Recorder/Special Projects Director

March 4, 2016

Re: City Vision 2040

Dear Ms. Hawker:

Thank you for the opportunity to submit this proposal to help develop a City Vision Plan for the City of Newport (City). This letter is our formal statement of desire to make an offer to the City. Visioning is this team's specialty - an area of planning with which we have an extensive history of successful, award-winning projects, including many (three of them currently) from which the City of Newport can amend existing templates and public information to further expand its outreach scope. We are excited about guiding the city's next dialogue about its future and delivering a new vision, and strategic plan for the Newport community.

To best serve the City, HDR provides:

- **Direct knowledge of Newport vision needs.** Our team includes visioning expert Steven Ames, who has been a significant contributor to vision projects across the state, nation, and even internationally.
- **A tailored approach to engage Newport residents.** Our process provides flexibility to build partnerships and involve the entire community, including traditionally hard-to-reach populations.
- **An integrated team with depth of resources.** Our team includes nationally recognized specialists with engagement, and vision development experience all located in Oregon. HDR, which has successfully completed several significant projects with the City of Newport, also provides a full suite of in-house community engagement, transportation, environmental resources, and asset management services to help extend the team's capabilities.

Our proposed staff is committed to your success and meeting your timeline. Dave Moyano, PE,SE is authorized to negotiate and sign a contract that may result from this proposal. If you have questions or require further information, please contact Doug Zenn directly at 503-423-3889 and/or at Doug.Zenn@hdrinc.com.

Sincerely,
HDR ENGINEERING, INC.

David C. Moyano, PE, SE
Vice President and Oregon Area Manager

Doug Zenn
Project Manager

Executive Summary

Much of the HDR team’s approach is built on *A Guide to Community Visioning* authored by team-member Steven Ames. This award-winning approach to visioning has been used successfully by communities across North America and overseas to develop visions for future and strategic plans designed to achieve them. Our approach will use the guide as our framework with modifications tailored specifically to meet the needs, resources and desired outcomes for the City of Newport, and the greater Newport area.

Our process to produce Newport’s City Vision 2040 has three basic phases. The first—**Foundation Building**— establishes a solid base for our ongoing community conversations. It includes assessments of community resources, stakeholder involvement, and development of a Community Profile. This profile will include both key community information, as well as data on emerging trends and issues that may have an impact on Newport and its unique environment, including consideration of coastal lifestyle, tourism, fishing, logging, and port industries.

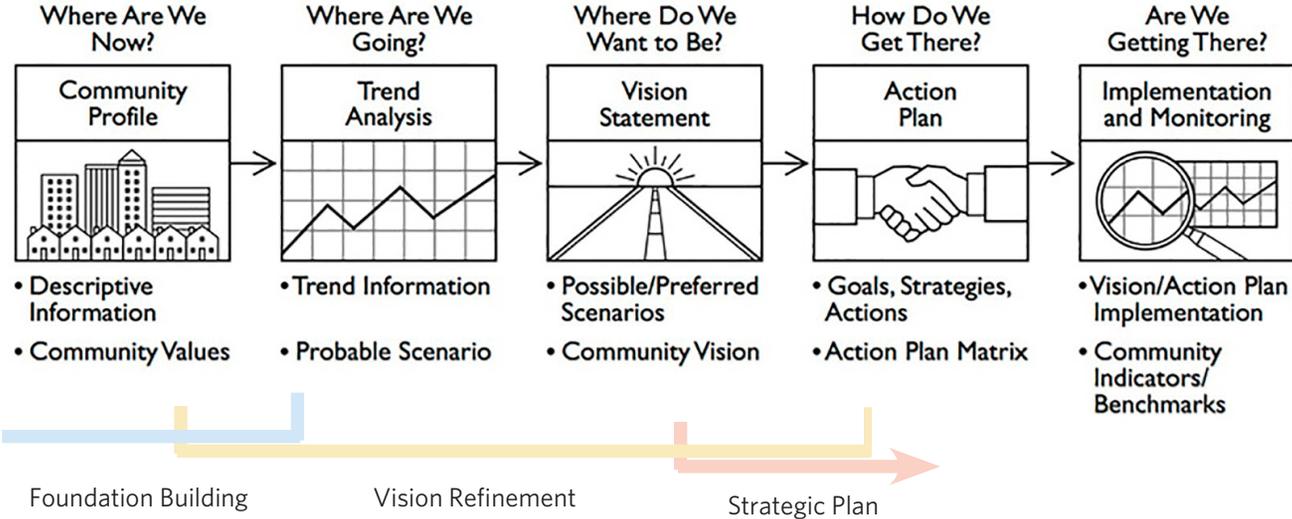
From our first phase findings, we will refine our outreach approach to ensure the most robust community involvement during the second phase—**Vision Development**. We use community workshops and targeted community activities to build our draft vision. Once drafted, we will vet this vision with community members through presentations, outreach activities and polling.

Our third phase establishes the **Strategic Plan** to implement the Vision. The Strategic Plan identifies and prioritizes strategies by which to accomplish the vision. With our unique engagement strategies tailored to suit the community and needs of Newport, and its wide range of voices, the Strategic Plan is developed intrinsically with the vision as its destination point.

Each phase overlaps in an iterative process that allows community members to have authentic input at all points of the process. All phases will culminate in the delivery of a roadmap to the future for Newport in 2040 that was developed not only by our team, but by the Newport community, its civic leaders, and the Steering Committee.

THE NEW OREGON MODEL

Source: Steven Ames Planning



Introduction and Approach

HDR primary contact information

Doug Zenn - Project Manager
503-423-3889
doug.zenn@hdrinc.com

Introduction

"It's winter 2017 and you're attending an event such as the 40th annual Newport Seafood and Wine Festival, one of the biggest annual events in Newport, and a reflection of many important aspects of the area - commerce, coastal life, tourism, culture, and

more. The community and visitors are enjoying the festivities and celebrating the recently adopted 2040 Community Vision that the community, both local and of the surrounding areas, worked hard and in collaboration to establish. The community spirit is high with appreciation. People cheer as they listen to proud community members read Newport's shared vision for the future."

HDR and Steven Ames Planning have followed the City's Community Visioning Work Group, and its subsequent growth into the Visioning 2040 Steering Committee as it laid the ground work for recommending and moving forward a formal visioning process. With the culmination

of resources connected to location, access and lifestyle, there is no doubt Newport holds a community that values its environment and livability, and visitors that are attracted to its host of recreational opportunities and amenities. At the same time, the community



Events like this provide avenues to engagement for a diverse group of community members. Photo by Craig Dugas

is ripe with interest to preserve what they most enjoy about Newport while adapting to changes. We applaud the City, the Vision Work Group and Steering Committee for taking an intentional and community-wide approach to moving Newport into the future.

Why HDR?

- **We understand community.** We use innovative, engagement tools such as combinations of online surveys, community walks, and photo contests. We combine high tech (polling, social media and visualization) with high touch (high quality, face-to-face interactions) to best meet multiple stakeholders and participation needs. This brings more voices into the project.
- **We expand the resources and reach of this project.** We utilize proven capabilities to guide, teach, or mentor Community Volunteers.
- **We provide worldwide Vision leadership to handle the unique needs of Newport.** Steven Ames wrote the American Planning Association's *A Guide to Community Visioning* - a citizen's handbook on community-developed visions. This unique background will allow for needed adaptability during the engagement process. *The collaboration in the vision development ensures the vision is implementable and unique to Newport.*

Approach

Our team has participated in more than 70 vision processes combined, and are ready to help Newport plan for your future. Through our significant involvement helping communities to develop strategic plans, we have identified that commitment and leadership are two key components to a successful visioning process, which the City has already begun. The other key component is a solid structure for how to have this conversation in a productive manner that provides momentum for implementation. That's where we come in.

While each community vision is unique (reflecting the communities with which we work), we have a proven framework that includes vision projects with communities accompanied by robust public engagement, using state-of-the-art technologies alongside tried and true engagement techniques.

From our experience, we know it's challenging to get all the interests and issues of a community to work in harmony. The links that connect all of these together, both now and in the future, are what the City Vision 2040 plan is all about. Education links to health and recreation, economic development links to tourism and industry, Newport arts and culture link to historic preservation and so on. With a strong community vision in which Newport's community and partners understand and pursue opportunities to work together, the whole becomes much stronger than the sum of its parts.

With a number of comprehensive planning components that will confront Newport in the near and long term future, the timing is right for a vision that provides the context under which decisions can be made. Keeping



Doug Zenn takes notes while he listens to the concerns of the Hispanic community during a translated project site walk.

A Community Visioning Primer

- **Visioning** - A process through which any community can envision the future it wants, plan how to achieve it, and begin to make it happen. Through visioning, a community works to answer the following questions: Where are we now?, Where are we going?, Where do we want to be?, How do we get there?, and ultimately, Are we getting there? (Ames: Oregon Model.)
- **Vision** - An overall image of what a community wants to be and how it would like to look at a designated point in the future. A vision statement can include both ideas and images.
- **Vision Time Frame** - A target year for the vision. For the Newport Vision plan it is 2040. (Note: much of the vision may be achieved long before the target year is reached.)
- **Vision Focus Areas** - The central themes around which a community's vision and action plan is organized. The final vision and plan will address all of these themes.
- **Statement of Values** - A community's most deeply held shared ideals and beliefs against which its vision is measured. Community values become the guiding principles and the foundation for a community's vision and action plan. Core community values will be identified early in the Newport project and tested with the community.
- **Strategic Plan** - How a community intends to achieve its vision over time. If the vision is the destination, the strategic plan is the road-map.
- **Easy Wins** - Doable projects in a community's action plan that can be completed in less than one year.
- **Game Changers** - Also know as "vision accelerators," these are major initiatives that require time and potentially cross-sector collaboration to achieve.

the big picture in mind will allow Newport to grow proactively into a preferred future scenario.

While the HDR team’s visioning efforts follow a proven framework, the Newport vision we guide is as unique as the community itself. We take different starting points, varying resources, and the unique aspects of each community into consideration. Our strategies for Newport recognize the commitment of the City for strong, long-term relationships with a full range of community and stakeholder interests. Single outreach techniques rarely meet the needs of an entire city.

Our strategies aim to align community interests with opportunities for engagement. Our group and individual conversations at project outset serve as assessments and help us align our engagement techniques with the unique needs of the community. We understand the challenges of having wide-scale community conversations that include voices that are not usually involved with civic affairs. And we know how to leverage and stretch outreach budgets so that resources are utilized in the most efficient manner, ensuring community members are talking with each other about civic issues. Our vision process not only activates existing networks, it helps to build and strengthen new ones. More detail regarding the approach and vision can be found in item 13. Visioning Effort Guide.

3. Narrative response describing plan to provide guidance and assistance.

By utilizing and building upon the existing Newport Vision 2040 Steering Committee, with its wide range of representatives and affiliated interest groups, we will work together to build awareness throughout the community. Through engagement strategy sessions with the committee, we are able to identify a broad range of opportunities, stakeholders, and activities throughout the community and encourage information sharing and community building. This will provide a foundation for community involvement throughout the project and a basis to build on into the future. This method mobilizes the community in a more intentional and efficient way, so that engagement can be as diverse as the community it serves. It allows more people to be involved more often, which—even with entry level activities—can spark further interest in civic affairs.

This process is a collaborative effort with the City, Steering Committee, and community interest groups. We realize that these groups, along with community volunteers bring a willingness to contribute to the project’s success.

As part of this process our team will equip and empower community members who are engaged in the process and have the passion to carry the City’s vision forward. This significantly expands our outreach resources and creates wide-spread community ownership of the final Vision.

Our process, beginning with the cornerstone of **Foundation Building**, is where our experience working collaboratively with community leaders will provide a pivotal start. By listening to the City staff, Steering Committee, civic leaders, and the community we will be able to identify, at a granular level, the interests of the City and help to clearly define the next phase - Vision Development.

Throughout the **Vision Development** phase, our engagement and interaction with community members will allow us to clearly articulate the community’s preferred future destination—its vision—while concurrently learning from the community and further identifying their ideas to help achieve the vision.

This process of identifying, learning, understanding, and ultimately uniting the ideas will help us to move the discussion forward to the **Strategic Plan Development** phase. From this point our team in



Bend’s new Simpson Avenue Ice Pavilion, recently opened to the public, was a designated Bend 2030 “accelerator project” to promote a recreation, community gathering places, and tourism.

continued collaboration with community leaders, will incorporate everything we have learned into a plan for Newport that the City and community organizations can use as a navigation tool for the future.

4. Experience developing community action plans.

Collectively, our team has more than 40 years of public involvement and action/vision plan development experience. We have provided successful vision paths for communities small and large with many similar to Newport in terms of tourism, population diversity, economy, growth potential, and level of community involvement.

As you will see in our completed work product samples on pages six and seven and Appendix A, project examples (pages eight through ten) and detailed process beginning on page 18, HDR has helped communities develop plans that will guide them well into the future all the while fully engaging community members and accommodating the changing tide of newcomers and stalwarts alike.

5. Knowledge and Best Practices for public involvement and community plan development.

We understand that the City Vision Plan 2040 must align with other community priorities.

Our team brings experience in working with many city infrastructure challenges. We are well aware of Newport’s future challenges around setting an urban growth boundary and updating infrastructure, particularly transportation and water, and the potential costs to the community. We are also aware of the concerns around tourism, part-time residency and their implications on growth, affordability and livability challenges.

Our vision incorporates major themes, or “focus areas,” that are tied directly to community values, articulated in our first round of involvement and refined throughout the process. These focus areas will undoubtedly include transportation, housing, education, growth, tourism, historic preservation, economic vitality, and port industry components among others.

In addition to having a well-rounded and experienced core team to guide these phases, HDR provides expert resources in all process and

functional areas. Often we are part of teams providing infrastructure systems plans as part of comprehensive planning. The conversation around transportation, economic development, and long-term financial plans offer great opportunities to discuss other vision components while we have the community engaged. It’s an opportunity we shouldn’t miss. Community members don’t always distinguish between programs. To some, it is simply “the City.” So why not have our community conversations serve more than one project for greater efficiency? This brings the community together, provides context for complex decisions, builds confidence, and saves time.

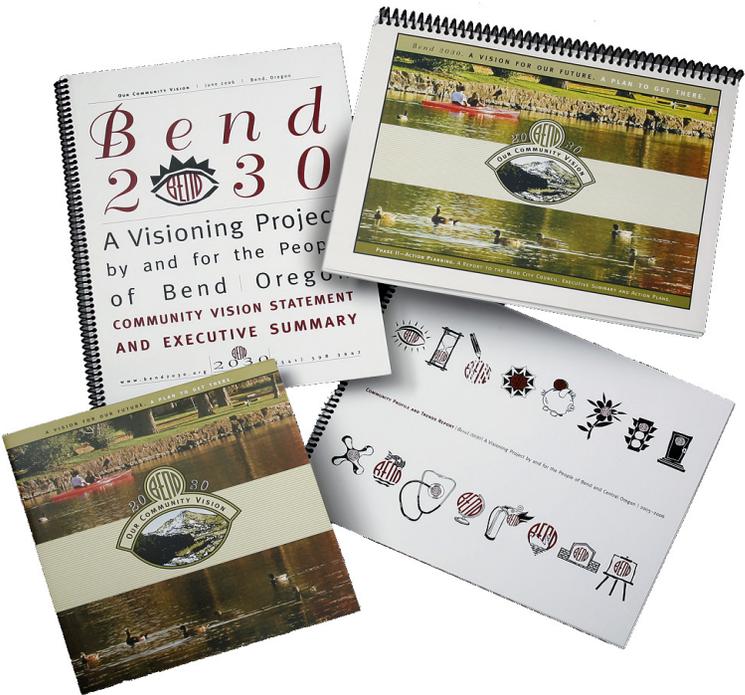
Our Team’s Best Practices for a Highly Successful Vision Outreach Process

- Provide engagement opportunities for all who care to be involved.
- Provide multiple opportunities for engagement and entry into the conversation at all times during the project. This includes establishing visual “way finding” for our process that provides a quick reference about where we’ve been, where we are and where we are going.
- Provide different levels of engagement opportunities that can align with participants’ abilities to be involved. This includes a range of opportunities from ongoing and intensive engagement to less-intensive, entry level opportunities.
- Seek all opportunities to activate community networks or build them, if needed.
- Ensure a shared understanding of community context for decision-making.
- Recognize often the value of contributions from community members. **There’s no reason participation can’t be engaging, even fun!**

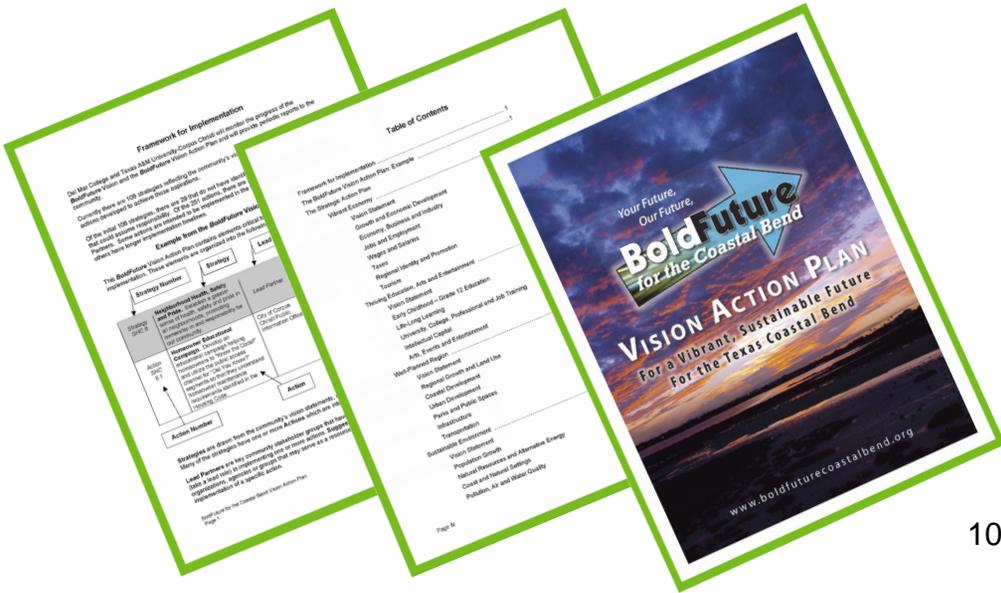
CDA 2030's community facts sheets targeted summary information on key topics to inform and "elevate" the discussions around the Coeur d'Alene community's visions and strategies.

6. Completed work products

Generally speaking, most visioning projects have a common end result; a document that can help guide a community into the future. At HDR, we have delivered a wide range of final products that are designed to guide the strategic directions of our diverse clientele. They range from informative community profiles to high-level visions to strategic action plans to one-of-a-kind "game changer" projects and "easy win" projects. Always, these products are designed to fit the precise needs of our clients. The samples presented in Appendix A provide a sense of the range of these requirements with one thing in common, they are action plan ready. For many of our community partners, we go on to develop these detailed action plans for implementation. No matter the depth to which we deliver, one thing remains consistent, the plan Newport will receive is a community owned plan—created by the community of Newport.



BoldFuture for the Coastal Bend developed a comprehensive action plan designed to guide the decisions and actions of the Texas "Coastal Bend," including the City of Corpus Christi, and Nueces and San Patricio counties.



Bend 2030 developed a full range of products as part of the most participatory dialogue in the city's history, including a community profile, vision statement (detailed and marketing versions) and action plan. Bend's profile was actually developed by a team of community volunteers.



Implementation of Hillsboro 2020's action plan, a process advised by Steven Ames and Doug Zenn, was guided by a consortium of 23 public, private and civic partner organizations, including the City of Hillsboro.



Vision Madera is an example of a truly involved community. The tools used in their visioning process encouraged participation from a widely diverse community base.

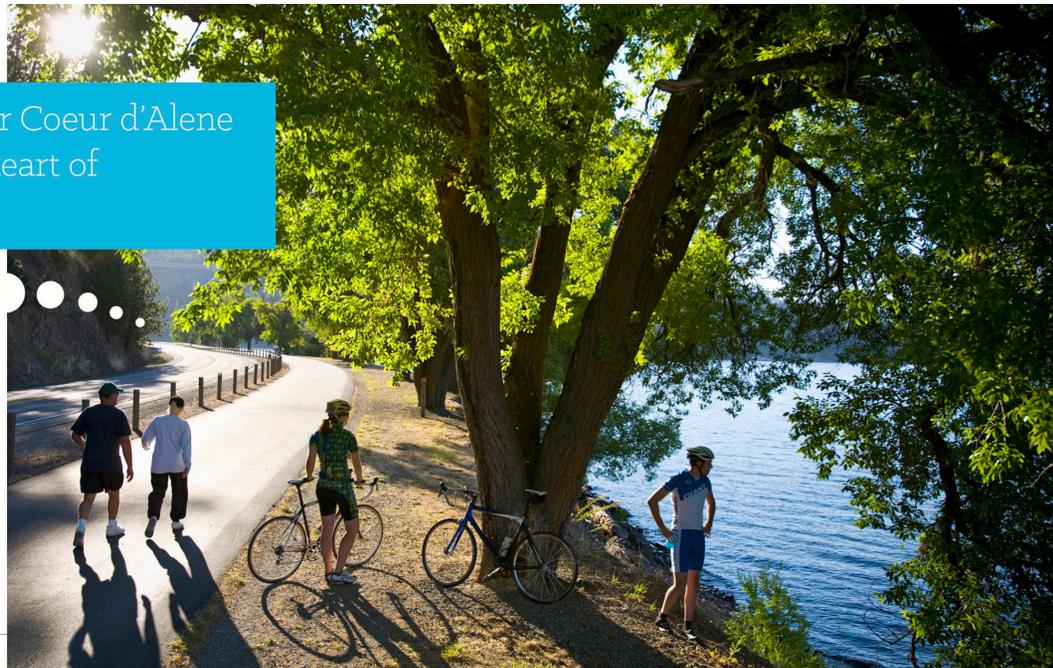
OUR OVERARCHING VISION

In 2030, greater Coeur d'Alene is the vibrant heart of North Idaho...

Our community enjoys a spectacular lakeside setting and has unparalleled access to nature and recreation. We have preserved our small town character and heritage, strengthening our neighborhoods while improving our downtown and commercial districts. Our area remains affordable and has expanded economic opportunities. We are providing competitive wage jobs for our diverse workforce, professionals, and innovators composed of individuals produced by our excellent, comprehensive educational system. Our interconnected community is well planned, and continues to manage its growth, development and transportation, while protecting our open spaces, environment and natural resources. Our community's aspirations are realized by its engaged citizens in collaboration with the public and private sectors. We are proud of our values and are committed to our future and the legacy we celebrate.



4 CDA 2030 VISIONING PROJECT



The CDA 2030 vision was captured in a colorful "marketing" booklet used by the City, Chamber and local higher education institutions to promote redevelopment and investment in the city and its economy.

Vision and Public Engagement Experience

7. Successful public engagement strategies, policies, and policy implementation.

No one has worked on more Vision projects than the members of this team. Doug and Steven have collaborated together on nine major vision projects, while Steven himself has completed more than 75. This experience gives us the ability to adapt to and manage changing circumstances, which are common in a collaborative effort with the community. Every vision program is as unique in mirroring the characteristics of the community. Because of this, we have lessons we bring for each project that allows us to advance the practice for the next community. The following are four recent Vision projects that we completed throughout the Northwest along with the lessons learned and benefits from these projects that we bring to Newport.

The projects include Bend 2030 from the eastern side of the cascades, Clatsop Vision 2030 from the Oregon coast, Our Dallas 2030 from the Willamette Valley, Coeur d' Alene 2030 (CDA 2030) from the Idaho panhandle, and BoldFuture for the Coastal Bend in Corpus Christi, Texas.



One of the many tools used to engage the community in Bend included events where community members “spoke their minds” using life size callouts which helped to gain consensus.

Bend 2030

The Bend 2030 process engaged nearly 6,000 citizens in creating a 25-year vision and a strategic action plan involving more than 63 partner organizations from the public, private, civic, and community sectors in its implementation. More than 100 community leaders

serving on six action teams collaborated to create the strategies and actions that make up this plan.

In 2012, Steven Ames advised Accelerate Bend, Bend 2030’s 5-year vision update process, which pioneered new, tech-savvy planning approaches, including electronic keypad polling, interactive on-line surveys, and extensive social media outreach on Facebook and Twitter.

These tech-savvy techniques supplement our face-to-face outreach on all of our Vision efforts and will help with the Newport City Vision Plan. Providing more options to participate and attract younger people to the process.

Clatsop Vision 2030 Together

Doug Zenn partnered with Steven Ames to conduct a unique, county wide community-based visioning process for Clatsop County, Oregon (2014). It was designed to gauge the aspirations of residents of the county’s local cities and unincorporated communities, and use this input to inform the organizational planning and programs of Clatsop County. The 2030 Together vision was adopted by the Clatsop County Commission in the fall of 2014. Local community-specific workshops, public events, and on-line surveys all proved to be equally valuable in gathering public input on community aspirations.



Among the strategic issues addressed by citizens in the Clatsop Vision 2030 project were jobs and the economy, community development and planning, health, safety and resilience, including emergency preparedness and community readiness for natural disasters – a big concern for coastal communities. The Clatsop process also produced strategies to guide achievement of the County’s 2030 vision, identifying where the County may lead, partner or support the advancement of specific strategies.

The Clatsop Vision effort included community conversations in Arch Cape, Cannon Beach, Seaside and Astoria as well as in inland communities of Jewell and Westport. Through these conversations, the project was able to address the unique and sometime conflicting needs of tourist and vacation locations with the every-day needs of year-round residents.

Our Dallas 2030

For Dallas, we worked closely with a steering committee representing major community organizations and employers, including the City, Dallas Area Chamber of Commerce, Dallas School District, Chemeketa Community College, West Valley Hospital and others. The project utilized multiple outreach platforms. This included community events and fairs, a series of community workshops, a citizen vision drafting committee, on-line surveys, and other tools to engage the community, create a vision, and develop specific strategies for the vision’s six focus areas.

The Dallas vision was unanimously adopted by Dallas City Council in late 2013, and was quickly pressed into action to guide Council’s 2014 goal setting session, where vision



Youth engagement is a key component in any vision process. Here in Dallas, students participate in a workshop brainstorming session.

strategies were prioritized for City action. Several of the City’s 2030 strategies are already in various stages of implementation.

For Newport, we expect to replicate the successful partnerships with community organizations that helped expand the program awareness. We also expect to build from the agenda of the efficient council strategic planning retreat we held in Dallas. It helped expand community awareness and provides a great launching point and format for a similar exercise in Newport.

CDA 2030

In Idaho, the Coeur d’Alene 2030 visioning project was sponsored by a partnership including the City of Coeur d’Alene, the Coeur d’Alene Area Chamber of Commerce and the University of Idaho. The CDA 2030 was a true community-based collaboration. Working with a Project Management Team and a large Citizens Advisory Committee, CDA 2030 was the community’s largest civic engagement exercise ever, overcoming a recent history of polarizing local politics to build greater citizen consensus on key strategic goals.



Coeur d’Alene community members gather and one of the many events surrounding the CDA 2030 Vision Planning process. As with all vision plans, community involvement is crucial to the development of the final, living visioning document.

The CDA 2030 Implementation Plan involves 43 public, private and civic partners, and has been adopted by the City to guide its future programs, planning and civic engagement.

The extensive public-private collaboration along with partnership building aspects of CDA 2030 provide a robust model for Newport.

continued on the following page.

BoldFuture for the Coastal Bend

Steven Ames was project consultant for a comprehensive visioning process for the two-county greater Corpus Christi, Texas metropolitan area, managed by a consortium including the City of Corpus Christi, Texas A&M University Corpus Christi and Del Mar College. One of the many goals of BoldFuture was to promote more collaborative decision-making by key stakeholder groups in the Coastal Bend. Mr. Ames provided project design, facilitation, and management for the project, including facilitation of major public meetings and events, and training for the BoldFuture Ambassadors, a citizen task force providing

“For the first time in the history of the Coastal Bend, there is a concerted, community-wide effort in the development of unified visions for the future of the local community.”

Source: Economic Pulse, Corpus Christi and Coastal Bend Economic Pulse, (2010) Texas A&M University - Corpus Christi College of Business Research, http://stedc.tamucc.edu/files/Econ_Pulse_2010_2.pdf

community-based outreach, networking and facilitation for the process. The BoldFuture action plan was unveiled in early 2010 and at the one year mark the community had completed 64% of their vision action goals.

Corpus Christi, Texas, like the City of Newport, is a community facing issues and concerns that relate to its coastal location: a coastal-dependent economy, significant coastal tourism, protection of the coastal environment and emerging coastal resiliency issues. In addition to its vision, the BoldFuture process incorporated a “whole-of-community” action plan was shared by a number of community stakeholder groups, including the City. HDR’s Newport visioning proposal will utilize a “action plan ready” approach that facilitates development of a BoldFuture-style plan with other community partners – should the City of Newport choose to exercise that option.

Those are just a handful of our representative visioning success stories. Others that are equally notable include these projects in Oregon, the USA, and beyond.

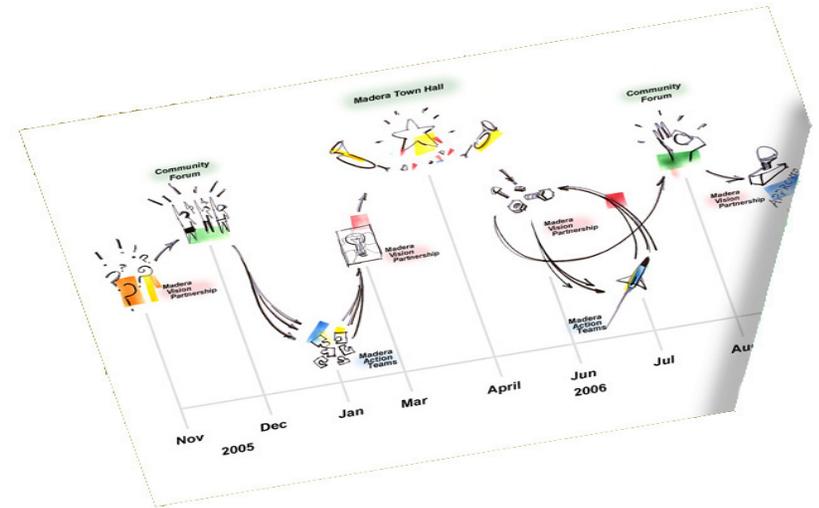
Vision Title	Location	Year
Envision Tualatin Tomorrow	Tualatin, OR	2006
Hillsboro 2020	Hillsboro, OR	2000
Imagine Corvallis 2040	Corvallis, OR	Current
Oregon Coastal Landscape Visioning Project	Coastal Oregon	1992
Silverton 2035 Visioning	Silverton, OR	Current
Yachats 20/20	Yachats, OR	1995-1996
Bozeman Strategic Plan 2035	Bozeman, MT	Current
Vision Madera 2025	Madera, CA	2006
Hilton Head Island Visioning	Hilton Head Island, SC	Current
Envision Downtown Hilo 2025	Hawai'i County, HI	2004-2005
Rural South Hilo Vision Project	Island of Hawai'i, HI	2005
SW Mill Bay Visioning Workshops	Mill Bay, BC, CA	2009-2010
Whitsunday Regional Council	Emerald, Queensland, AU	2014
2029 and Beyond	Greater Geraldton, Western, AU	2009-2010
Bold Future	Queensland, AU	2008-2009
Maroochy 2025	Queensland, AU	2003-2005
Wollongong Futures	New South Wales, AU	2002-2003

8. Calendar and schedule for visioning process.

No two visioning processes are alike and each requires process timelines that are customized to meet the need of the community.

While we have detailed project management schedules for internal use in our projects, they are often overkill and not user friendly for our project partners, including steering committees, volunteer groups and city leadership. We develop graphics to meet the needs of our outreach opportunities and that best convey where we are and where we're going. These may take the form of "highlights calendars", such as the one our team is currently using in Silverton, or more graphic process maps, such as the version we used in Madera, California. For the internal project team, we supplement this timeline with a living rolling calendar to track upcoming deadlines and responsibilities.

Based on our understanding of the City Vision 2040 time frame, we have developed a sample timeline which is found on the following page.



This timeline used for the Madera (CA) visioning process presented the community with an intuitive and interactive method of indicating milestones and activities throughout the visioning process.

		Months					
		Sept	Oct-Nov	Dec-Jan	Feb-March	April-May	June
Task Timelines	Task 1 Existing Conditions and Trends Analysis	[Green bar]					
	Task 2 Draft Vision Development		[Red bar]				
	Task 3 Community Wide Outreach Activities	[Blue bar]					
	Task 4 Final Vision Development				[Red bar]		
	Task 5 Strategic Plan Development					[Grey bar]	
	Task 6 Facilitation	[Orange box]	[Orange box]	[Orange box]	[Orange box]	[Orange box]	[Orange box]
Meetings/Events	Council Vision Meetings and Retreat = 	[Orange box]	[Orange box]		[Orange box]		[Sun icon]
	Interviews and Focus Group Discussions	[Blue bar]					
	Vision Volunteer Outreach efforts	[Grey bar]	[Grey bar]	[Grey bar]	[Grey bar]	[Grey bar]	
	Vision Drafting Team Session(s)			[Green diamond]			
	Ratification Meeting				[Blue square]		
Deliverables	Communications Plan Draft  and Final 	[Green bar]	[Green diamond]	[Red circle]			
	Outreach Plan Draft  and Final 	[Green bar]	[Green diamond]	[Red circle]			
	Existing Conditions and Trends Report	[Green bar]	[Green diamond]	[Red circle]			
	Community Core Values	[Green bar]	[Green diamond]	[Red circle]			
	Mission and Vision	[Green bar]	[Green diamond]		[Red circle]		
Strategic Plan				[Green bar]	[Green diamond]	[Red circle]	

This City of Silverton Vision development timeline clearly identifies city defined phases using graphical indicators of milestone points and segments allowing all participants to follow the development process.

Timeline for Newport's City Vision 2040

The timeline established for the Newport City Vision 2040 reflects the requirements of the City and our experience in the vision development process.

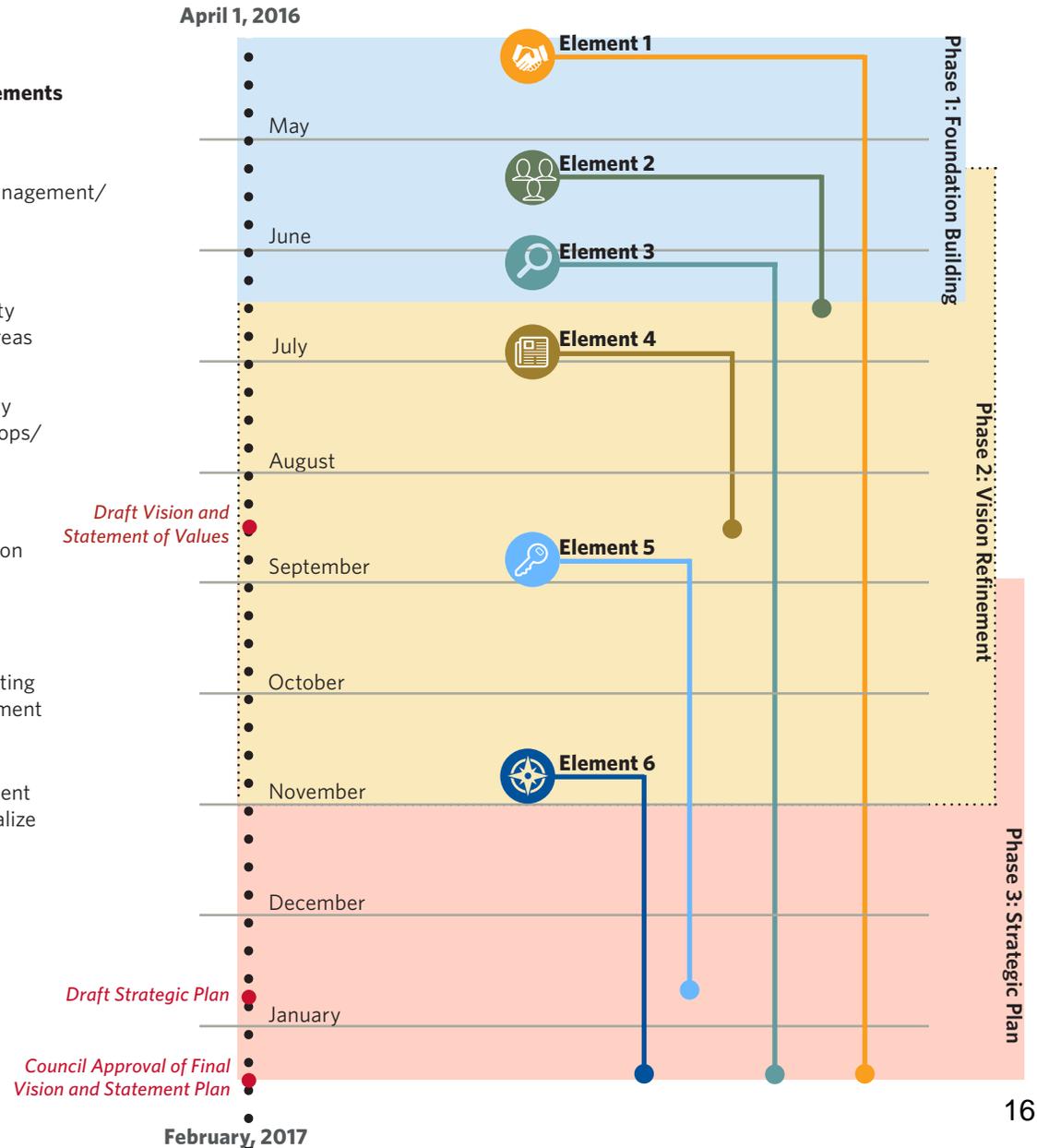
The process is conducted in three overlapping phases with interaction at various levels occurring throughout.

Elements 1 through 6 reflect the major work components of the project. Significant milestones, such as the **Draft Vision and Statement of Values**, have added emphasis because of their importance to the process.

At the end of Phase Three, in January 2017, the City of Newport will have a final vision and a strategic plan in-hand that will lead the City well into the future and toward 2040.

General Scope of Work Elements

-  **Element 1** - Project Management/Steering Committee
-  **Element 2** - Community Assessment/Focus Areas
-  **Element 3** - Community Engagement - Workshops/Activities/Surveys
-  **Element 4** - Draft Vision Development
-  **Element 5** - Vision Vetting and Strategies Assessment
-  **Element 6** - Development of Strategic Plan & Finalize Vision



9. Experience coordinating public outreach and communication

The HDR team is led by three seasoned planning professionals, Doug Zenn, Steven Ames, and Cassie Davis.

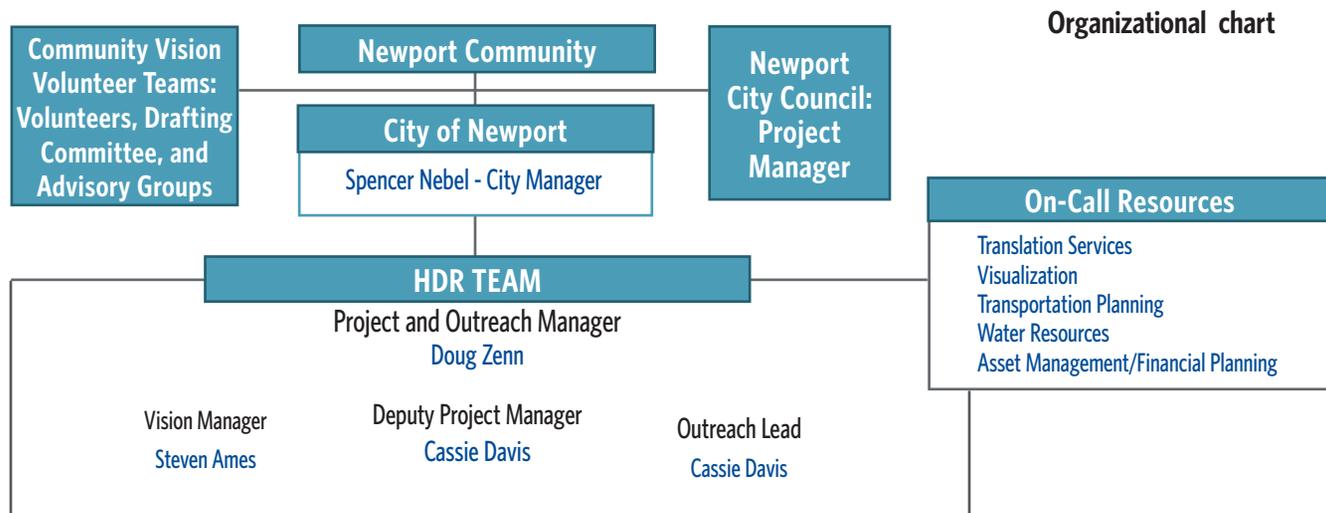
Doug Zenn, Senior Public Involvement Manager at HDR, Engineering Inc., is a national leader in the field of civic engagement, a skilled process facilitator, and current Past President of International Association for Public Participation (IAP2). Doug has advised more than 300 projects involving local communities in deliberative decision-making. Doug will manage the project. He will lead facilitation and all community engagement aspects of the project including outreach to key stakeholders and potential City partners. Doug’s blend of vision experience, international community involvement background, strong facilitation skills (especially with blue ribbon panels and elected bodies), and understanding of a broad range of City issues makes him a perfect collaborator on this effort with the Newport City Council.

Steven Ames is a pioneer of vision planning in the U.S. and globally. He has worked on the visions of 70 communities, and counting. Described

as an “architect of public process,” Steven is recognized internationally for his work in civic engagement and visioning. He engages community citizens and leadership in a way that makes the complexities of long-range planning understandable and approachable, guiding communities to articulate strategic directions and develop plans to make them happen. Additionally, the HDR team brings together unparalleled expertise and experience in the key disciplines for a successful, comprehensive community-based visioning process.

Cassie Davis provides proven event and outreach expertise, and she is at the leading edge of the community engagement field’s latest techniques to involve both hard-to-reach populations and younger people to the civic processes. Cassie is the outreach lead for the City of Corvallis 2040 Vision and Action Plan, and the City of Bozeman 2040 Vision and Strategic Plan.

Steven, Cassie, and Doug have worked together on three major vision/ action planning projects, while Steven and Doug have worked together on nine, including the multi-award winning Hillsboro 2020 process.



Together, this team provides a combination of visioning, engagement, capacity building and progress measurement expertise you will not find anywhere else. Backed by HDR's global experience and vast national network of professionals, and a full range of expertise in planning content, process and technique, ensures that we can meet all possible circumstances on the City Vision Plan 2040 project - both usual and extraordinary, with speed and efficiency. Our team has been assembled to provide the City of Newport with confidence that broad consensus on a community-wide strategic action plan, with options for measurement tools. Short bios for our key team members are presented below. Resumes are included in Appendix B.



Doug Zenn - Project and Outreach Manager

Doug Zenn will serve as the team's project manager and provide overall process design for the City's engagement process. He also will provide the design for the public involvement program including: community events and workshops, website, social media, newsletters, and related strategies.

With nearly 25 years of experience with complex public involvement issues and more than 30 years of experience in the communications field, Doug has developed and managed community involvement, awareness, and education efforts around numerous issues including visioning, transportation, water resources, community-based planning, and more.

His experience will allow for quick directional decisions for the Newport project that will keep the process on track while continuing to grow the public discussion.

Doug is a skilled facilitator and has worked extensively with city councils and elected officials on strategic planning and decision making processes.



Steven Ames

Steven Ames will help develop the framework and guide the development of the Newport City Vision. He will also lead the community assessment and trends analysis, take the lead in developing the vision and values statements with the community, and ensure that the vision statement and strategies are "action plan ready."

Steven is a convincing advocate for community-based visioning, and is able to generate enthusiasm within the community to inform, motivate and sustain public involvement. He will advise on process design and delivery, and recommend mid-course refinements in the process, if necessary.

As a long-range planner, Steven has provided strategic planning services to public sector clients for more than two decades, working extensively with local and regional governments, state, provincial, and federal agencies, natural resource organizations, institutions of higher education, health advocacy organizations, and courts. He is recognized internationally for his expertise in visioning. Steven has consulted on the visioning projects of dozens of cities in Oregon, as well as the collective jurisdictions of the 10-county Willamette Valley (Willamette Valley Livability Forum). His Oregon projects include the award-winning Bend 2030, SW Mill Bay Visioning Workshops (BC, Canada), BoldFuture for the Coastal Bend (Corpus Christi, TX), Columbia Gorge Future Forum, VisionPDX (Portland), Tualatin Tomorrow, Flagstaff 2020, and Hillsboro 2020.

Steven is author of *A Guide to Community Visioning*, the American Planning Association's (APA) award winning citizen's handbook on community-developed visions. He also contributed to the APA's major reference: *Planning and Urban Design Standards* on the topic of community visioning.



Cassie Davis - Deputy Project Manager

Cassie brings a long history of community engagement, planning and facilitation experience currently leading outreach efforts for Corvallis Vision 2035 project. She has led a variety of interactive community events throughout her career. Cassie has the unique ability to identify and energize groups and include them in project activities. Her ability to activate networks and inspire volunteer participation will be valuable for the Newport City Vision 2040 development.

Cassie excels at aligning and activating networks to arrive at desired project goals, and nurturing strong community participation and contribution. Her ability to identify and engage knowledgeable and active groups within the community helps reach project objectives effectively. She is receiving high praise for her innovative approaches to engaging hard-to-reach communities on the current Outer Powell Transportation Safety project helping to implement a Public Involvement plan in five different languages. She has activated more than 17 community networks in this diverse community. Each network provided a representative with specific knowledge that supported the interests and intentions of the project. Her efforts helped lead the team to a community preferred design alternative, and legislature approved funding. Cassie has also played a lead role in organizing volunteers for Silverton’s 2040 Vision process expanding the outreach significantly for that community effort.



Cassie Davis discusses potential solutions with community members during a hands-on Transportation Workshop discussion in Vancouver, WA.

10. Tools for effective updating of vision plans for the long-term

We have deep experience in updating visions and vision action plans. We have advised: two generations of the Hillsboro 2020 vision action plan (2000, 2005), two generations of City of Portland visioning efforts (Portland Future Focus, VisionPDX), and three generations of Corvallis visions (1989, 1997, 2016).

The first tool is the **structure of the visioning process** we use to create the original vision, which follows the Oregon Model developed by Steven Ames. This model encourages communities to take stock of their strengths and weaknesses, as well as to assess the impact of anticipated changes (emerging trends, strategic issues) *before* the vision is even developed. This helps “future-proof” the vision, giving it a longer shelf-life and greater relevance over time. All of this makes it easier to update the vision when that time arrives.

The second tool lies in the **structure of the actual vision** and/or vision plan that accompanies the vision. The “focus areas” structure that we use on all of our visioning projects sets up a structure that makes the vision more robust and detailed, less prone to jargon, and easier to track and assess progress in its attainment. This in turn sets the stage for the vision update by determining both what has been accomplished and what remains to be done. This provides a natural starting point in a vision update.

The strongest element of our model is the **linking of vision and action**. The combination of a vision and action plan connects the community’s long-term aspirations to its near-term progress. Progress toward the vision can be tracked, which keeps the plan relevant and gives the vision a longer “shelf life.” Even if a community elects not to develop an action plan, our visions are designed to be “action-ready” and promote real progress here and now. (The original Corvallis vision had no action plan, but still resulted in major positive impacts on the community.) It’s all in how the vision is developed.

Through Phase One, we will refine our communications opportunities and tactics, which may include:

- Extensive use of local community information outlets including the Chamber of Commerce News; Newport News Times, and the City of Newport website News link
- Development of a project electronic newsletter, which also can be mailed or handed out
- “Coffee Talks” or small group gatherings to inform citizens about the Newport Visioning Project and solicit their opinions
- Youth civics program at Newport High School
- Displays at community festivals and events such as Newport Farmers Market, Newport Loyalty Days & Sea Fair Festival, and the Seafood and Wine Festival. Coordination with the Newport Chamber of Commerce and local business activities
- Speakers’ Bureau and outreach to Newport civic organizations
- Combined still photo and video “shorts,” which can be used for multiple outreach methods including speakers bureau, print, and public service announcements
- A project website with links to it from multiple Newport organizations and agencies
- “Picture Newport,” a community photographic presentation of strengths, weaknesses and preferences
- “Kids Take,” artistic opportunities for children of all ages to express their preferred futures in Newport
- Yard Signs
- Buttons and kids coloring templates
- E-blasts and Social media
- Online surveys
- Community walks and bike rides

11. Experience with Diverse Citizens and Staff

Our team is experienced and dedicated to engaging communities in unique and meaningful ways in order to be inclusive of the many different groups and demographics that make up a whole community. Having worked with a wide range of projects and communities, we know that understanding project intentions, desired outcomes, and the communities they impact, will inform and help craft the appropriate engagement strategy. In the case for Newport, and its 2040 Vision, we know that engagement will not be limited to a small targeted area, but rather encompass a broad spectrum of participation from various groups and diverse backgrounds, both within and surrounding the city. Our engagement approach is all about diversification, knowing all too well that there is no one-size-fits-all when it comes to meaningful engagement. Whether it is use of online tools such as social media, news, surveys or club newsletters, in-person presentations or event tabling, or providing kid activities and translated materials to help otherwise uninvolved groups to join the conversations, we will craft an outreach approach that truly reflects the “whole of the community”.

For example, in Portland, our team worked on a transportation safety project in one of the most diverse areas in the city. In order to engage this highly under represented community, the project team created an



Cassie interacted with varying cultural groups, both young and old, at a local community event for the Outer Powell project in Portland, Oregon.

outreach strategy targeted specifically to these hard-to-reach groups. The engagement efforts included activities such as translated community site walks in five different languages, focused discussions with faith based organizations, immigrant populations, elderly communities, and disabled representatives. Printed and online resources were also provided, in English, Spanish, Vietnamese, Chinese and Russian. During



The HDR project team engaged diverse communities at the Division-Midway Alliance (Portland, Oregon) "Festival of the Nations" annual event.

the Wenatchee Vision project a customized phone application was created in both English and Spanish to further reach minority and youth populations. Our team is well versed in dynamic approaches and resources to engage diverse communities.

In Newport, we understand there are numerous agencies, industry groups, and service organizations that will have a strong connection to many of the topics of discussion. However, it is the communities often not directly affiliated with these groups that require more targeted outreach in order to make the vision all-encompassing. For example, in Newport there is an 11% Hispanic population, the Siletz Indian Tribe, and a growing millennial population that we would be remiss not to have at the table.

12. Experience working with a waterfront (coastal) community.

Over the years, Steven Ames has advised the long-range planning or community visioning projects of 16 cities, as well as one project that focused on the future of an entire coastline (DLCD's Coastal Landscape Visioning Project). His coastal county or city visioning projects in Oregon include Clatsop Vision 2030 Together (with Doug Zenn) and Yachats 20/20. Elsewhere in the U.S., Steven has advised the coastal visioning projects of the Town of Hilton Head Island, South Carolina, greater Corpus Christi, Texas, and Hilo, Hawaii. In Australia, he has advised numerous coastal cities' visioning projects, including Gold Coast City and Whitsunday Regional Council in Queensland, the cities of Gosford and Wollongong (immediately north and south of Sydney) in New South Wales, and the City of Greater Geraldton on the Indian Ocean in Western Australia.

This experience with coastal communities provides our team with a unique sensitivity to issues and concerns that affect coastal life: coastal and marine economies, coastal tourism, preservation of coastal environmental assets and quality of life, and more recently, impact of climate change and coastal resiliency.



Community members participate in live polling to evaluate Tualatin Tomorrow Vision statements with high school students tabulating the results instantly. This process encourages involvement from all community member.

13. Guiding Stakeholders through the Visioning Effort

A Detailed Approach

The Newport Vision Plan project has three main Phases:

- **Phase One - Foundation Building**
- **Phase Two - Vision Development and Refinement**
- **Phase Three - Final Vision and Strategic Planning**

Phase One

Foundation Building

The foundation tasks will help the team and the Steering Committee develop a further understanding about the current initiatives in the City, community values and interests. We expect to start with interviews of key City decision makers and hold two small-group discussions with other community leaders. From this information we will complete our Communications and Outreach plans that lay out specific events and activities for the vision process.

Also, based on above content input, and additional research, we will prepare a series of factual community “snapshots” on major trends and issues, organized around the emerging vision’s key “focus areas.”

This phase, while the least visible to the community as a whole, sets the stage for the entire vision process. During this phase, we will work with the steering committee to identify community interest groups and outreach opportunities which will serve as a foundation for our engagement efforts during the process.

Phase One Subtasks

1. Project team kickoff and Steering Committee Meeting (2)
2. Communications and Outreach Plans
3. Interviews (10)
4. Focus Group Discussions and Summary(2)
5. Community Profile Research and Development
6. Branding and Graphics template development
7. Ongoing task management, communications and administration

Deliverables

- Communications and Outreach Plans
- Major Issues and Trends - Community Profile
- Identification of Focus Area

We will identify champions throughout the community to take on a more active role in this project. We would expect small teams from within the steering community, community groups, and identified champions to assist with vision drafting, in-person polling, social media inputs, small group presentations, event activities, and other vision awareness and vision vetting activities. This phase will last six weeks.

Vision Development and Refinement

Phase Two

Phase Two will overlap Phase One and begin before this task is entirely complete.

The events and activities of Phase Two will focus on three questions:

1. What’s working well in Newport?
2. What can be improved?
3. What what’s our preferred destination?

Our outreach activities will include workshops on each of the identified focus areas as well as group presentations, online polling, and targeted community activities. We will also work with project volunteers to expand the outreach through social media and presence at other community events.

The focal points of the outreach program will be workshops and complementary online and community activities. In Phase Two, in collaboration with a volunteer drafting committee, the project team will draft the new community vision for each of the focus areas along with an “umbrella” Statement of Values for the community. We will also start discussions and collect input on strategies that will move the community towards its vision.

We have two Steering Committee meetings in this phase. By this point in our project, we expect that we will have several small teams from the community contributing to many aspects of the project and its outreach. Phase Two overlaps the tail end of Phase One and runs for five months.

Phase Two Tasks

1. Vision Drafting Committee
2. Vision Steering Committee Meetings (2)
3. Online Polling
4. Outreach and Community Activities including Focus Area Workshops
5. Ongoing task management, communications and administration
6. Strategies development

Deliverables

- Draft Statement of Values
- Draft Focus Area Vision Statements
- Polling Report

Strategic Plan Development and Final Vision

Phase Three

In this task, the project team will work with the City Steering committee and community to prioritize strategies for accomplishing the vision. The final vision will get one more vetting by the community before the City Council adopts it and initiates formal implementation. We have one more important Steering Committee retreat and Community Forum, scheduled for this phase along with the Council Adoption.

This final Phase will have a rolling start overlapping the end of Task Two and extends four months.

Phase Three Tasks

1. Strategic Plan Development
2. Steering Committee retreat (1)
3. Community Vision/Strategic Plan Community Forum
4. Council Vision Adoption
5. Ongoing task management, communications and administration

Deliverables

- Final Vision
- Strategic Plan (Draft and Final)

14. Detailed project budget

We have provided a scalable total not-to-exceed budget of \$49,975. Within this budget, we have included estimated general expenses for printing and awareness materials of \$1,358. We've estimated travel expenses not to exceed \$4,720 including per diems for 10 person trips (some of which would be combined with multiple staff). The per trip cost is estimated at \$472. All trips assume multiple days to reduce the need for more frequent travel.

Our estimated breakdown for each of the subtasks is listed on Table 1. It includes all community input, data gathering and analysis, and other costs associated with this planning process. Assistance from the steering committee, volunteers, and other community organizations, which we intend to pursue vigorously, offer the possibility of the expanding the reach of the process.

As we stated throughout our proposal, our process for the Newport City Vision 2040 project is scalable and can adjust to the City's needs. HDR's estimated cost by task for our program is provided in the Table on the following page. Travel, Mileage, and Per Diem are at cost.

"John Wooden, UCLA's legendary basketball coach said "success comes from knowing that you did your best to become the best you are capable of becoming." The Madera Vision Plan is an example of this principle in practice...The Vision Action Plan holds each of us individually and collectively accountable in bringing the action items to fruition"

David Tooley
City Administrator, City of Madera

Source: Vision Madera 2025, Achieving the Vision - Three Year Report to the Community , http://www.cityofmadera.org/c/document_library/get_file?uuid=33c8d26e-adc0-4d6c-bd00-c1a2abd2fd92&groupId=10128

PROFESSIONAL SERVICES FOR: City of Newport	HDR Engineering									Steven Ames Planning				Total Fee (includes sub markup)
	Principal	Project Manager / Planner	Vision Planner	Project Controller	Project Assistant	Hours	Labor	HDR Expenses	HDR Fee	Planner	Labor	Expenses	Subconsultant Total	
Staff Names	Mike Bertram	Doug Zenn	Cassie Davis	Kerri Chipman	Renee Stueber					Steven Ames				
Billing Rate	\$245.00	\$154.00	\$ 79.00	\$109.00	\$ 69.00					\$154.00				
Phase One - Vision Project Foundation														
Steering Committee Meeting		8	14			22	\$ 2,338	\$ 941	\$ 3,279	8	\$ 1,232	\$ 500	\$ 1,732	\$ 5,097
Communications and Outreach Memo		1	10			11	\$ 944	\$ 44	\$ 988		\$ -		\$ -	\$ 988
Interviews and group discussions		8	18		4	30	\$ 2,930	\$ 123	\$ 3,053	1	\$ 154		\$ 154	\$ 3,214
Report Research and Development		1	8		4	13	\$ 1,062	\$ 52	\$ 1,114	14	\$ 2,156		\$ 2,156	\$ 3,378
Visual identity and program branding		1	14			15	\$ 1,260	\$ 61	\$ 1,321	1	\$ 154		\$ 154	\$ 1,482
Ongoing project management, communications and admin	1	2	2	4	8	17	\$ 1,699	\$ 70	\$ 1,769	1	\$ 77		\$ 77	\$ 1,850
Sub-total	1	21	66	4	16	108	\$ 10,233	\$ 1,291	\$ 11,524	25	\$ 3,773	\$ 500	\$ 4,273	\$ 16,010
Phase Two - Draft Vision Refinement														
Steering Committee Meeting		1	12			13	\$ 1,102	\$ 1,053	\$ 2,155	1	\$ 154		\$ 154	\$ 2,316
Council Briefing		4	1			5	\$ 695	\$ 21	\$ 716	1	\$ 154		\$ 154	\$ 878
Outreach and Community Activites and Meeting -in a Box Materials		5	60			65	\$ 5,510	\$ 1,041	\$ 6,551	2	\$ 308		\$ 308	\$ 6,874
Community Workshops		12	12			24	\$ 2,796	\$ 100	\$ 2,896		\$ -		\$ -	\$ 2,896
Drafting Committee Conference Call and prep		1	3		4	8	\$ 667	\$ 32	\$ 699	15	\$ 2,310		\$ 2,310	\$ 3,125
Polling (web)		1	16		4	21	\$ 1,694	\$ 84	\$ 1,778	1	\$ 154		\$ 154	\$ 1,940
Ongoing project management, communications and admin		4	2	4	6	16	\$ 1,624	\$ 66	\$ 1,690	1	\$ 154		\$ 154	\$ 1,851
Sub-total	0	28	106	4	14	152	\$ 14,088	\$ 2,397	\$ 16,485	21	\$ 3,234	\$ -	\$ 3,234	\$ 19,880
Phase Three - Paction Planning														
Retreat Preparation and Data Compilation		3	12		4	19	\$ 1,686	\$ 77	\$ 1,763	2	\$ 308		\$ 308	\$ 2,086
Steering Committee Retreat		8	18			26	\$ 2,654	\$ 1,107	\$ 3,761	1	\$ 154		\$ 154	\$ 3,923
Strategic Plan Development (Vision plus Priority Startagies and Action suggestions)		5	26			31	\$ 2,824	\$ 126	\$ 2,950	16	\$ 2,464		\$ 2,464	\$ 5,537
Council Vision Adoption Session		1	4			5	\$ 470	\$ 20	\$ 490	1	\$ 154	\$ 500	\$ 654	\$ 1,177
Ongoing project management, communications and admin		1	2	4	8	15	\$ 1,300	\$ 61	\$ 1,361	0	\$ -		\$ -	\$ 1,361
Sub-total	0	18	62	4	12	96	\$ 8,934	\$ 1,391	\$ 10,325	20	\$ 3,080	\$ 500	\$ 3,580	\$ 14,084
Hours	1	67	234	12	42	356				66				
Fee	\$245	\$10,318	\$18,486	\$1,308	\$2,898		\$ 33,255	\$ 5,078	\$ 38,333		\$ 10,087	\$ 1,000	\$ 11,087	
Subconsultant Markup													\$ 554	
Total														\$ 49,975

REFERENCES

Below are several reference and contact information for several highly successful visioning projects undertaken by Steven Ames Planning and Zenn Associates. Our joint collaborations include Bend 2030, BoldFuture for the Coastal Bend, Clatsop Vision 2030, and Our Dallas 2030.

Bend 2030

Ms. Jodie Barram, Former Mayor Pro Tem, City of Bend; Chair, Bend 2030 Board

Bend City Council

Bend, Oregon

Phone: 541.306.8796

Email: jodiebarram@live.com

Project Team Members: Steven Ames. Action Plan consulting by Doug Zenn

BoldFuture for the Coastal Bend

Dr. Mary Sherwood, Leadership Team, BoldFuture Initiative

Chief of Staff, Office of the President

Texas A&M University Corpus Christi

Corpus Christi, Texas

Phone: 361.825.3175

Email: Mary.Sherwood@tamucc.edu

Project Team Member: Steven Ames. Action Plan consulting by Doug Zenn



Clatsop Vision 2030 Together

Scott Somers, Clatsop County Manager

Clatsop County

Phone: 503.325.1000 (office)

Project Team Members: Doug Zenn and Steven Ames

CDA 2030

Mr. Mike Gridley, CDA 2030 Project Management Team

City Attorney

City of Coeur d'Alene, Idaho

Phone: 208.769.2330

Email: MGridley@cdaid.org;

Project Team Members: Steven Ames

Our Valley What's Next

Lisa Parks, Chair, Our Valley Project Committee

Executive Director

Port of Douglas County

East Wenatchee, Washington

Phone: 509.884.4700

Email: lisa@portofdouglas.org

Project Team Member: Steven Ames

Our Dallas 2030

Mr. Brian Dalton, Mayor

City of Dallas

Phone: 503.623.2339

Email: brian.dalton@ci.dallas.or.us

Project Team Members: Doug Zenn and Steven Ames

Envision Downtown Hilo 2025

Susan K. Suzuki Gagorik

Planning Program Manager - Administrative Permits Division

County of Hawaii Planning Department

101 Pauahi Street, Suite 3

Hilo, Hawaii 96720

Phone: (808) 961-8154

Email: Susan.Gagorik@hawaiicounty.gov

Project Team Member: Steven Ames

Memorandum

To: Newport Planning Commission

From: Derrick Tokos, Community Development Director 

Date: August 4, 2016

Re: Oregon Parks and Recreation Department Master Plan Update

In February of 2015, the Oregon Parks and Recreation Department (OPRD) initiated a process to update the master plans for its parks along the Oregon coast in what they define as the Beverly Beach and South Beach Management Units. Three of the parks, Agate Beach, Yaquina Bay, and South Beach are located inside the City of Newport.

OPRD staff met with the City to discuss options for how these parks could be further developed or redeveloped in the future and presented their draft concepts to the public and the project advisory committee in mid-July. Attached are copies of the draft plans for each of the facilities and a memo summarizing the comments they received.

At this work session you will have an opportunity to discuss the plans and any feedback you would like us to share with OPRD staff. A final draft of the updated master plans is to be released for public comment in November, followed by an adoption process in the spring/summer of 2017 that includes approval by the City of Newport (via amendments to the Newport Comprehensive Plan) and the Oregon State Park Commission. The adoption process is spelled out in Chapter 660, Division 34 of the Oregon Administrative Rules. Once approved, park uses are limited to what is provided in the master plans. This limitation is already spelled out in the Newport Zoning Code (ref: NMC 14.03.110). The timing of the adoption process appears to line up nicely with the City's plans to update its own Park System Master Plan in FY 2017/18.

The draft concepts that I have enclosed are focused on future development or redevelopment opportunities; however, the master plans will address a number of other issues as well, such as wildlife habitat enhancement, resource protection, etc. Additional information about the master planning process is available on the Parks and Recreation Department website at: <https://southbevparksplan.com/news/>.

Enclosures

- Summary of comments received at the 7/9/16 and 7/12/16 OPRD outreach meetings
- Master Plan Update Schedule
- Development Concepts for the Agate Beach, Yaquina Bay and South Beach State Parks



Oregon State Parks: Integrated Park Services Division

South Beach and Beverly Beach Management Units Plan

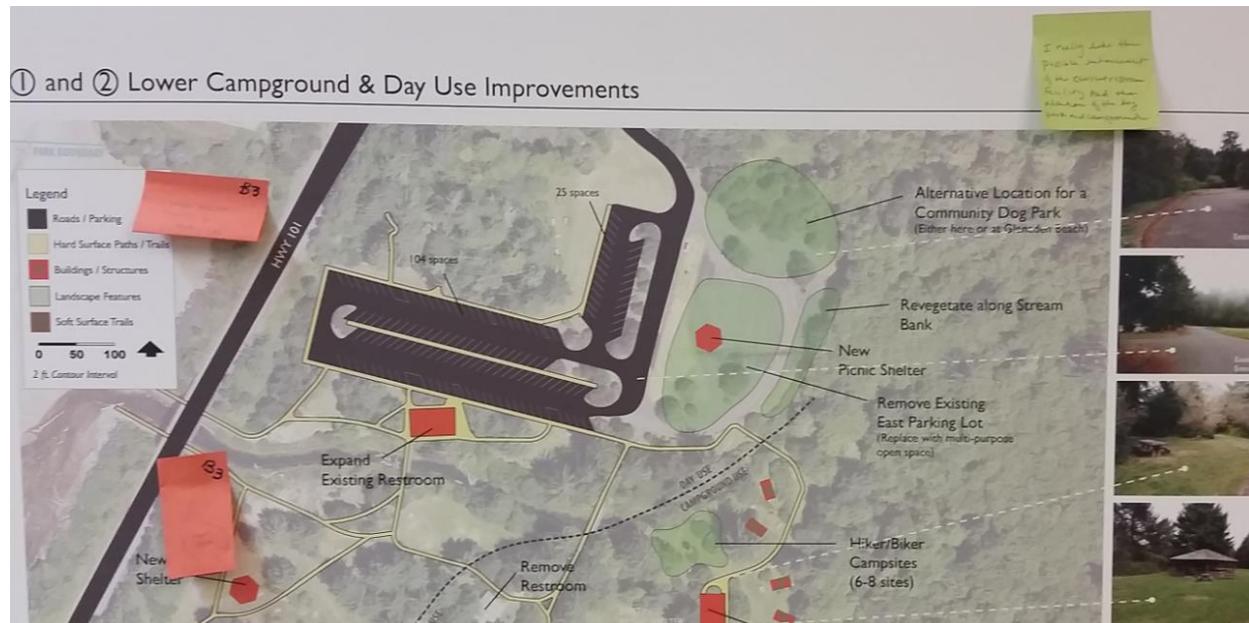
July 9th & 12th, 2015 – Public & Advisory Committee Meetings Summary

Meeting Highlights:

- There were a total of three public meetings held in Lincoln County. There were two open house format meetings on July 9th in Newport (11:30am – 2:30pm) and Gleneden Beach (5:00-7:00pm). An Advisory Committee Meeting was held on July 12th at Beverly Beach State Park from 10:00am – 12:00pm.
- Attendance was relatively high compared to previous meetings. 17 people attended the meeting in Newport from 11:30am – 2:30pm on July 9th. 13 people attended the meeting in Gleneden Beach from 5:00pm – 7:00pm on July 9th. 11 people attended the Advisory Committee meeting on July 12th.
- There was a high level of support expressed for the proposed 18-hole disc golf course at South Beach State Park. Some concern was also expressed about the potential impact of the course to natural resources and wildlife, as well as OPRD's natural resource management strategy of encouraging interior dunes to return to open, sandy condition.
- There was support for the idea of reducing the size of parking lots in several parks.
- Neighbors around Gleneden Beach State Recreation Site expressed concerns about the erosion at and around the park property, with many of those who attended the meeting in Gleneden Beach requesting that OPRD stabilize the bank by riprapping it.
- There were several comments in support of adding overnight camping opportunities at Fogarty Creek, and in particular the unique visitor experience that would be gained from proposed cabins and walk-in sites.
- There was general support for proposed additional trails in parks, as well as a desire for additional community amenities such as playgrounds and picnic shelters.

Public Meeting Notes – July 9th, 2016 – Newport, OR & Gleneden Beach, OR

(meeting comments from both meetings are listed below and organized by park, *the location of Post-It note comments placed on concept design boards is described in italics when relevant*)



Gleneden Beach

Flank trail with plant markers to children's treehouse and community garden, refurbish trail

Who maintains the creek? When it changes course, it sometimes runs close to the bank which makes people climb the bank adding to the erosion of our beach

Gleneden dog stations with bags

Need to riprap and overplant with grass soon or it will be too late.

Riprap would save the park and the access PLEASE

We need riprap to protect our beach and our park soon

Add riprap

Add riprap – too much land loss

Fogarty Creek

Children's playground at the sand (*on the beach*)

Picnic shelter playset and BBQ (*on the beach*)

Play area (*near proposed picnic shelter*)

I really like the possible enhancement of the current restroom facility and the addition of the dog park and campground

Love the idea of more secluded tent only campgrounds. Love multiuse trail system and mountain bike trails. The more biking trails in the area the better

Campground will cause even more congestion

Beverly Beach

Extra parking is essential during the summer months. Additional trails would give user groups more to do while camping

I like the idea of additional cabins/yurts, however I think that group camping is still a nice amenity

Agate Beach

I like the multiuser sports field. The direct pedestrian connection is a nice improvement.

Children's play set please or climbing rock pile (*on beach*)

Yaquina Bay

Plant trees to enclose

Yaquina children's park with fence (*in area designated for community gathering space*)

South Beach

Disc Golf is a great way to meet people and build community. It's a fun way to get exercise and is a rapidly growing sport

State parks, our disc golf community in Lincoln County would benefit significantly from this proposed championship course. Furthermore, it would bring in more tourist, money, to the area as a destination park.

Let's help grow the sport of disc golf; a pastime that can be enjoyed by all ages and all ability levels.
COCDGC

Disc golf continues to grow, a new championship course will benefit our local economy. The Wilder course already draws disc enthusiasts to our community. I feel this course will enhance the park by adding extra activity to go with hiking and beachcombing

Last year disc golf became one of the most rapidly growing sports in the world. It has become professionalized and featured on ESPN and has its own international organization and protocol. This course, in addition to beginner courses in SB and Toledo would create the only beach course (legitimate) on the west coast. Please support this course with that in mind. Think big and support local

Disc golf is an excellent sport for all ages and good exercise for seniors

Disc golf – ample parking and permanent bathrooms will generate interest and maintenance to support championship and pro tour level disc golf on the coast. National attention would generate dollars, tourism, new business opportunities and promote healthy lifestyles and environmentalism among local children, families and community. Please help support this rapidly growing sport

Disc golfers from other places bring dollars for local business. Disc golf establishes walking trails. I would use a SB course

Great health benefits, attracts players of all age range. The local disc golf club supports the well care of the properties we play

Driftwood Beach

Children's driftwood play sculpture please

L. Presley & Vera C. Gill

Great trail system

Advisory Committee Meeting Notes
Tuesday, July 12th, 2016, 10:00am – 12:00pm
Beverly Beach State Park

Staff began by reviewing OPRD's park planning process and the timeline for this plan. Discussion was subsequently focused on park development concepts.

AC: Will the plan require local approval?

OPRD: OPRD will obtain approval of the plan from all affected local jurisdictions before it can be formally adopted under state rule. Approval in this case means that the plan is determined to be generally consistent with local comprehensive plans and codes.

AC: Will the plan contain a priority list and cost estimates?

OPRD: Yes, the final draft plan will contain a project list for each park with cost estimates and prioritization.

OPRD: Wanted to point out that many of these projects will be phased to coincide with required maintenance. For example, proposed reductions in parking lot size would be implemented when we get to the point of having to repave the parking lot.

Gleneden Beach

AC: Assuming the erosion at the park continues, when would you consider stabilizing the bank?

OPRD: Per the agency's general policy when it comes to coastal erosion, if major park facilities or infrastructure is threatened, we would consider options to stabilize the eroding bluff. We don't let homeowners riprap to save a yard, but we do allow riprap to save homes built before the cutoff date. That is the standard we would stick to for our parks, as well.

OPRD: Park facilities are located 150 yards back from the cliff, so erosion would impact the nearest cross street to Wesler Ave. before it impacts park structures. It would be addressed at that point.

Fogarty Creek

AC: Are you considering trail connections between parks as part of the this planning process? Are there ways to get people off the road?

OPRD: We have looked at opportunities for trail connections, but off-highway trail connections along the coast are difficult because so much of the land is in private ownership and would require property purchases or easements. For example, we looked at the possibility of connecting Fogarty Creek to Boiler Bay, but it would require purchase of property or easement to complete the trail.

AC: Maybe referencing trail connections in your plan would be a good idea.

AC: Are you looking for acquisitions to replace properties like Gleneden Beach or others that you are going to lose in the next 20 years from climate change and sea level rise?

OPRD: We develop a list of properties of interest during the planning process, however we don't include this list in the final plan document. We recently acquired a lot of new land for the creation of Brian Booth State Park. Acquiring additional properties may be less of a priority in this area because of that recent purchase.

AC: You might want to put a general statement in the plan to the effect that OPRD is generally interested in new acquisitions along the coast so that people are aware and may be interested in offering their properties for sale.

AC: How tightly you pack in campsites should be a very important item to think about.

OPRD: We have considered spacing in the campground, we conducted a survey at the beginning of the planning process that highlighted people's desire not to feel crowded when camping. Compared to earlier standards, the spacing proposed in current plans is significantly more generous and intended to give campers sufficient privacy.

AC: Regarding Boiler Bay, the City of Depoe Bay's transportation system plan is being updated and the sidewalk will be extended by OPRD's property boundary.

Beverly Beach

Agate Beach

AC: It makes sense what you're doing in this entire plan – reducing parking lots where feasible. However, the sports field at Agate beach seems like it could be an issue. This is a surfer beach and I'm wondering where they will park when there is a sporting event?

OPRD: The parking lot is currently so underutilized that we felt there would still be enough parking, even with the addition of a field.

AC: Most surfers actually access Agate much further up.

AC: I question whether there is a need for a sports field here... You're looking for a new demand that is not there.

OPRD: The open space would be multi-purpose (we should consider dropping the term "sports field"). OPRD generally does not have dedicated sports sites. The space could be used for picnicking and other activities as well. In conversations with the City of Newport it was suggested that there is a demand throughout the city for fields and open spaces where people can play sports. This space would fulfill that purpose and could be used by people in the

neighborhood, there are currently few areas in this part of the city that could serve that purpose.

AC: Agree that informal open field areas are needed, but I am concerned about the crossing. Would the tunnel be closed?

OPRD: We considered the possibility of closing the tunnel but after discussions with the City and others it was felt that leaving it open would be a better option. However, the more direct access to the beach would be the proposed crosswalk connection from the where the restroom is located.

AC: It's hard to see the tunnel if you haven't experienced that area and you tend to cross the road. Is there a way to make the tunnel more visible?

OPRD: The hotel uses the crosswalk for access. The idea is to build a nice graded trail down to the bathroom from the crosswalk. We would sign the crosswalk. People already use this route because it is the most direct.

AC: A lot of folks are looking for picnic areas and rain cover.

OPRD: We considered proposing a picnic shelter here but the problem is that the park is not staffed and there are already homeless issues in the vicinity, it seems likely that any shelter would be a draw for homeless people. Maintaining a shelter in this location would be difficult as well.

AC: I don't think it's a big enough area for soccer.

AC: Need signage by the tunnel under Highway 101 for City's path.

OPRD: The city of Newport has a kiosk but it does not appear to be maintained. We could do a better job of signage and directing people to the City's trail at the bathroom.

AC: Yaquina Head ONA is in need of housing for seasonal staff. Is there any chance this site could be used as temporary housing for seasonal staff? There may be things that the BLM could offer OPRD in exchange...

OPRD: We would have to take to back to our executive team, but it could be a possibility. Having eyes on the site would be a benefit and the location is close to the lighthouse.

AC: That area is subject to flooding so keep that in mind.

Yaquina Bay

AC: Please do not narrow the road in front of the interpretive kiosk. That is the start point of the marathon. Need the space to accommodate all of the runners as well as spectators.

AC: Will the northern beach access to be maintained?

OPRD: Yes. The southern beach access has bigger issues because it floods at the bottom and we are exploring options to reroute it.

AC: What about rerouting the road around the other side of the park?

OPRD: We had not considered that possibility. The expense and archaeological sensitivity in the area would make rerouting the road difficult. The existing road is also an extremely popular scenic option for vehicles, and there is room to expand it inland, so a complete re-route of the road does not seem necessary.

AC: When would proposed landscaping around the lighthouse occur – is that planned for 20 years from now?

OPRD: We are actually looking at that now. Projects are subject to funding but initial efforts are underway and we are hoping to complete much of the work as soon as possible.

AC: With regard to the park interior, are you contemplating a non-profit to maintain and take it off your shoulders, maybe develop a botanical garden?

OPRD: We have discussed the option of a botanical garden in the plan, and are open to the idea of having a group maintain it, but are not sure whether such a group exists or is interested in taking this on. For now, our concept is to make the area more gardenlike by selective vegetation management that focuses on retaining mature rhododendrons and other native species while removing much of the underbrush. Clearing the understory will also help with visibility and safety.

AC: Is there any chance of moving the coast guard tower?

OPRD: Does not seem likely in the near future. The Coast Guard does not have any plans to relocate it.

South Beach Management Unit

South Beach

AC: If you are relocating the restroom please make sure the outdoor shower goes with it – it is very popular.

AC: With regard to the proposed disc golf course, it seems like a pretty big area to turn over to one small group. Is it common to do this?

OPRD: We have many disc golf courses at parks around the state. Generally the local disc golf groups are very supportive and help to maintain the courses.

OPRD: The nice thing about disc golf courses is they are relatively inexpensive to put in and take out, so if it's not working we have the option of removing it.

AC: I play disc golf and want point out that we are pretty rough on the landscape...

OPRD: We have considered the natural resource impact and the plan would be to locate the baskets in areas with invasive beach grass, with the expectation that players would trample the grass and help restore the historic open, sandy conditions that native dune communities rely on.

AC: How would access to the course be managed? Would people just come on to the course anywhere?

OPRD: We would have the course signed to encourage them to access the start point instead of cutting in. If camping, it would be easier to access from the south. The topography, vegetation, and private ownership make it unlikely that people would be accessing the course from anywhere, since the designated entrance areas would be the most convenient.

AC: Are you considering interfacing with Anchor Way at the north end of the park? You should consider it because it's a public right of way. A public trail leads down Anchor Way to Safe Haven Hill.

OPRD: We are looking at the possibility of connecting the park to Anchor Way. We may not want to direct day users into the campground, however, it could be used as an evacuation point. We have also spoken with OMSI about using their property as an emergency exit from the campground.

AC: What about wildlife impacts in the proposed disc golf area?

OPRD: Our wildlife biologist has not mentioned any concerns. There would be some impacts to wildlife from the increased use, but we are not aware of any sensitive or endangered wildlife species currently in that area.

AC: What would be the end point be for the Sea-to-Sea trail? Is it South Beach or Ona Beach?

AC: The C2C trail committee has hoped that the eventual endpoint for the trail would be South Beach. The trail would go north along the east side of highway 101 and access the park under the bridge at the South Jetty.

AC: What's the annual visitation day use / campground?

OPRD: I would have to look that up, but it's very high, around 500,000 per year.

AC: Would like to make sure that a dedicated equestrian parking area is retained at the South Jetty. The current equestrian parking is very popular.

AC: At some point is there going to be camping expansion?

OPRD: There is no increase of capacity planned beyond what is proposed here (addition of approximately 10 yurt sites in the existing campground).

Seal Rock

AC: The beach and tide pools are getting trampled badly. Can you limit access from points outside the parking area?

OPRD: We don't control all the accesses – some are county and road right-of-way, and some may be private. We can only control access inside the park.

OPRD: We have talked about having additional staff at peak times to help educate people and control impacts to the tide pools.

AC: Will there be interpretive signs to help protect the ecosystem?

OPRD: Yes, we are working on that now. We haven't addressed interpretive signage for the ocean shore in the plan because it is being addressed through grant-funded projects that are currently in development.

Presley & Gill

AC: How large is the park?

OPRD: Somewhere around 20 acres, about the same size as Driftwood Beach.

AC: Governor Patterson – there is a possible access relocation that will be needed to align with Ocean Hills Drive across the highway. Also, there is the potential for pedestrian access under the highway. It would be nice to see the onsite waste system go away and hook into the city sewer at some point in the next twenty years.

Beachside

AC: Will the restrooms be available in winter under this plan?

OPRD: Yes.

OPRD: We are hoping to hold the next public meetings in November where we will present the full draft plan document.

AC: When are comments due?

OPRD: Deadline for comments is usually 21 days (correction, comment deadline is 30 days after a meeting), but you can submit comments any time within the next two months and they will be incorporated into the draft plan.

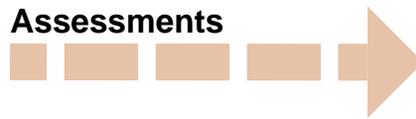
Meeting adjourned at 12:00 p.m.

FEBRUARY 2015

AUGUST 2015

WE ARE HERE

Resource Assessments



- GIS
 - Facilities & Surveys
- Stewardship
 - Botanical Resources
 - Forestry
 - Wildlife
- Heritage
 - Archeological Resources
 - Cultural Resources
 - Park History
- Park Management
 - Operating Costs
 - Safety & Risk Management
- IPS (Planning)
 - Park Facilities & Needs
 - Visitor Experience
 - Interpretation
 - Recreation
 - Trails

Public & Advisory Committee "Kick-off" Meeting

Analysis



- Develop Park Values, Goals & Strategies
- Park Assessments
- Identify Needs and Opportunities
- Input from Partners
- User Surveys

Public Comment & Advisory Committee

Preliminary Concepts



- Park Planning & Design
- Recreation Planning
- Potential Aquisitions Identified
- Local Community and Economic Impacts

Public Comment & Advisory Committee

Draft Plan



- Project Phasing & Costs
 - Facilities
 - Natural Resources
 - Visitor Experience
- Resource Management



Public Comment & Advisory Committee

NOVEMBER 2016

SPRING/SUMMER 2017

Plan Approval



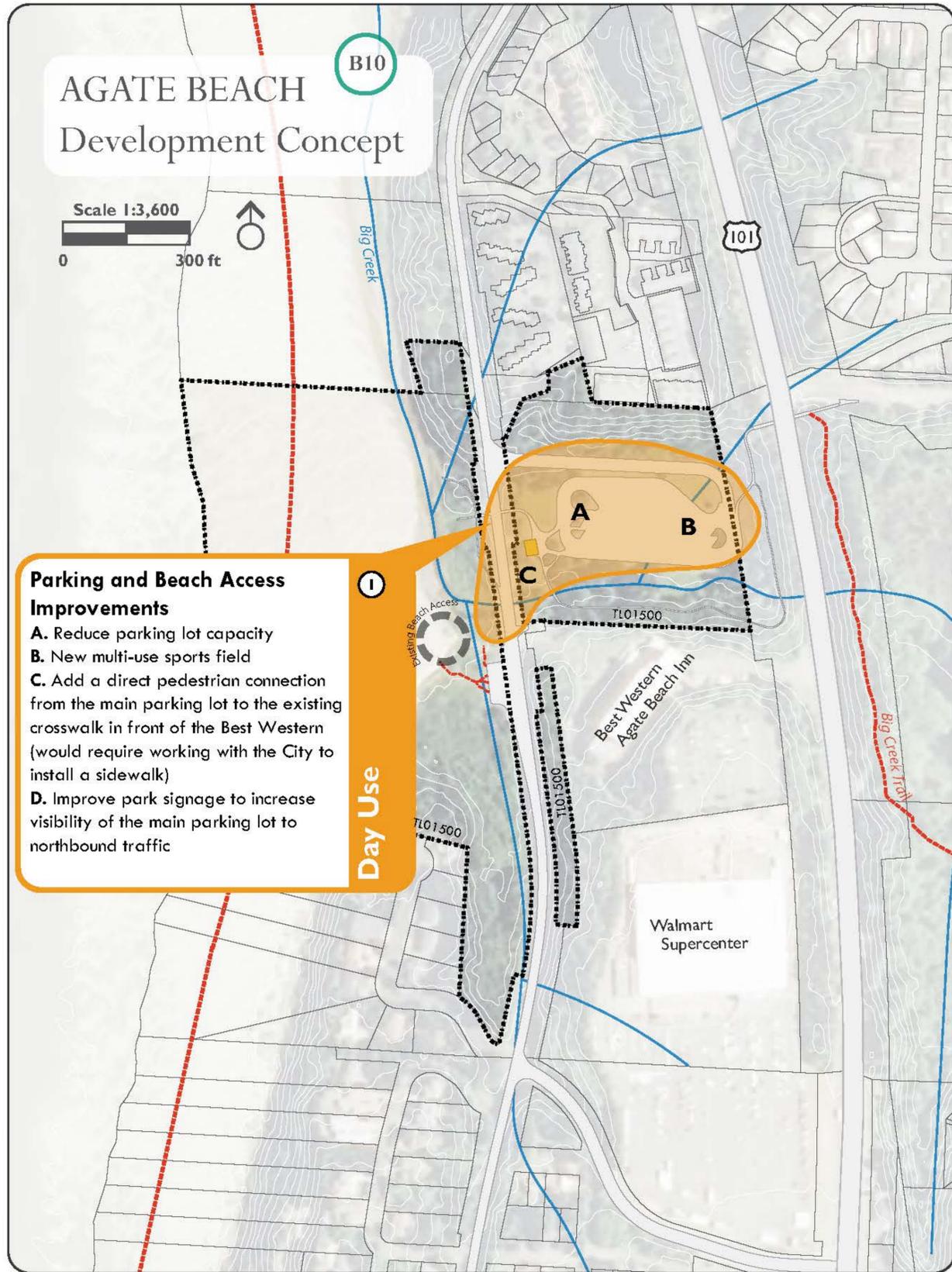
- Local Jurisdiction Land Use Compatibility Review
- State Park Commission Review and Approval
- State Rule Adoption



Planning Schedule



Agate Beach State Recreation Site

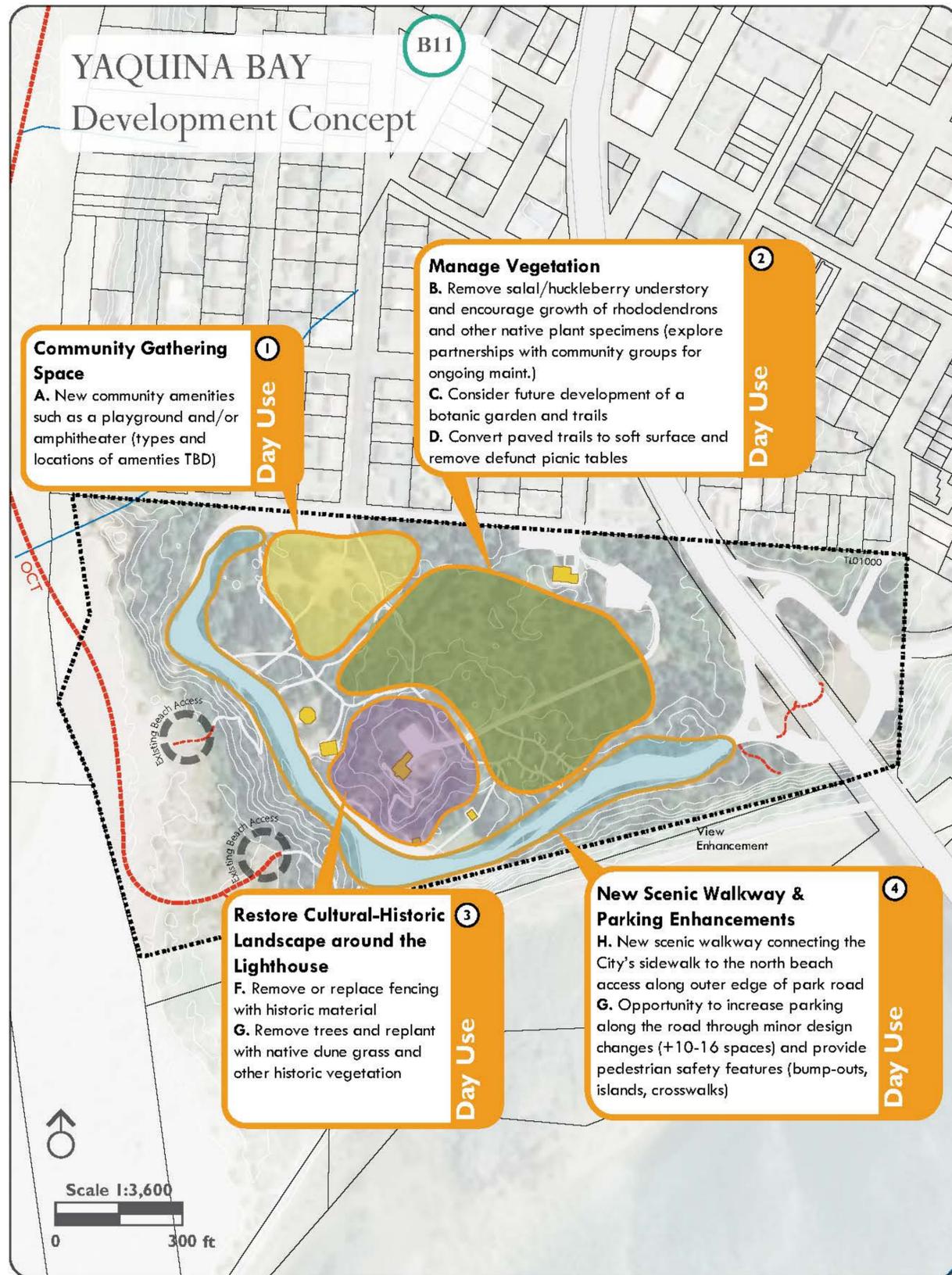


Township/Range/Section 10S 11W 32

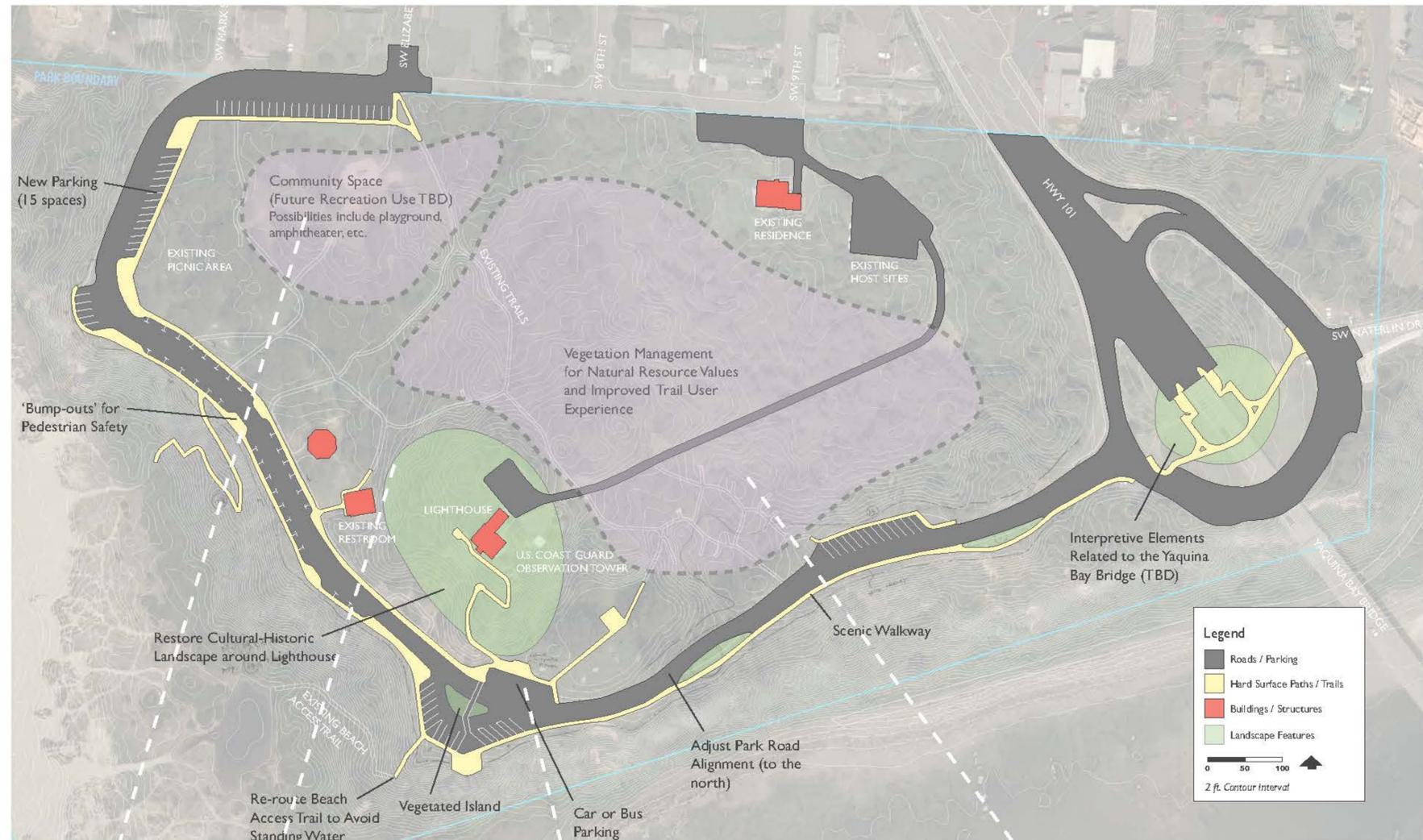
① Parking and Beach Access Improvements

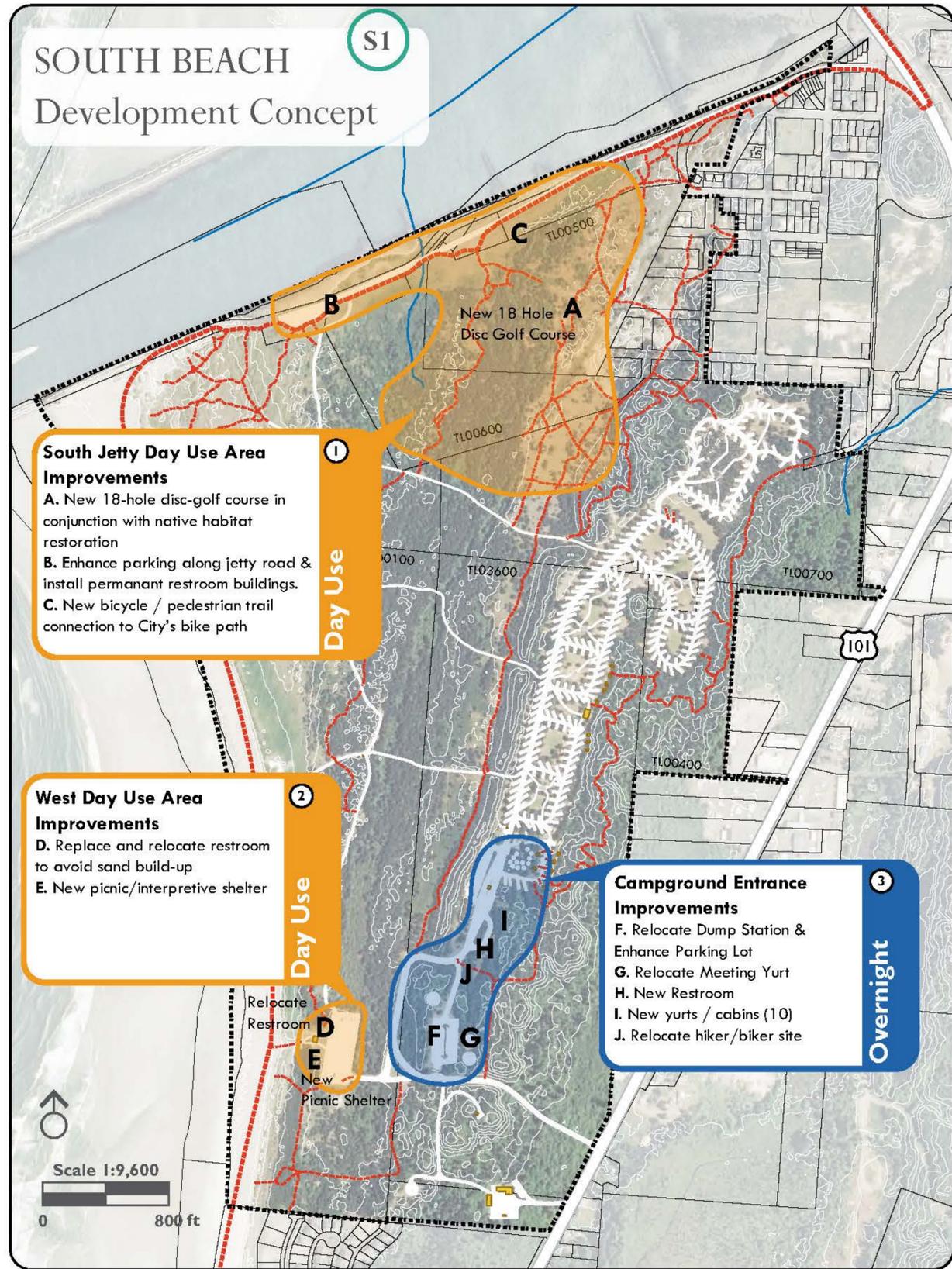


Yaquina Bay State Recreation Site

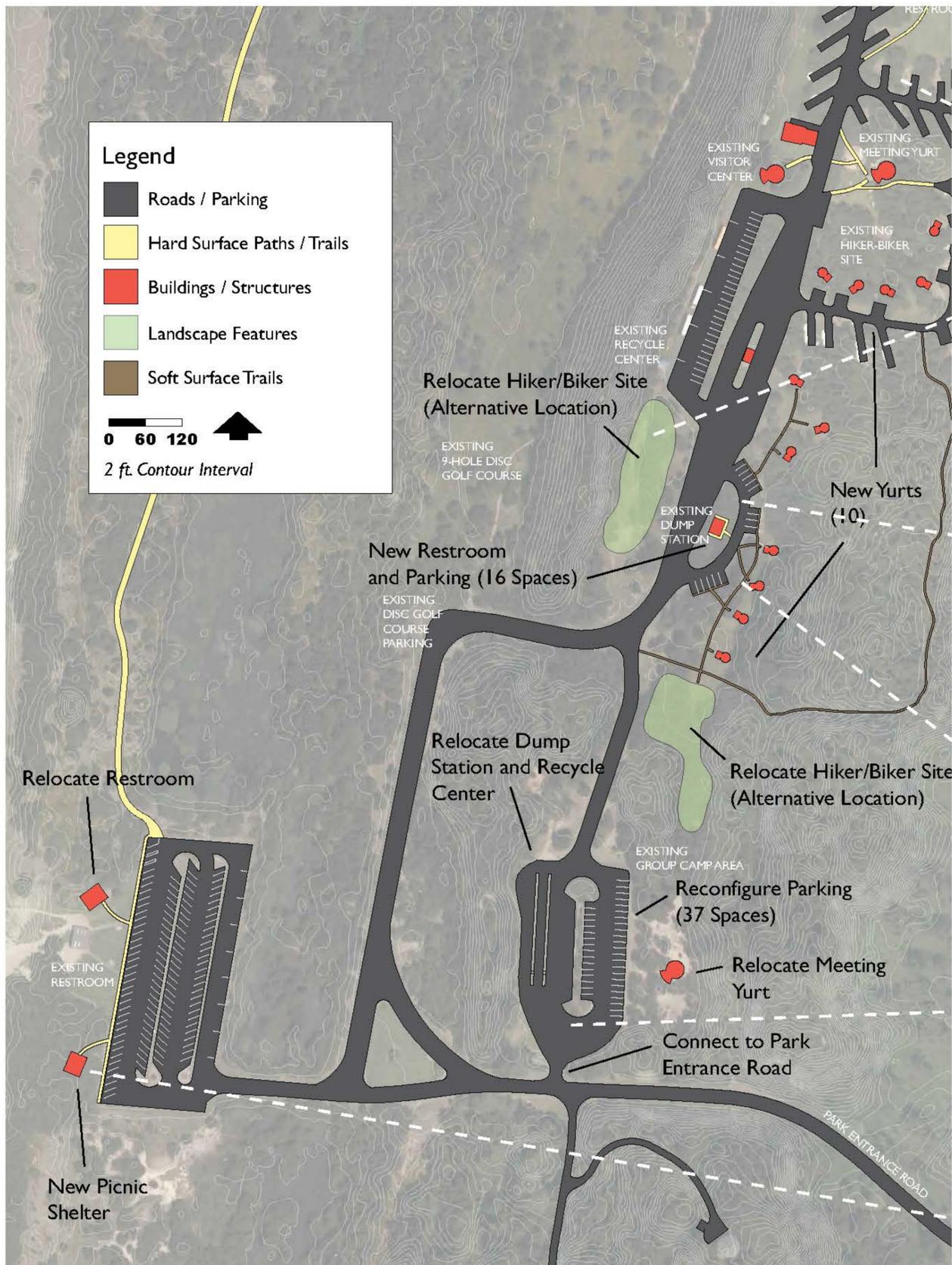


①②③④ Park Improvements





② and ③ West Day Use and Campground Entrance Improvements



① South Jetty Day Use Area Improvements

