



## Greater Newport 2040 Visioning Project

### Advisory Committee

### Supplemental Meeting

October 19, 2017  
3:00 – 5:00 pm  
Newport City Hall  
Council Chambers

- 1. Welcome, Introductions, and Agenda Review** **5 minutes**
- 2. Comments on Final Draft Vision and Strategic Plan** **45 minutes**
  - *Review and confirm suggested edits from committee members. Changes should focus on potential fatal flaws or opportunities to improve the clarity of the statements.*
  - *Identify if there are additional partners to add to any strategy.*
- 3. Vision Summary Brochure** **10 minutes**
  - *Discuss whether or not there is value in having professional graphic design work done to produce a visually engaging booklet or pamphlet containing the vision and strategies.*
- 4. Plan Adoption, Implementation, and Outreach** **30 minutes**
  - *Discuss timeline for adoption, formation of a standing advisory committee, and committee responsibilities.*
  - *Brainstorm steps that can be taken to get the final plan distributed as widely as possible.*
- 5. Recommendation Letter** **10 minutes**
  - *Review draft recommendation letter, discuss if changes are needed, and vote on whether or not the group wants to forward a formal recommendation of this nature.*
  - *Opportunity to elect a member of the committee to sign on behalf of the group.*
- 6. Public Comment Period** **10 minutes**
- 7. Closing Thoughts** **10 minutes**



**GREATER NEWPORT AREA VISION 2040**  
**OUR COMMUNITY VISION**

*A Visioning Project by and for the People of the Greater Newport Area*

**VISION AND STRATEGIC PLAN**  
**OCTOBER 2017**

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## GREATER NEWPORT AREA VISION 2040 COMMUNITY VISION STATEMENT AND EXECUTIVE SUMMARY

### Acknowledgements

The Greater Newport Area Vision 2040 was developed with the guidance and collaboration of The Greater Newport Area Vision 2040 Advisory Committee, the Newport City Council, and City of Newport staff, based on thousands of comments and suggestions received from Greater Newport Area community members and visitors.

A special thank you to the entire community, but especially to all those who helped guide the process.

*\*Listed alphabetically within each group*

#### **Greater Newport Area Vision 2040 Advisory Committee**

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# ENVISIONING THE FUTURE OF GREATER NEWPORT

## Vision Generation and How the Vision Will be Used

The Greater Newport Area Vision 2040 project launched in the fall of 2016 and concluded in the fall of 2017. The project was guided by the Greater Newport Area Vision 2040 Advisory Committee, in collaboration with the City of Newport and hundreds of community members and visitors that participated in the visioning process.

The motivation for creating a Community Vision for the Greater Newport Area emerged from a desire to generate broad descriptions of the quality, spirit, and values of the community, and to divide these concepts into “focus areas” that can serve as long-term targets for future planning efforts. The community’s Vision is rooted in a statement of Community Values; these are the qualities that the community appreciates most and wishes to preserve into the future. They, along with the Vision Statements—our community’s aspirations for the future—are to remain at the forefront of future City decision-making processes.

The Vision is designed as a “living document” that should be revisited and updated on a regular basis through annual goal-setting sessions and budgetary appropriation processes. Some of the Vision Strategies fall squarely within the established roles and responsibilities of the City of Newport, while others may rely on the involvement of other key community partners. Detailed decisions related to who should undertake which strategies, and which actions will be required to implement these strategies, is work that remains.

## Document Format and Contents

The Greater Newport Area Vision 2040 (presented at the beginning of this report) is our community’s Vision for the year 2040. Created by the Greater Newport Area community, this Vision is intended to guide the City of Newport and its public, private, civic, and community-based partner organizations in the cultivation of an “enterprising, livable, dynamic, affordable, educated, safe, healthy, collaborative, and inclusive” community in the future.

The Greater Newport Area Vision 2040 is organized into three elements that can be used separately or together:

1. **Overarching Vision.** The first tier (“Our Big Vision”) is an overarching vision statement for the entire community.
2. **Focus Area Visions.** The second tier is a series of more specific vision statements for each of six “focus areas,” including: Enhancing a Livable Region; Preserving & Enjoying Our Environment; Creating New Businesses & Jobs; Learning, Exploring, & Creating New Horizons; Improving Community Health & Safety, and; Fostering Collaboration & Engagement
3. **Focus Area Vision Strategies.** The third tier is a series of specific vision strategies proposed to help realize their respective focus area visions and, in turn, help achieve our Big Vision.

All Vision Strategies include the City of Newport’s role, designating the City as either Lead, Partner, or Support in achieving that strategy. All strategies have also been given a relative priority and are sorted into one of three tiers. Recognizing that not all strategies can be tackled simultaneously, the tiers will help provide guidance for where to initially focus Vision implementation efforts. They do not imply importance of one strategy over another. Indeed, all of these strategies are seen as important.

## **Timeline**

All of the ideas contained in the Greater Newport Area 2040 Vision are aspirational. They describe a desired future and not necessarily an existing set of conditions. They are written to make the reader feel present in the year 2040. At the same time, many of these strategies will be implemented long before the year 2040 arrives, and some are already in progress.

## **The Greater Newport Area**

The Greater Newport Area can be defined as the City of Newport and areas outside the city for which Newport is the hub of employment, services, and other activities, extending to Otter Rock in the north, Toledo to the east, and Seal Rock to the south. Recognizing that Newport's surrounding communities will be partners in a successful future, the project actively sought input from Greater Newport Area residents and visitors in developing the Vision.

## **Public Involvement**

The visioning process had three main phases: **1) Foundation Building; 2) Vision Development, and; 3) Strategic Planning** (see Appendix B: Vision Development, pg. 31, for Visioning Process Timeline).

During each of these phases, the project team engaged community members in conversations around four basic questions:

- *What do you most appreciate about the Greater Newport Area?*
- *What are the biggest challenge(s) for the Greater Newport Area now or in the future?*
- *What is your vision(s) for the future of the Greater Newport Area?*
- *What are strategies for achieving your vision?*

Over the course of the project, the project team received a wealth of input, comments, opinions, and ideas from the Greater Newport Area community in response to these four questions. The questions were posed to the public through a series of stakeholder interviews, focus groups, project-related events, public meetings, online and in-person surveys, and the project's Facebook page. Over the course of the project, 1,542 vision ideas and 1,126 strategies (non-unique) were collected through public comments.

One of the underlying goals of the visioning process was to facilitate broad community participation and reach diverse, multi-cultural populations who have traditionally been under-engaged in City planning processes. Throughout the duration of the project, targeted outreach to the local Latino community was done through Spanish-language translation of project materials and at meetings, bilingual focus groups, targeted events coordinated through Centro de Ayuda, and interviews on Spanish-language radio.

## **Implementation**

The Vision project has resulted in a Vision and Strategic Plan that is action-ready. Moving forward, active plan oversight will be required to keep the Vision alive. This oversight should be provided by a permanent City-appointed Vision 2040 Advisory Committee, supported by the City Manager's Office, with representatives from partner organizations, existing advisory committees, and the broader community.

The Committee's responsibilities could include:

- Informing annual City Council goal-setting and budgetary processes by linking planned projects with Vision Statements and Strategies;
- Tracking implementation of key Strategies, developing metrics for measuring progress, and preparing annual progress reports;
- Engaging City committees, staff and partner organizations to facilitate implementation of Strategies;
- Periodically updating the Vision and Strategic Plan to reflect changes in the community; and
- Promoting the Vision and Strategic Plan, increasing public awareness of the Vision Statements and Strategies, and supporting community engagement efforts to achieve desired outcomes.

The City of Newport has many established and dedicated citizen advisory committees, and it is essential that those committees, with the support of City staff, actively participate in the implementation of the Vision and Strategic Plan. They should assume a lead role in implementing strategies relevant to their committee's work, with support and guidance from the Vision 2040 Advisory Committee. For City-led strategies where implementation cannot be undertaken by existing advisory committees, or that are dependent upon the efforts of partner organizations, the Vision 2040 Advisory Committee may need to assume a more prominent role in helping to facilitate implementation.

### **Prioritization of Strategies**

All Vision Strategies received a priority ranking, within one of three tiers, as a result of a joint Vision 2040 Advisory Committee/City Council meeting that occurred on July 31, 2017. Community input was also taken into consideration when determining priorities (see [Appendix B: Vision Prioritization Matrix, Pg. XX](#)). The relative priority of the various strategies may shift over time based upon changes that are occurring in the community, funding availability, and partnership opportunities. One of the implementation responsibilities for the standing Advisory Committee should be to periodically assess the tier designations and make adjustments where appropriate.



## KEY TO STRATEGY TIERS AND CITY ROLES

This key contains a detailed explanation of the tiers and City roles that have been assigned to each of the Vision’s Strategies.

|                |   |
|----------------|---|
| <b>Tier 1</b>  | Strategies with strong community support, identified as high priorities for implementation by the Greater Newport Vision 2040 Advisory Committee and City Council.  |
| <b>Tier 2</b>  | Strategies with strong support from some community stakeholders, Greater Newport Vision 2040 Advisory Committee members, and City Councilors, and more moderate support from others. Those strategies that fall within this category may require additional community outreach to better understand constituent needs and concerns prior to implementation. |
| <b>Tier 3</b>  | Strategies that received mixed responses from community members or that were identified by the Greater Newport Vision 2040 Advisory Committee and City Council as low priorities for implementation.  |
| <b>Lead</b>    | The City of Newport assumes primary responsibility for the implementation of a given action.  |
| <b>Partner</b> | The City of Newport is a partner in the implementation of a proposed action steps, actively collaborating with other public, private and/or community partners in its achievement.  |
| <b>Support</b> | The City of Newport actively supports the implementation of a proposed action by other public, private or community entities, lending its endorsement and resources as deemed appropriate.  |

# Visioning by the Numbers

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**1,542 VISIONS** and **1,126 STRATEGIES**  
received through public comments

**5 KICK-OFF EVENTS** were held in February, attended by **314 people**, during which:

**199 COMMENT CARDS** were completed

**326 VISIONS** were generated

**353 STRATEGIES** were generated

**287**

**COMMENT CARDS**

were collected at Seafood and Wine Festival

**60**

**COMMUNITY MEMBERS**

attended the Committees Visioning Dinner on February 16

**56**

**CITY EMPLOYEES** attended the Employee Visioning Lunch on February 16

**130**

**PEOPLE** (of all ages!) attended the Friday Family Night event on February 17

**164**

**MAP COMMENTS**

have been submitted

**60**

**PEOPLE** attended the Visioning Kick-off Event and Workshop on February 18

**435**

**CONTACTS** have been added to the project email list

**27**

**VISIONS** were submitted via the News Times "Views on the News" feature

**12**

**'MEETINGS IN A BOX'** were convened in March and April, attended by **170 STAKEHOLDERS**

**1,885**

**PEOPLE** were reached through 3 paid Facebook advertisements

**1,251**

**ONLINE SURVEY RESPONSES** have been submitted through two public surveys

# VISION AND STRATEGIES

## OUR BIG VISION

In 2040, Greater Newport is the heart of the Oregon Coast, an enterprising, livable community that feels like home to residents and visitors alike. We live in harmony with our coastal environment – the ocean, beaches and bay, natural areas, rivers and forests that sustain and renew us with their exceptional beauty, bounty, and outdoor recreation. Our community collaborates to create economic opportunities and living wage jobs that help keep the Greater Newport Area dynamic, diverse, and affordable. We take pride in our community's education, innovation, and creativity, helping all our residents learn, grow, and thrive. Our community is safe and healthy, equitable and inclusive, resilient and always prepared. We volunteer, help our neighbors, support those in need, and work together as true partners in our shared future.

## OUR CORE VALUES

### WE VALUE...

- **Our Coastal Location...** Our access to the ocean, beaches, and lighthouses, the Bayfront, working waterfront and fishing fleet, marine industries and institutions, and the temperate climate and coastal lifestyles we enjoy.
- **Our Natural Beauty & Access to Nature...** Our beautiful natural environment, undeveloped coastline and bay shore, stunning scenery and bracing weather, forests and rivers, closeness to nature, easy access to natural areas, and diverse recreational opportunities.
- **Our Healthy Environment...** Our clean air and clean water and the healthy environment they provide, including well-maintained parks and public spaces, and the care we take in protecting the natural resources that sustain us.
- **Our Small Town Feel...** Our safe, friendly community with its sense of place, working people and small businesses, families and retirees – a small-town setting with “big city” amenities like the Performing Arts Center and Recreation Center.
- **Our Districts & Neighborhoods...** Our distinct districts and areas of town, from Nye Beach to the Bayfront, Agate Beach, City Center, and South Beach, each with its own distinct character, amenities, history and culture, local businesses, neighborhoods, and residents.
- **Our Vibrant Arts Community...** Our vibrant arts community with diverse, accessible cultural offerings for locals and visitors, from the performing arts, theater groups, and the symphony to the visual arts, fine arts events, venues, and artists, all supported by a growing population of local talent.
- **Our Working Waterfront...** Our thriving commercial fishing and seafood industry, local and distant water fleets, charter boats, recreational fishing, ocean-related businesses, and expanded International Terminal.

- **Our Robust Science & Marine Education Community...** Our numerous scientific organizations that fuel our economy and feed our minds, including the Hatfield Marine Science campus, NOAA and OMSI, the Oregon Coast Aquarium, and Oregon State University's Marine Studies Initiative and Extension Service.
- **Our Diversified Economy...** Our diverse economic base, including the working waterfront, science and marine education, and the arts, as well as tourism that brings a diverse mix of visitors and revenue into town.
- **Our People & Collaborative Spirit...** Our people and local organizations who embrace bold ideas, take risks, and give of their time and resources, and their collaborative spirit that enriches social, environmental, and educational opportunities in our community.
- **Our Community & Support Services...** Our dedicated people in community and support services, including police, fire fighters, teachers, civic leaders, schools, and public agencies who plan our city, educate our children, help us prepare for emergencies, and keep us safe.
- **Our Growing Diversity...** Our growing cultural diversity as a coastal community that embraces newcomers, welcomes people of all cultures and backgrounds, and provides a great place to live, work, raise children, visit, and retire.

## OUR VISION FOR ENHANCING A LIVABLE REGION

In 2040, the Greater Newport Area is an enterprising, livable community that feels like home to residents and visitors alike. We have carefully planned for growth, with well-maintained infrastructure, affordable housing for all income levels, robust public transportation, diverse shopping opportunities, and distinct, walkable districts and neighborhoods.

### KEY STRATEGIES FOR ENHANCING A LIVABLE REGION

#### TIER I

City Role: [Lead] [Partner] [Support]

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- 1. Infrastructure Investments [Lead]:** Maintain and upgrade local infrastructure within available funding.
- 2. Housing Supply [Partner]:** Increase supplies of affordable and workforce housing, including rentals and for sale units at prices that are accessible to a broad range of the general public.
- 3. Transportation Corridors [Partner]:** Revitalize Highway 101 and Highway 20 in and around Newport to serve as attractive gateways to the community.

#### TIER II

City Role: [Lead] [Partner] [Support]

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- 4. City Wide Beautification [Lead]:** Promote citywide beautification, generating a fresh yet familiar look for Newport through streetscaping, improvements to building façades, and ocean friendly landscaping.
- 5. City Center Revitalization [Lead]:** Develop a City Center improvement strategy that expands options for living, shopping, working, and dining in the area by promoting walkability, mixed-use development, and refurbishment of historic buildings.
- 6. Mixed-Use Development [Lead]:** Promote mixed-use neighborhoods in appropriate areas of the city, incorporating a blend of commercial uses, employment, and residential development that create a distinct sense of place.

7. **Housing Development Incentives [Lead]:** Implement incentives to lower development costs and encourage construction and renovation of an array of housing types to augment the supply of affordable, quality, energy-efficient units.
8. **Seasonal Housing & Vacation Rentals [Lead]:** Assess the growth and distribution of vacation rentals and gain a better understanding of the impacts that seasonal housing, including second homes and vacation rentals, has on the availability and affordability of housing and the provision of public services within the community. Take actions that may be required to address impacts on neighborhoods and the community.
9. **Street, Highway & Bridge Improvements [Lead]:** Engage the State of Oregon and community partners to identify bridge alternatives and future street and highway improvements that meet local needs while mitigating congestion and accommodating future growth and increased traffic.
10. **Pedestrian & Bicycle Safety [Lead]:** Work to improve the safety of pedestrians and bicyclists throughout Newport.
11. **Pedestrian & Bicycle Amenities [Lead]:** Plan, fund, and develop improvements to pedestrian and bicycle amenities in strategic areas of the city, including sidewalks, crosswalks or overpasses, “traffic calming,” bike racks, and planned pedestrian and bicycle routes.
12. **Multiuse Paths & Trails [Lead]:** Maintain and expand the multiuse path and trails system.
13. **Strategic Investments & Partnerships [Lead]:** Pursue strategic investments and partnerships to adequately meet the needs of the community as it grows and develops.
14. **Developable Land [Partner]:** Ensure an adequate supply of buildable land by first encouraging redevelopment of underutilized and redevelopable properties. Extend infrastructure to undeveloped land that is zoned for development-related uses.  
[Note: Language pending approval]



- 15. Complete Streets [Partner]:** Design neighborhoods to be oriented around streets that are well integrated with local transit, are ADA Accessible, and accommodate "active transportation" such as cycling, walking, and wheelchair rolling.
- 16. Public Transit Improvements & Expansion [Partner]:** Develop targeted improvements to the local transit system, including better scheduling and signage and plans for future system expansion. Work with Lincoln County to upgrade bus service in Newport and surrounding areas, with improved routes and more frequent service.
- 17. Transit Reliability & Promotion [Partner]:** Develop and promote transit as a robust and reliable alternative to driving within the Greater Newport Area.
- 18. Telecommunication Technology [Support]:** Promote universal, high-speed Internet access throughout the city. Embrace and work to expand community and business access to new telecommunication technologies.

## OUR VISION FOR PRESERVING & ENJOYING OUR ENVIRONMENT

In 2040, the Greater Newport Area lives in harmony with its coastal environment. Our ocean, beaches and bay, natural areas, rivers and forests sustain and renew us with their exceptional beauty, bounty, and outdoor recreation. We retain our connection to nature, protecting our land, air, water, natural habitats and biodiversity, and promoting more sustainable ways of living.

### KEY STRATEGIES FOR PRESERVING & ENJOYING OUR ENVIRONMENT

#### TIER I

City Role: [Lead] [Partner] [Support]

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- 1. Sewer & Stormwater Management [Lead]:** Maintain, upgrade, and modernize stormwater and sewer infrastructure to reduce overflows, keep our waterways and beaches clean, and minimize flooding in a manner that is both fiscally responsible and environmentally friendly.
- 2. Integrated Shared-Use Trail System [Lead]:** Develop an integrated trail system, accommodating multiple uses, that connects neighborhoods, visitor destinations, open spaces, and natural areas.

#### TIER II

City Role: [Lead] [Partner] [Support]

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- 3. Parks & Recreation Needs [Lead]:** Engage the community in identifying priorities and future needs related to open space, trail, and park and recreation assets.
- 4. Parks & Recreation Upgrades [Lead]:** Make recommendations for future park upgrades, planning, and development, paying particular attention to funding upkeep and maintenance.

## TIER II (Cont.)

City Role: [Lead] [Partner] [Support]

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5. **Trail-Building Program [Lead]:** Establish a City trail-building program that provides opportunities for volunteer involvement.
6. **Green Building & Development [Lead]:** Promote and incentivize environmentally responsible, resource-efficient building and development techniques, including onsite stormwater management, permeable pavement, energy-efficient buildings, ecological landscaping, and native plantings.
7. **Environmental Conservation Partnerships [Partner]:** Prioritize conservation of significant open spaces and natural resource areas, including beaches and headlands, midcoast watersheds, the Yaquina Bay Estuary, rivers, streams, forests, and fish and wildlife habitat. Partner with local environmental organizations and agencies to expand and strengthen programs to protect and restore natural areas and resources and preserve environmental quality.
8. **Comprehensive Recycling & Reduced Waste [Partner]:** Target the greater Newport area to achieve the highest rate of recycling of any city in Oregon through source reduction, reuse, recycling, composting of food waste, and curbside glass recycling.
9. **Renewable Energy [Support]:** Increase the use of renewable energy to achieve energy independence in the Greater Newport Area, harnessing a combination of alternative renewable energy sources and technologies.

## TIER III

City Role: [Lead] [Partner] [Support]

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10. **Climate Action Plan [Partner]:** Develop a comprehensive public-private climate action plan to lessen the greater Newport area's contribution to climate change, as well as to mitigate the impacts of climate change on the community itself.

## OUR VISION FOR CREATING NEW BUSINESSES & JOBS

In 2040, the Greater Newport Area collaborates to create economic opportunities and living wage jobs that help keep Newport dynamic, diverse, and affordable. Our economy is balanced and sustainable, producing living wage jobs in the trades and professions, while supporting new startup companies and small businesses based on local talent, entrepreneurship, ideas, and resources.

### KEY STRATEGIES FOR CREATING NEW BUSINESSES & JOBS

#### TIER I

City Role: [Lead] [Partner] [Support]

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- 1. Expanded Working Waterfront [Partner]:** Leverage our maritime industries and marine-related assets to expand and diversify the capacity of marine businesses, including full utilization of the International Terminal.
- 2. Science Economy Expansion [Partner]:** Expand Newport's science and marine economy, promoting it nationally and internationally as a hub for scientific research, ocean observation, education, and conservation activities.
- 3. Living Wage Jobs [Support]:** Partner with new and existing businesses to retain, expand, and create jobs that pay living wages, providing a minimum income necessary for workers to meet their basic needs.

#### TIER II

City Role: [Lead] [Partner] [Support]

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- 4. Airport Improvements [Lead]:** Maintain and enhance the Newport Municipal Airport as a viable community asset that can support business growth and development and improve access to and from the community.

5. **Industry Recruitment [Partner]:** Working with federal, state and local economic development organizations, target recruitment of selected industries to the area that align with the Greater Newport Area's Strategic Vision, offer living wage jobs, and support the community's quality of life.
6. **Marine Economy & Economic Development [Partner]:** Link OSU's Marine Studies Initiative and the area's marine economy into economic development planning.
7. **Tourism Diversification [Partner]:** Diversify Newport's tourist industry by promoting expansion of ecotourism as well as interpretive programs based on Newport's maritime industries.
8. **Arts & Cultural Destination [Partner]:** Promote the Greater Newport Area as a major arts and cultural destination.
9. **Local Businesses Support [Support]:** Support and retain existing local businesses.
10. **Small Business Development [Support]:** Expand training and education for small business development and entrepreneurial skills, including resources for artists, craftspeople, trades, and technology startups.
11. **Green & Sustainable Business [Support]:** Promote and support businesses in the Greater Newport Area that use and market green and sustainable technologies, materials, and products.
12. **Sustainable Fisheries [Support]:** Support innovation and new markets in sustainable fisheries by leveraging new technologies and partnering with the science community.
13. **Diversified Agricultural Economy [Support]:** Promote the production, marketing, and direct sales of seafood, value added wood products, and local agricultural products.
14. **"Shoulder Season" Attractions & Festivals [Support]:** Develop new attractions, festivals, and marketing to sustain tourism through the shoulder season.

- 15. Viable & Sustainable Commercial Air Service [Partner]:** Work with local, state, and federal partners to develop a model for sustainable commercial air service.
  
- 16. Permanent Farmers Market [Partner]:** Create a permanent home for a year-round farmers market with expanded hours and business acceleration opportunities for food, beverage, and agriculture related startups.

## OUR VISION FOR LEARNING, EXPLORING, & CREATING NEW HORIZONS

In 2040, the Greater Newport Area takes pride in our community's education, innovation, and creativity, helping all our residents learn, grow, and thrive. Our schools are appropriately funded through diverse means of support to meet the highest standards of educational achievement. Our college and university prepare students for rewarding lives and productive careers. The arts and opportunities for creative expression and learning are high quality, diverse, and available and accessible to everyone.

### KEY STRATEGIES FOR LEARNING, EXPLORING, & CREATING NEW HORIZONS

#### TIER I

City Role: [Lead] [Partner] [Support]

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- 1. Funding for Schools [Support]:** Develop creative, diverse, and alternative sources of funding for educational facilities, classes, programs, and extracurricular activities in the Greater Newport Area schools, including consideration for pre-K and early childhood education.
- 2. Vocational Technology & STEM Programs [Support]:** Expand vocational tech and science, technology, engineering and mathematics (STEM) education, including K-12, OCCC, and OSU, and offering classes, training, and certification for marine sector and other jobs.

#### TIER II

City Role: [Lead] [Partner] [Support]

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- 3. Art in Public Spaces [Lead]:** Integrate the arts as a key element of the city's identity, expanding the presence of public art throughout the community.

4. **Expanded & Upgraded Arts Footprint [Partner]:** Invest in improvements to performing and visual arts venues, including the Performing Arts Center and Visual Arts Center, to increase their capacity to accommodate arts and cultural events.
5. **Summer Arts Offerings [Partner]:** Expand outdoor summer arts events and offerings such as music and theater.
6. **Schools & Local Talent [Support]:** Promote increased partnerships between schools and local talent, including scientists, artists, and crafts and tradespeople who share their knowledge with area classes and students.
7. **Teacher & Administrator Diversity [Support]:** Increase the diversity of teachers and administrators to be more representative of student demographics.
8. **Bilingual & Cross-Cultural Education [Support]:** Establish comprehensive bilingual and cross-cultural educational programs throughout the community, including English for Speakers of Other Languages (ESOL) instruction, to promote better integration and improved achievement of residents of all ages.
9. **Expanded & Integrated Higher Education [Support]:** Support Oregon Coast Community College (OCCC) in gaining accreditation and expanding its offerings, including workforce education and the trades.
10. **Education Partnerships [Support]:** Encourage K-12, community college, professional, and noncredit education partnerships that promote pathways to marine educational programs at Oregon State University (OSU)'s Newport campus.
11. **School-to-Work Programs [Support]:** Work with local schools, OCCC, OSU, and employers to develop a School-to-Work program for students, training and certifying them to fill the needs of local employers and the job market.

### TIER III

City Role: [Lead] [Partner] [Support]

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12. **Access to the Arts [Partner]:** Increase the availability of, and access to, lower cost arts venues and performances while supporting new, innovative opportunities, including workshops, film, and student work.



## OUR VISION FOR IMPROVING COMMUNITY HEALTH & SAFETY

In 2040, the Greater Newport Area is safe and healthy, equitable and inclusive, resilient and always prepared. We volunteer, help our neighbors, and support those in need. Our community's physical, environmental, social, and economic assets allow all of our residents, including families and children, young people and seniors, to live healthy lives and find the support and services they require, including excellent, affordable and accessible healthcare and childcare.

### KEY STRATEGIES FOR IMPROVING COMMUNITY HEALTH & SAFETY

#### TIER I

City Role: [Lead] [Partner] [Support]

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- 1. Affordable & Accessible Healthcare [Support]:** Work to improve access to and affordability of healthcare for all in the community through improved healthcare facilities, education, and preventive services.
- 2. Medical Professionals & Specialists [Support]:** Recruit and retain more health care providers and medical professionals in the community, including medical specialists in pediatrics, geriatrics, mental health, chronic diseases, services for veterans, and the prevention and treatment of addiction.
- 3. Expanded Mental Healthcare [Support]:** Expand mental health services in the area, including improved community education, prevention, and counseling services, as well as trauma-informed care that diagnoses and treats the mental health impacts of traumatic life experiences.
- 4. Improved Service Coordination [Support]:** Enhance coordination among social services, non-profits, and faith-based institutions to provide integrated, comprehensive support to residents of our community experiencing poverty, hunger, social isolation, homelessness, addiction, domestic violence, and related issues.

5. **Disaster Preparedness [Lead]:** Expand disaster preparedness and self-reliance programs and activities, focusing on neighborhood level organizing, and including multilingual information, training, and assistance.
6. **Proactive Police & Fire Services [Lead]:** Support police and fire services in meeting and addressing growth and changing community needs. Support improved community policing practices that promote positive interactions between public safety officers and the public.
7. **Homelessness Solutions [Partner]:** Implement proactive solutions to expand services and resources for people who are homeless, including homelessness prevention and other programs and partnerships to help the area's homeless population obtain stable housing.
8. **Translation & Multilingual Services [Partner]:** Increase and support existing local capacity to provide translation and multilingual services, including assistance with employment, physical health, mental health, rehabilitation, education, nutrition, legal, immigration, and financial education needs.
9. **Accessible & Affordable Childcare [Support]:** Increase the number and capacity of quality accredited childcare facilities and staff in the region and make childcare more accessible and affordable for all families.
10. **Accessible & Affordable Eldercare [Support]:** Work toward meeting the need for quality and affordable housing, independent living, and care facilities for elders in the Greater Newport Area.
11. **Foster Care Improvements [Support]:** Study and make recommendations to address the area's child foster care challenges, including causes, solutions, and prevention. Increase the number and quality of foster homes, while implementing preventive approaches that will help divert more children from entering the foster care system.
12. **Access to Healthy Food [Support]:** Improve community "food security" by addressing issues of availability, accessibility, and affordability of healthy food.

**13. All-Weather Facilities & Activities [Lead]:** Improve affordable access to recreational and community facilities, including indoor spaces for sports, family and cultural celebrations, classes, youth programs, and other recreational and social activities that are accessible during evenings and the rainy season.

## OUR VISION FOR FOSTERING COLLABORATION & ENGAGEMENT

In 2040, the Greater Newport Area's local governments and public agencies, schools and higher educational institutions, businesses, local employers, and nonprofits, community groups, faith based institutions, and residents work together as true partners in our shared future. Governments reach out to engage and listen to residents, involve them in important plans and decisions, and collaborate for a better community in a rapidly changing world.

### KEY STRATEGIES FOR FOSTERING COLLABORATION & ENGAGEMENT

#### TIER I

City Role: [Lead] [Partner] [Support]

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1. **Transparency & Communication [Lead]:** Encourage and support continued open communication, transparency, and accountability on the part of City leaders and staff.
2. **Vision as Foundational Document [Lead]:** Ensure the Vision serves as the foundation for ongoing public processes, planning, and decision-making.

#### TIER II

City Role: [Lead] [Partner] [Support]

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3. **Vision-Focused Council & Community [Lead]:** Promote key elements of Greater Newport's 2040 Vision through the Newport City Council, City staff, and Vision advocates who engage with community partners.
4. **Community Engagement [Lead]:** Develop new avenues for Greater Newport Area residents and businesses to engage and participate in the development of City plans and policies, and to contribute to the decision-making process, taking into consideration available staff time and resources.

5. **Culturally Competent & Inclusive Outreach [Lead]:** Develop new forms of culturally competent outreach, such as Spanish-language publications and Public Service Announcements, to reach out to and involve the entire community.
6. **Model Communities [Lead]:** Research the best practices of other communities that have been successful in implementing vision plans and strategic community objectives and learn from their successes.
7. **Collaboration & Partnerships [Partner]:** Sustain positive relationships and high levels of civic collaboration between public, private, faith-based, civic, neighborhood, and community-based organizations and the community at large.
8. **Community Forums [Partner]:** Develop community forums that bring people of different backgrounds and cultures together to discuss issues and share solutions.
9. **Youth Involvement [Partner]:** Work through the schools, Oregon Coast Community College, and Oregon State University to involve younger generations more in current affairs and community issues, local government, volunteerism, long-range planning, and City decision-making.
10. **Retiree Involvement [Partner]:** Work through the schools, Oregon Coast Community College, and Oregon State University to involve younger generations more in current affairs and community issues, local government, volunteerism, long-range planning, and City decision-making.
11. **Volunteerism [Partner]:** Cultivate the community's spirit of collaboration and engagement to create meaningful opportunities for public involvement and volunteerism for all ages.

**ADOPTED VISION ORDINANCE**

**[Placeholder for Adopted Vision Ordinance]**

# APPENDIX A

# 1. VISION DEVELOPMENT

The visioning process had three main phases: **1) Foundation Building; 2) Vision Development, and; 3) Strategic Planning.** During each of these phases, the project team engaged community members in conversations around four basic questions, reflecting the "Oregon Model" of visioning, an approach utilized by scores of Oregon cities. These four basic questions included:

- *What do you most appreciate about the Greater Newport Area?*
- *What are the biggest challenge(s) for the Greater Newport Area now or in the future?*
- *What is your vision(s) for the future of the Greater Newport Area?*
- *What are strategies for achieving your vision?*



The first phase – **Foundation Building** – established an informational foundation for the project with small-group conversations and individual interviews conducted to better understand key topics of interest for the community. These early-project conversations helped introduce the visioning process to key community stakeholders while informing the project's communications and outreach plan. This phase also began to address the above questions, concentrating on the first two, to better define community strengths and weaknesses, emerging trends that may affect Greater Newport, and strategic issues for the future.

The second phase—**Developing the Vision**—established the project's six focus areas, which were refined during the course of the project as the project team gathered additional community input. The focus areas served as a foundational structure for the information gathered throughout the process and, ultimately, framed the content of the Vision and Strategies. The focus areas included:

- **Enhancing a Livable Region**
- **Preserving & Enjoying Our Environment**
- **Creating New Businesses & Jobs**
- **Learning, Exploring, & Creating New horizons**
- **Improving Community, Health & Safety**
- **Fostering Collaboration & Engagement**

The second phase also comprised the heart of the visioning process. During this phase, focusing on the third and fourth questions, the community was fully engaged in articulating vision ideas. This process involved a wide range of engagement events and activities, resulting in a statement of core community values, a draft overarching (a.k.a. "Big") Vision, discrete visions for each focus area, and scores of ideas for specific strategies to achieve those visions.

Once the draft Vision was created, community members had opportunities—through events, activities, presentations, and surveys—to voice their thoughts about the Vision. Community members were invited to offer ideas for strategies and specific actions to bring this Vision to life and to provide their general comments and input on the favorability of all potential strategies through participation in a second survey.

The final phase—**Strategic Planning**—organized the Vision components into a more formal structure (Big Vision along with focus area Visions and Strategies). The focal point of this phase was a half-day work session in late July involving the Vision 2040 Advisory Committee and Newport City Council. This session included fine-tuning of



the Vision Statements and Strategies and concluded with a prioritization of specific strategies and definition of City roles, all of which were informed by public input collected through the second survey.

A community-wide vision cannot be implemented by the City of Newport alone. As part of its discussions at the work session, the Council and Advisory Committee discussed the City of Newport's long-term role in implementing actions that support the Vision's strategies: it could lead, it could partner with others, it could support in other ways. These roles are defined as follows:

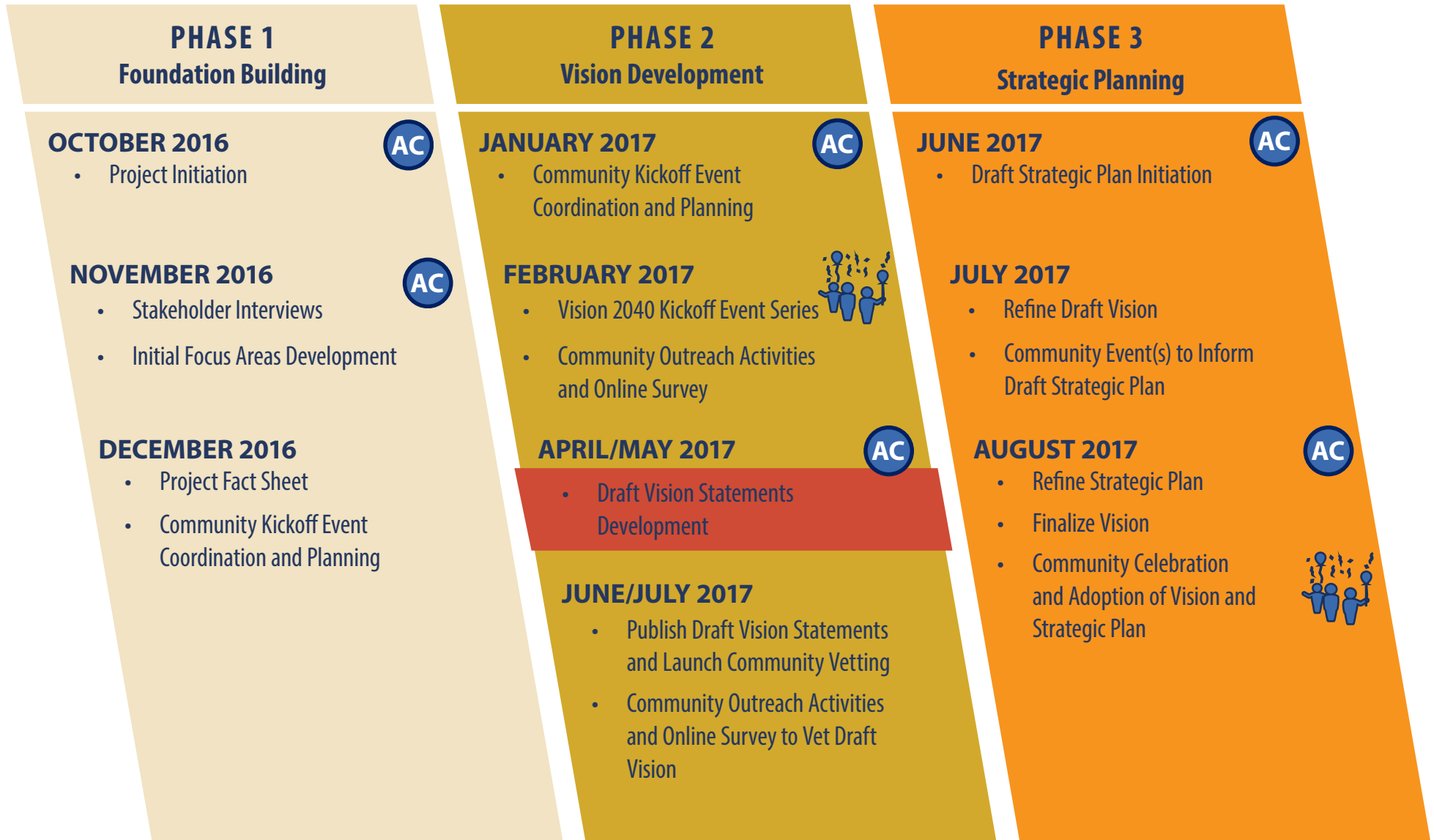
- **Lead:** The City of Newport assumes primary responsibility for the implementation of a given action.
- **Partner:** The City of Newport is a partner in the implementation of a proposed action steps, actively collaborating with other public, private and/or community partners in its achievement.
- **Support:** The City of Newport actively supports the implementation of a proposed action by other public, private or community entities, lending its endorsement and resources as deemed appropriate.

The Newport City Council and Vision 2040 Advisory Committee concluded their work session by reviewing the Strategies for each focus area and assigning relative priorities to each, sorted within three tiers. The priorities do not imply importance of one strategy over another, but rather provide guidance for where to initially focus Vision implementation efforts, fully recognizing that all strategies cannot be tackled at once. In other words, the implementation team will start developing actions for higher priority strategies first and work its way through all strategies over time. The tiers are defined as follows:

- **Tier 1:** Strategies with strong community support, identified as high priorities for implementation by the Greater Newport Vision 2040 Advisory Committee and City Council.
- **Tier 2:** Strategies with strong support from some community stakeholders, Greater Newport Vision 2040 Advisory Committee members, and City Councilors, and more moderate support from others. Those strategies that fall within this category may require additional community outreach to better understand constituent needs and concerns prior to implementation.
- **Tier 3:** Strategies that received mixed responses from community members or that were identified by the Greater Newport Vision 2040 Advisory Committee and City Council as low priorities for implementation.



# COMMUNITY VISIONING PROCESS TIMELINE



 Advisory Committee Meeting

 Community Celebration

 We Are Here

## 2. COMMUNITY INVOLVEMENT & OUTREACH

Clearly, one of the biggest project highlights was the Newport community's willingness to offer their opinions and participate in the visioning process. At the direction of the Vision 2040 Advisory Committee, the project sought to reach out to many audiences, with special emphasis on those who might not usually participate in public processes. Recognizing that one outreach technique will not capture this wide range of input, the project team offered three pathways into the project:

- 1) participation in project-sponsored activities;
- 2) online activities; or
- 3) with or in conjunction with activities sponsored by individuals, schools, employers, and community organizations.



The result was a whole-of-community vision with a wide variety of voices represented, including Newport's minority populations. Throughout the duration of the project, targeted outreach to the local Latino community was done through Spanish-language translation of project materials and at meetings, bilingual focus groups, targeted events coordinated through Centro de Ayuda, and interviews by City staff on a regional Spanish-language radio program.

At the project's outset, several smaller activities aimed to get the word out about the project. An initial email blast in December 2016 was followed by tabling at local events, meeting with committees and small groups, and holding interviews with interested stakeholders. An article and a press release were also published in the *Newport News Times* to create awareness about the project. Each of these smaller activities helped steer the public toward future opportunities to engage. In February of 2017, the project launched to the public through a series of kick-off events, including an Employee Visioning Lunch for City employees, a City Committees Visioning Dinner, a Friday Family Night kick-off event, and a Saturday Visioning Kick-Off Event and Workshop. Overall, this series of events drew 314 participants and generated 326 visions and 353 strategies. Nearly 200 comment cards were received from the public during these events, some of which were completed in Spanish. The events also served to promote the first of two online surveys inviting input from the community on vision development.

In the next phase of the project, more than 170 stakeholders participated in "Meetings in a Box," small workshops conducted with community groups and targeted audiences designed to help further develop focus area visions and strategies. Other tabling efforts at the Newport Seafood & Wine Festival and the local farmers market drew additional feedback from visitors to the community as well as locals. By June, once a draft vision was created, outreach activities focused on public vetting of Focus Area Strategies. This was done primarily through a second online survey, which was also available in print. More than 550 people participated in the second survey, completing over 1,000 survey sections. Using feedback provided by the community through this second survey, a joint Vision 2040 Advisory Committee and City Council work session was held in late July 2017 to finalize Vision language, recommend roles for each of the Focus Area strategies, and assign relative priorities to each Strategy. Lastly, the group discussed potential implementation strategies for the Vision moving forward. **Final language and details for all elements of the Vision document were approved during a final meeting of the Vision 2040 Advisory Committee on October 19, 2017. Newport's City Council adopted the Vision on XXXXXX.**

## Interviews

| Date                     | Name                                 | Organization/Affiliation                               |
|--------------------------|--------------------------------------|--|
| 11/07/2016               | John Baker                           | Leadership Lincoln                                     |
| 11/07/2016               | David Bigelow                        | Samaritan Health                                       |
| 11/08/2016               | Commissioner Bill Hall               | Lincoln County BOC                                     |
| 11/09/2016               | Bob Cowen, Maryann Bozza             | Hatfield Marine Science Center                         |
| 11/09/2016               | Charlie Plybon                       | Surfrider Foundation                                   |
| 11/09/2016               | Erin Parrish                         | Lincoln County Health & Human Services                 |
| 11/15/2016               | Beatriz Botello, Omar Hernandez      | Latino community, Centro de Ayuda                      |
| 11/15/2016               | Don Davis                            | Former City Manager                                    |
| 11/15/2016               | Frank Geltner                        | City Center Business                                   |
| 11/15/2016               | Lola Jones, Joanne Troy              | Samaritan House, Housing Authority of Lincoln County   |
| 11/15/2016               | Jim Patrick                          | Planning Commission Chair                              |
| 11/29/2016               | Kevin Greenwood, Caroline Bauman     | Port of Newport, Economic Dev. Alliance of Lincoln Co. |
| 11/30/2016               | Chief Jason Malloy, Chief Rob Murphy | Newport Police Department, Newport Fire Department     |
| 12/01/2016<br>01/04/2017 | Bonnie Serkin                        | Landwaves, Inc.  |
| 01/16/2017               | Carrie Lewis                         | Oregon Coast Aquarium                                  |
| 01/24/2017               | Kaety Jacobson                       | Oregon Sea Grant                                       |

## Meetings in a Box

| Date      | Organization/Affiliation                 | # Attendees |
|-----------|--|-------------|
| 3/1/2017  | Yaquina Bay Economic Foundation          | 13          |
| 3/8/2017  | Newport Park & Rec Advisory Committee    | 9           |
| 3/13/2017 | Newport Planning Commission              | 5           |
| 3/21/2017 | Oregon Coast Aquarium staff              | 41          |
| 3/24/2017 | HMSC/NOAA/EPA                            | 12          |
| 3/27/2017 | Lincoln County Health and Human Services | 6           |
| 3/28/2017 | Port of Newport Commission               | 9           |
| 3/24/2017 | Nye Beach Neighbors                      | 6           |
| 4/9/2017  | Latin Corner radio show on KYAQ          | --          |
| 4/18/2017 | Newport High School                      | 40          |
| 4/19/2017 | Newport Symphony Orchestra               | 8           |
| 5/3/2017  | 60+ Center                               | 8           |
| 5/2/2017  | Oregon Coast Council for the Arts        | 13          |

## Survey #2 Outreach

| Date                    | Activity  |
|-------------------------|---|
| 6/20/2017               | Initial blast email to project list                                     |
| 6/20/2017               | June press release about second round survey out to media               |
| Late June               | Follow-up emails to all meeting in a box conveners                      |
| Late June through July  | News Lincoln County ads   |
| June 19 - July 11, 2017 | 3 paid Facebook ads   |
| July                    | Survey flyer in all utility bills                                       |
| July 3-21               | Radio ads promoting the survey on KNPT, U92, KBCH, KYTE, KCRF, and KWDP |
| 7/8/2017                | Farmers Market tabling  |
| 7/17 & 7/19             | News Times sticker and ad   |
| 7/18/2017               | City of Newport all staff email   |
| 7/29/2017               | Last chance email to project list                                       |
| 7/25/2017               | Latino focus Group at Centro de Ayuda                                   |
| 7/26/2017               | Family walk and talk with Spanish-speaking OSU Extension group          |
| Late July               | Translated survey shared with Latin Corner Radio Show                   |

### 3. FULL LIST OF TIER 1 STRATEGIES

The following Strategies have strong community support and have been designated by the Vision 2040 Advisory Committee and Newport’s City Council to be of the highest (Tier 1) priority at this time:

#### Enhancing a Livable Region

1. **Infrastructure Investments [Lead]**<sup>1</sup>: Maintain and upgrade local infrastructure within available funding.
2. **Housing Supply [Partner]**: Increase supplies of affordable and workforce housing, including rentals and for sale units at prices that are accessible to a broad range of the general public.
3. **Transportation Corridors [Partner]**: Revitalize Highway 101 and Highway 20 in and around Newport to serve as attractive gateways to the community.

#### Preserving & Enjoying Our Environment

4. **Sewer & Stormwater Management [Lead]**: Maintain, upgrade, and modernize stormwater and sewer infrastructure to reduce overflows, keep our waterways and beaches clean, and minimize flooding in a manner that is both fiscally responsible and environmentally friendly.
5. **Integrated Shared-Use Trail System [Lead]**: Develop an integrated trail system, accommodating multiple uses, that connects neighborhoods, visitor destinations, open spaces, and natural areas.

#### Creating New Businesses & Jobs

6. **Expanded Working Waterfront [Partner]**: Leverage our maritime industries and marine-related assets to expand and diversify the capacity of marine businesses, including full utilization of the International Terminal.
7. **Science Economy Expansion [Partner]**: Expand Newport's science and marine economy, promoting it nationally and internationally as a hub for scientific research, ocean observation, education, and conservation activities.
8. **Living Wage Jobs [Support]**: Partner with new and existing businesses to retain, expand, and create jobs that pay living wages, providing a minimum income necessary for workers to meet their basic needs.

#### Learning, Exploring, & Creating New Horizons

9. **Funding for Schools [Support]**: Develop creative, diverse, and alternative sources of funding for educational facilities, classes, programs, and extracurricular activities in the Greater Newport Area schools, including consideration for pre-K and early childhood education.
10. **Vocational Technology & STEM Programs [Support]**: Expand vocational tech and science, technology, engineering and mathematics (STEM) education, including K-12, OCCC, and OSU, and offering classes, training, and certification for marine sector and other jobs.

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<sup>1</sup> [City role listed in parentheses]

### Improving Community Health & Safety

11. **Affordable & Accessible Healthcare [Support]:** Work to improve access to and affordability of healthcare for all in the community through improved healthcare facilities, education, and preventive services.
12. **Medical Professionals & Specialists [Support]:** Recruit and retain more health care providers and medical professionals in the community, including medical specialists in pediatrics, geriatrics, mental health, chronic diseases, services for veterans, and the prevention and treatment of addiction.
13. **Expanded Mental Healthcare [Support]:** Expand mental health services in the area, including improved community education, prevention, and counseling services, as well as trauma-informed care that diagnoses and treats the mental health impacts of traumatic life experiences.
14. **Improved Service Coordination [Support]:** Enhance coordination among social services, non-profits, and faith-based institutions to provide integrated, comprehensive support to residents of our community experiencing poverty, hunger, social isolation, homelessness, addiction, domestic violence, and related issues.

### Fostering Collaboration & Engagement

15. **Transparency & Communication [Lead]:** Encourage and support continued open communication, transparency, and accountability on the part of City leaders and staff.
16. **Vision as Foundational Document [Lead]:** Ensure the Vision serves as the foundation for ongoing public processes, planning, and decision-making.

# APPENDIX B





# 1: ENHANCING A LIVABLE REGION

In 2040, the Greater Newport Area is an enterprising, livable community that feels like home to residents and visitors alike. We have carefully planned for growth, with well-maintained infrastructure, affordable housing for all income levels, robust public transportation, diverse shopping opportunities, and distinct, walkable districts and neighborhoods.

| City Role (R)   |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|---|---|---|---|---|------------|------------|
| Strategy Priority (P)   |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|   | 1 | 2 | 3 |   |            |            |
| <b>Developable Land</b>   |   |   |   | <b>1</b> Ensure an adequate supply of buildable land by [first] encouraging redevelopment of underutilized and redevelopable properties. <del>and extending</del> Extend infrastructure to vacant land undeveloped land that is zoned for development-related uses. [Note: Language pending approval ]  |            |            |
| R   |   | P |   | Suggested Partners: Property owners, developers, State (DLCD), realtors, Business Oregon, Lincoln County, Central Lincoln PUD (CLPUD)   |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Mixed-Use Development</b>  |   |   |   | <b>2</b> Promote mixed-use neighborhoods in appropriate areas of the city, incorporating a blend of commercial uses, employment, and residential development that create a distinct sense of place.   |            |            |
| R   | L |   |   | Suggested Partners: Property owners, developers, Home Owners Associations, Neighborhood and Business Associations   |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Complete Streets</b>   |   |   |   | <b>3</b> Design these neighborhoods to be oriented around streets that are well integrated with local transit, are ADA Accessible, and accommodate "active transportation" such as cycling, walking, and wheelchair rolling.  |            |            |
| R   |   | P |   | Suggested Partners: Oregon Department of Transportation (ODOT), developers  |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Housing Supply</b>   |   |   |   | <b>4</b> Increase supplies of affordable and workforce housing, including rentals and for sale units at prices that are accessible to a broad range of the general public.  |            |            |
| R   |   | P |   | Suggested Partners: Oregon Housing and Community Services (OHCS), Housing Authority of Lincoln County, Non-Profits, Developers, Businesses  |            |            |
| P   | 1 |   |   |   |            |            |
| <b>Housing Development Incentives</b>                               |   |   |   | <b>5</b> Implement incentives to lower development costs and encourage construction and renovation of an array of housing types to augment the supply of affordable, quality, energy-efficient units.   |            |            |
| R   | L |   |   | Suggested Partners: Lincoln County  |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Balanced Approach to Seasonal Housing &amp; Vacation Rentals</b> |   |   |   | <b>6</b> Assess the growth and distribution of vacation rentals and <del>across the city and take actions that may be required to mitigate adverse</del> address impacts on neighborhoods and the community.  |            |            |
| R   | L |   |   | Suggested Partners: Neighborhood Associations   |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Understanding Impacts of Seasonal Housing</b>                    |   |   |   | <b>7</b> Gain a better understanding of the impacts that seasonal housing, including second homes and vacation rentals, has on the availability and affordability of housing and the provision of public services within the community. <del>Undertake actions to mitigate identified impacts</del> Take actions that may be required to mitigate adverse address impacts on neighborhoods and the community. [Note: This statement will be merged with Statement #6] |            |            |
| R   | L |   |   | Suggested Partners: Neighborhood Associations, seasonal housing owners  |            |            |
| P   |   | 2 |   |   |            |            |

| City Role (R)                                      |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|--|---|---|---|---|------------|------------|
| Strategy Priority (P)                              |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |   |            |            |
| <b>City Wide Beautification</b>                    |   |   |   | <b>8</b> Promote citywide beautification, generating a fresh yet familiar look for Newport through streetscaping, improvements to building façades, and ocean friendly landscaping.   |            |            |
| R  | L |   |   | Suggested Partners: Chamber, Master Gardeners, property owners  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Transportation Corridors</b>                    |   |   |   | <b>9</b> Revitalize Highway 101 and Highway 20 in and around Newport to serve as attractive gateways to the community.  |            |            |
| R  |   | P |   | Suggested Partners: ODOT  |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Street, Highway &amp; Bridge improvements</b>   |   |   |   | <b>10</b> Engage the State of Oregon and community partners to identify bridge alternatives and future street and highway improvements that meet local needs while mitigating congestion and accommodating future growth and increased traffic. |            |            |
| R  | L |   |   | Suggested Partners: ODOT  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>City Center Revitalization</b>                  |   |   |   | <b>11</b> Develop a City Center improvement strategy that expands options for living, shopping, working, and dining in the area by promoting walkability, mixed-use development, and refurbishment of historic buildings.                       |            |            |
| R  | L |   |   | Suggested Partners: businesses, developers, Neighborhood and Business Associations, ODOT  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Public Transit Improvements &amp; Expansion</b> |   |   |   | <b>12</b> Develop targeted improvements to the local transit system, including better scheduling and signage and plans for future system expansion.   |            |            |
| R  |   | P |   | Suggested Partners: Lincoln County Transit, Cascades West COG   |            |            |
| P  |   | 2 |   |   |            |            |
|  |   |   |   | <b>13</b> Work with Lincoln County to upgrade bus service in Newport and surrounding areas, with improved routes and more frequent service. [Note: This statement will be merged with Statement #12]  |            |            |
| R  |   | P |   | Suggested Partners: Lincoln County Transit, Cascades West COG   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Transit Reliability &amp; Promotion</b>         |   |   |   | <b>14</b> Develop and promote transit as a robust and reliable alternative to driving within the Greater Newport Area.  |            |            |
| R  |   | P |   | Suggested Partners: Lincoln County Transit, Cascades West COG   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Pedestrian &amp; Bicycle Amenities Safety</b>   |   |   |   | <b>15</b> Work to improve the safety of pedestrians and bicyclists throughout Newport.  |            |            |
| R  | L |   |   |   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Pedestrian &amp; Bicycle Amenities</b>          |   |   |   | <b>16</b> Plan, fund, and develop improvements to pedestrian and bicycle amenities in strategic areas of the city, including sidewalks, crosswalks or overpasses, “traffic calming,” bike racks, and planned pedestrian and bicycle routes.     |            |            |
| R  | L |   |   | Suggested Partners: ODOT  |            |            |
| P  |   | 2 |   |   |            |            |

| City Role (R)                                   |   |   |   | 1) Lead  | 2) Partner | 3) Support |
|---|---|---|---|--|------------|------------|
| Strategy Priority (P)                           |   |   |   | 1) High  | 2) Medium  | 3) Low     |
|   | 1 | 2 | 3 |  |            |            |
| <b>Multiuse Paths &amp; Trails</b>              |   |   |   | <b>17</b> Maintain and expand the multiuse path and trails system.   |            |            |
| R   | L |   |   | Suggested Partners: ODOT, Oregon Parks and Recreation Department (OPRD), Business Oregon   |            |            |
| P   |   | 2 |   |  |            |            |
| <b>Infrastructure Investments</b>               |   |   |   | <b>18</b> Maintain and upgrade local infrastructure within available funding.  |            |            |
| R   | L |   |   | Suggested Partners: Business Oregon  |            |            |
| P   | 1 |   |   |  |            |            |
| <b>Strategic Investments &amp; Partnerships</b> |   |   |   | <b>19</b> Pursue strategic investments and partnerships to adequately meet the needs of the community as it grows and develops.                                    |            |            |
| R   | L |   |   | Suggested Partners: Business Oregon, Oregon State University (OSU), NOAA, Confederated Tribes of Siletz Indians (CTSI), Lincoln County                             |            |            |
| P   |   | 2 |   |  |            |            |
| <b>Telecommunication Technology</b>             |   |   |   | <b>20</b> Promote universal, high-speed Internet access throughout the city.   |            |            |
| R   |   |   | S | Suggested Partners: Business Oregon, telecom companies   |            |            |
| P   |   | 2 |   |  |            |            |
|   |   |   |   | <b>21</b> Embrace and work to expand community and business access to new telecommunication technologies. [Note: This statement will be merged with Statement #20] |            |            |
| R   |   |   | S | Suggested Partners: Business Oregon, telecom companies   |            |            |
| P   |   | 2 |   |  |            |            |



## 2: PRESERVING & ENJOYING OUR ENVIRONMENT

In 2040, the Greater Newport Area lives in harmony with its coastal environment. Our ocean, beaches and bay, natural areas, rivers and forests sustain and renew us with their exceptional beauty, bounty, and outdoor recreation. We retain our connection to nature, protecting our land, air, water, natural habitats and biodiversity, and promoting more sustainable ways of living.

| City Role (R)                                  |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|--|---|---|---|---|------------|------------|
| Strategy Priority (P)                          |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |   |            |            |
| <b>Environmental Conservation Partnerships</b> |   |   |   | <b>1</b> Partner with local environmental organizations and agencies to expand and strengthen programs to protect and restore natural areas and resources and preserve environmental quality.   |            |            |
| R  |   | P |   | Suggested Partners: Surfrider, Lincoln County, State, SOLVE, Oregon Coast Aquarium, OSU, Hatfield Marine Science Center (HMSC), Oregon Coast Community Forest Association (OCCFA), US Environmental Protection Agency (EPA), Midcoast Watersheds Council, Lincoln Soil and Water Conservation District          |            |            |
| P  |   | 2 |   |   |            |            |
|  |   |   |   | <b>2</b> Prioritize conservation of significant open spaces and natural resource areas, including beaches and headlands, midcoast watersheds, the Yaquina Bay Estuary, rivers, streams, forests, and fish and wildlife habitat. <i>[Note: This statement will be merged with Statement #1 w/ order flipped]</i> |            |            |
| R  |   | P |   | Suggested Partners: Surfrider, Lincoln County, State, OCCFA, Oregon Department of Fish & Wildlife (ODFW), EPA, Midcoast Watersheds Council, Lincoln Soil and Water Conservation District.   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Sewer &amp; Stormwater Management</b>       |   |   |   | <b>3</b> Maintain, upgrade, and modernize stormwater and sewer infrastructure to reduce overflows, keep our waterways and beaches clean, and minimize flooding in a manner that is both fiscally responsible and environmentally friendly.  |            |            |
| R  | L |   |   | Suggested Partners: Surfrider, State, Midcoast Watersheds Council, Lincoln Soil and Water Conservation District   |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Green Development</b>                       |   |   |   | <del><b>4</b> Expand the number of healthy, energy- and resource-efficient buildings and places in the greater Newport area. <i>[Note: Deleted (covered by statement #5)]</i></del>   |            |            |
| R  |   |   | S |   |            |            |
| P  |   |   | 3 |   |            |            |
| <b>Green Building &amp; Development</b>        |   |   |   | <b>5</b> Promote and incentivize environmentally responsible, resource-efficient building and development techniques, including onsite stormwater management, permeable pavement, energy-efficient buildings, ecological landscaping, and native plantings.   |            |            |
| R  | L |   |   | Suggested Partners: State, EPA, Lincoln Soil and Water Conservation District  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Parks &amp; Recreation Needs</b>            |   |   |   | <b>6</b> Engage the community in identifying priorities and future needs related to open space, trail, and park and recreation assets.  |            |            |
| R  | L |   |   |   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Park &amp; Recreation Upgrades</b>          |   |   |   | <b>7</b> Make recommendations for future park upgrades, planning, and development, paying particular attention to funding upkeep and maintenance.   |            |            |
| R  | L |   |   |   |            |            |
| P  |   | 2 |   |   |            |            |

| City Role (R)                                      |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|--|---|---|---|---|------------|------------|
| Strategy Priority (P)                              |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |   |            |            |
| <b>Integrated Shared-Use Trail System</b>          |   |   |   | <b>8</b> Develop an integrated trail system, accommodating multiple uses, that connects neighborhoods, visitor destinations, open spaces, and natural areas.  |            |            |
| R  | L |   |   | Suggested Partners: OPRD, Lincoln County  |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Trail-Building Program</b>                      |   |   |   | <b>9</b> Establish a City trail-building program that provides opportunities for volunteer involvement.   |            |            |
| R  | L |   |   | Suggested Partners: Lincoln County Parole & Probation, non-profits  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Renewable Energy</b>                            |   |   |   | <b>10</b> Increase the use of renewable energy <del>and</del> to achieve energy independence in the Greater Newport Area, harnessing a combination of alternative renewable energy sources and technologies.            |            |            |
| R  |   |   | S | Suggested Partners: OSU, Northwest National Marine Renewable Energy Center (NNMREC), business community, CLPUD  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Comprehensive Recycling &amp; Reduced Waste</b> |   |   |   | <b>11</b> Target the greater Newport area to achieve the highest rate of recycling of any city in Oregon through source reduction, reuse, recycling, composting of food waste, and curbside glass recycling.            |            |            |
| R  |   | P |   | Suggested Partners: Thompson's, Lincoln County Solid Waste District   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Climate Action Plan</b>                         |   |   |   | <b>12</b> Develop a comprehensive public-private climate action plan to lessen the greater Newport area's contribution to climate change, as well as to mitigate the impacts of climate change on the community itself. |            |            |
| R  |   | P |   | Suggested Partners: Lincoln County, OSU, NOAA   |            |            |
| P  |   |   | 3 |   |            |            |



### 3: CREATING NEW BUSINESSES & JOBS

In 2040, the Greater Newport Area collaborates to create economic opportunities and living wage jobs that help keep Newport dynamic, diverse, and affordable. Our economy is balanced and sustainable, producing living wage jobs in the trades and professions, while supporting new startup companies and small businesses based on local talent, entrepreneurship, ideas, and resources.

| City Role (R)                                    |   |   |   | 1) Lead  | 2) Partner | 3) Support |
|--|---|---|---|--|------------|------------|
| Strategy Priority (P)                            |   |   |   | 1) High  | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |  |            |            |
| <b>Industry Recruitment</b>                      |   |   |   | <b>1</b> Working with federal, state and local economic development organizations, promote target recruitment of selected industries to the area that align with the Greater Newport Area's Strategic Vision, offer living wage jobs, and support the community's quality of life. |            |            |
| R  |   | P |   | Suggested Partners: Cascades West COG, US Economic Development Administration (EDA), Economic Development Alliance of Lincoln County (EDALC), Lincoln County, Port of Newport, Port of Toledo, Oregon State University (OSU)   |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Expanded Working Waterfront</b>               |   |   |   | <b>2</b> Leverage our maritime industries and marine-related assets to expand and diversify the capacity of marine businesses, including full utilization of the International Terminal.   |            |            |
| R  |   | P |   | Suggested Partners: Port of Newport, Port of Toledo, Lincoln County, EDALC, OSU, Oregon Coast Community College (OCCC), Hatfield Marine Science Center (HMSC), NOAA, Oregon Department of Fish & Wildlife (ODFW), fish processors, Fishing Fleet                                   |            |            |
| P  | 1 |   |   |  |            |            |
| <b>Sustainable Fisheries</b>                     |   |   |   | <b>3</b> Support innovation and new markets in sustainable fisheries by leveraging new technologies and partnering with the science community.   |            |            |
| R  |   |   | S | Suggested Partners: Port of Newport, EDALC, Lincoln County, OSU, HMSC, Oregon Department of Fish & Wildlife (ODFW), fish Processors, Fishing Fleet, Sea Grant, Coastal Oregon Marine Experiment Station, Seafood Oregon  |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Science Economy Expansion</b>                 |   |   |   | <b>4</b> Expand Newport's science and marine economy, promoting it nationally and internationally as a hub for scientific research, ocean observation, education, and conservation activities.   |            |            |
| R  |   | P |   | Suggested Partners: Yaquina Bay Ocean Observing Initiative (YBOOI), Port of Newport, Lincoln County, EDALC, OSU, OCCC, HMSC, Sea Grant   |            |            |
| P  | 1 |   |   |  |            |            |
| <b>Marine Economy &amp; Economic Development</b> |   |   |   | <b>5</b> Link OSU's Marine Studies Initiative and the area's marine economy into economic development planning.  |            |            |
| R  |   | P |   | Suggested Partners: OSU, YBOOI, Port of Newport, Lincoln County, EDALC,  |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Small Business Development</b>                |   |   |   | <b>6</b> Expand training and education for small business development and entrepreneurial skills, including resources for artists, craftspeople, trades, and technology startups.  |            |            |
| R  |   |   | S | Suggested Partners: Oregon Small Business Development Center (SBDC), EDALC, OCCC, Oregon Coast Council for the Arts (OCCA), Regional Accelerator and Innovation Network (RAIN)   |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Green &amp; Sustainable Business</b>          |   |   |   | <b>7</b> Promote and support businesses in the Greater Newport Area that use and market green and sustainable technologies, materials, and products.   |            |            |
| R  |   |   | S | Suggested Partners: EDALC, Chamber   |            |            |
| P  |   | 2 |   |  |            |            |

| City Role (R)  |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|--|---|---|---|---|------------|------------|
| Strategy Priority (P)                                  |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |   |            |            |
| <b>Local Businesses Support</b>                        |   |   |   | <b>8</b> Support and retain existing local businesses.  |            |            |
| R  |   |   | S | Suggested Partners: Small Business Development Center (SBDC), EDALC, Chamber  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Living Wage Jobs</b>                                |   |   |   | <b>9</b> Partner with new and existing businesses to <b>grow</b> retain, expand, and create jobs that provide pay living wages, providing a minimum income necessary for workers to meet their basic needs. |            |            |
| R  |   |   | S | Suggested Partners: SBDC, EDALC, Chamber  |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Tourism Diversification</b>                         |   |   |   | <b>10</b> Diversify Newport's tourist industry by promoting expansion of ecotourism as well as interpretive programs based on Newport's maritime industries.  |            |            |
| R  |   | P |   | Suggested Partners: Chamber   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Arts &amp; Cultural Destination</b>                 |   |   |   | <b>11</b> Promote the Greater Newport Area as a major arts and cultural destination.  |            |            |
| R  |   | P |   | Suggested Partners: Oregon Coast Council for the Arts (OCCA), Chamber, PAC Rats, News Times, Media  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>"Shoulder Season" Attractions &amp; Festivals</b>   |   |   |   | <b>12</b> Develop new attractions, festivals, and marketing to sustain tourism through the shoulder season.   |            |            |
| R  |   |   | S | Suggested Partners: Lincoln County, OCCA, Chamber   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Airport Improvements</b>                            |   |   |   | <b>13</b> Maintain and enhance the Newport Municipal Airport as a viable community asset that can support business growth and development and improve access to and from the community.                     |            |            |
| R  | L |   |   | Suggested Partners: Feds, State   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Viable &amp; Sustainable Commercial Air Service</b> |   |   |   | <b>14</b> Work with local, state, and federal partners to develop a model for sustainable commercial air service.   |            |            |
| R  |   | P |   | Suggested Partners: Feds, State   |            |            |
| P  |   |   | 3 |   |            |            |
| <b>Diversified Agricultural Economy</b>                |   |   |   | <b>15</b> Cultivate a diversified agricultural economy that addresses environmental sustainability, community health, and the elimination of hunger. <b>[Note: Deleted. Covered by Statement #16]</b>       |            |            |
| R  |   |   | S |   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Diversified Agricultural Economy</b>                |   |   |   | <b>16</b> Promote the production, marketing, and direct sales of seafood, value added wood products, and local agricultural products.   |            |            |
| R  |   |   | S | Suggested Partners: Farmers Market, SBDC, Sea Grant, OSU Extension Service  |            |            |
| P  |   | 2 |   |   |            |            |

|                                 |   |   |   |   |                   |                   |
|---------------------------------|---|---|---|---|-------------------|-------------------|
| <b>City Role (R)</b>            |   |   |   | <b>1) Lead</b>  | <b>2) Partner</b> | <b>3) Support</b> |
| <b>Strategy Priority (P)</b>    |   |   |   | <b>1) High</b>  | <b>2) Medium</b>  | <b>3) Low</b>     |
|                                 | 1 | 2 | 3 |   |                   |                   |
| <b>Permanent Farmers Market</b> |   |   |   | <b>17</b> Create a permanent home for a year-round farmers market with expanded hours and business acceleration opportunities for food, beverage, and agriculture related startups. |                   |                   |
| R                               |   | P |   | Suggested Partners: Farmers Market  |                   |                   |
| P                               |   |   | 3 |   |                   |                   |





## 4: LEARNING, EXPLORING, & CREATING NEW HORIZONS

In 2040, the Greater Newport Area takes pride in our community's education, innovation, and creativity, helping all our residents learn, grow, and thrive. Our schools are appropriately funded through diverse means of support to meet the highest standards of educational achievement. Our college and university prepare students for rewarding lives and productive careers. The arts and opportunities for creative expression and learning are high quality, diverse, and available and accessible to everyone.

| City Role (R)                                     |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|---|---|---|---|---|------------|------------|
| Strategy Priority (P)                             |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|   | 1 | 2 | 3 |   |            |            |
| <b>Art in Public Spaces</b>                       |   |   |   | <b>1</b> Integrate the arts as a key element of the city's identity, expanding the presence of public art throughout the community.   |            |            |
| R   | L |   |   | Suggested Partners: Oregon Coast Council for the Arts (OCCA)  |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Funding for Schools</b>                        |   |   |   | <b>2</b> Develop creative, diverse, and alternative sources of funding for educational facilities, classes, programs, and extracurricular activities in the Greater Newport Area schools, including consideration for pre-K and early childhood education.  |            |            |
| R   |   |   | S | Suggested Partners: Lincoln County School District, Meyer Memorial Trust, Oregon Community Foundation   |            |            |
| P   | 1 |   |   |   |            |            |
| <b>Schools &amp; Local Talent</b>                 |   |   |   | <b>3</b> Promote increased partnerships between schools and local talent, including scientists, artists, and crafts and tradespeople who share their knowledge with area classes and students.  |            |            |
| R   |   |   | S | Suggested Partners: Lincoln County School District, HMSC, OMSI, OCCA  |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Bilingual &amp; Cross-Cultural Education</b>   |   |   |   | <b>4</b> Establish <b>comprehensive</b> bilingual and <b>cross-cultural</b> educational programs ( <b>English and Spanish</b> ) in area schools <b>throughout the community</b> , including <b>English for Speakers of Other Languages (ESOL) instruction</b> , to promote better integration and improved achievement of <b>all students residents of all ages</b> . |            |            |
| R   |   |   | S | Suggested Partners: Lincoln County School District, Oregon Coast Community College (OCCC)   |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Teacher &amp; Administrator Diversity</b>      |   |   |   | <b>5</b> Increase the diversity of teachers and administrators to be more representative of student demographics.   |            |            |
| R   |   |   | S | Suggested Partners: Lincoln County School District, OCCC  |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Expanded &amp; Integrated Higher Education</b> |   |   |   | <b>6</b> Support <b>Oregon Coast Community College (OCCC)</b> in gaining accreditation and expanding its offerings, including workforce education and the trades.   |            |            |
| R   |   |   | S | Suggested Partners: OCCC, Workforce Investment Board  |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Education Partnerships</b>                     |   |   |   | <b>7</b> Encourage K-12, community college, professional, and noncredit education partnerships that promote pathways to marine educational programs at <b>Oregon State University (OSU)</b> 's Newport campus.  |            |            |
| R   |   |   | S | Suggested Partners: Lincoln County School District, OCCC, OSU   |            |            |
| P   |   | 2 |   |   |            |            |

| City Role (R)                                    |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|--|---|---|---|---|------------|------------|
| Strategy Priority (P)                            |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |   |            |            |
| <b>School-to-Work Programs</b>                   |   |   |   | <b>8</b> Work with local schools, OCCC, OSU, and employers to develop a School-to-Work program for students, training and certifying them to fill the needs of local employers and the job market.                        |            |            |
| R  |   |   | S | Suggested Partners: Lincoln County School District, OCCC, OSU, local employers, Workforce Investment Board  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Vocational Technology &amp; STEM Programs</b> |   |   |   | <b>9</b> Expand vocational tech and science, technology, engineering and mathematics (STEM) education, including K-12, OCCC, and OSU, and offering classes, training, and certification for marine sector and other jobs. |            |            |
| R  |   |   | S | Suggested Partners: Lincoln County School District, OCCC, OSU, local employers, Workforce Investment Board  |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Expanded &amp; Upgraded Arts Footprint</b>    |   |   |   | <b>10</b> Invest in improvements to performing and visual arts venues, including the Performing Arts Center and Visual Arts Center, to increase their capacity to accommodate arts and cultural events.                   |            |            |
| R  |   | P |   | Suggested Partners: OCCA, non-profits, State  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Access to the Arts</b>                        |   |   |   | <b>11</b> Increase the availability of, and access to, lower cost <b>arts</b> venues and performances while supporting new, innovative opportunities, including workshops, film, and student work.                        |            |            |
| R  |   | P |   | Suggested Partners: OCCA  |            |            |
| P  |   |   | 3 |   |            |            |
| <b>Summer Arts Offerings</b>                     |   |   |   | <b>12</b> Expand outdoor summer arts <b>events and</b> offerings such as music and theater.   |            |            |
| R  |   | P |   | Suggested Partners: OCCA  |            |            |
| P  |   | 2 |   |   |            |            |



## 5: IMPROVING COMMUNITY HEALTH & SAFETY

In 2040, the Greater Newport Area is safe and healthy, equitable and inclusive, resilient and always prepared. We volunteer, help our neighbors, and support those in need. Our community's physical, environmental, social, and economic assets allow all of our residents, including families and children, young people and seniors, to live healthy lives and find the support and services they require, including excellent, affordable and accessible healthcare and childcare.

| City Role (R)                                  |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|--|---|---|---|---|------------|------------|
| Strategy Priority (P)                          |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |   |            |            |
| <b>Affordable &amp; Accessible Healthcare</b>  |   |   |   | <b>1</b> Work to improve access to and affordability of healthcare for all in the community through improved healthcare facilities, education, and preventive services.   |            |            |
| R  |   |   | S | Suggested Partners: Lincoln County Health and Human Services, Samaritan   |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Medical Professionals &amp; Specialists</b> |   |   |   | <b>2</b> Recruit and retain more health care providers and medical professionals in the community, including medical specialists in pediatrics, geriatrics, mental health, chronic diseases, services for veterans, and the prevention and treatment of addiction.  |            |            |
| R  |   |   | S | Suggested Partners: Lincoln County Health and Human Services, Samaritan   |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Expanded Mental Healthcare</b>              |   |   |   | <b>3</b> Expand mental health services in the area, including improved community education, prevention, and counseling services, as well as trauma-informed care that diagnoses and treats the mental health impacts of traumatic adverse life experiences.   |            |            |
| R  |   |   | S | Suggested Partners: Lincoln County Health and Human Services, Samaritan   |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Translation &amp; Multilingual Services</b> |   |   |   | <b>4</b> Develop a multilingual center that provides Increase and support existing local capacity to provide translation services and multilingual services accommodates key State, County, and City social services under one roof, including assistance with employment, physical health, mental health, rehabilitation, education, nutrition, legal, immigration, and financial education needs. |            |            |
| R  |   | P |   | Suggested Partners: Lincoln County, Centro de Ayuda   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Accessible &amp; Affordable Childcare</b>   |   |   |   | <b>5</b> Increase the number and capacity of quality accredited childcare facilities and staff in the region and make childcare more accessible and affordable for all families.  |            |            |
| R  |   |   | S | Suggested Partners: Lincoln County, Community Services Consortium   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Accessible &amp; Affordable Eldercare</b>   |   |   |   | <b>6</b> Work toward meeting the need for quality and affordable housing, independent living, and eldercare facilities for elders in the Greater Newport Area.  |            |            |
| R  |   |   | S | Suggested Partners: State of Oregon, Lincoln County, Cascades West COG  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Foster Care Improvements</b>                |   |   |   | <b>7</b> Study and make recommendations to address the area's child foster care challenges, including causes, solutions, and prevention. [Note: Will be merged with strategy #8]  |            |            |
| R  |   |   | S | Suggested Partners: Lincoln County Foster Parent Association, Oregon DHS Child Welfare  |            |            |
| P  |   | 2 |   |   |            |            |

| City Role (R)   |   |   |   | 1) Lead  | 2) Partner | 3) Support |
|---|---|---|---|--|------------|------------|
| Strategy Priority (P)                                   |   |   |   | 1) High  | 2) Medium  | 3) Low     |
|   | 1 | 2 | 3 |  |            |            |
|   |   |   |   | <b>8</b> Increase the number and quality of foster homes, while implementing preventive approaches that will help divert more children from entering the foster care system.   |            |            |
| R   |   |   | S | Suggested Partners: Lincoln County Foster Parent Association, Oregon DHS Child Welfare   |            |            |
| P   |   | 2 |   |  |            |            |
| <b>All-Weather Facilities &amp; Activities</b>          |   |   |   | <b>9</b> <del>Develop new</del> Improve affordable access to recreational and community facilities, including indoor spaces for sports, family and cultural celebrations, classes, youth programs, and other affordable recreational and social activities that are accessible during evenings and the rainy season. |            |            |
| R   | L |   |   | Suggested Partners: Lincoln County, Lincoln County School District   |            |            |
| P   |   |   | 3 |  |            |            |
| <b>Preventing &amp; Reducing Homelessness Solutions</b> |   |   |   | <b>10</b> Implement proactive solutions that to expand services and resources for the people who are homeless, including homelessness prevention and other programs and partnerships to help the area's homeless population obtain stable housing.   |            |            |
| R   |   | P |   | Suggested Partners: Lincoln County, Community Services Consortium, Housing Authority, non-profits  |            |            |
| P   |   | 2 |   |  |            |            |
|   |   |   |   | <b>11</b> <del>Improve and expand programs and partnerships to help move the area's homeless population from homelessness to housing.</del> [Notes: Merged into Strategy #10]  |            |            |
| R   |   | P |   |  |            |            |
| P   |   | 2 |   |  |            |            |
| <b>Access to Healthy Food</b>                           |   |   |   | <b>12</b> Improve community "food security" by addressing issues of availability, accessibility, and affordability of healthy food.  |            |            |
| R   |   |   | S | Suggested Partners: Food Share of Lincoln County, Lincoln County Health and Human Services, non-profits  |            |            |
| P   |   | 2 |   |  |            |            |
|   |   |   |   | <b>13</b> <del>Target food security programs for underserved communities.</del> [Notes: Deleted for redundancy]  |            |            |
| R   |   |   | S |  |            |            |
| P   |   | 2 |   |  |            |            |
| <b>Disaster Preparedness</b>                            |   |   |   | <b>14</b> Expand disaster preparedness and self-reliance programs and activities, focusing on neighborhood level organizing, and including multilingual information, training, and assistance.   |            |            |
| R   | L |   |   | Suggested Partners: Lincoln County, Neighborhood Associations, Chamber   |            |            |
| P   |   | 2 |   |  |            |            |
| <b>Proactive Police &amp; Fire Services</b>             |   |   |   | <b>15</b> Support police and fire services in meeting and addressing growth and changing community needs.  |            |            |
| R   | L |   |   |  |            |            |
| P   |   | 2 |   |  |            |            |
|   |   |   |   | <b>16</b> Support improved community policing practices that promote positive interactions between public safety officers and the public. [Notes: Will be merged with strategy #15]  |            |            |
| R   | L |   |   |  |            |            |
| P   |   | 2 |   |  |            |            |

| City Role (R)                        |   |   |   | 1) Lead  | 2) Partner | 3) Support |
|--------------------------------------|---|---|---|--|------------|------------|
| Strategy Priority (P)                |   |   |   | 1) High  | 2) Medium  | 3) Low     |
|                                      | 1 | 2 | 3 |  |            |            |
| <b>Improved Service Coordination</b> |   |   |   | <b>17</b> Enhance coordination among social services, non-profits, and faith-based institutions to provide integrated, comprehensive support to residents of our community experiencing poverty, hunger, social isolation, homelessness, addiction, domestic violence, and related issues. |            |            |
| R                                    |   |   | S | Suggested Partners: Lincoln County, faith community, non-profits   |            |            |
| P                                    | 1 |   |   |  |            |            |



## 6: FOSTERING COLLABORATION & ENGAGEMENT

In 2040, the Greater Newport Area's local governments and public agencies, schools and higher educational institutions, businesses, local employers, and nonprofits, community groups, faith based institutions, and residents work together as true partners in our shared future. Governments reach out to engage and listen to residents, involve them in important plans and decisions, and collaborate for a better community in a rapidly changing world.

| City Role (R)  |   |   |   | 1) Lead   | 2) Partner | 3) Support |
|--|---|---|---|---|------------|------------|
| Strategy Priority (P)                                |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |   |            |            |
| <b>Community Engagement</b>                          |   |   |   | <b>1</b> Develop new avenues for Greater Newport Area residents and businesses to engage and participate in the development of City plans and policies, and to contribute to the decision-making process, taking into consideration available staff time and resources.   |            |            |
| R  | L |   |   |   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Youth Involvement</b>                             |   |   |   | <b>2</b> Work through the schools, <a href="#">Oregon Coast Community College OCCC</a> , and <a href="#">Oregon State University OSU</a> to involve <del>more young people</del> <a href="#">younger generations more</a> in current affairs and community issues, local government, volunteerism, long-range planning, and City decision-making. |            |            |
| R  |   | P |   | <i>Suggested Partners: Lincoln County School District, OCCC, OSU, Chamber Yo-Pros</i>   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Retiree Involvement</b>                           |   |   |   | <b>3</b> Encourage area retirees to become more active in civic life, contributing their skills, time, energy, and resources to address community needs, mentor young people, and promote their own health and engagement.  |            |            |
| R  |   | P |   | <i>Suggested Partners: Service organizations</i>  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Culturally Competent &amp; Inclusive Outreach</b> |   |   |   | <b>4</b> Develop new forms of culturally competent outreach, such a Spanish-language publications and <a href="#">Public Service Announcements PSAs</a> , to reach out to and involve the entire community.   |            |            |
| R  | L |   |   | <i>Suggested Partners: Centro de Ayuda, media</i>   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Community Forums</b>                              |   |   |   | <b>5</b> Develop community forums that bring people of different backgrounds and cultures together to discuss issues and share solutions.   |            |            |
| R  |   | P |   | <i>Suggested Partners: Centro de Ayuda, media, non-profits</i>  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Model Communities</b>                             |   |   |   | <b>6</b> Research the best practices of other communities that have been successful in implementing vision plans and strategic community objectives and learn from their successes.   |            |            |
| R  | L |   |   | <i>Suggested Partners: Ford Family Foundation</i>   |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Collaboration &amp; Partnerships</b>              |   |   |   | <b>7</b> Sustain positive relationships and high levels of civic collaboration between public, private, faith-based, civic, <a href="#">neighborhood</a> , and community-based organizations and the community at large.  |            |            |
| R  |   | P |   | <i>Suggested Partners: Service organizations, non-profits, faith community, neighborhood and business associations</i>  |            |            |
| P  |   | 2 |   |   |            |            |

| City Role (R)                                 |   |   |   | 1) Lead  | 2) Partner | 3) Support |
|---|---|---|---|--|------------|------------|
| Strategy Priority (P)                         |   |   |   | 1) High  | 2) Medium  | 3) Low     |
|   | 1 | 2 | 3 |  |            |            |
| <b>Volunteerism</b>                           |   |   |   | <b>8</b> Cultivate the community’s spirit of collaboration and engagement to create meaningful opportunities for public involvement and volunteerism for all ages.   |            |            |
| R   |   | P |   | Suggested Partners: Service organizations, non-profits, faith community, neighborhood and business associations  |            |            |
| P   |   | 2 |   |  |            |            |
| <b>Transparency &amp; Communication</b>       |   |   |   | <b>9</b> Encourage and support continued open communication, transparency, and accountability on the part of City leaders and staff.   |            |            |
| R   | L |   |   |  |            |            |
| P   | 1 |   |   |  |            |            |
| <b>Vision-Focused Council &amp; Community</b> |   |   |   | <b>10</b> Promote key elements of Greater Newport's 2040 Vision through the Newport City Council, City staff, and <del>community champions</del> <b>Vision advocates</b> who engage with community partners. |            |            |
| R   | L |   |   |  |            |            |
| P   |   | 2 |   |  |            |            |
| <b>Vision as Foundational Document</b>        |   |   |   | <b>11</b> Ensure the Vision <del>informs</del> <b>serves as the foundation for</b> ongoing public processes, planning, and decision-making.  |            |            |
| R   | L |   |   |  |            |            |
| P   | 1 |   |   |  |            |            |

**MINUTES**  
**City of Newport**  
**Greater Newport 2040 Visioning Project**  
**Advisory Committee**  
**Meeting #6**  
**Oregon Coast Community College, Room 140**  
**Monday, July 31, 2017**

**Committee Members and City Council Members Present:** Wendy Engler, Jessica Linnell, Lucinda Taylor, Tom Webb, Laura Swanson, Robert Porch, Joyce Porch, Carla Perry, Cathey Briggs, David Allen, Dean Sawyer, Bob Berman, Dietmar Goebel, Bill Branigan, Sandra Roumagoux, Wayne Belmont, Beatriz Bottello, and Kaety Jacobson.

**Committee Members Absent:** Lisa Ely, Gil Sylvia, Patricia Patrick-Joling, Lorna Davis, Jon Zagel, Bonnie Petersen, Laura Anderson, and Matt Harner.

**City Staff Present:** City Manager, Spencer Nebel; Community Development Director (CDD) Derrick Tokos; Associate Planner, Rachel Cotton; and Executive Assistant, Sherri Marineau.

**Consultants Present:** HDR Engineering: Doug Zenn and Steve Ames.

**Community Members Present:** Richard Guther, and Greg Hansen.

**Call to Order.** At 2p.m., Zenn opened the meeting.

**1. Welcome.** Zenn welcomed the Advisory Committee and reviewed the agenda. He gave an overview of the vision vetting. Roles and priorities were defined. Swanson talked about seniors being heard. Briggs asked what the role would be for community members who weren't in committees. Zenn said it would become a strategy and put in priorities. Ames said they would be talking about this in the next steps at the current meeting and how to keep outreach ongoing. Allen asked what the next steps were after the current meeting. Zenn said this would be talked about at the end of the meeting. Nebel stated that they did want to give people a chance for a final comment.

**2. Focus Area Strategies – Review, Discussion and Polling.** Ames and Cotton covered the proposed edits. Ames read the “Big Vision” statement. He said the AC would review the statement at the end of the meeting and see if it was still ok or if changes were needed. Cotton reviewed the data received in the survey and outreach. She noted that things would gain in positivity and go down on percent. Ames said that 500 responses was great for a larger community and Newport did great. He said the Facebook ads were the best responses.

Porch asked if any age demographics were available on the responses. This was not collected. Porch worried that the older population wasn't using Facebook. Zenn said Facebook was one of the fastest growing demographics.

Cotton reviewed proposed edits. She noted that red was the least favorite, yellow was in-between, and green was a strongly agreed.

Comments:

- Allen: Suggested verbiage be added to “complete” streets so people knew what it meant. He suggested adding “such as”.
- Sawyer and Allen: Concerned about the word “negative”. They felt it should have been taken out before “impacts”. Tokos reminded the AC that they were not going to re-poll.
- Ames: Reminded the AC the complete streets would change.

Focus Area 1 Comments:

- Berman: On #19, Partnerships didn't imply fiscal. Fiscal should be taken out.



- Briggs: On #1: Redevelopment seemed to be noted more. She wanted redevelopment before developing open land. Allen disagreed and said it was a priority choice and should be made later with the City Council or other committee.
- R. Porch: Thought that the City would run out of “adequate supply of buildable land” and felt it would be limited to vacant lots.
- Perry: On #1: Take out “undeveloped land” and leave the rest the same.
- Goebel: Urban Growth Boundary was defined and they could annexed. If defined as boundaries, we can work with.
- Perry: Leave it as development on the first line and then say “underutilized and available properties.” Ames thought that seemed like two different ways to meet needs. He asked if one should be emphasized over the other. Allen thought that placing an emphasis will change it fundamentally. He was not comfortable changing it without public comment. Nebel thought it should be split into two items.
- Goebel: Concerned about Vacation Rentals. He thought they might not be included in Focus Areas 1 & 6. He said he had a problem that VRDs were a given and felt it needed a stronger statement. Allen agreed. Berman said the wording allowed for all kinds of possibilities and actions. He felt the way to fix VRDs was included in the statement.
- Perry: Take out “across the city”. Most of the AC agreed except for Goebel. Taylor reminded that “negative” was taken out. Nebel reminded that it said the issued needed to be looked at.

#### Focus Area 3 Comments:

- Branigan: On #9 there needed to be a definition of living wages. Allen said it changed over time. Ames suggested adding what living wage meant, not a dollar amount. Goebel said that lives grow instead of expand. Ames suggested using “create” instead. The AC agreed. Belmont thought “retain” should be included. Taylor said it wasn’t just about creating new jobs. Ames suggested it say “expand, retain and create”.

#### Focus Area 4 Comments:

- Branigan: Asked if #4 should just be Spanish for Bilingual. Cotton said the primary secondary language in Newport was Spanish.
- Roumagoux: Spell out ESL and should be ESLO. Jacobson felt that bilingual speakers didn’t lead to integration and saw it as two different things. She thought bi-cultural was better. Bottello thought #4 needed to be integrated with #5. R. Porch felt it should be kept as is.
- Tokos: It should say something like “support” foreign language families and organizations. Berman thought it should go further and not mention special organizations. The AC wanted it a little more general.

#### Focus Area 5 Comments:

- Engler: Wanted “Healthy Community” needs to be defined. Engler wanted a new strategy in #5 focused on healthy communities.
- Allen: Policy should be further defined. He suggested getting input from the Police Department and the Sherriff’s Department.
- Goebel: Didn’t like “transition” on #11. He suggested taking it out and leave “improve and expand programs and partnership to help area homeless to move to housing.” The AC agreed.
- Taylor: Combine #10 & #11. The AC agreed with the new verbiage that was read.
- Briggs: Didn’t like homeless as a generic. She suggested it say “people who are homeless.”
- Linnell: Take out “underserved” in #12.
- Swanson: All-inclusive needed to be changed or explained.
- Sawyer: Add “independent living.” Cotton to change to “housing, independent living, and care facilities for seniors.”
- Swanson questioned if foster care for adults would apply in #7, or was it children only. She thought it should be defined as children.

#### Focus Area 6 Comments:

- Taylor: Saw a lot of red comments on #4 but no changes. Tokos said a lot of the reds weren’t language but disagreements in communication. It needed a more deliberate public need process. Nebel noted that 67% agreed/strongly agreed and it had high support.

- Allen: Change “champion” to “stake holders” on #10. Briggs agreed. Word to be changed.
- Engler: “Taking into consideration” reduces importance on #1. She suggested taking out the last phrase. The AC agreed.
- Briggs: Questioned #7, “community at large”. She asked how people plug in who aren’t a part of an organization. Goebel suggested saying “community/organization based” instead.
- Engler: On #2 it talked about involving everyone not just the young. She asked for clarification on what young was. Cotton said it came from comments in the first round. Linnell suggested saying “youth” or “younger generations”.
- Hansen: Asked what the intent of “informs” was on #11. Tokos said it was considered. Changed to “serves as the foundation for” instead.
- Swanson: Capitalize “Vision”.
- Allen: PSA on #4 should be spelled out as Public Service Announcement.

**3. Focus Area Roles:** Zenn explained how the AC & CC would prioritize. A discussion ensued regarding roles and priorities definitions. Perry thought the City would be the lead on #1. Partners were defined such as developers, architects, County, State leaders and realtors. Ames covered prioritizing. The group reviewed Focus Area #1 and chose the high and low priorities. Zenn asked for the group’s priorities and votes were cast.

Allen requested a definition on what Tier I, II & III were when determining priorities. Tier I was highest and Tier III was lowest. Swanson didn’t want the public to think the Tier III votes weren’t important. Taylor said that some were similar and wondered why some weren’t prioritized. Allen thought that thought some were not high priority, and may not be in a position to take the lead. The AC & CC determined the priorities for the remainder of the focus areas.

Comments:

- Swanson: Surprised by the number of partnerships.
- Webb: Felt that when arts was combined with education, arts came second. He thought it would be better separated. Zenn said that these would get more specific in the actions.
- Zenn: Invited the AC & CC to write in their lead partner suggestions in the different focus areas.
- Goebel: When would it be published? It would happen the following week when the draft was given to the CC. Tokos said it would be pulled into a refined draft and would go out for comment before the CC hearing. There would be public testimony then final adoption. Allen cautioned to not do a group email due to it being a public meeting.
- Briggs: Is this the last AC meeting? Yes.
- Goebel: When will this be done. By the middle of August the refined draft will be ready. This will be based on what was discussed at this meeting.

**4. Next Steps:** Zenn reviewed the key elements that were determined after reviewing examples of what other cities were doing. The key elements were: 1) Existing Committee has key role going forward; 2) Supported by the City Manager’s Office; and 3) Assemble small teams as needed.

Element 2 Comments:

- Berman: This should be incorporated into the City’s goals.
- Tokos: There would be an initial hearing in September and adoption in October. It will get incorporated into January’s goal setting.
- Nebel: Will have to instruct departments to create structure to be a part of the basis of goal setting. He envisioned a new way of doing goal setting structure.
- Briggs: Important to ask people and groups to be partners to get them vested.
- Perry: How would partners get involved? Nebel said this was the structure we needed to put together.
- Allen: This would be a City group. We need to contact partners before we adopted a document to confirm their participation.
- Tokos: We want to leverage existing committees.

Element 3 Comments:

- Berman: When do things get turned into actions? Zenn said we would be action ready. He suggested identifying ones that were ready for actions. Ames said we could do a mini action plan for things that were really important.
- Allen: This was just like urban renewal.
- Tokos: Visions and strategies were up for adoptions. Actions vetted through the AC. He would track progress toward strategies.
- Briggs: When the visioning started, it was important to not make it a “City” vision. How do we get groups to partner? Zenn explained roles and liaison strategies for partners. Nebel said there was great participation. He said that going forward there would need to be an annual review that was done on a sustainable basis. He asked if groups were interested in being a limited partnership. Webb asked if these groups shouldn’t weigh in before the public weighs in. Nebel said that we need to stick to the core of what’s been done as it was easy to make changes.
- Allen: Requested a report on the changes that were done based on the public comments. Cotton read the revisions.
- Perry: “Greater Newport Area” should be capitalized in all areas.
- Allen: Core values document should have “grow up” taken out.
- Perry: “Cultural” should be added before diversity.
- Briggs: “Live” should be added.
- R. Porch: Lose numbers on focus areas to make sure they don’t imply priority.
- Allen: Add “outreach to wider public” as a 4<sup>th</sup> Key Element.
- Berman: Hoped that the City would take the visioning seriously.

**3. Final Comments.** None heard.

Having no further business, the meeting adjourned at 6:10 p.m.

Respectfully submitted,

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Sherri Marineau  
Executive Assistant

|   | ROLE (LEAD, PARTNER, SUPPORT)  | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |  |
|---|--|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|--|
|   |  | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |  |
| <b>FOCUS AREA 1: ENHANCING A LIVABLE REGION</b> |  |  |        |     |        |       |       |                  |       |        |        |        |  |
| <b>1</b>  | Ensure an adequate supply of buildable land by encouraging redevelopment of underutilized properties and extending infrastructure to vacant land.  | P                                      | 8      | 8   | 4      | 40%   | 40%   | 20%              | 71%   | 9%     |        | X      |  |
| <b>2</b>  | Promote mixed-use neighborhoods in appropriate areas of the city, incorporating a blend of commercial uses, employment, and residential development that create a distinct sense of place.               | L                                      | 8      | 4   | 8      | 40%   | 20%   | 40%              | 70%   | 7%     |        | X      |  |
| <b>3</b>  | Design these neighborhoods to be oriented around streets that are well integrated with local transit, are ADA Accessible, and accommodate "active transportation" such as cycling, walking, and rolling. | P                                      | 2      | 11  | 7      | 10%   | 55%   | 35%              | 86%   | 6%     |        | X      |  |
| <b>4</b>  | Increase supplies of affordable and workforce housing, including rentals and for sale units at prices that are accessible to a broad range of the general public.  | P                                      | 13     | 4   | 3      | 65%   | 20%   | 15%              | 82%   | 5%     | X      |        |  |
| <b>5</b>  | Implement incentives to lower development costs and encourage construction and renovation of an array of housing types to augment the supply of affordable, quality, energy-efficient units.             | L                                      | 9      | 8   | 3      | 45%   | 40%   | 15%              | 83%   | 7%     |        | X      |  |
| <b>6</b>  | Assess the growth and distribution of second homes and vacation rentals across the city and take actions that may be required to mitigate adverse impacts on neighborhoods and the community.            | L                                      | 9      | 8   | 3      | 45%   | 40%   | 15%              | 71%   | 12%    |        | X      |  |

|           | ROLE (LEAD, PARTNER, SUPPORT)  | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |  |
|-----------|--|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|--|
|           |  | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |  |
| <b>7</b>  | Gain a better understanding of the impacts that seasonal housing, including second homes and vacation rentals, has on the availability and affordability of housing and the provision of public services within the community. Undertake actions to mitigate identified impacts. | L                                      | 7      | 11  | 2      | 35%   | 55%   | 10%              | 77%   | 8%     |        | X      |  |
| <b>8</b>  | Promote citywide beautification, generating a fresh yet familiar look for Newport through streetscaping, improvements to building façades, and ocean friendly landscaping.   | L                                      | 9      | 7   | 4      | 45%   | 35%   | 20%              | 83%   | 5%     |        | X      |  |
| <b>9</b>  | Revitalize Highway 101 and Highway 20 in and around Newport to serve as attractive gateways to the community.  | P                                      | 14     | 4   | 2      | 70%   | 20%   | 10%              | 81%   | 4%     | X      |        |  |
| <b>10</b> | Engage the State of Oregon and community partners to identify bridge alternatives and future street and highway improvements that meet local needs while mitigating congestion and accommodating future growth and increased traffic.  | L                                      | 8      | 9   | 3      | 40%   | 45%   | 15%              | 91%   | 2%     |        | X      |  |
| <b>11</b> | Develop a City Center improvement strategy that expands options for living, shopping, working, and dining in the area by promoting walkability, mixed-use development, and refurbishment of historic buildings.  | L                                      | 8      | 7   | 5      | 40%   | 35%   | 25%              | 81%   | 5%     |        | X      |  |
| <b>12</b> | Develop targeted improvements to the local transit system, including better scheduling and signage and plans for future system expansion.  | P                                      | 2      | 12  | 6      | 10%   | 60%   | 30%              | 81%   | 6%     |        | X      |  |
| <b>13</b> | Work with Lincoln County to upgrade bus service in Newport and surrounding areas, with improved routes and more frequent service.  | P                                      | 2      | 11  | 7      | 10%   | 55%   | 35%              | 82%   | 4%     |        | X      |  |

|    | ROLE (LEAD, PARTNER, SUPPORT)   | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |   |
|----|---|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|---|
|    |   | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |   |
| 14 | Develop and promote transit as a robust and reliable alternative to driving within the greater Newport area.  | P                                      | 1      | 11  | 9      | 5%    | 55%   | 45%              | 79%   | 9%     |        | X      |   |
| 15 | Work to improve the safety of pedestrians and bicyclists throughout Newport.  | L                                      | 8      | 9   | 3      | 40%   | 45%   | 15%              | 89%   | 2%     |        | X      |   |
| 16 | Plan, fund, and develop improvements to pedestrian and bicycle amenities in strategic areas of the city, including sidewalks, crosswalks or overpasses, "traffic calming," bike racks, and planned pedestrian and bicycle routes. | L                                      | 6      | 8   | 6      | 30%   | 40%   | 30%              | 81%   | 7%     |        | X      |   |
| 17 | Maintain and expand the multiuse path and trails system.  | L                                      | 3      | 9   | 8      | 15%   | 45%   | 40%              | 81%   | 4%     |        | X      |   |
| 18 | Maintain and upgrade local infrastructure within available funding.   | L                                      | 11     | 8   | 1      | 55%   | 40%   | 5%               | 86%   | 3%     | X      |        |   |
| 19 | Pursue strategic investments and partnerships to adequately meet the needs of the community as it grows and develops.   | L                                      | 2      | 8   | 10     | 10%   | 40%   | 50%              | 73%   | 4%     |        | X      |   |
| 20 | Promote universal, high-speed Internet access throughout the city.  | S                                      | 2      | 5   | 13     | 10%   | 25%   | 65%              | 75%   | 5%     |        |        | X |
| 21 | Embrace and work to expand community and business access to new telecommunication technologies.   | S                                      | 1      | 6   | 13     | 5%    | 30%   | 65%              | 73%   | 3%     |        |        | X |

|  | ROLE (LEAD, PARTNER, SUPPORT)  | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |   |
|--|--|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|---|
|  |  | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |   |
| <b>FOCUS AREA 2: PRESERVING &amp; ENJOYING OUR ENVIRONMENT</b> |  |  |        |     |        |       |       |                  |       |        |        |        |   |
| 1  | Partner with local environmental organizations and agencies to expand and strengthen programs to protect and restore natural areas and resources and preserve environmental quality.   | P                                      | 6      | 10  | 4      | 30%   | 50%   | 20%              | 89%   | 4%     |        | X      |   |
| 2  | Prioritize conservation of significant open spaces and natural resource areas, including beaches and headlands, midcoast watersheds, the Yaquina Bay Estuary, rivers, streams, forests, and fish and wildlife habitat.                             | P                                      | 5      | 13  | 2      | 25%   | 65%   | 10%              | 92%   | 3%     |        | X      |   |
| 3  | Maintain, upgrade, and modernize stormwater and sewer infrastructure to reduce overflows, keep our waterways and beaches clean, and minimize flooding in a manner that is both fiscally responsible and environmentally friendly.                  | L                                      | 15     | 5   | 0      | 75%   | 25%   | 0%               | 96%   | 1%     | X      |        |   |
| 4  | Expand the number of healthy, energy- and resource-efficient buildings and places in the greater Newport area.   | S                                      | 0      | 9   | 11     | 0%    | 45%   | 55%              | 78%   | 2%     |        |        | X |
| 5  | Promote and incentivize environmentally responsible, resource-efficient building and development techniques, including onsite stormwater management, permeable pavement, energy-efficient buildings, ecological landscaping, and native plantings. | L                                      | 6      | 10  | 4      | 30%   | 50%   | 20%              | 87%   | 3%     |        | X      |   |
| 6  | Engage the community in identifying priorities and future needs related to open space, trail, and park and recreation assets.  | L                                      | 7      | 9   | 4      | 35%   | 45%   | 20%              | 93%   | 1%     |        | X      |   |
| 7  | Make recommendations for future park upgrades, planning, and development, paying particular attention to funding upkeep and maintenance.   | L                                      | 4      | 6   | 10     | 20%   | 30%   | 50%              | 91%   | 1%     |        | X      |   |

|           | ROLE (LEAD, PARTNER, SUPPORT)   | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |   |
|-----------|---|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|---|
|           |   | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |   |
| <b>8</b>  | Develop an integrated trail system, accommodating multiple uses, that connects neighborhoods, visitor destinations, open spaces, and natural areas.   | L                                      | 11     | 5   | 4      | 55%   | 25%   | 20%              | 87%   | 4%     | X      |        |   |
| <b>9</b>  | Establish a City trail-building program that provides opportunities for volunteer involvement.  | L                                      | 4      | 10  | 6      | 20%   | 50%   | 30%              | 81%   | 3%     |        | X      |   |
| <b>10</b> | Increase the use of renewable energy and achieve energy independence in the greater Newport area, harnessing a combination of alternative renewable energy sources and technologies.                          | S                                      | 9      | 6   | 5      | 45%   | 30%   | 25%              | 81%   | 6%     |        | X      |   |
| <b>11</b> | Target the greater Newport area to achieve the highest rate of recycling of any city in Oregon through source reduction, reuse, recycling, composting of food waste, and curbside glass recycling.            | P                                      | 5      | 7   | 8      | 25%   | 35%   | 40%              | 78%   | 9%     |        | X      |   |
| <b>12</b> | Develop a comprehensive public-private climate action plan to lessen the greater Newport area's contribution to climate change, as well as to mitigate the impacts of climate change on the community itself. | P                                      | 1      | 6   | 13     | 5%    | 30%   | 65%              | 72%   | 13%    |        |        | X |



|   | ROLE (LEAD, PARTNER, SUPPORT)  | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |  |
|---|--|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|--|
|   |  | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |  |
| <b>FOCUS AREA 3: CREATING NEW BUSINESSES &amp; JOBS</b> |  |  |        |     |        |       |       |                  |       |        |        |        |  |
| <b>1</b>  | Working with federal, state and local economic development organizations, promote recruitment of selected industries to the area that align with the greater Newport area's strategic vision, offer living wage jobs, and support the community's quality of life. | P                                      | 10     | 9   | 1      | 50%   | 45%   | 5%               | 88%   | 3%     |        | X      |  |
| <b>2</b>  | Leverage our maritime industries and marine-related assets to expand and diversify the capacity of marine businesses, including full utilization of the International Terminal.  | P                                      | 13     | 5   | 2      | 65%   | 25%   | 10%              | 74%   | 14%    | X      |        |  |
| <b>3</b>  | Support innovation and new markets in sustainable fisheries by leveraging new technologies and partnering with the science community.  | S                                      | 4      | 14  | 2      | 20%   | 70%   | 10%              | 87%   | 4%     |        | X      |  |
| <b>4</b>  | Expand Newport's science and marine economy, promoting it nationally and internationally as a hub for scientific research, ocean observation, education, and conservation activities.  | P                                      | 12     | 8   | 0      | 60%   | 40%   | 0%               | 90%   | 3%     | X      |        |  |
| <b>5</b>  | Link OSU's Marine Studies Initiative and the area's marine economy into economic development planning.   | P                                      | 4      | 9   | 7      | 20%   | 45%   | 35%              | 86%   | 4%     |        | X      |  |
| <b>6</b>  | Expand training and education for small business development and entrepreneurial skills, including resources for artists, craftspeople, trades, and technology startups.   | S                                      | 7      | 11  | 2      | 35%   | 55%   | 10%              | 81%   | 4%     |        | X      |  |
| <b>7</b>  | Promote and support businesses in the greater Newport area that use and market green and sustainable technologies, materials, and products.  | S                                      | 3      | 7   | 10     | 15%   | 35%   | 50%              | 77%   | 3%     |        | X      |  |
| <b>8</b>  | Support and retain existing local businesses.  | S                                      | 7      | 8   | 5      | 35%   | 40%   | 25%              | 86%   | 2%     |        | X      |  |
| <b>9</b>  | Partner with new and existing businesses to grow jobs that provide living wages.   | S                                      | 15     | 4   | 1      | 75%   | 20%   | 5%               | 88%   | 1%     | X      |        |  |

|    | ROLE (LEAD, PARTNER, SUPPORT)   | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |   |
|----|---|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|---|
|    |   | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |   |
| 10 | Diversify Newport's tourist industry by promoting expansion of ecotourism as well as interpretive programs based on Newport's maritime industries.                            | P                                      | 5      | 13  | 2      | 25%   | 65%   | 10%              | 76%   | 7%     |        | X      |   |
| 11 | Promote the greater Newport area as a major arts and cultural destination.  | P                                      | 4      | 10  | 6      | 20%   | 50%   | 30%              | 73%   | 10%    |        | X      |   |
| 12 | Develop new attractions, festivals, and marketing to sustain tourism through the shoulder season.   | S                                      | 3      | 11  | 6      | 15%   | 55%   | 30%              | 70%   | 6%     |        | X      |   |
| 13 | Maintain and enhance the Newport Municipal Airport as a viable community asset that can support business growth and development and improve access to and from the community. | L                                      | 4      | 8   | 8      | 20%   | 40%   | 40%              | 69%   | 10%    |        | X      |   |
| 14 | Work with local, state, and federal partners to develop a model for sustainable commercial air service.   | P                                      | 1      | 3   | 16     | 5%    | 15%   | 80%              | 61%   | 13%    |        |        | X |
| 15 | Cultivate a diversified agricultural economy that addresses environmental sustainability, community health, and the elimination of hunger.                                    | S                                      | 5      | 9   | 6      | 25%   | 45%   | 30%              | 69%   | 6%     |        | X      |   |
| 16 | Promote the production, marketing, and direct sales of seafood, wood, and local agricultural products.  | S                                      | 6      | 10  | 4      | 30%   | 50%   | 20%              | 73%   | 4%     |        | X      |   |
| 17 | Create a permanent home for a year-round farmers market with expanded hours and business acceleration opportunities for food, beverage, and agriculture related startups.     | P                                      | 3      | 6   | 11     | 15%   | 30%   | 55%              | 75%   | 6%     |        |        | X |

|   | ROLE (LEAD, PARTNER, SUPPORT)   | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |  |
|---|---|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|--|
|   |   | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |  |
| <b>FOCUS AREA 4: LEARNING, EXPLORING, &amp; CREATING NEW HORIZONS</b> |   |  |        |     |        |       |       |                  |       |        |        |        |  |
| 1   | Integrate the arts as a key element of the city's identity, expanding the presence of public art throughout the community.  | L                                      | 5      | 7   | 8      | 25%   | 35%   | 40%              | 76%   | 5%     |        | X      |  |
| 2   | Develop creative, diverse, and alternative sources of funding for educational facilities, classes, programs, and extracurricular activities in the greater Newport area schools, including consideration for pre-K and early childhood education. | S                                      | 12     | 6   | 2      | 60%   | 30%   | 10%              | 78%   | 5%     | X      |        |  |
| 3   | Promote increased partnerships between schools and local talent, including scientists, artists, and crafts and tradespeople who share their knowledge with area classes and students.   | S                                      | 6      | 12  | 2      | 30%   | 60%   | 10%              | 92%   | 1%     |        | X      |  |
| 4   | Establish bilingual educational programs (English and Spanish) in area schools to promote better integration and improved achievement of all students.  | S                                      | 2      | 15  | 3      | 10%   | 75%   | 15%              | 73%   | 13%    |        | X      |  |
| 5   | Increase the diversity of teachers and administrators to be more representative of student demographics.  | S                                      | 8      | 7   | 5      | 40%   | 35%   | 25%              | 62%   | 13%    |        | X      |  |
| 6   | Support OCCC in gaining accreditation and expanding its offerings, including workforce education and the trades.  | S                                      | 10     | 8   | 2      | 50%   | 40%   | 10%              | 89%   | 1%     |        | X      |  |
| 7   | Encourage K-12, community college, professional, and noncredit education partnerships that promote pathways to marine educational programs at OSU's Newport campus.   | S                                      | 6      | 9   | 5      | 30%   | 45%   | 25%              | 87%   | 1%     |        | X      |  |

|           | ROLE (LEAD, PARTNER, SUPPORT)  | COMMITTEE/COUNCIL JOINT PRIORITIZATION |           |           |           |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |   |
|-----------|--|--|-----------|-----------|-----------|-------|-------|------------------|-------|--------|--------|--------|---|
|           |  | HIGH                                   | MEDIUM    | LOW       | % HIGH    | % MED | % LOW | % POS            | % NEG |        |        |        |   |
| <b>8</b>  | Work with local schools, OCCC, OSU, and employers to develop a School-to-Work program for students, training and certifying them to fill the needs of local employers and the job market.                        | S                                      | 5         | 5         | <b>10</b> | 25%   | 25%   | 50%              | 91%   | 2%     |        | X      |   |
| <b>9</b>  | Expand vocational tech and science, technology, engineering and mathematics (STEM) education, including K-12, OCCC, and OSU, and offering classes, training, and certification for marine sector and other jobs. | S                                      | <b>13</b> | 6         | 1         | 65%   | 30%   | 5%               | 93%   | 1%     | X      |        |   |
| <b>10</b> | Invest in improvements to performing and visual arts venues, including the Performing Arts Center and Visual Arts Center, to increase their capacity to accommodate arts and cultural events.                    | P                                      | 5         | <b>10</b> | 5         | 25%   | 50%   | 25%              | 74%   | 9%     |        | X      |   |
| <b>11</b> | Increase the availability of, and access to, lower cost venues and performances while supporting new, innovative opportunities, including workshops, film, and student work.                                     | P                                      | 1         | 6         | <b>13</b> | 5%    | 30%   | 65%              | 72%   | 3%     |        |        | X |
| <b>12</b> | Expand outdoor summer arts offerings such as music and theater.  | P                                      | 1         | 9         | <b>10</b> | 5%    | 45%   | 50%              | 74%   | 6%     |        | X      |   |

|  | ROLE (LEAD, PARTNER, SUPPORT)   | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |  |
|--|---|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|--|
|  |   | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |  |
| <b>FOCUS AREA 5: IMPROVING COMMUNITY HEALTH &amp; SAFETY</b> |   |  |        |     |        |       |       |                  |       |        |        |        |  |
| <b>1</b>   | Work to improve access to and affordability of healthcare for all in the community through improved healthcare facilities, education, and preventive services.  | S                                      | 15     | 5   | 0      | 75%   | 25%   | 0%               | 91%   | 2%     | X      |        |  |
| <b>2</b>   | Recruit and retain more health care providers and medical professionals in the community, including medical specialists in pediatrics, geriatrics, mental health, chronic diseases, services for veterans, and the prevention and treatment of addiction.                                 | S                                      | 12     | 6   | 2      | 60%   | 30%   | 10%              | 89%   | 1%     | X      |        |  |
| <b>3</b>   | Expand mental health services in the area, including improved community education, prevention, and counseling services, as well as trauma-informed care that diagnoses and treats the mental health impacts of traumatic life experiences.  | S                                      | 15     | 4   | 1      | 75%   | 20%   | 5%               | 88%   | 3%     | X      |        |  |
| <b>4</b>   | Develop a multilingual center that provides translation services and accommodates key State, County, and City social services under one roof, including assistance with employment, physical health, mental health, rehabilitation, education, nutrition, legal, and financial education. | P                                      | 4      | 6   | 10     | 20%   | 30%   | 50%              | 66%   | 14%    |        | X      |  |
| <b>5</b>   | Increase the number and capacity of quality accredited childcare facilities and staff in the region and make childcare more accessible and affordable for all families.   | S                                      | 3      | 13  | 4      | 15%   | 65%   | 20%              | 74%   | 8%     |        | X      |  |
| <b>6</b>   | Work toward meeting the need for quality and affordable eldercare facilities in the greater Newport area.   | S                                      | 5      | 14  | 1      | 25%   | 70%   | 5%               | 81%   | 4%     |        | X      |  |

|    | ROLE (LEAD, PARTNER, SUPPORT)   | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |   |
|----|---|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|---|
|    |   | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |   |
| 7  | Study and make recommendations to address the area's foster care challenges, including causes, solutions, and prevention.   | S                                      | 3      | 9   | 8      | 15%   | 45%   | 40%              | 75%   | 4%     |        | X      |   |
| 8  | Increase the number and quality of foster homes, while implementing preventive approaches that will help divert more children from entering the foster care system.   | S                                      | 3      | 12  | 5      | 15%   | 60%   | 25%              | 72%   | 4%     |        | X      |   |
| 9  | Develop new recreational and community facilities, including indoor spaces for sports, family and cultural celebrations, classes, youth programs, and other affordable recreational and social activities that are accessible during evenings and the rainy season. | L                                      | 4      | 5   | 11     | 20%   | 25%   | 55%              | 63%   | 13%    |        |        | X |
| 10 | Implement proactive solutions that expand services and resources for the homeless, including homelessness prevention programs.  | P                                      | 4      | 11  | 5      | 20%   | 55%   | 25%              | 72%   | 9%     |        | X      |   |
| 11 | Improve and expand programs and partnerships to help move the area's homeless population from homelessness to housing.  | P                                      | 6      | 11  | 3      | 30%   | 55%   | 15%              | 78%   | 9%     |        | X      |   |
| 12 | Improve community food security by addressing issues of availability, accessibility, and affordability of healthy food.   | S                                      | 2      | 13  | 5      | 10%   | 65%   | 25%              | 75%   | 6%     |        | X      |   |
| 13 | Target food security programs for underserved communities.  | S                                      | 2      | 11  | 7      | 10%   | 55%   | 35%              | 71%   | 9%     |        | X      |   |
| 14 | Expand disaster preparedness and self-reliance programs and activities, focusing on neighborhood level organizing, and including multilingual information, training, and assistance.  | L                                      | 7      | 12  | 1      | 35%   | 60%   | 5%               | 71%   | 7%     |        | X      |   |
| 15 | Support police and fire services in meeting and addressing growth and changing community needs.   | L                                      | 8      | 8   | 4      | 40%   | 40%   | 20%              | 86%   | 2%     |        | X      |   |

|           | ROLE (LEAD, PARTNER, SUPPORT)  | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |  |
|-----------|--|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|--|
|           |  | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |  |
| <b>16</b> | Support improved community policing practices.   | L                                      | 3      | 9   | 8      | 15%   | 45%   | 40%              | 74%   | 5%     |        | X      |  |
| <b>17</b> | Enhance coordination among social services, non-profits, and faith-based institutions to provide integrated, comprehensive support to residents of our community experiencing poverty, hunger, social isolation, homelessness, addiction, domestic violence, and related issues. | S                                      | 16     | 3   | 1      | 80%   | 15%   | 5%               | 80%   | 5%     | X      |        |  |

|   | ROLE (LEAD, PARTNER, SUPPORT)  | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |  |
|---|--|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|--|
|   |  | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |  |
| <b>FOCUS AREA 6: FOSTERING COLLABORATION &amp; ENGAGEMENT</b> |  |  |        |     |        |       |       |                  |       |        |        |        |  |
| <b>1</b>  | Develop new avenues for greater Newport area residents and businesses to engage and participate in the development of City plans and policies, and to contribute to the decision-making process, taking into consideration available staff time and resources. | L                                      | 9      | 5   | 6      | 45%   | 25%   | 30%              | 80%   | 3%     |        | X      |  |
| <b>2</b>  | Work through the schools, OCCC, and OSU to involve more young people in current affairs and community issues, local government, volunteerism, long-range planning, and City decision-making.   | P                                      | 5      | 9   | 6      | 25%   | 45%   | 30%              | 80%   | 4%     |        | X      |  |
| <b>3</b>  | Encourage area retirees to become more active in civic life, contributing their skills, time, energy, and resources to address community needs, mentor young people, and promote their own health and engagement.  | P                                      | 2      | 9   | 9      | 10%   | 45%   | 45%              | 82%   | 3%     |        | X      |  |
| <b>4</b>  | Develop new forms of culturally competent outreach, such as Spanish-language publications and PSAs, to reach out to and involve the entire community.  | L                                      | 8      | 7   | 5      | 40%   | 35%   | 25%              | 67%   | 14%    |        | X      |  |
| <b>5</b>  | Develop community forums that bring people of different backgrounds and cultures together to discuss issues and share solutions.   | P                                      | 2      | 13  | 5      | 10%   | 65%   | 25%              | 74%   | 9%     |        | X      |  |
| <b>6</b>  | Research the best practices of other communities that have been successful in implementing vision plans and strategic community objectives and learn from their successes.   | L                                      | 8      | 9   | 3      | 40%   | 45%   | 15%              | 81%   | 6%     |        | X      |  |
| <b>7</b>  | Sustain positive relationships and high levels of civic collaboration between public, private, faith-based, civic, and community-based organizations and the community at large.   | P                                      | 8      | 10  | 2      | 40%   | 50%   | 10%              | 75%   | 1%     |        | X      |  |



|           | ROLE (LEAD, PARTNER, SUPPORT)   | COMMITTEE/COUNCIL JOINT PRIORITIZATION |        |     |        |       |       | COMMUNITY SURVEY |       | TIER 1 | TIER 2 | TIER 3 |  |
|-----------|---|--|--------|-----|--------|-------|-------|------------------|-------|--------|--------|--------|--|
|           |   | HIGH                                   | MEDIUM | LOW | % HIGH | % MED | % LOW | % POS            | % NEG |        |        |        |  |
| <b>8</b>  | Cultivate the community's spirit of collaboration and engagement to create meaningful opportunities for public involvement and volunteerism for all ages.       | P                                      | 3      | 9   | 8      | 15%   | 45%   | 40%              | 82%   | 1%     |        | X      |  |
| <b>9</b>  | Encourage and support continued open communication, transparency, and accountability on the part of City leaders and staff.                                     | L                                      | 11     | 6   | 3      | 55%   | 30%   | 15%              | 94%   | 0%     | X      |        |  |
| <b>10</b> | Promote key elements of Greater Newport's 2040 Vision through the Newport City Council, City staff, and community champions who engage with community partners. | L                                      | 5      | 11  | 4      | 25%   | 55%   | 20%              | 77%   | 5%     |        | X      |  |
| <b>11</b> | Ensure the vision informs ongoing public processes, planning, and decision-making.  | L                                      | 12     | 5   | 3      | 60%   | 25%   | 15%              | 87%   | 2%     | X      |        |  |

## LETTER FROM VISION 2040 ADVISORY COMMITTEE - DRAFT

Honorable City Council,

On behalf of the Advisory Committee, please accept this Vision and Strategic Plan for consideration and possible adoption. The document is aptly titled "*A Visioning Project by and for the People of the Greater Newport Area.*" It is as a result of their input that we have been able to weave together a recommended community vision that provides a starting point for further conversations, and development of actions that will shape the future of our city and surrounding area in years to come.

The Greater Newport Area visioning process provided an opportunity for the community to envision the future it wants and the steps that should be taken to make that desired future a reality. Every effort was made to encourage community-wide participation in this process, with a specific focus on multi-cultural engagement. Thousands of comments from hundreds of people were received throughout the visioning process. These have been used to formulate the Visions, Strategies, and Values contained in this document.

The Greater Newport Area Vision 2040 is our community's Vision for the year 2040. We would like to express our gratitude to the community members who have contributed to the Vision. Created by the Greater Newport Area community, this Vision is intended to guide the City of Newport and its public, private, civic, and community-based partner organizations in the cultivation of an "enterprising, livable, dynamic, affordable, educated, safe, healthy, collaborative, and inclusive" community in the future.

We look forward to continued efforts to move our community in a positive direction and to implement the Vision.

Signed,

*Greater Newport Area Vision 2040 Advisory Committee*