

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 AND STRATEGIC PLAN

## 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*

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# ENVISIONING THE FUTURE OF GREATER NEWPORT

## VISION GENERATION & 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, will be addressed upon adoption of this Vision and Strategic Plan by Newport’s City Council.

## DOCUMENT FORMAT AND CONTENTS

The Greater Newport Area Vision 2040 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 and Enjoying Our Environment
  - Creating New Businesses and Jobs
  - Learning, Exploring, and Creating New Horizons
  - Improving Community Health and Safety
  - Fostering Collaboration and 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. 26, 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: Strategies Prioritization Matrix, pg. 33). 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 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 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 and Access to Nature...* Our beautiful natural environment, undeveloped coastline and bay shore, stunning scenery, 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 and 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 and 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 and 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 and 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.

## A. 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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**A1. Infrastructure Investments [Lead]:** Maintain and upgrade local infrastructure within available funding.

**A2. 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.

**A3. 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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**A4. 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.

**A5. 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.

**A6. 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.

**A7. 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.

**A8. Vacation Rentals [Lead]:** Assess the growth and distribution of vacation rentals and take longer-term actions that may be required to address impacts on neighborhoods and the community.

**A9. Understanding Impacts of Seasonal Housing [Lead]:** 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.

**A10. Street, Highway and 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.

## KEY STRATEGIES FOR ENHANCING A LIVABLE REGION

### TIER II (Cont.)

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

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#### A11. Bicycle and Pedestrian Safety and Amenities

**[Lead]:** Work to improve the safety of bicyclists and pedestrians throughout Newport. Plan, fund, and develop improvements to bicycle and pedestrian amenities in strategic areas of the city, including sidewalks, crosswalks or overpasses, “traffic calming,” bike racks, and planned bicycle and pedestrian routes.

**A12. Multiuse Paths and Trails [Lead]:** Maintain and expand the multiuse path and trail system.

**A13. Strategic Investments and Partnerships [Lead]:** Pursue strategic investments and partnerships to adequately meet the needs of the community as it grows and develops.

**A14. 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.

**A15. Complete Streets [Partner]:** Design neighborhoods around streets that are well integrated with local transit, are ADA Accessible, and accommodate "active transportation" such as cycling, walking, and wheelchair moving.

**A16. Public Transit Improvements and Expansion [Partner]:** Develop targeted improvements to the local transit system, including better scheduling, signage, and plans for system expansion. Work with Lincoln County to upgrade bus service in Newport and surrounding areas, with improved routes and more frequent service.

**A17. Transit Reliability and Promotion [Partner]:** Develop and promote transit as a robust and reliable alternative to driving within the Greater Newport Area.

### TIER III

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

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**A18. Telecommunication Technology [Lead]:** Promote universal, high-speed Internet access throughout the city. Expand community and business access to new telecommunication technologies.

## B. OUR VISION FOR PRESERVING AND 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 AND ENJOYING OUR ENVIRONMENT

#### TIER I

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

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#### **B1. Sewer and 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.

**B2. 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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#### **B3. Parks and Recreation Needs and Upgrades [Lead]:**

Engage the community in identifying priorities and future needs related to open space, trail, and park and recreation assets. Make recommendations for future park upgrades, planning, and development, paying particular attention to funding maintenance.

#### **B6. 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.

**B4. Trail-Building Program [Lead]:** Establish a City trail-building program that provides opportunities for volunteer involvement.

**B5. Green Building and 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.

#### **B7. Comprehensive Recycling and 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.

**B8. Renewable Energy [Support]:** Increase the use of renewable energy to achieve energy independence in the Greater Newport Area, harnessing a combination of renewable energy sources and technologies.

#### TIER III

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

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**B9. 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.

## C. OUR VISION FOR CREATING NEW BUSINESSES AND 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 start-up companies and small businesses based on local talent, entrepreneurship, ideas, and resources.

### KEY STRATEGIES FOR CREATING NEW BUSINESSES AND JOBS

#### TIER I

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

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**C1. 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.

**C2. 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 utilization and conservation activities.

**C3. Living-Wage Jobs [Support]:** Partner with new and existing businesses to retain, expand, and create jobs that pay living wages, providing at least a minimum income necessary so that workers can meet their basic needs.

#### TIER II

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

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**C4. 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.

**C5. Marine Economy and Economic Development [Partner]:** Link Oregon State University's Marine Studies Initiative and the area's marine economy into economic development planning.

**C6. Tourism Diversification [Partner]:** Diversify Newport's tourist industry by promoting expansion of ecotourism as well as interpretive programs based on Newport's maritime industries.

**C7. Arts and Cultural Destination [Partner]:** Promote the Greater Newport Area as a major arts and cultural destination.

**C8. Local Businesses Support [Support]:** Support and retain existing local businesses.

**C9. Small Business Development [Support]:** Expand training and education for small business development and entrepreneurial skills, including resources for artists, craftspeople, trades, and technology start-ups.

**C10. Green and Sustainable Business [Support]:** Promote and support businesses in the Greater Newport Area that use and market green and sustainable technologies, materials, and products.

**C11. Sustainable Fisheries [Support]:** Support innovation and new markets in sustainable fisheries by leveraging new technologies and partnering with the science community.

**C12. Diversified Agricultural Economy [Support]:** Promote the production, marketing, and direct sales of seafood, value added wood products, and local agricultural products.

## KEY STRATEGIES FOR CREATING NEW BUSINESSES AND JOBS

### TIER II (Cont.)

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

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#### C13. “Shoulder Season” Attractions and Festivals

**[Support]:** Develop new attractions, festivals, and marketing to sustain tourism through the shoulder season.

### TIER III

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

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#### C14. Viable and Sustainable Commercial Air Service

**[Partner]:** Work with local, state, and federal partners to develop a model for sustainable commercial air service.

**C15. 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 start-ups.



## D. OUR VISION FOR LEARNING, EXPLORING, AND 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, AND CREATING NEW HORIZONS

#### TIER I

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

---

**D1. 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.

**D2. Vocational Technology and 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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**D3. Art in Public Spaces [Lead]:** Integrate the arts as a key element of the city's identity, including expanding the presence of public art throughout the community.

**D8. Bilingual and 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.

**D4. Expanded and Upgraded Arts Footprint [Lead]:** 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.

**D9. Expanded and Integrated Higher Education [Support]:** Support Oregon Coast Community College (OCCC) in gaining accreditation and expanding its offerings, including workforce education and the trades.

**D5. Summer Arts Offerings [Partner]:** Expand outdoor summer arts events and offerings, such as music and theater.

**D10. 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.

**D6. Schools and Local Talent [Support]:** Promote increased partnerships between schools and local talent, including scientists, artists, craftspeople, and tradespeople who share their knowledge with area classes and students.

**D7. Teacher and Administrator Diversity [Support]:** Increase the diversity of teachers and administrators to be more representative of student demographics.

**D11. 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.

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

TIER III

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

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**D12. 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.

## E. OUR VISION FOR IMPROVING COMMUNITY HEALTH AND 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 AND SAFETY

#### TIER I

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

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**E1. Affordable and 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.

**E2. Medical Professionals and Specialists [Support]:**

Recruit and retain more healthcare 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.

**E3. 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 adverse life experiences.

**E4. 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.

#### TIER II

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

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**E5. Disaster Preparedness [Lead]:** Expand disaster preparedness and self-reliance programs and activities, focusing on neighborhood level organizing, and including multilingual information, training, and assistance.

**E6. Proactive Police and 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.

**E7. 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.

**E8. Translation and 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.

## KEY STRATEGIES FOR IMPROVING COMMUNITY HEALTH AND SAFETY

### TIER II (Cont.)

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

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**E9. Accessible and 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.

**E10. Accessible and 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.

**E11. 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 keep more children from entering the foster care system.

**E12. Access to Healthy Food [Support]:** Improve community “food security” by addressing issues of availability, accessibility, and affordability of healthy food.

### TIER III

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

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**E13. All-Weather Facilities and 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.

## F. OUR VISION FOR FOSTERING COLLABORATION AND ENGAGEMENT

In 2040, the Greater Newport Area's local governments and public agencies, schools and higher educational institutions, businesses, local employers, 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 AND ENGAGEMENT

#### TIER I

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

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**F1. Transparency and Communication [Lead]:**

Encourage and support continued open communication, transparency, and accountability on the part of City leaders and staff.

**F2. Vision as Foundational Document [Lead]:**

Ensure Greater Newport's 2040 Vision serves as the foundation for ongoing public processes, planning, and decision-making.

#### TIER II

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

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**F3. Vision-Focused Council and Community [Lead]:**

Promote key elements of Greater Newport's 2040 Vision through the Newport City Council, City staff, Greater Newport Area partners, and Vision advocates who engage with community partners.

**F8. Community Forums [Partner]:** Develop community forums that bring people of different backgrounds and cultures together to discuss issues and share solutions.

**F4. Community Engagement [Lead]:** Develop new avenues for Greater Newport Area residents and businesses to engage and participate in the development of plans and policies, and to contribute to the decision-making process.

**F9. Youth Involvement [Partner]:** Work through the schools, Oregon Coast Community College, and Oregon State University to increase involvement of younger generations in current affairs and community issues, local government, volunteerism, long-range planning, and decision-making.

**F5. Culturally Competent and 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.

**F10. Retiree Involvement [Partner]:** 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.

**F6. 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.

**F11. Volunteerism [Partner]:** Cultivate the community's spirit of collaboration and engagement to create meaningful opportunities for public involvement and volunteerism for all ages.

**F7. Collaboration and 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.

RESOLUTION ADOPTING  
GREATER NEWPORT AREA  
VISION 2040

CITY OF NEWPORT

RESOLUTION 3780

A RESOLUTION ADOPTING THE GREATER NEWPORT AREA  
VISION 2040 VISION AND STRATEGIC PLAN

**WHEREAS**, on April 6, 2015, the City Council established a Community Visioning Work Group to provide a report to the Council on whether or not it was timely and appropriate to develop a community-wide vision and strategic plan; and

**WHEREAS**, the recommendation of the Community Visioning Work Group was to proceed with a comprehensive community visioning process; and

**WHEREAS**, a steering committee was formed to assist staff in developing a scope of work, and in hiring a consulting team to help develop the plan; and

**WHEREAS**, development of a Greater Newport Area Vision 2040 Vision and Strategic Plan began in earnest in the fall of 2016; and

**WHEREAS**, city staff, the consulting team, and a Greater Newport Vision 2040 Advisory Committee ("Advisory Committee") worked the better part of a year to gather community input through an extensive public engagement process, including multiple community events, small group outreach meetings, and online surveys; and

**WHEREAS**, the Advisory Committee met seven times during this same period of time to help staff and the consultant synthesize community input into a Vision and Strategic Plan; and

**WHEREAS**, the Advisory Committee held its final meeting on October 13, 2017, at which it recommended approval of the Greater Newport Area Vision 2040 Vision and Strategic Plan by the Council; and

**WHEREAS**, the Council held public hearings on November 6, 2017 and November 20, 2017 to review the final version of the Greater Newport Area Vision 2040 Vision and Strategic Plan.


Based on these findings,

**THE CITY OF NEWPORT RESOLVES AS FOLLOWS:**

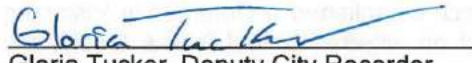
**Section 1.** The Greater Newport Area Vision 2040 Vision and Strategic Plan, dated October 2017, is hereby adopted.

**Section 2.** This resolution is effective immediately upon adoption.

Signed on November 21, 2017.

  
Sandra N. Roumagoux, Mayor

ATTEST:

  
Gloria Tucker, Deputy City Recorder



# APPENDIX A

# 1. VISION DEVELOPMENT

Visioning began in 2015 with the formation of a Task Force who directed the scope of the visioning project and oversaw selection of the project's consultant team. Upon commencement of the visioning process in the fall of 2016, 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.

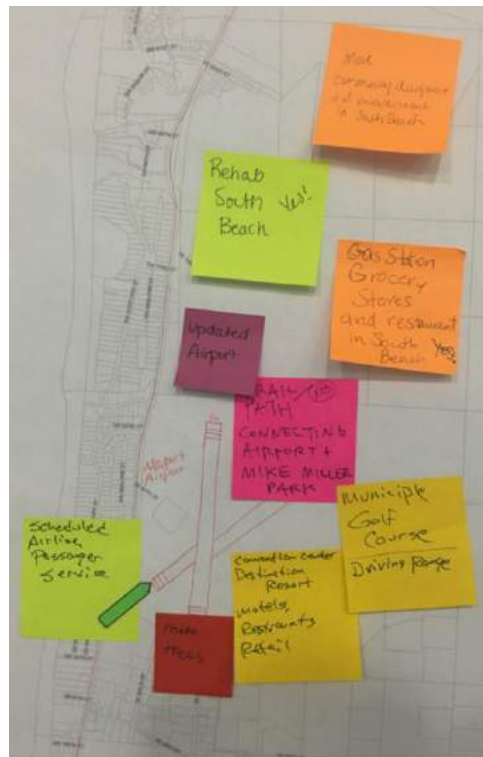


The second phase— **Developing the Vision**— established the project's six focus areas, which were refined during the course of the project as the project team gathered additional community input. The focus areas served as a foundational structure for the information gathered throughout the process and,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

The 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.

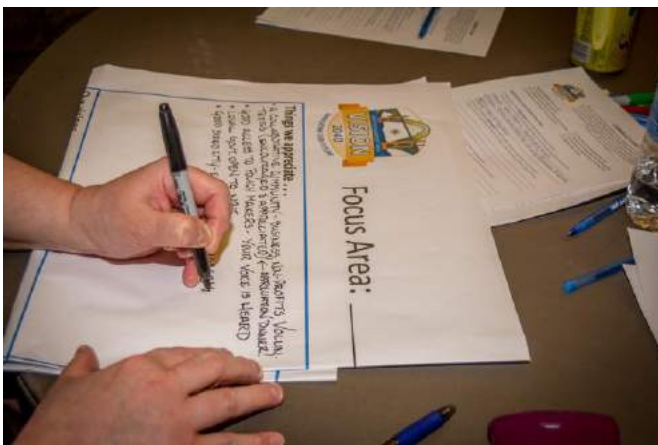
Once the draft Vision was created, community members had opportunities—through events, activities, presentations, and surveys—to voice their thoughts about the Vision. Community members were invited to offer ideas for strategies and specific actions to bring this Vision to life and to provide their general 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 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.

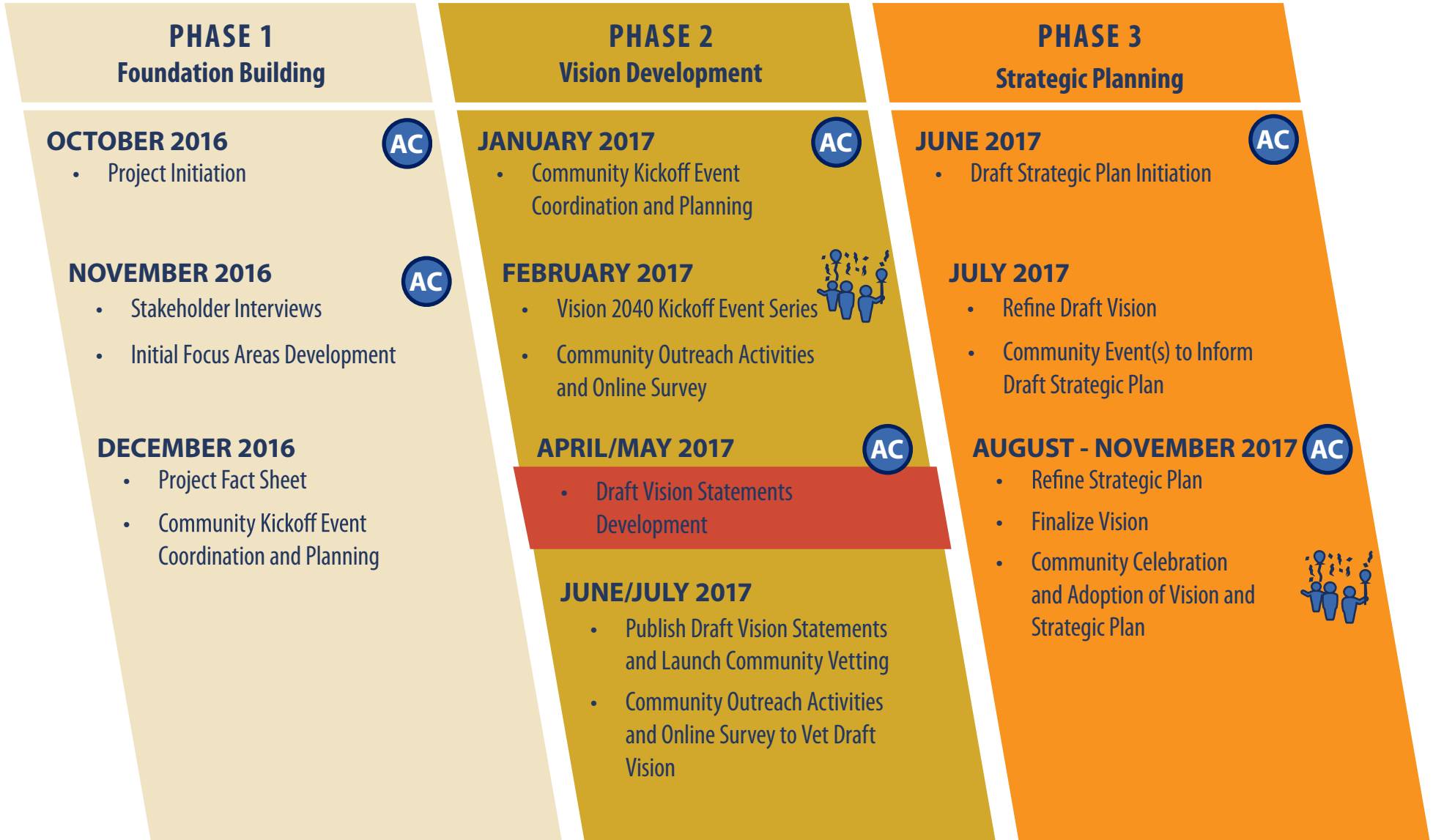


The Newport City Council and Vision 2040 Advisory Committee concluded their work session by reviewing the Strategies for each focus area and assigning relative priorities to each, sorted within three tiers. The priorities do not imply importance of one strategy over another, but rather provide guidance 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 AND 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 for recommendation to Council for adoption during a final meeting of the Vision 2040 Advisory Committee on October 19, 2017. Newport's City Council adopted the Vision on November 20, 2017.



## 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	Bonnie Serkin	Landwaves, Inc.
01/04/2017		
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 Board	8
5/3/2017	Senior Connections	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
7/19/2017	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

**Infrastructure Investments [Lead]<sup>1</sup>:** Maintain and upgrade local infrastructure within available funding.

**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.

**Transportation Corridors [Partner]:** Revitalize Highway 101 and Highway 20 in and around Newport to serve as attractive gateways to the community.

#### PRESERVING AND ENJOYING OUR ENVIRONMENT

**Sewer and 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.

**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 AND JOBS

**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.

**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 utilization and conservation activities.

**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, AND CREATING NEW HORIZONS

**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.

#### Vocational Technology and 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 AND SAFETY

**Affordable and 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.

**Medical Professionals and 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.

**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 adverse life experiences.

**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 AND ENGAGEMENT

**Transparency and Communication [Lead]:** Encourage and support continued open communication, transparency, and accountability on the part of City leaders and staff.

**Vision as Foundational Document [Lead]:** Ensure the Vision serves as the foundation for ongoing public processes, planning, and decision-making.

# APPENDIX B