



Spencer Nebel
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CITY OF NEWPORT
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MEMO

DATE: June 26, 2015

TO: Community Visioning Work Group: Carla Perry, Cathey Briggs, Chris Spaulding, Jim Patrick, Ken Brown, Lorna Davis, Wendy Engler, Sandy Roumagoux (alt.)

FROM: Spencer Nebel, City Manager

SUBJECT: The Community Visioning Report to the City Council

Attached is the preliminary draft of a report for the Community Visioning Work Group to consider in order to make a recommendation to the City Council on visioning. Please note that I have incorporated by of the comments that were made that the July 29th meeting into this report. I felt it might be easier for the Work Group to utilize a draft report in order to finalize the final decision making that is necessary to complete this task. By utilizing a report format to the Council, it will more clearly communicate the collective comments from the Work Group to the City Council.

If there is a consensus of the work group that the task has been completed by the end of the August 31st meeting, then the report will be submitted to the Council for the Council's consideration at the September 21st City Council meeting. If additional time and follow-up meeting is required then we can delay presentation of this report to the City Council.

Again this is a draft report so feel free to make modifications (major or minor) to this document so that it represents the collective desires of the Work Group.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "S. Nebel", is written over a light blue circular stamp.

Spencer R. Nebel
City Manager



AGENDA and Notice of Community Visioning Work Group

The Community Visioning Work Group of the City of Newport will hold a meeting on Monday, August 31, 2015, at 2:00 P.M., in Conference Room A, at the Newport City Hall, 169 S.W. Coast Highway, Newport, Oregon 97365. A copy of the agenda follows.

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

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

Community Visioning Work Group Monday, August 31, 2015 - 2:00 P.M. Conference Room A

- I. Call to Order
- II. Additions/Deletions to the Agenda
- III. Relationship between a New Vision Plan, Existing and Future Plans
- IV. Discussion Regarding Visioning Effort
 - A. Scope
 - B. Mechanics - Consultant's Budget
 - C. Timeframe
 - D. Sustainability of the Plan
 - E. List of Potential Stakeholders
- V. Review Draft Report for the City Council
- VI. Develop Next Agenda - if Necessary
- VII. Establish Next Meeting Date - if Necessary

- VIII. Public Comment
- IX. Work Group Comment
- X. Adjournment

July 29, 2015
10:00 A.M.
Newport, Oregon

The Community Visioning Work Group met on the above date and time in Conference Room A of the Newport City Hall. In attendance were: Carla Perry, Councilor Laura Swanson, Cathey Briggs, James Patrick, Chris Spaulding, Councilor Wendy Engler, and Lorna Davis (arrived at 11:00 A.M.). Staff attending were Spencer Nebel, City Manager, Derrick Tokos, Community Development Director, and Peggy Hawker, City Recorder/Special Projects Director.

REVIEW OF UPCOMING PLANS/PLAN UPDATES GUIDING CITY DEVELOPMENT

Perry reported that the Urban Renewal Advisory Committee open housed seemed like a great process which is already underway and would affect the parameters of a vision plan. She asked whether the visioning process would, in light of these other efforts, be a valuable tool. Nebel reported that the Urban Renewal District would create a generic use of funds, and would be a plan for the commercial core of the city, along with the Agate Beach area, and will be defined in a refinement plan. He noted that the vision should move forward on its own and independent of other efforts in the community core. It was noted that a couplet is identified as one component of a plan, but that there are a variety of other improvements for which urban renewal monies could be used. He added that the development of the refinement plans are several years in the future.

Tokos noted that the vision would identify what qualities are important in the city at a higher level. He added that the urban renewal consultant, Elaine Howard, noted that visioning is compatible with urban renewal efforts, and had reiterated that development of refinement plans are a few years in the future. Patrick stated that South Beach is a good example of how identified urban renewal projects are not set in stone.

Perry reported on the recent League of Oregon Cities workshop that she attended on visioning. Some of the highlights included: having champions on Council and among the staff; change leads to fear and has to be overcome; implementation is ugly and needs a push; get employees involved - especially at the start; the Task Force should stay involved in an advisory capacity for the duration of the visioning process; methods for implementation; the Hillsboro 2020 Plan is a good model; there are benefits and liabilities of using consultants, and a hybrid might work for the city; relate motions to goals and tasks to show support of the vision, and this keeps the vision in the forefront.

Engler reported on the recent League of Oregon Cities workshop on visioning that she recently attended. Some of the highlights included that the vision may validate what is happening; the vision is a road map despite resources; it is critical to have employee buy-in; and make it fun.

Nebel noted that involving employees in the visioning effort is important, and suggested an annual employee meeting on the vision. He added that another key component is the involvement of the advisory committees in the development and review of the vision. He noted that it is also important to define how the vision encompasses other community stakeholders and ties them into the vision and strategic plan.

It was agreed that strategic plans, from other communities, should be collected and reviewed at the next meeting. It was suggested that the process be divided into two parts: one would be the scope; and the other would be the mechanics to include the consultant's budget and time frame.

Tokos noted that there has to be a clear understanding of the relationship between the visioning and existing plans. Perry stated that there needs to be an awareness of the plans. Nebel noted that the primary role of a vision is to define where the community wants to go, while the planning efforts define how to get there.

A discussion ensued regarding the definition of a vision, and it was noted that it is an action plan to move the city closer to the vision as determined by the community. Tokos recommended keeping the vision high enough so that it is aspirational; and adding that if this is done, the other plans will fall into place. Perry suggested setting the vision, goals, and tasks. Tokos reiterated that a broad vision does not conflict with the Comprehensive Plan. Nebel noted that there may be areas of the Comprehensive Plan that need to be modified over time. Briggs cited an example of a decision, by the Port of Newport, where the Port's vision provided enough guidance to allow a no vote on a hotel despite the fact that it would have been an allowed use. She noted that if the vision is too broad, it can lose people. It was noted that ideas should be sought from various constituencies, including city staff, OCCA, and others.

Nebel noted that there needs to be an understanding of what the mechanics will be. He began a review of the report included in the packet. He stated that he would begin drafting the report that will be presented to the City Council. It was noted that meaningful respect is important to the process.

DEVELOPMENT OF A RECOMMENDATION ON THE SCOPE OF A VISIONING EFFORT

Nebel reported that he met with Work Group Chair Carl Perry and Councilor Wendy Engler to discuss next steps with the visioning process. He stated that suggested that the July 29 meeting focus on developing the recommendation to the City Council of what components and scope would be included in a visioning process with the following meeting being used to discuss the mechanics of how to get to that point. He outlined several categories of issues that the Work Group can utilize for discussion purposes and in developing a recommendation to the City Council, and reviewed the individual categories.

Nebel reported that in the community visioning process, a decision would need to be made as to the geographic area that would be considered part of the visioning exercise. He stated that this could be the current city limits, the current urban growth boundaries, a larger geographic area (i.e. Cape Foulweather to Seal Rock), or as former City Manager Don Davis suggested looking at the Yaquina Bay Watershed as that community development area. He reiterated that the Work Group should identify the geographic area for the focus of the visioning effort. Tokos reported that the Urban Growth Boundary is in place for 20 years, and the city has a 20-year land supply. Briggs stated that she would like to see a 30-40 year vision. Tokos suggested that since there is a 20-year land supply now, that perhaps the plan could be refreshed every five to ten years while always maintaining a 20-year rolling land supply. He added that if the plan covers a much bigger

and broader area, it is not necessarily Newport anymore. Nebel mentioned that he sees the vision more regionally, and perhaps the boundaries could be between Cape Foulweather to the north and Seal Rock to the south. He added that the vision should be more than just the city's vision, and Tokos suggested a "greater Newport vision." Patrick asked how the city could tell other entities what to do, and Spaulding asked how you capture that feedback in the vision. Perry stated that reaching people will not be an obstacle. Briggs suggested using the Yaquina Bay watershed as the boundary. Nebel noted that it would be difficult and presumptuous to include Toledo, but that the visioning effort needs to understand Toledo's issues. Tokos suggested that the boundary area and the outreach area do not need to be the same. Briggs recommended a program element that includes the environment, and an acknowledgement that what happens in the watershed affects the City of Newport. Nebel reiterated that the "greater Newport area" is a good geographical boundary. He also recommended engaging with neighboring communities as a part of the process. Perry noted that environmental tasks takes into account the larger watershed area.

REVIEW OF 2020 VISION PLAN - LORNA DAVIS

Davis explained that the 2020 Vision Plan was developed in 1999 and was essentially never utilized. She noted that at some point, the Chamber and city leadership were entwined, and there was a lot of community distrust. She stated that the document was tied into the Chamber and city leadership group and was therefore tainted. She added that things have changed over the years, including leadership, and that some of the plan has been implemented.

Nebel suggested adding an item to the next agenda on how this plan can be made as sustainable as possible.

CONTINUED DISCUSSION ON THE DEVELOPMENT OF A RECOMMENDATION ON THE SCOPE OF A VISIONING EFFORT

Nebel reported that the Work Group should identify key stakeholders within the area identified for the visioning process. He stated that some of the stakeholder groups would include: Lincoln County School District; Lincoln County; Port of Newport; Oregon Coast Community College; Oregon State University; Greater Newport Chamber of Commerce; various commercial districts in Newport; neighborhood districts in Newport; non-profit organizations; Economic Alliance of Lincoln County; Oregon Coast Aquarium; commercial fishing industry; other similar groups; City Council; city advisory boards and committees; city staff; and others. The Work Group suggested the other following potential stakeholders: tribes; youth; Centro de Ayuda; Surfrider Foundation; arts and culture groups; environmental groups; Lincoln County Housing Authority; Hatfield Marine Science Center; NOAA; non-profit organizations; seniors; emergency preparedness groups; Lincoln County Health Department; public safety organizations; public health organizations; PUD; other utilities; faith community; hospital; Community Services Consortium; media; neighborhood districts; historical museum; employment division; broader public; service organizations; transportation groups; and others.

Briggs suggested adding key informants, in addition to stakeholders, such as: state legislators; ODOT; U.S. Coast Guard; and others.

Nebel reviewed potential components of a community vision, including: Education; Health; Economic Development; Tourism; Research/Science Community; Commercial Fishing Community; Governmental Communities (NOAA, US Coast Guard, OSU, EPA, and others); Infrastructure; Maritime; Safety; and Neighborhoods and Districts. The Work group suggested the following additional components: environment; arts/culture; recreation; schools; historic resources; transportation; and safety/disaster preparedness.

Nebel reported that there are a number of tools that can be used in a visioning process including: Public opinion surveys; Stakeholder's surveys; Focus group discussions; One-on-one interviews; Use of existing advisory boards and committees; Participation by other governmental entities; A speaker's bureau; Community events; Public meetings; Online interaction; Newsletters; and other similar means in order to involve the community in these types of discussions. The Work Group suggested the following additional tools: direct phone calls to key people; Children's events that would involve parents; Art; Logo contest; Multi-lingual information; Easy access to comment via the city's website; social media; and a fillable comment/complaint form.

Nebel reviewed the components of strategic planning. He reported that Erik Jensen, Principal with Jensen Strategies, LLC. Indicated, during the L.O.C. workshop, that the community visioning process should guide the development of the following elements for a community which include: Mission; Core values; Goals/objectives; Strategies; Organization-wide actions; and Department level/business strategic plans.

Nebel reported that in order to keep a community vision as a focal point of future planning and development efforts in the community, it is critical to develop an action plan, monitor that action plan, and review and make minor adjustments to the community vision when changes are needed. He stated that Mr. Jensen suggests an annual town meeting be held for the purpose of reviewing an annual progress report on the visioning process to keep this effort alive and important in the overall future planning efforts for the community. He added that he thinks it is important to have a good understanding of how this vision will be used by the community prior to embarking on this effort since this will be key to the longevity of this effort. He noted that there needs to be a clear understanding of the path between the vision and strategic planning process. Tokos noted that the vision should have a community focus rather than a departmental focus.

Spaulding noted that in addition to a vision statement, measurable are needed. Perry suggested that a way to make this happen would be to relate all City Council motions back to the vision. She suggested collecting visions of organizations in the greater Newport area. Tokos noted that what is needed is to determine the core community values. Briggs suggested a community vision plan with a broader scope.

Further discussion ensued regarding potential stakeholders and the Farmer's Market and National Guard were identified.

DEVELOP AGENDA FOR NEXT MEETING

It was agreed to include the following items on the next agenda:

Relationship between a New Vision Plan and Existing Plans
Review of Existing Strategic Plans

Discussion Regarding Visioning Effort

- A. Scope
- B. Mechanics - Consultant's Budget
- C. Timeframe
- D. Sustainability of the Plan
- E. List of Potential Stakeholders
- F. Review Draft Report for the City Council

NEXT MEETING DATE

Staff will distribute a doodle poll for use in scheduling the next meeting.

ADJOURNMENT

Having no further business, the meeting adjourned at 11:52 A.M.



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MEMO

DRAFT

DATE:

TO: City Council

FROM: Community Visioning Work Group

SUBJECT: Conducting a Community Vision

BACKGROUND:

On May 18, 2015, the City Council confirmed the final appointments to the Community Visioning Work Group. This group included a representative from the City Council (Wendy Engler with Mayor Roumagoux serving as alternate), one representative from the Greater Newport Chamber of Commerce (Lorna Davis), one representative from the Planning Commission (Jim Patrick), one representative from the Port of Newport (Ken Brown, with Patricia Palud-Joling as alternate), and one representative from the OCCC (Chris Spaulding). The Community Vision Work Group meet on June 30th, July 20th, and August 31st to develop a recommendation for City Council consideration on proceeding with a visioning effort for the City of Newport. The City Council charged the group with providing a report by August 15, 2015. Due to scheduling conflicts and staff timing issues, a little additional time was needed in order to complete the tasks.

The Work Group has reviewed various planning efforts (both past and current) to understand the scope of planning work that is in place, and to understand how the vision relates to the Comprehensive Plan and other existing and future planning efforts. The Work Group discussed the importance of community building as part of this planning process and developing a vision that will transcend individual local political leadership changes within the community. The Work Group elected Carla Perry to Chair the meetings for the development of this report for the City Council.

In addition, Work Group Chair Carry Perry and Council Wendy Engler attended League of Oregon Cities workshop on visioning. It was reported that for a visioning process to be successful it needs to have champions on the Council and among staff. Clearly a community vision needs to be in the forefront of

decision making. It is important to have a steering group guide the visioning process. A visioning process must involve all aspect of the community.

Community Vision

A vision for the City of Newport should create broad aspirational descriptions of the quality of life that the community desires to strive for in the future. These concepts can be divided into several appropriate categories and should serve as the long-term target for future planning efforts, particularly as the City's Comprehensive Plan is updated. Once a vision is established, the planning process provides a mechanism to create a pathway to move the community towards this long-term vision. A community vision provides a commonly held idea for the city and other governmental entities and groups within the city to aim for in future development efforts. In order for a vision to be sustainable, it needs to be in the forefront of various decision making processes that will occur in the future. Furthermore, a vision needs to be revisited on a regular basis. The community vision should be the focus of annual goal setting sessions and appropriations processes to annually determine specific steps that need to be taken to move the community towards their long-term issues.

Guiding Principles for the Visioning Process

The Work Group identified several guiding principles for this undertaking.

1. Encourage the community to thoroughly participate and engage.
2. Provide meaningful opportunities to engage all participants respecting all perspectives and opinions.
3. Create a value base approach to addressing complex issues.
4. Strengthen relationships between community leaders and citizens.
5. Create a common vision of those ideas that the community cares about.

Vision Year

Traditionally, a community visioning project will identify a particular year in which the visioning effort focuses on. This provides community and staff participants with a target date when they are asked to envision what they would like Newport to be like in a particular future year. The Work Group had discussed a range of years from 20 years to 50 years. The Work Group recommends that a visioning process for the City of Newport focusing on 2040?????

Throughout a community visioning effort, individuals, groups, community partners, and other will be asked to focus on what they would like Newport to be like to the year 2040 ????? The Work Group felt that the year must be within reach where community members could think about it but not be so close that the vision becomes more of an immediate plan to address very specific issues.

Geography

The Work Group felt that the visioning process should go beyond the current city limits and the current urban growth boundaries. The work Group felt that the vision should be for the greater Newport area which would include the western

end of the Yaquina Bay watershed and generally stretch from those areas that generally identify themselves as part of Newport.

Stakeholders

A successful visioning process will include participation by many different groups and individuals within the greater Newport area. The Work Group has identified a list of the types of organizations that should be invited to be part of a community visioning process. Please note that this list is not exclusive but is intended to identify the types of groups and organizations that should play a role in a community visioning process. Some of these stakeholder groups include:

- Citizens of the Newport area
- Visitors to Newport
- Seasonal Residents
- The Lincoln County School District
- Lincoln County
- Port of Newport
- Oregon Coast Community College
- Public utilities
- State Government offices (CODOT, OFW, etc.)
- Tribes
- Oregon State University
- Chamber of Commerce
- Lincoln County Transit
- Hospital/Health District
- Hispanic community
- Senior community
- Students
- Youth Groups
- Various commercial districts in Newport
- Neighborhood districts in Newport
- Non-profit organizations
- The Economic Alliance
- Oregon Coast Aquarium
- Commercial fishing industry
- Other similar groups
- City Council
- City advisory boards and committees
- City administration and employees
- NOAA
- National Guard
- Religious Organizations
- Habit for Humanity
- Lincoln County Housing Authority
- Lincoln County Land Trust

- Surfriders
- Arts and Cultural community
- Service organizations
- Financial community
- Business community
- Home Owner Associations
- Media Outlets
- Historical Society
- Employment Office
- Farmers Market

Other key informants to the visioning process should be identified as part of the visioning process undertaken by the city.

Potential Components of a Community Visioning

A community vision should focus on a number of key areas where the community has common goals going forward. These areas would be defined as part of the visioning process, they would likely include:

- Education
- Health/Environment
- Economic Development
 - Tourism
 - Research/Science
 - Commercial Fishers
 - Governmental (NOAA, US Coast Guard, OSU, EPA, and others)
 - Industrial Development
- Infrastructure/Transportation
- Maritime
- Safety/Disaster Preparedness
- Neighborhoods and Districts
- Arts/Culture/History and Recreation

Engagement Tools

In reviewing a number of visioning processes there are common tools that can be used to help guide the process to determine what common visions exist for the future of the greater Newport area. These tools can include:

- Collection of organizational visions from other community groups (i.e. schools, Port, OSU, etc.)
- Public opinion surveys
- Stakeholder's surveys
- Focus group discussions
- One on one interviews (personal, phone)
- Use of existing advisory boards and committees

- Participation by other governmental entities
- A speaker's bureau
- Community events
- Youth events
- Public meetings
- Online interaction (Including Websites, social media)
- Newsletters
- Media
- Multicultural opportunities
- Translation services
- Other similar means in order to involve the community in these types of discussions

Components of Strategic Plan

The Work Group has defined three components that are critical for the strategic visioning efforts that need to be in place in order to develop a meaningful vision. This process should include a mission statement, identification of core values, and strategies to create a sustainable processes to foster long-term commitment and involvement in accomplishing the established vision. This process should create mechanisms to ensure that the community vision becomes a primary consideration in all future planning, updates to the city's Comprehensive Plan, and the annual appropriations process by the city and other organization to ensure that efforts are moving the community in the necessary direction to fulfill the visionary concepts identified through this process. A key component of the visioning process will be to identify these mechanisms to ensure that the vision will in Newport's future.

1. Mission
2. Core values
3. Strategies to guide sustainable implementation

Timetable

A comprehensive visioning process will likely take nine months to a year to complete. From a timing process, considering other priorities that are in the mix, it would be appropriate to consider the development of the Request for Proposal (RFP) to be issued on or about January 1, 2016. A consultant would be then selected with a contract in place by March 1, 2016. The visioning process would then occur over the course of the next nine months with this process being concluded by December of 2016. The approved vision would be available to begin guiding the City Council at the goal setting session for the 2017-18 Fiscal Year budget and beyond.

RECOMMENDATION:

The Community Visioning Work Group recommends that the City Council initiate the development of a Request for Proposals (RFP) to proceed with the

development of a community vision for the City of Newport that will identify common community values that are desirable for Newport in the year 2040???

The Work Group further recommends that a steering committee be developed at the time the decision is made to go forward with the RFP to work through the RFP process and to work with any selected consultant on the direction and implementation of a visioning process for the City of Newport.

Furthermore, the Work Group recommends that the City Council appropriate \$50,000 ??? from the General Fund Contingency in order to fund the visioning process.

FISCAL EFFECTS:

Sufficient funding is available in the General Fund Contingency to fund this project. Please note that all the funds would not be necessary during the current fiscal year based on the proposed calendar.

ALTERNATIVES:

Do not proceed with a visioning effort at this time of as suggested by the City Council.

Respectfully submitted,

The Community Visioning Work Group:

Carla Perry, Cathey Briggs, Chris Spaulding, Jim Patrick, Ken Brown, Lorna Davis, Wendy Engler, Sandra Roumagoux (alt) with staff support Derrick Tokos, Peggy Hawker, and Spencer Nebel.