



# 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 development of underutilized and redevelopable properties. Extend infrastructure to undeveloped land that is zoned for development-related uses.               |            |            |
| 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 neighborhoods around streets that are well integrated with local transit, are ADA Accessible, and accommodate "active transportation" such as cycling, walking, and wheelchair moving.                                   |            |            |
| 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, employers  |            |            |
| 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>Vacation Rentals</b>                          |   |   |   | <b>6</b> 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.   |            |            |
| 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, have on the availability and affordability of housing and the provision of public services within the community. |            |            |
| R  | L |   |   | Suggested Partners: Neighborhood Associations, seasonal housing owners   |            |            |
| P  |   | 2 |   |  |            |            |

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|--|---|---|---|--|------------|------------|
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|  | 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 |   |   | <a href="#">Suggested Partners: Chamber, Master Gardeners, property owners</a>   |            |            |
| 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 |   | <a href="#">Suggested Partners: ODOT</a>   |            |            |
| 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 |   |   | <a href="#">Suggested Partners: ODOT</a>   |            |            |
| 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 |   |   | <a href="#">Suggested Partners: businesses, developers, Neighborhood and Business Associations, ODOT</a>   |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Public Transit Improvements &amp; Expansion</b>     |   |   |   | <b>12</b> 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.   |            |            |
| R  |   | P |   | <a href="#">Suggested Partners: Lincoln County Transit, Cascades West COG</a>  |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Transit Reliability &amp; Promotion</b>             |   |   |   | <b>13</b> Develop and promote transit as a robust and reliable alternative to driving within the Greater Newport Area.   |            |            |
| R  |   | P |   | <a href="#">Suggested Partners: Lincoln County Transit, Cascades West COG</a>  |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Bicycle &amp; Pedestrian Safety &amp; Amenities</b> |   |   |   | <b>14</b> 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. |            |            |
| R  | L |   |   | <a href="#">Suggested Partners: ODOT</a>   |            |            |
| P  |   | 2 |   |  |            |            |

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| <b>Multiuse Paths &amp; Trails</b>              |   |   |   | <b>15</b> Maintain and expand the multiuse path and trail system.  |            |            |
| R   | L |   |   | Suggested Partners: ODOT, Oregon Parks and Recreation Department (OPRD), Business Oregon   |            |            |
| P   |   | 2 |   |  |            |            |
| <b>Infrastructure Investments</b>               |   |   |   | <b>16</b> Maintain and upgrade local infrastructure within available funding.  |            |            |
| R   | L |   |   | Suggested Partners: Business Oregon  |            |            |
| P   | 1 |   |   |  |            |            |
| <b>Strategic Investments &amp; Partnerships</b> |   |   |   | <b>17</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>18</b> Promote universal, high-speed Internet access throughout the city. Expand community and business access to new telecommunication technologies. |            |            |
| R   | L |   |   | Suggested Partners: Business Oregon, telecom companies   |            |            |
| P   |   |   | 3 |  |            |            |



## 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>     |   | <p><b>1</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. 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> |            |   |
| R  |   | P   |            | <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> |
| P  |   | 2   |            |   |
| <b>Sewer &amp; Stormwater Management</b>           |   | <p><b>2</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.</p>   |            |   |
| R  | L |   |            | <p>Suggested Partners: Surfrider, State, Midcoast Watersheds Council, Lincoln Soil and Water Conservation District</p>  |
| P  | 1 |   |            |   |
| <b>Green Building &amp; Development</b>            |   | <p><b>3</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.</p>  |            |   |
| R  | L |   |            | <p>Suggested Partners: State, EPA, Lincoln Soil and Water Conservation District</p>   |
| P  |   | 2   |            |   |
| <b>Parks &amp; Recreation Needs &amp; Upgrades</b> |   | <p><b>4</b> 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.</p>   |            |   |
| R  | L |   |            |   |
| P  |   | 2   |            |   |

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| Strategy Priority (P)                              |   |   |   | 1) High   | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |   |            |            |
| <b>Integrated Shared-Use Trail System</b>          |   |   |   | <b>5</b> Develop an integrated trail system, accommodating multiple uses, that connects neighborhoods, visitor destinations, open spaces, and natural areas.  |            |            |
| R  | L |   |   | <a href="#">Suggested Partners: OPRD, Lincoln County</a>  |            |            |
| P  | 1 |   |   |   |            |            |
| <b>Trail-Building Program</b>                      |   |   |   | <b>6</b> Establish a City trail-building program that provides opportunities for volunteer involvement.   |            |            |
| R  | L |   |   | <a href="#">Suggested Partners: Lincoln County Parole &amp; Probation, non-profits</a>  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Renewable Energy</b>                            |   |   |   | <b>10</b> Increase the use of renewable energy to achieve energy independence in the Greater Newport Area, harnessing a combination of renewable energy sources and technologies.                                       |            |            |
| R  |   |   | S | <a href="#">Suggested Partners: OSU, Northwest National Marine Renewable Energy Center (NNMREC), business community, CLPUD</a>  |            |            |
| 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 |   | <a href="#">Suggested Partners: Thompson's, Lincoln County Solid Waste District</a>   |            |            |
| 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 |   | <a href="#">Suggested Partners: Lincoln County, OSU, NOAA</a>   |            |            |
| 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 |
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| 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, 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 utilization 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: <a href="#">Small Business Development Center (SBDC)</a> , <a href="#">EDALC</a> , <a href="#">Chamber</a>  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Living Wage Jobs</b>                                |   |   |   | <b>9</b> 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. |            |            |
| R  |   |   | S | Suggested Partners: <a href="#">SBDC</a> , <a href="#">EDALC</a> , <a href="#">Chamber</a>  |            |            |
| 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: <a href="#">Chamber</a>   |            |            |
| 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: <a href="#">Oregon Coast Council for the Arts (OCCA)</a> , <a href="#">Chamber</a> , <a href="#">PAC Rats</a> , <a href="#">News Times</a> , <a href="#">Media</a>                |            |            |
| 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: <a href="#">Lincoln County</a> , <a href="#">OCCA</a> , <a href="#">Chamber</a>   |            |            |
| 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: <a href="#">Feds</a> , <a href="#">State</a>  |            |            |
| 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: <a href="#">Feds</a> , <a href="#">State</a>  |            |            |
| P  |   |   | 3 |   |            |            |
| <b>Diversified Agricultural Economy</b>                |   |   |   | <b>15</b> Promote the production, marketing, and direct sales of seafood, value added wood products, and local agricultural products.   |            |            |
| R  |   |   | S | Suggested Partners: <a href="#">Farmers Market</a> , <a href="#">SBDC</a> , <a href="#">Sea Grant</a> , <a href="#">OSU Extension Service</a>   |            |            |
| 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>16</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 |   | <a href="#">Suggested Partners: Farmers Market</a>  |                   |                   |
| 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 |
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| 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, including expanding the presence of public art throughout the community.   |            |            |
| R   | L |   |   | Suggested Partners: <a href="#">Oregon Coast Council for the Arts (OCCA)</a>  |            |            |
| 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: <a href="#">Lincoln County School District</a> , <a href="#">Meyer Memorial Trust</a> , <a href="#">Oregon Community Foundation</a>   |            |            |
| 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: <a href="#">Lincoln County School District</a> , <a href="#">HMSC</a> , <a href="#">OMSI</a> , <a href="#">OCCA</a>   |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Bilingual &amp; Cross-Cultural Education</b>   |   |   |   | <b>4</b> 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. |            |            |
| R   |   |   | S | Suggested Partners: <a href="#">Lincoln County School District</a> , <a href="#">Oregon Coast Community College (OCCC)</a>  |            |            |
| 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: <a href="#">Lincoln County School District</a> , <a href="#">OCCC</a>   |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Expanded &amp; Integrated Higher Education</b> |   |   |   | <b>6</b> Support Oregon Coast Community College (OCCC) in gaining accreditation and expanding its offerings, including workforce education and the trades.  |            |            |
| R   |   |   | S | Suggested Partners: <a href="#">OCCC</a> , <a href="#">Workforce Investment Board</a>   |            |            |
| 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 Oregon State University (OSU)'s Newport campus.  |            |            |
| R   |   |   | S | Suggested Partners: <a href="#">Lincoln County School District</a> , <a href="#">OCCC</a> , <a href="#">OSU</a>   |            |            |
| P   |   | 2 |   |   |            |            |

| City Role (R)                                    |   |   |   | 1) Lead   | 2) Partner | 3) Support |
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| <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: <a href="#">Lincoln County School District</a> , <a href="#">OCCC</a> , <a href="#">OSU</a> , <a href="#">local employers</a> , <a href="#">Workforce Investment Board</a>                            |            |            |
| 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: <a href="#">Lincoln County School District</a> , <a href="#">OCCC</a> , <a href="#">OSU</a> , <a href="#">local employers</a> , <a href="#">Workforce Investment Board</a>                            |            |            |
| 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  | L |   |   | Suggested Partners: <a href="#">OCCA</a> , <a href="#">non-profits</a> , <a href="#">State</a>  |            |            |
| P  |   | 2 |   |   |            |            |
| <b>Access to the Arts</b>                        |   |   |   | <b>11</b> Increase the availability of, and access to, lower cost arts venues and performances while supporting new, innovative opportunities, including workshops, film, and student work.                               |            |            |
| R  |   | P |   | Suggested Partners: <a href="#">OCCA</a>  |            |            |
| P  |   |   | 3 |   |            |            |
| <b>Summer Arts Offerings</b>                     |   |   |   | <b>12</b> Expand outdoor summer arts events and offerings such as music and theater.  |            |            |
| R  |   | P |   | Suggested Partners: <a href="#">OCCA</a>  |            |            |
| 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: <a href="#">Lincoln County Health and Human Services</a> , <a href="#">Samaritan</a>   |            |            |
| 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: <a href="#">Lincoln County Health and Human Services</a> , <a href="#">Samaritan</a>   |            |            |
| 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 adverse life experiences.  |            |            |
| R  |   |   | S | Suggested Partners: <a href="#">Lincoln County Health and Human Services</a> , <a href="#">Samaritan</a>   |            |            |
| P  | 1 |   |   |  |            |            |
| <b>Translation &amp; Multilingual Services</b> |   |   |   | <b>4</b> 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.                                     |            |            |
| R  |   | P |   | Suggested Partners: <a href="#">Lincoln County</a> , <a href="#">Centro de Ayuda</a>   |            |            |
| 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: <a href="#">Lincoln County</a> , <a href="#">Community Services Consortium</a>   |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Accessible &amp; Affordable Eldercare</b>   |   |   |   | <b>6</b> Work toward meeting the need for quality and affordable housing, independent living, and care facilities for elders in the Greater Newport Area.  |            |            |
| R  |   |   | S | Suggested Partners: <a href="#">State of Oregon</a> , <a href="#">Lincoln County</a> , <a href="#">Cascades West COG</a>   |            |            |
| 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. Increase the number and quality of foster homes, while implementing preventive approaches that will help keep more children from entering the foster care system. |            |            |
| R  |   |   | S | Suggested Partners: <a href="#">Lincoln County Foster Parent Association</a> , <a href="#">Oregon DHS Child Welfare</a>  |            |            |
| P  |   | 2 |   |  |            |            |

| City Role (R)                                  |   |   |   | 1) Lead  | 2) Partner | 3) Support |
|--|---|---|---|--|------------|------------|
| Strategy Priority (P)                          |   |   |   | 1) High  | 2) Medium  | 3) Low     |
|  | 1 | 2 | 3 |  |            |            |
| <b>All-Weather Facilities &amp; Activities</b> |   |   |   | <b>8</b> 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. |            |            |
| R  | L |   |   | <i>Suggested Partners: Lincoln County, Lincoln County School District</i>  |            |            |
| P  |   |   | 3 |  |            |            |
| <b>Homelessness Solutions</b>                  |   |   |   | <b>9</b> 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.   |            |            |
| R  |   | P |   | <i>Suggested Partners: Lincoln County, Community Services Consortium, Housing Authority, non-profits</i>   |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Access to Healthy Food</b>                  |   |   |   | <b>10</b> Improve community “food security” by addressing issues of availability, accessibility, and affordability of healthy food.  |            |            |
| R  |   |   | S | <i>Suggested Partners: Food Share of Lincoln County, Lincoln County Health and Human Services, non-profits</i>   |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Disaster Preparedness</b>                   |   |   |   | <b>11</b> Expand disaster preparedness and self-reliance programs and activities, focusing on neighborhood level organizing, and including multilingual information, training, and assistance.   |            |            |
| R  | L |   |   | <i>Suggested Partners: Lincoln County, Neighborhood Associations, Chamber</i>  |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Proactive Police &amp; Fire Services</b>    |   |   |   | <b>12</b> 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.  |            |            |
| R  | L |   |   |  |            |            |
| P  |   | 2 |   |  |            |            |

|                                      |   |  |   |  |  |  |
|--------------------------------------|---|--|---|--|--|--|
| <b>Improved Service Coordination</b> |   |  |   | <b>13</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 | <i>Suggested Partners: Lincoln County, faith community, non-profits</i>  |  |  |
| 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 plans and policies, and to contribute to the decision-making process.   |            |            |
| R  | L |   |   |  |            |            |
| P  |   | 2 |   |  |            |            |
| <b>Youth Involvement</b>                             |   |   |   | <b>2</b> 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. |            |            |
| R  |   | P |   | Suggested Partners: Lincoln County School District, OCCC, OSU, Chamber Yo-Pros   |            |            |
| 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 |   | Suggested Partners: Service organizations  |            |            |
| 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</a> , to reach out to and involve the entire community.   |            |            |
| R  | L |   |   | Suggested Partners: Centro de Ayuda, media   |            |            |
| 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 |   | Suggested Partners: Centro de Ayuda, media, non-profits  |            |            |
| 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 |   |   | Suggested Partners: Ford Family Foundation   |            |            |
| 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 |   | Suggested Partners: Service organizations, non-profits, faith community, neighborhood and business associations  |            |            |
| 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, Greater Newport Area partners, and Vision advocates who engage with community partners. |            |            |
| R   | L |   |   |   |            |            |
| P   |   | 2 |   |   |            |            |
| <b>Vision as Foundational Document</b>        |   |   |   | <b>11</b> Ensure Greater Newport’s 2040 Vision serves as the foundation for ongoing public processes, planning, and decision-making.  |            |            |
| R   | L |   |   |   |            |            |
| P   | 1 |   |   |   |            |            |