

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

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

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

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

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

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

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

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

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

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

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

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16	Support improved community policing practices.	L	3	9	8	15%	45%	40%	74%	5%		X	
17	Enhance coordination among social services, non-profits, and faith-based institutions to provide integrated, comprehensive support to residents of our community experiencing poverty, hunger, social isolation, homelessness, addiction, domestic violence, and related issues.	S	16	3	1	80%	15%	5%	80%	5%	X		

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

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8	Cultivate the community's spirit of collaboration and engagement to create meaningful opportunities for public involvement and volunteerism for all ages.	P	3	9	8	15%	45%	40%	82%	1%		X	
9	Encourage and support continued open communication, transparency, and accountability on the part of City leaders and staff.	L	11	6	3	55%	30%	15%	94%	0%	X		
10	Promote key elements of Greater Newport's 2040 Vision through the Newport City Council, City staff, and community champions who engage with community partners.	L	5	11	4	25%	55%	20%	77%	5%		X	
11	Ensure the vision informs ongoing public processes, planning, and decision-making.	L	12	5	3	60%	25%	15%	87%	2%	X		