



Chapter 3:



Implementation Program



“He who chooses the beginning of a road chooses the place it leads to. It is the means that determines the end.”

– Harry Emerson Fosdick

Chapter 3: Implementation Program

A. INTRODUCTION

This chapter sets forth recommendations for administering *The OceanLake Redevelopment Plan* and a program for implementing the OceanLake vision. This chapter is supplemented by the *OceanLake Redevelopment Plan Appendices: Implementation Tools & Resources (Volumes 2-7)*, which will include significant tools and resources (including numerous examples of potential funding sources) to help transform ideas into reality. This chapter is organized into the following four sections:

- ◆ Section A – Introduction
- ◆ Section B – Implementation Checklist & Worksheet

This section includes a checklist of programs and public improvements recommended to implement this Redevelopment Plan. In addition, Appendix IV (Volume 4), Reference #23 provides a



worksheet that allows Lincoln City staff and residents to plan out the strategic steps needed to accomplish a particular project or program.

◆ Section C – Highway 101 Phasing Strategy Concept

This section provides a very general and summarized phasing scenario for short-, mid-, and long-term Highway 101 improvements in the OceanLake District. It is intended to provide the Lincoln City community with the ability to move forward in the short-term with meaningful and consensus-based redevelopment improvements in the OceanLake District without precluding the possibility of a Highway 101 Compact Couplet.

◆ Section D – Redevelopment Plan Administration

This section outlines the administrative procedures that are necessary to implement the Redevelopment Plan.

B. IMPLEMENTATION CHECKLIST

This section provides a simple checklist that can be used by Lincoln City staff and residents to implement the various projects and programs that may be undertaken within the next 5 to 10 years to revitalize OceanLake. The checklist summarizes the vision components outlined in Chapter 2, and includes applicable cross-references for each project or program to the potential funding sources contained in the Appendices. It also includes a column to keep track of progress on (or elimination) of each project). To help implementers of the Redevelopment Plan organize and pre-plan their efforts to optimize their success and efficiency, a model worksheet is also provided in the Appendices for answering the following questions pertaining to each project or program: “Who” should be involved to make it a successful project, “Where” should it apply or specifically be located, “How” can we carry out the steps and actions to realize the project, “How Much” will the project cost, and “When” can implementation of the project occur. (“What” is the project and “Why” is it needed or wanted, is generally set forth in Chapter 2.)



IMPLEMENTATION CHECKLIST: EXPLORING THE VISION OVER THE NEXT FIVE YEARS

Status	U/R	Recommended Projects and Programs	Implementation Resources (Vol. 2, 3, and 4)	Potential Funding (Vol. 4, Appendix VI)
<p> <input checked="" type="checkbox"/> = yes <input type="checkbox"/> = no <input type="checkbox"/> = portion √ = completed ● = In process x = eliminated </p>				
CI. Vehicular Circulation				
	NA	a. Implement Key Short-Term Highway 101 Related Projects	Appendix IV: 1, 32	
	<input checked="" type="checkbox"/>	1. Underground Existing Overhead Utilities	Exhibit 2-5, 2-6	F6, F8, F48, L4, L9, L10, L13
	<input checked="" type="checkbox"/>	2. Install OceanLake Gateways and Special Paving at NE 21st and NE/NW 12th Streets	Appendix IV: 4, 32, 41, 42, 48, 49, 50A, 50B,	F6, F8, F10, F48, F49, L1, L4, L9, L10
	<input checked="" type="checkbox"/>	3. Close NW 16th and 18th Streets at Intersections with Highway 101	Appendix III: 5 Appendix IV: 4, 27, 45, 48, 49, 50A, 50B	F6, F8, F48, F49, L4, L9, L10
	<input checked="" type="checkbox"/>	4. Install Landscape Planters at Closed NW 16th and 18th Streets at Intersections with Highway 101	Appendix IV: 4, 27, 45	F5, F6, F48, F49, L1, L4
	<input checked="" type="checkbox"/>	5. Install New Street Furniture Palette Elements on Existing Sidewalks	Exhibit 2-4 (Plan) Appendix III: 2 Appendix IV: 43, 44, 45, 46, 48, 49, 50A, 50B	F6, F29, F43, F48, F49, L1, L4, L6, L7



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■ = yes □ = no ▣ = portion				
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	■	6. Install Wayfinding Signs	Appendix IV: 33, 35A, 35B, 36	F6, F10, F13, F14, F18, F19, F27, F37, f43, F48, F49, F54
	■	7. Consider Eliminating Mid-Block Cross Walks	N/A	N/A
	■	8. Pursue Relinquishment of Sidewalk Right-of-Way from ODOT to Lincoln City	N/A	N/A
	NA	b. Implement Key Local Street Improvements		
	▣	1. Acquire, Design, and Construct NW 14th to NW 15th Connection to Create OceanLake Drive		F2,F6, F8, F10, F21, F48, F49, L3, L4, L9, L10
	■	2. Design and Build NW 15th Street to create a Great Street	Appendix IV: 4	F2, F6, F8, F10, F4, F43, F48, F49, L2, L3, L4, L9, L10
	▣	3. Improve Harbor Avenue with Sidewalks, Curb, Gutter, Bike Lane, and Bollard Street Lights	Exhibit 2-6 (Plan) Appendix III: 2 Appendix IV: 4, 26, 48, 49, 50A, 50B,	F2, F6, F8, F10, F14, F21, F48, F49, L1, L4, L6, L7, L9, L10
	□	4. Design and Construct NE Port Avenue Connection to enhance access to and from the Community Center, NE 22nd Street, and OceanLake neighborhoods east of Highway 101	Appendix IV: 4	F2, F6, F8, F10, F14, F21, F48, F49, L4, L6, L9, L10



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	<input checked="" type="checkbox"/>	5. Complete Improvements to the South Edge of NW 21st Street that compliment existing enhancements along the northern edge of the street	Appendix IV: 4, 48, 49, 50A, 50B,	F2, F6, F8, F10, F21, F48, F49, L4, L9, L10
	<input type="checkbox"/>	6. Design and Construct Curb, Gutter, Sidewalk and Streetscape Improvements throughout remaining areas of the OceanLake core, including traffic calming measures as appropriate.	Appendix IV: 4, 48, 49, 50A, 50B,	F2, F6, F8, F10, F12, F14, F21, F48, F49, L1, L2,L3, L4, L6, L7, L9, L10
<p>C2. Pedestrian and Bicycle Circulation</p>				
	<input type="checkbox"/>	a. Design and Install a Connected System of Sidewalks throughout OceanLake (including both the core and the surrounding area) to create a safer pedestrian environment for residents, school children, seniors, visitors, and persons with mobility challenges (see regional projects map)	Appendix IV: 4, 5, 6, 28, 32, 48, 49, 50A, 50B,	F2, F6, F10, F14, F18, F21, F43, F48, L2, L3, L4, L6, L7, L9, L10
	<input type="checkbox"/>	b. Create New Pedestrian Connections, emphasizing mid-block connections between buildings, utilization of existing rights-of-way, and secondary pedestrian corridors behind commercial storefronts	Appendix III: 5, 7 Appendix IV: 29, 30, 31, 48, 49, 50A, 50B,	F2, F6, F10, F14, F18, F21, F43, F48, L2, L3, L4, L6, L7, L9, L10
	<input checked="" type="checkbox"/>	1. Work to create a mid-block pedestrian connection (generally located north of and adjacent to the Old Oregon Tavern) linking the Highway 101 sidewalk environs to the public parking lot accessed from NE 15th Street	Appendix III: 7 Appendix IV: 29, 48, 49, 50A, 50B,	F2, F6, F10, F14, F18, F21, F43, F48, L2, L3, L4, L6, L7, L9, L10



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	◻	2. Coordinate with property owners of buildings fronting on Highway 101 (generally between 14th and 19th Streets) to create a safe and contiguous pedestrian walkway system in the rear areas of buildings	Appendix III: 7 Appendix IV: 30, 31, 48, 49, 50A, 50B,	F2, F6, F10, F14, F18, F21, F43, F48, L2, L3, L4, L6, L7, L9, L10
	■	3. Utilize the NE 18th Street right-of-way between Jetty and harbor to develop a pedestrian pathway, while also improving the vehicular access to adjacent residences	Appendix IV: 29, 30, 31	F2, F6, F10, F14, F18, F21, F43, F48, F49, L2, L3, L4, L9, L10
	NA	c. Locate and Install Pedestrian Kiosks and Signage Stations throughout the OceanLake Core area, emphasizing the following locations:	Exhibit 2-4 (Plan) Appendix III: 3 Appendix IV: 33, 35A, 35B, 36	F2, F6, F10, F14, F18, F37, F43, F48, F49, L2, L3, L4, L6, L7, N17
	■	1. NW 15th Street and Highway 101 (at NW Corner)	Appendix IV: 33, 35A, 35B	SAME AS ABOVE
	■	2. NW 17th Street and Highway 101 (at Public Parking Lot)	Appendix IV: 33, 35A, 35B	SAME AS ABOVE
	■	3. NE 15th Street and Highway 101 (at Public Parking Lot)	Appendix IV: 33, 35A, 35B	SAME AS ABOVE
	■	4. NW 15th Street and Harbor (at NE Corner)	Appendix IV: 33, 35A, 35B	SAME AS ABOVE



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	<input checked="" type="checkbox"/>	5. NW 21st Street and Harbor (at future view point access)	Appendix IV: 33, 35A, 35B	SAME AS ABOVE
	<input type="checkbox"/>	d. Design, Develop, Sign and Promote the OceanLake Coast to Coast Trail, connecting the Pacific Ocean with Devil's Lake	Appendix IV: 36, 37	F6, F10, F13, F14, F18, F19, F27, F37, F48, F49, F54, L4,
	<input type="checkbox"/>	e. Develop an Off-Highway Bicycle Route System through OceanLake	Appendix IV: 34, 37, 47,	F6, F10, F13, F14, F19, F18, F20, F21, F37, F48, F49, L4, L9, L10,
	<input type="checkbox"/>	f. Install Bicycle Racks at key locations throughout the OceanLake core area and near primary beach access points	Appendix III: 3	F6, F10, F14, F19, F20, F21, F37, F48, F49, L4, L9, L10
	<input checked="" type="checkbox"/>	1. In general, centrally locate one (1) bicycle rack per Highway 101 block face within the OceanLake core	Exhibit 2-4 Appendix III: 2	F6, F10, F14, F19, F20, F21, F37, F48, F49, L4, L9, L10
	<input checked="" type="checkbox"/>	2. Locate one (1) bicycle rack each at the NW 15th Street and NW 21st Street beach access points	Appendix III: 2	F6, F10, F14, F19, F20, F21, F37, F48, L4, L9, L10



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<p>C3. Land Use and New Development</p>				
	<p>◻</p>	<p>a. Refine and Adopt New Zoning Ordinances for OceanLake to optimize future opportunities for new development that are consistent with the community’s vision for OceanLake and to facilitate the development of clusters of economic vitality by encouraging complementary and supporting land uses to locate near one another.</p>	<p>Appendix I Appendix IV: 28, 40</p>	<p>N/A</p>
	<p>◻</p>	<p>b. Prepare and Adopt Amendments to the Lincoln City Comprehensive Plan and Zoning Ordinance to Incorporate the OceanLake Redevelopment Plan and related components into the City’s community-wide policy documents.</p>	<p>Appendix I</p>	<p>N/A</p>
	<p>◻</p>	<p>c. Explore the Feasibility of and Implementation Steps (as appropriate) for the Envisioned Community-Based Development Projects for OceanLake (e.g. Artist’s Live-Work Studios, a Creative Art and Activities Center, etc.).</p>	<p>Appendix IV: 8, 9, 10, 11A,, 11B, 18, 19, 20, 38, 39, 40</p>	<p>F4, F7, F9, F12, F18, F43, F48, F50, F60, L4, N2, N3</p>
	<p>◻</p>	<p>d. Collaborate with Property Owners of Infill Development or Redevelopment Sites (Unless Owned by the city of Lincoln City) to Define Desired Development Types and Market the Opportunity to the Private Sector to Encourage Reinvestment in OceanLake (including the issuance of Requests for Proposals to attract progressive, community-minded developers).</p>	<p>Appendix III: 4 (Village Commercial) Appendix IV: 7A, 7B, 18, 19, 20, 38, 40</p>	<p>F2, F4, F7, F9, F12, F14, F18, F23, F48, F55, F60, L4</p>



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	◻	e. Enforce compliance with City codes to optimize property maintenance and minimize blight. If necessary, implement aggressive mitigation measures to address persistent code violations.		
<p>C4. Image, Design and Architecture</p>				
	◻	a. Refine and Adopt New Design Guidelines for OceanLake to ensure that new development and rehabilitated buildings convey an image consistent with OceanLake's history and the Oregon coastal environment.	Appendix II Appendix III: 3 Appendix IV: 40,	N/A
	◻	b. Incorporate OceanLake Streetscape Furniture Palette into all roadway and public space-related projects to improve the community's image and create a more inviting pedestrian environment. Consider doing a streetscape demonstration project on one block to allow the community to "try it before they buy it".	Exhibit 2-4 (Plan) Appendix III: 2 Appendix IV: 43, 44, 45, 46, 48, 49, 50A, 50B, 51 77	F2, F6, F10, F14, F29, F43, F48, F49, L1, L4
	◻	c. Underground Utilities along Highway 101, Harbor Avenue, and in other areas (as applicable) of OceanLake to enhance the community's image and reduce visual blight.	Exhibits 2-5 and 2-6 (Plan)	F6, F10, F48, L4, L13



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	◻	<p>d. Encourage Rehabilitation of Existing Buildings through the promotion of rehabilitation loan programs and a design assistance program to enhance the visual and physical qualities of private properties.</p>	<p>Exhibits 2-5 and 2-6 (Plan) Appendix II Appendix III: 3 Appendix IV: 21</p>	<p>F4, F6, F7, F12, F18, F29, F43, F48, L4</p>
	◻	<p>e. Design and Install a Wayfinding and Identity Signage System throughout OceanLake to reinforce the district's image and to enhance motorists and pedestrians' ability to easily find their way to the beach, public parking, shopping areas, public spaces, and other destinations.</p>	<p>Appendix IV: 33, 35A, 35B, 36, 41, 42</p>	<p>F2, F6, F10, F14, F18, F21, F29, F37, F43, F48, F49, L4</p>
<p>C5. Public Space and Parks</p>				
	◻	<p>a. Develop Key Public Spaces and Parks in OceanLake to provide the community with areas of important local meaning that can be used for gatherings, festivities, celebrations, family outings, and tranquility.</p>	<p>Appendix III: 5 Appendix IV: 12, 48, 49, 50A, 50B, 52, 56, 57</p>	<p>F2, F3, F5, F6, F14, F18, F31, F32, F33, F43, F48, F50, F54, L4, L6, L7, L11, P16</p>
	■	<p>1. Acquire, Design, and Build Peoples Park, along NW 15th Street as identified in the Lincoln City Urban Renewal Plan, to serve as the OceanLake community's central park.</p>	<p>Appendix III: 5 Appendix IV: 12, 48, 49, 50A, 50B, 52, 54, 56, 57, 77</p>	<p>F2, F3, F5, F6, F14, F18, F31, F32, F33, F43, F48, F50, F54, L4, L6, L7, L11, P16</p>
	◻	<p>2. Design and Build "Bark Park" near NE 6th Drive and Mast Avenue to provide Lincoln City residents and visitors with an attractive and safe dog park.</p>	<p>Appendix III: 6 Appendix IV: 13, 47, 55, 77</p>	<p>F2, F3, F5, F6, F14, F18, F31, F32, F33, F43, F48, F50, F54, L4, L6, L7, L11, P16</p>



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	□	3. Acquire, Design, and Build the Mast Avenue Neighborhood Park, west edge of Mast Avenue between NW 21st Street and NW 22nd Street to provide the northern neighborhoods of OceanLake with a passive park that could accommodate a sculpture garden featuring the art work of local artists.	Appendix IV: 12, 47, 48, 49, 50A, 50B, 52, 61	F2, F3, F5, F6, F14, F18, F31, F32, F33, F43, F48, F50, F54, L4, L6, L7, L11, P16
	□	4. Design and Create the OceanLake Wetlands Interpretive Center, generally east of Lee Avenue, west of Mast Place, north of NW 22nd Street, and south of NW 25th Street, to provide residents and visitors with a tranquil public space and one that can also serve environmental education purposes.	Appendix IV: 14, 37, 47, 60	F2, F3, F6, F8, F10, F13, F14, F15, F18, F28, F32, F33, F37, F43, F48, F54, F64, L4, L6, L7, L11, N10, N11, N25, N26, P16
	□	5. Design and Construct Tower Park, east of the 17th Street and Oar Avenue intersection, to provide residents and visitors with a lookout area with vistas of OceanLake and the Pacific Ocean.	Appendix IV: 12, 48, 49, 50A, 50B, 52, 58, 59,	F2, F3, F5, F6, F8, F13, F14, F15, F18, F28, F31, F32, F33, F43, F48, F50, F54, L4, L6, L7, L11, P16
	□	6. Design and Create Spring Park Nature Trails, east of Port Avenue and generally north of NE 14th Street, to provide residents and visitors with an opportunity to hike in a natural setting near OceanLake.	Appendix IV: 37, 47,	F2, F3, F5, F6, F10, F13, F14, F18, F33, F37, F43, F48, F49, F54, L4, L6, L7, L11, N17, P16



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	<input checked="" type="checkbox"/>	<p>7. As a secondary option to infill development, acquire, Design, and Develop a Pocket Park on the vacant lot north of and adjacent to the Bijou Theater</p>	<p>Appendix III: 7 Appendix IV: 12, 48, 49, 50A, 50B, 52, 56, 57</p>	<p>F2, F3, F5, F6, F10, F14, F18, F31, F32, F33, F37, F43, F48, F54, L4, L6, L7, L11, P16</p>
	<input type="checkbox"/>	<p>8. Design and Develop Pacific Ocean Bluff-Top Promontories (public access view points) utilizing existing public rights-of-way, generally located at the termini of (in order of preference) NW 21st Street, NW 17th Street, NW 15th Street, NW 20th Street, NW 19th Street, and NW 13th Street</p>	<p>Appendix: 48, 49, 50A, 50B, 58, 59</p>	<p>F2, F6, F8, F10, F13, F14, F43, F48, F54, L4, L6, L7, L11, P16</p>
	<input type="checkbox"/>	<p>9. Design and Develop a Pacific Ocean Vista (public access view point) in conjunction with the new parking facilities, generally located west of Mast Avenue between NE 16th Street and NE 17th Street (a.k.a., Lee Place View Plaza)</p>	<p>Appendix: 48, 49, 50A, 50B, 58, 59</p>	<p>F2, F6, F8, F10, F13, F14, F37, F43, F48, F54, L4, L6, L7, L11, P16</p>
	<input type="checkbox"/>	<p>10. Design and construct an “OceanLake Commons” as part of the OceanLake Drive project, to add an amenity to the adjacent neighborhoods and to provide an additional gateway element.</p>	<p>Appendix IV: 12, 41, 48, 49, 50A, 50B, 52</p>	<p>F2, F3, F5, F10, F14, F43, F48, F54, L4, L6, L7, L11, P16,</p>



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	<p>◻</p>	<p>b. Design and develop additional Public Restrooms throughout OceanLake to compliment the two existing public restroom [generally locate new public restrooms near the NW 21st Street beach access (possibly at the envisioned public parking lot at NW 21st Street between Jetty and Inlet Avenues), at the public parking lot north of NE 15th Street and west of Lee Place, and in other areas as an integrated component of new infill development]</p>	<p>Appendix IV: 12, 53</p>	<p>F2, F6, F8, F13, F14, F37, F43, F48, F54, L4, L6, L7, L11, P16</p>
<p>C6. Public Art and Heritage</p>				
	<p>NA</p>	<p>a. Integrate Community-Based Public Art within public spaces as interactive and kinetic works that allow residents and visitors to celebrate the local environment and heritage of Lincoln City</p>	<p>Appendix IV: 15, 16, 17, 62, 63, 64, 65, 66, 67, 68, 69</p>	<p>F2, F29, F30, F43, F47, F48, L1, L4, N5, N21, N30, P7</p>
	<p>■</p>	<p>1. As a first public art project, design and develop a public art project to anchor the northwest corner of NW 17th and Highway 101 (public parking lot)</p>	<p>Appendix IV: 15, 16, 17A,, 17B, 62, 63, 64, 65, 66, 67, 68, 69</p>	<p>F2, F29, F43, F48, L1, L4, N2, N3, N5, N21, N30</p>
	<p>◻</p>	<p>2. Consider creating a Rainbow Art Walk that includes a loop system of public art features along Harbor Avenue, 15th Street, Lee Place, and 17th Street</p>	<p>Appendix IV: 15, 16, 17A,, 17B, 50A, 50B, 62, 63, 64, 65, 66, 67, 68, 69</p>	<p>F2, F27, F29, F43, F48, F54, L1, L4, N2, N3, N5, N21, N30, P7</p>



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	□	3. Incorporate a Sculpture Garden and Walk along the west edge of Mast Place between NW 21st Street and NW 22nd Street	Appendix IV: 17A, 61, 50A, 50B	F2, F27, F29, F43, F48, F54, L1, L4, N2, N3, N5, N21, N30, P7
	▣	b. Incorporate Historic Street Names onto street signs throughout OceanLake (e.g., 13th Street was Williams; 14th Street was Ocean Lake; 15th Street was Raymond Avenue; 16th Street was Summit; 17th Street was Broadway; 18th Street was Sunset; 19th Street was Lincoln; 20th Street was Hoyt, etc.)	Appendix IV: 17A, 17B, 66	F2, F22, F27, F29, F30, F47, F48, L1, L4, N2, N3, N5, N21, N30, P3, P7
	▣	c. Celebrate Local People, Events, Buildings and Places, through the placement of historic markers throughout OceanLake (i.e. The First Tourists sign)	Appendix IV: 17A, 66, 67, 68, 77	F2, F22, F27, F30, F37, F47, F48, L1, L4, N2, N3, N5, N6, N21, N30, P3, P7
C7. Public Parking				
	NA	a. Develop Additional Public Parking Lots and expand existing public parking lots, in various key locations throughout the core area, to help transition the emphasis from on-site parking (which is generally not conducive to a village-scale character of development) to a public parking focus	Appendix III: I Appendix IV: 70, 71, 72, 73, 74, 75	F6, F8, F10, F48, L2, L3, L4



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	□	1. Work with existing property owner of parcel on the north side of NW 21st Street between Jetty and Inlet Avenues to acquire, design, and develop a public parking lot that includes a public restroom and directional signage to lodging accommodations and beach access points	Appendix IV: 72, 73, 74, 75	F2, F6, F10, F48, L2, L3, L4
	■	2. Acquire, Design, and Build a public parking lot as an integral element of Peoples Park, along NW 15th Street provide convenient off-street parking for beach visitors	Appendix IV: 54, 72, 73, 74, 75	F2, F6, F10, F48, L2, L3, L4
	■	3. Work with property owners of parcels between NE 15th Street, NE 17th Street, Lee Place, and Highway 101 to expand the existing public parking lot to the north to provide convenient parking, delivery, and loading access to adjacent businesses	Appendix IV: 72, 73, 74, 75	F2, F6, F10, F48, L2, L3, L4
	■	4. Work with property owner of the parcel north of NE 19th Street and Highway 101 to acquire, design, and develop a small (25+/- space) public parking lot	Appendix IV: 72	F2, F6, F10, F48, L2, L3, L4



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<p> <input checked="" type="checkbox"/> = completed ● = In process x = eliminated </p>				
	<input checked="" type="checkbox"/>	<p>5. Work with property owners of parcel(s) fronting Highway 101, between NE 12th and NE 13th Streets, to acquire, design, and develop a small (10+/- space) public parking lot, as identified in the Lincoln City Urban Renewal Plan, to the rear of an envisioned infill development opportunity</p>	<p>Appendix IV: 72</p>	<p>F2, F6, F10, F48, L2, L3, L4</p>
	<input type="checkbox"/>	<p>6. Design and build a public parking lot adjacent to the north edge of OceanLake Drive (when constructed).</p>	<p>Appendix III: 7 Appendix IV: 72, 74, 75</p>	<p>F2, F6, F10, F48, L2, L3, L4</p>
	<input checked="" type="checkbox"/>	<p>b. To the maximum degree possible maintain on-street Parking on Highway 101 to contribute to a strong pedestrian environment, calm traffic, and reinforce business development of adjacent storefronts through convenient customer parking</p>	<p>Appendix IV: 74, 75</p>	<p>F2, F6, F10, F48, L2, L3, L4</p>
	<input type="checkbox"/>	<p>c. Promote a “Park Once and Walk” strategy throughout the core area of OceanLake (through signage, direct pedestrian connections, promotions, and other convenience strategies) to encourage residents and visitors to park their car once and circulate throughout OceanLake by walking</p>	<p>Appendix IV: 73, 74, 75</p>	<p>F2, F6, F10, F48, L2, L3, L4</p>



Status	U/R	Recommended Projects and Programs	Implementation Resources (Vol. 2, 3, and 4)	Potential Funding (Vol. 4, Appendix VI)
■ = yes □ = no ◻ = portion √ = completed ● = In process x = eliminated				
C8. Economic Development and Community Building				
	◻	a. Establish a Lincoln City Main Street Program to create a “downtown management” presence responsible for the economic and physical health of each of Lincoln City’s “pearls”	Appendix IV: 18	F7, F9, F10, F12, F18, F48, F50, F56, L4
	■	b. Continue the publishing of the OceanLake Redevelopment Project Newsletter to continue dialogue and communication with the community as urban renewal activities unfold in the district	Appendix IV: 22	F2, F7, F9, F10, F11, F12, F18, F35, F36, F48, F50, F51, L4, N7
	■	c. Evolve the OceanLake Redevelopment Project Website into one that markets OceanLake, its businesses, and other attributes	Appendix IV: 18, 19	F2, F7, F9, F10, F11, F12, F18, F35, F36, F48, F50, F51, F53, L4, N7
	◻	d. Finalize, reproduce, and distribute the OceanLake Promotional Pamphlet to promote OceanLake, its businesses, and other attributes of the district		F2, F7, F9, F10, F11, F12, F18, F35, F36, F48, F50, F51, L4, N7
	◻	e. Identify and organize two (one off-peak and one peak) seasonal festivals or events to occur in OceanLake that provide residents with an opportunity to celebrate a sense of community, businesses with an additional economic development opportunity, and visitors with an added attraction along the Oregon coast	Appendix IV: 18, 19	F2, F7, F9, F10, F11, F12, F48, F50, L4, N2, N3



Status	U/R	Recommended Projects and Programs	Implementation Resources (Vol. 2, 3, and 4)	Potential Funding (Vol. 4, Appendix VI)
■ = yes □ = no ◻ = portion √ = completed ● = In process x = eliminated				
	◻	f. Aggressively promote the incentives provided by Lincoln City and the Urban Renewal Agency for infill development within OceanLake	Appendix IV: 21	F4, F7, F9, F11, F12, F18, F23, F35, F36, F38, F39, F48, F50, F55, F56, L4
	■	g. Continue encouraging community-based working committees and groups that can help implement the ideas and concepts in this Redevelopment Plan (i.e., the OceanLake Merchants Association, the Public Art Committee, etc.)	Appendix IV: 23, 76, 77	F2, F9, F10, F11, F12, F18, F35, F36, F48, F50, L4, N4, N5, N7, N13, N31, P10
	◻	h. Work to implement the business and economic development recommendations included in the Taft Redevelopment Plan to further the City's – as well as its districts' – opportunities for entrepreneurship, job creation, and community economic development	Appendix IV: 18, 19, 20	F4, F7, F9, F10, F11, F12, F18, F35, F36, F38, F39, F48, F50, F55, F56, L4, N7, N16, N31



IMPLEMENTATION CHECKLIST: EXPLORING THE VISION BEYOND THE NEXT FIVE YEARS

Status	U/R	Recommended Projects and Programs	Implementation Resources (Vol. 2, 3 and 4)	Potential Funding (Vol. 4, Appendix VI)
<p> <input checked="" type="checkbox"/> = yes <input type="checkbox"/> = no <input type="checkbox"/> = portion √ = completed ● = In process x = eliminated </p>				
D1. Vehicular Circulation				
	<input type="checkbox"/>	<p>a. Pursue the development of the partnership-based and phased implementation of a 2-lane OceanLake Highway 101 Couplet Project to optimize the long-term economic, physical, and community development potential of OceanLake (see Highway 101 Couplet Phasing Concept in Chapter 3 for more details).</p>	<p>Exhibit 2-6 (Plan) Appendix IV: 1, 3, 7A, 7B, 25,</p>	<p>F2, F6, F8, F10, F12, F18, F21, F42, F48, F49, L2,L3, L4, L9, L10</p>
D2. Pedestrian and Bicycle Circulation				
	<input checked="" type="checkbox"/>	<p>a. Transform NW 16th and NW 18th Streets, between the northbound and southbound legs of Highway 101, into major pedestrian spines</p>	<p>Appendix III: 5 Appendix IV: 48, 49, 50A, 50B</p>	<p>F2, F6, F10, F14, F18, F21, F43, F48, L4</p>
	<input type="checkbox"/>	<p>b. Include 4-foot sidewalks (typical), bulbouts, and highly visible and textured crosswalks within the Highway 101 Couplet design</p>	<p>Appendix IV: 26, 28</p>	<p>F2, F6, F10, F14, F18, F21, F43, F48, F49, L4, L9, L10</p>
	<input type="checkbox"/>	<p>c. Integrate striped bike lanes within the northbound and southbound legs of Highway 101 between 12th and 21st Streets</p>	<p>Appendix IV: 34</p>	<p>F2, F6, F10, F14, F18, F20, F21, F43, F48, F49, L4</p>



Status	U/R	Recommended Projects and Programs	Implementation Resources (Vol. 2, 3 and 4)	Potential Funding (Vol. 4, Appendix VI)
<p>■ = yes □ = no ◻ = portion</p>				
<p>√ = completed ● = In process x = eliminated</p>				
<p>D3. Land Use and New Development</p>				
	<p>◻</p>	<p>a. For underutilized or vacant properties adjacent to the southbound leg of the OceanLake Highway 101 Couplet, collaborate with Property Owners of these properties (unless owned by the city of Lincoln City) to define desired development types and aggressively market the opportunities to the private sector to encourage reinvestment in OceanLake (including the issuance of Requests for Proposals to attract progressive, community-minded developers).</p>	<p>Appendix IV: 7A, 7B, 8, 9, 10, 11, 18, 19, 20, 38, 40</p>	<p>F2, F4, F6, F7, F9, F12, F14, F18, F23, F48, F55, F60, L4</p>
	<p>◻</p>	<p>b. Enforce compliance with City codes to optimize property maintenance and minimize blight. If necessary, implement aggressive mitigation measures to address persistent code violations.</p>		
<p>D4. Image, Design and Architecture</p>				
	<p>◻</p>	<p>a. Adjust and adapt wayfinding signage and the location of OceanLake streetscape furniture to account for the introduction of the OceanLake Highway 101 Couplet.</p>	<p>Appendix IV: 33, 35, 36, 41</p>	<p>F2, F6, F10, F29, F37, F43, F48, F49, L2, L3, L4, L6, L7</p>
<p>D5. Public Space and Parks</p>				
	<p>◻</p>	<p>a. As an integrated part of the OceanLake Highway 101 Couplet, design and develop a North Gateway “Triangle Park” (between NW 19th and 20th Streets at Highway 101) and a South Gateway “Triangle Park” (around NW 13th Street at Highway 101)</p>	<p>Appendix IV: 12, 41, 48, 49, 50A, 50B, 52</p>	<p>F2, F3, F5, F10, F14, F43, F48, F54, L4, L6, L7, L11, P16,</p>



Status	U/R	Recommended Projects and Programs	Implementation Resources (Vol. 2, 3 and 4)	Potential Funding (Vol. 4, Appendix VI)
<p> <input checked="" type="checkbox"/> = yes <input type="checkbox"/> = no <input type="checkbox"/> = portion √ = completed ● = In process x = eliminated </p>				
	<input checked="" type="checkbox"/>	<p>b. Design and develop Lincoln City’s “First Tourists Plaza” as a downtown plaza for community gatherings located just north of the NW 18th Street alignment and centered between the northbound and southbound legs of the OceanLake Highway 101 Couplet (including significant pedestrian amenities, an amphitheater, a retractable canopy for cover, etc.)</p>	<p>Appendix III: 5 Appendix IV: 12, 48, 49, 50A, 50B, 52, 56</p>	<p>F2, F3, F5, F6, F8, F10, F14, F43, F48, F49, F50, F54, L1, L4, L6, L7, L11, P16</p>
	<input type="checkbox"/>	<p>c. Design and develop “pocket plazas” along the southbound leg of the OceanLake Highway 101 Couplet as integral parts of infill development projects</p>	<p>Appendix IV: 12, 48, 49, 50A, 50B, 52, 56</p>	<p>F2, F3, F5, F6, F10, F14, F43, F48, F49, F50, F54, L1, L4, L6, L7, L11, P16</p>
<p>D6. Public Art and Heritage</p>				
	<input type="checkbox"/>	<p>a. Integrate significant public art components as OceanLake gateway features, at the North Gateway “Triangle Park” and the South Gateway “Triangle Park”</p>	<p>Appendix IV: 15, 16, 17A, 17B, 62, 63, 64, 65, 66, 67, 68, 69, 77</p>	<p>F2, F29, F43, F48, L1, L4, N2, N3, N5, N21, N30, P7</p>
<p>D7. Public Parking</p>				
	<input type="checkbox"/>	<p>a. When designing and developing the OceanLake Highway 101 Couplet maximize on-street parking opportunities (on Highway 101) and consider providing additional on-street parking on lateral roadways to Highway 101</p>	<p>Appendix IV: 70, 71, 72, 73, 74, 75</p>	<p>F6, F8, F10, F12, F21, F48, L2, L3, L4</p>



Status	U/R	Recommended Projects and Programs	Implementation Resources (Vol. 2, 3 and 4)	Potential Funding (Vol. 4, Appendix VI)
■ = yes □ = no ▣ = portion				
√ = completed ● = In process x = eliminated				
D8. Economic Development and Community Building				
	■	a. Ensure that public involvement and awareness (including mediation and dispute resolution) is an integral component throughout future phases of the OceanLake Highway 101 Couplet planning, design, and development process.	Appendix IV: 22,	F2, F9, F48, F50, L4, N5, N7, N13, N4, N31



C. HIGHWAY 101 COUPLET PHASING CONCEPT

Developing the OceanLake Highway 101 Couplet is a bold but strategic effort to be undertaken by the Lincoln City community. The community-based idea of developing a Highway 101 couplet will provide the framework for realizing an OceanLake that is more livable, vibrant, and economically sound. In its current configuration, Highway 101 does not have the capacity to accomplish community development and transportation objectives – there is not enough room in the 80-foot right-of-way to provide the features that offer a promising future for Lincoln City’s downtown. The ability to realize the development of the OceanLake Highway 101 Couplet is within the community’s grasp; however it is not an immediate project that can be built tomorrow nor will it be an easy or streamlined project to implement. To this end, the OceanLake Highway 101 Couplet creates both unprecedented opportunity and uncertainty.

The opportunities created by the development of a Highway 101 Couplet include:

- ◆ expanded and more inviting downtown core with a mix of uses, pedestrian amenities, and public spaces;
- ◆ enhanced safety features for motorists, bicyclists, pedestrians, and the mobility-challenged;
- ◆ increased pedestrian, wheelchair, and bicycle access with dedicated bicycle lanes;
- ◆ improved image and identity through a renewed streetscape environment;
- ◆ economic and job development through new infill development; and,
- ◆ improved transportation system with increased capacity and flexibility, while calming traffic, managing access, and reducing noise.

The Highway 101 Couplet also creates uncertainty, including:

- ◆ what can and can’t occur between now and the time of the couplet’s development;



- ◆ how to minimize direct impacts to the people in the community affected by the couplet's development;
- ◆ how property owners, merchants, and residents within the proposed path of the couplet will be compensated for the acquisition of their property and relocation expenses;
- ◆ what projects and programs Lincoln City staff and decision makers can implement in the interim period (that won't have to be re-done once the couplet is developed) to help revitalize OceanLake;
- ◆ how to best leverage limited urban renewal funds, so that each public dollar spent optimizes the level private reinvestment or matching funds generated;
- ◆ how to ensure that the Highway 101 Couplet is focused on both community development (thus creating an attractive, vital, and safe downtown and neighborhood environment) and transportation improvement (ensuring a safe, efficient, and economic transportation system);
- ◆ what public agencies, such as Oregon Department of Transportation and the Department of Land Conservation and Development, can do to assist Lincoln City in accomplishing its vision for OceanLake while also furthering their broader goals of economic development, safer and more efficient regional transportation network, accommodating more housing choices, creating more pedestrian and bicycle-friendly communities, etc. and,
- ◆ what possible environmental issues may be encountered through the design process.

To optimize the opportunities and address the uncertainties, substantial refinement to the OceanLake Highway 101 Couplet concept has occurred since January 2002 when members of the Lincoln City community, City staff, State agency representatives (i.e. ODOT, DLCD, etc.), and consultants (i.e. Urban Design Studio) came together to participate in the OceanLake Immersion Week. A significant effort has been made to avoid impacts to adjacent properties while retaining a couplet concept that will support an invigorated downtown environment. It is important to understand that much more detailed study will be required before the exact placement and impacts of the alignment can be determined. This will likely occur during the development of a



OceanLake Redevelopment Plan

Chapter 3: Implementation Program

refinement plan. (Please refer to Appendix VII for an overview of the evolution of the couplet concept.)

The Redevelopment Plan allows for the Lincoln City community to move forward with meaningful and consensus-based public and private investment and redevelopment without precluding the possibility of a Highway 101 Compact Couplet. While refinement will occur to the couplet concept as its implementation progresses, it is important that a balance is always sought between the regional and community-wide benefits of the couplet with the impacts of affected property owners, merchants, and residents. Upon acceptance of this Redevelopment Plan, it is essential that Lincoln City and the Oregon Department of Transportation convene to determine a more exact process for working toward the funding, design, and development of the OceanLake Highway 101 Couplet, including key decision points along the way.

The following is a generalized step-by-step process that can be used as a starting point for implementing the OceanLake Highway 101 Couplet:

- ◆ **Step 1:** Lincoln City obtains conceptual buy-in from ODOT on preferred alternative.
- ◆ **Step 2:** Consultant develops conceptual plan for alternative. Conceptual costs are included. (Be sure Purpose and Need Statement is incorporated.)
- ◆ **Step 3:** Lincoln City and ODOT review and approve conceptual plan.
- ◆ **Step 4:** Lincoln City Urban Renewal Agency and City Council adopts selected conceptual alternative.
- ◆ **Step 5:** Lincoln City includes the OceanLake Highway 101 Couplet in the City's Transportation Master Plan.
- ◆ **Step 6:** Lincoln City funds and ODOT initiates and manages preparation of an Environmental Impact Statement for the OceanLake Highway 101 Couplet.
- ◆ **Step 7:** Lincoln City and ODOT meet to review subsequent steps, possible timeframes, and other coordination needs.



- ◆ **Step 8:** Lincoln City initiates property acquisition (for public use purposes only) as properties become available (i.e. those which are "For Sale" through the real estate market)
- ◆ **Step 9:** Lincoln City begins promoting and pursuing infill development opportunities adjacent to the existing Highway 101 corridor within OceanLake through the issuance of Requests for Proposals for publicly-owned land and through incentive programs for privately-owned properties.
- ◆ **Step 10:** Lincoln City and ODOT to coordinate to review the need for further alternative refinement that may be determined necessary to clarify funding needs.
- ◆ **Step 11:** Lincoln City representative on the Cascades West Area Commission on Transportation (CWACT) begins working with CWACT to obtain support for the project. (This would cover STIP, and other potential funding sources.) CWACT and the combined Region 2 ACTs identify the project as a high enough priority to fund. (Should the project not be identified as a high priority for funding, Lincoln City and ODOT should meet to review funding option, subsequent steps, and other coordination needs.)
- ◆ **Step 12:** OTC approves project and commits funding for the biennium or for special funding situations.
- ◆ **Step 13:** Lincoln City and ODOT prepare Inter-Governmental Agreement
- ◆ **Step 14:** Lincoln City and/or ODOT continue property acquisition, the former for public use purposes only and the later for couplet development
- ◆ **Step 15:** Following funding commitment, project development would begin. The project development process could take 5 to 7 years to complete. (This will include evaluation of more detailed alternatives, environmental impact analysis, access control strategies, and a full public involvement effort.)
- ◆ **Step 16:** Aggressively pursue infill development adjacent to both legs of the couplet through the issuance of Requests for Proposals for publicly-owned land and through incentive programs for privately-owned properties.



D. REDEVELOPMENT PLAN ADMINISTRATION

This section describes procedures required for the implementation of the OceanLake Redevelopment Plan.

1. Statutory Authority In Case Of Conflicting Provisions

Nothing in this Redevelopment Plan shall affect, annul or abrogate any ordinances pertaining or applicable to the properties and areas affected by this Redevelopment Plan. In the event that a conflict does arise, the more restrictive requirements shall control.

2. Findings Regarding the Redevelopment Plan

No division of land, use permit, site plan approval or other entitlement for use, and no public improvement shall be authorized in the OceanLake Redevelopment Plan area unless a finding has been made that the proposed project is in substantial compliance with the vision for OceanLake. Approval of final development plans and use permits shall be contingent upon a determination of substantial compliance with the applicable provisions of this Redevelopment, applicable provisions of the Zoning Ordinance and other provisions of the Municipal Code, and the Lincoln City Comprehensive Plan.

3. Site Plan Review and Approval

To ensure compliance with all applicable requirements of this Redevelopment Plan, all development projects (unless specifically exempt) may be subject to Site Plan Review and Approval in compliance with the provisions of the Zoning Ordinance.

4. Administrative Modifications

Administrative modifications to the development standards of this Redevelopment Plan may be approved, or conditionally approved, by the Planning Director upon demonstration that the proposed adjustment



would enhance the overall appearance and function of the project; would be compatible with, and would not be detrimental to, adjacent property or improvements; and would advance the intent of the Redevelopment Plan.

5. Amendments to the Redevelopment Plan

This Redevelopment Plan, or any part thereof, may be amended or replaced by the same procedure as the Plan was adopted.

6. Redevelopment Plan Review/Update

The Redevelopment Plan should be the subject of a comprehensive review by the City and/or Urban Renewal Agency at least every five years. The first review should occur five years from the date of Redevelopment Plan adoption and should occur at intervals of five years thereafter.