

The **Taft Redevelopment Plan**

REDISCOVERING THE VILLAGE



A Project of the Lincoln City Urban Renewal Agency and the Lincoln City Community

Prepared by **Urban Design Studio / RBF Consulting**

In Association with **Arlon Gilliland/Bird Nest Gallery & Studio • Lauchlin R. Bethune Associates • The Hingston Roach Group
The Tom Hudson Company • Walkable Communities, Inc. • W.B. Wells & Associates, Inc.**

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June 23, 2000

Prepared for:
The Lincoln City Urban Renewal Agency
and the Lincoln City Community

Prepared by:
Urban Design Studio/RBF Consulting

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Preface

The Taft Redevelopment Plan: Rediscovering the Village is about the Lincoln City community's commitment of individual and collective action to accomplish economic and physical revitalization in the village of Taft. It is about improving the livability of an already special community, by enhancing its pedestrian-oriented qualities and reinforcing its sense of place. It is about citizens daring to dream and their willingness to work together to attain that dream. It is about collaboration between public agencies and private organizations, and partnerships between neighborhood residents and businesses. It is about people with diverse interests, backgrounds, resources, and ideas coming together to forge new paths for the good of the community. Most importantly, it is about people striving to understand others' perspectives and, together, journeying towards a better quality of life while upholding the core village of Taft values of family, history, and environment.



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The Taft Redevelopment Plan: Rediscovering the Village



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Section A — Introduction

This User’s Guide to The Taft Redevelopment Plan provides background information on the village of Taft, the Taft Redevelopment Project, and this planning document. It is intended to provide interested persons with straightforward guidance for optimizing the use of this plan in the revitalization of the village of Taft.

Lincoln City covers an eight-mile stretch along the Oregon Coast. The city is comprised of several commercial and neighborhood districts that were brought together and incorporated in 1965 as the City of Lincoln City. These include: Taft, Oceanlake and Wecoma Beach, Delake, Nelscott, and Cutler City.

In 1988, *The Year 2000 Development Plan: An Urban Renewal Plan and Program of the City of Lincoln City, Oregon* was adopted by the Lincoln City Council. The plan was created to eliminate blight and depreciating property values within a defined urban renewal district that covers approximately 18% of the incorporated area of Lincoln City. The stated mission of *The Year 2000 Development Plan* is to generate job-producing private investments that will improve property values and visual quality in a manner compatible with the City’s natural and built environments. A driving strategy for implementing this mission is to utilize the funding generation benefits of tax-increment financing or TIF to encourage private investment.

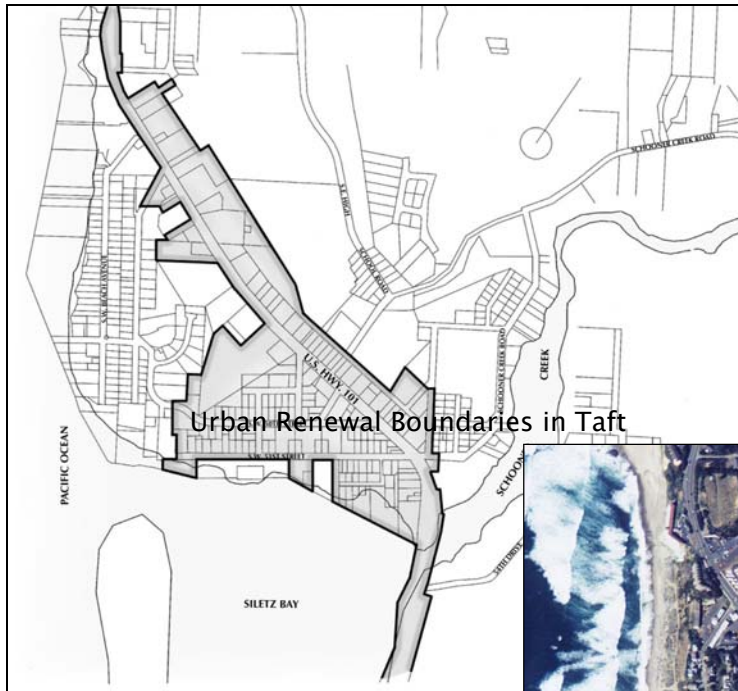


Lincoln City’s
Location along the



Village of Taft location
within Lincoln City

Since 1988, tax-increment financing has generated a considerable amount of money earmarked for redevelopment projects. To more clearly articulate the community’s desired urban renewal activities, and to strategically direct TIF funds to leverage private sector investment, the Lincoln City Urban Renewal Agency determined that revitalization plans should be prepared for each of the City’s commercial and neighborhood districts or “villages.” The village of Taft was identified by the Urban Renewal Agency as the initial area for which a redevelopment plan was to be prepared. In late 1999, the village of Taft redevelopment planning process was initiated.



Aerial View of the Village of Taft

What is Tax-Increment Financing?

The general concept of tax-increment financing or TIF is to use the future growth in property tax revenues generated within an urban renewal area to finance the urban renewal activities themselves.

Specifically, tax-increment financing for Lincoln City urban renewal is authorized by Chapter 457 of the Oregon Revised Statutes. This guidance provides that tax proceeds, if any, realized from an increase in the taxable assessed value of real and personal property within the Lincoln City Urban Renewal District above that existing on the Lincoln County tax roll prior to October 27, 1988 (date of approval of *The Year 2000 Development*

The citizens of Lincoln City have embraced this very important 6-month planning effort to revitalize the village of Taft. Many hundreds of people participated in crafting of plan – *The Taft Redevelopment Plan: Rediscovering the Village* – in order to help guide the future of this special part of their community. The guidance that is contained throughout this document originates from the people of Lincoln City and reflects a balance between ideals and realities.

The experience of creating a plan for the village of Taft serves as a prototype – a model – from which to develop plans for each of the other Lincoln City villages. While this planning process focuses on the village of Taft, it truly represents a citywide endeavor and accomplishment. Ten, twenty, thirty, or even a hundred years from now, the village of Taft will likely be viewed as a hallmark area along the Oregon Coast and recognized as a uniquely vibrant place that has retained connections with its heritage, lifestyles, and natural environment, all the while accommodating new businesses and welcoming new residents.



Lincoln City citizens working to revitalize Taft.

Section B — An Historical Perspective of Taft

Understanding the history of Taft, as well as the current trends and conditions in the community that are provided in Chapter 1, provide an important background for building a new foundation for Taft's future.

The history of Taft is tied closely to its natural setting adjacent to Schooner Creek, the Siletz Bay, and the Pacific Ocean. It is here that Siletz Indians, the most southerly of the Salishan tribes, made their home and lived off of the abundant resources supplied by the surrounding environments and landscapes. According to historical accounts provided by mid-19th century explorers, most of the Siletz Indians living in the Taft area died from an 1831 epidemic.

In 1887, the Dawes Severalty Allotment Act allotted land around the Siletz Bay to Indians from the Pacific coast area. Lands around present-day Depoe Bay and Cutler City were allotted to William “Charley” Depoe, while an 80-acre allotment was granted to Jakie and Sissie Johnson, a Siletz Indian couple. The Johnsons are recognized by many locals as the modern-day settlers of Taft, living near the western end of present-day 51st Street from 1894 until 1922.

The plentiful marine environment of the Siletz Bay was the source of a thriving fishing economy in the Taft area for almost three decades. Beginning around 1896, approximately 2 years after the Johnsons settled in Taft, canneries were operating in the area to process the Chinook and coho salmon caught from July to November and the Steelhead caught from December to March. In 1927, changes in the fishing industry as a result of changes in available transportation (trucking versus shipping), caused the last cannery to close in the Siletz Bay area.

While local fisheries served as a significant economic generator in Taft's history, the heavy timber stands along the Oregon coast range also played a prominent role. Beginning in the early 1900's, the Siletz River and Drift Creek served as sites for lumber mills; today, these mills no longer exist. In the early days, logs were towed by tug boats over the Siletz Bar and taken to destinations ranging from the Columbia River, Grays Harbor, and Tacoma.

The Naming of Taft

In 1904, John W. Bones opened the first store in Taft. By 1906, Taft's first Post Office was opened and Mr. Bones became the postmaster. Serving in his official capacity, Mr. Bones named the town “Taft” after William

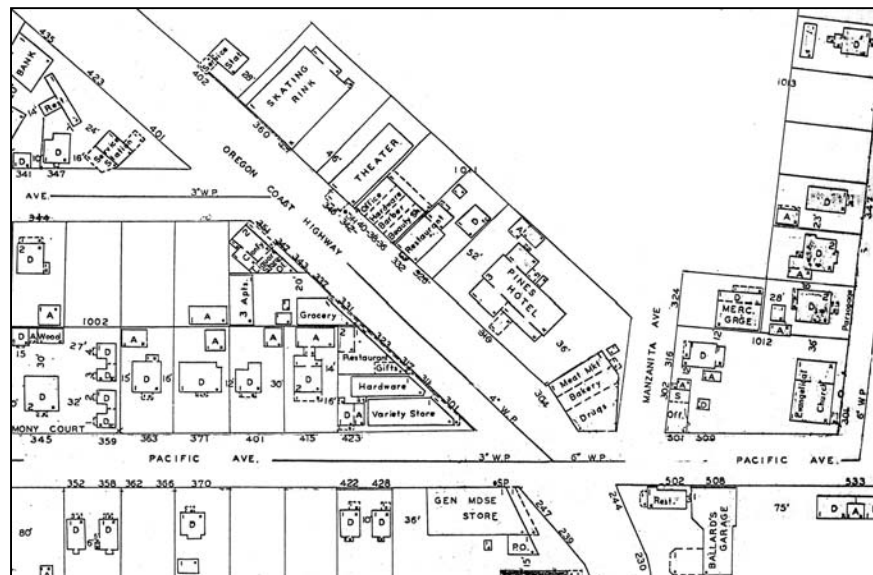


The Siletz Bay in Taft

Today, trucks transport logs from the coastal forests to mills located a distance away. All told, billions of feet of timber have passed through the Taft area since the beginning of the 20th Century.

Similar to the activity surrounding fishing and timber, tourism has been a feature of Taft’s economy since the late 1800’s. The setting along the Siletz Bay and the Pacific Ocean not only offered visitors sandy beaches, but also fishing and crabbing. By the early 1900’s, the collective activity surrounding tourism, timber, and fishing resulted in Taft evolving into a trading center for the mid-coast area. Local residents at this time also organized celebrations along the bay, which encouraged more people to visit; these included Fourth of July festivities and the revered Redhead Roundup.

By the 1920’s, Taft provided visitors with campsites near the town and, with the completion of the Roosevelt Highway (Highway 101), the town was filled with businesses such as gas stations, hotels, auto courts, restaurants, souvenirs shops, and grocery, hardware and general stores. In the 1940’s, Taft had a full complement of businesses, recreational opportunities, and housing types that contributed to its community vitality. Today, many of these same types of businesses still exist in Taft, and tourism is still a major component of the local economy.



Taft in 1940, at the intersection of Oregon Coast Highway (Highway 101) & Pacific

Section C — Overview of the Plan

The Taft Redevelopment Plan: Rediscovering the Village is intended to be flexible, yet intentional. It is based on the community's vision for accommodating new private development and public improvements that nurture economic vitality, environmental quality, and pedestrian activity while reinforcing the existing sense of community valued by so many. Unlike traditional revitalization plans, *The Taft Redevelopment Plan: Rediscovering the Village* consists of this Redevelopment Plan document, as well as a Baseline Report, a Vision Poster and a Business Development Guide that are under separate cover. This document contains the following key elements:

- ◆ **Chapter I – Foundation for the Revitalization of Taft:** This chapter provides a description of the planning framework, community involvement process, and key urban design and economic development findings and observations upon which this plan is based.
- ◆ **Chapter II – A Community Vision for Taft:** This chapter articulates a vision for the village of Taft that is based on the multitude of ideas, information, values, and opinions gathered during the planning process. This chapter expresses key implementation steps and actions for recommended public improvements and programs that will enhance livability and economic vitality in Taft.
- ◆ **Chapter III – Implementing the Vision for Taft:** This chapter sets forth an implementation program as well as order of magnitude costs and potential funding sources, for implementing the village of Taft vision.
- ◆ **Appendices:** Appendices are included under separate cover to provide supplemental materials and information to assist in the implementation of *The Taft Redevelopment Plan: Rediscovering the Village*.

Section D — How to Use this Plan

To most effectively use *The Taft Redevelopment Plan: Rediscovering the Village* the following basic process is recommended:

Step I: Read Section E below, and review Chapter I and II to gain an understanding of the community’s vision for the village of Taft and for any specific locations within the village. Also, refer to the *Village of Taft Redevelopment Project Baseline Report* and the *Village of Taft Vision Poster*, under separate cover.

Step II: If you are interested in improving a specific parcel or developing a building within the village of Taft, review the Taft Business Development Guide, and the Lincoln City Comprehensive Plan and Zoning Ordinance. You may need to review other Lincoln City ordinances and policy documents as well.

Step III: If you are interested in starting a new business or expanding/enhancing an existing business in the village of Taft, review the Taft Business Development Guide, and consult with the City of Lincoln City, the Bay Area Merchants Association and the Lincoln City Chamber of Commerce.

Step IV: Subsequent to completing Steps I through III, schedule a meeting with Lincoln City Urban Renewal Agency and Planning Department staff to review your ideas, identify processes and requirements, review other agencies you need to contact, and discuss potential issues, solutions and approaches. They are more than happy to help you be a successful part of Taft’s revitalization.

Step V: If you have any additional questions, please call either the Lincoln City Urban Renewal Agency at 1-541-996-1003 or the Planning Department at 1-541-996-2153.

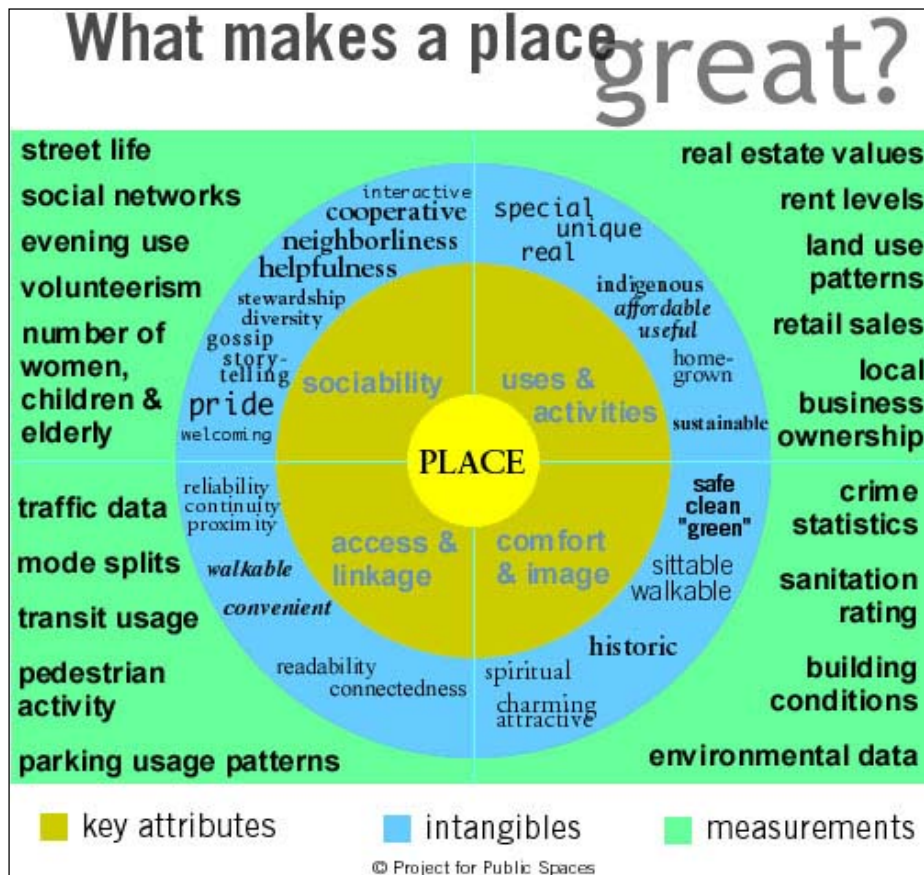
Thank you for your interest in revitalizing the village of Taft!

Section E — Making Taft a GREAT PLACE

Many cities' response to growth pressures or a declining economy is to develop outward – allowing, and sometimes encouraging, sprawl to occur. Throughout America, those communities with the most stable long-term economies are those that continuously focus inward and strive to use their existing land base more efficiently while making their built environments more attractive. Taft provides a real opportunity for people to develop an already great place into a GREAT PLACE.

In Taft, the public and private sectors need to encourage infill development that makes more efficient use of space and existing infrastructure. Increased density will support many of the goals and values articulated by the community. In particular, it will decrease sprawl, reduce capital and maintenance costs of infrastructure, enhance opportunities for public transit, reduce development costs (in terms of infrastructure hookups and extension), and contribute to reduced costs of housing.

“Making a Great Place” is the ultimate mission for all who have or want to have a stake in the future of Taft.



Chapter I —
Foundation for the Revitalization of
Taft



Section A — Introduction

Rediscovering the yesteryear vitality of Taft, and reinforcing the sense of community that exists today, is at the core of the Taft Redevelopment Plan. The Lincoln City community has embraced the redevelopment project for Taft and has contributed to its success through the sharing of ideas, donation of time and resources, voicing of concerns, and participation in many meetings and workshops. Indeed, *The Taft Redevelopment Plan: Rediscovering the Village* is the community’s plan.

This chapter is organized to provide an overview of the redevelopment planning process for Taft, identify key community values that serve as the foundation for the project, and major findings that created the basis for developing the village of Taft vision plan in Chapter 2.



Taft of yesteryear.

Section B — Planning Framework

In order to effectively revitalize and rediscover the vitality of the village of Taft, a solid planning framework was established to facilitate local ownership of the project. A creative, comprehensive, and intense three-stage approach was employed in Taft and involved approximately 1,000 interested citizens throughout the 6-month process. A summary of the elements of the Planning Framework are provided below.

Subsection B₁ – Stage 1: Fact Finding, Awareness & Baseline Report

The Village of Taft Redevelopment Project officially kicked off on Monday, January 10, 2000. What followed was a week filled with a variety of presentations, meetings, interviews, community walks, and other information-gathering activities. The purpose of the week’s activities was not only to allow the project team to become immersed in and learn about Taft, but also to make the community aware of and excited about the project. In addition to the events listed below, many informal person-to-person contacts were made throughout the week to explore ideas and uncover issues. All told, approximately 350 people were involved in the kickoff week process and thousands of pages of notes and reports were collected. A *Village of Taft Redevelopment Project Baseline Report* was prepared and presented to the Lincoln City community upon completion of this stage. Specific activities during the project kick-off week included:



- ◆ Kick-Off Meeting with City Staff
- ◆ Collection of Baseline Data, Reports, and Maps
- ◆ Taft Orientation Walk
- ◆ City Council Presentation
- ◆ Contact with Media
- ◆ Kick-Off Meeting with ODOT
- ◆ Workshop with City Council, Planning Commission, Urban Renewal Advisory Board, Parks Board, Traffic Safety Commission, and the Lincoln City Community
- ◆ Logo Contest at Taft Middle School
- ◆ Thirty-Two One-on-One Interviews
- ◆ Presentation to Bay Area Merchants Association
- ◆ Public Safety Ride-Along with Lincoln City Police
- ◆ Participation on KBCH Hotline
- ◆ Facade Before-and-After Visual Simulations for Taft Businesses
- ◆ Public Improvements and Accessibility Walk
- ◆ Taft Area Bicycle Tour
- ◆ Community Workshops and Community Image Survey
- ◆ Village of Taft Redevelopment Project Information Center Grand Opening
- ◆ Initiation of the Taft Redevelopment Project web site sponsored and managed by *The News Guard*



Subsection B₂ – Stage 2: Community Input & Visioning



Excitement and enthusiasm in the Taft Redevelopment Project continued into February 2000 with more intense public participation opportunities. A concerted effort was made to attract participation from throughout all of Lincoln City, in addition to the Taft community. A more detailed vision for the community emerged at the end of a five-day design workshop that involved local citizens, City staff, and professionals in the fields of urban design, landscape architecture, planning, transportation, architecture, and civil engineering. Input and feedback from over 200 people contributed to the initial community vision through the following outreach and involvement endeavors.

- ◆ Presentations of Baseline Report to Redevelopment Agency and City Staff
- ◆ ODOT Focus Groups Addressing Highway 101 Issues and Concerns
- ◆ Community Focus Groups Pertaining to: Local Economic Development; Infrastructure and Local Streets; Role of Community Organizations; Housing and Neighborhoods; Emergency Response; Culture and the Arts; Youth and Education; and, Recreation and the Natural Environment.
- ◆ Taft “Walkability” Assessments
- ◆ Hands-On Community Visioning & Design Workshop
- ◆ Hands-On Youth Design Workshop
- ◆ Community Image Surveys in Nelscott, Delake, Oceanlake/Wecoma Beach, and Cutler City Allowing Community Members to Identify Likes and Dislikes with Respect to Streetscape Furniture and Urban Design
- ◆ Presentations to Kiwanis, North Lincoln County Museum Board, Chamber of Commerce, and Bay Area Merchants Association
- ◆ Participation on KBCH Hotline
- ◆ Interview on KIDSNEWS program at Taft Middle School
- ◆ Visioning Activity with three High School & Middle School classrooms
- ◆ Project Information Center Regular Hours - Staffed by Community Volunteers
- ◆ Evening Presentation of Initial Community Vision
- ◆ Taft Accessibility Assessment by Gary Lowe



Subsection B₃ – Stage 3: Economic Development Study & Redevelopment Plan Preparation

To assist in this process, the Tom Hudson Company and the Hingston Roach Group, firms specializing in economic development and business enhancement, were added to the Urban Design Studio redevelopment team. Both firms initiated an economic development study during the month of April. The team brought the plan to the public and the City for review and continued input to ensure that the final plan brought forth to the City Council/Urban Renewal Agency and the Planning Commission in June was truly a reflection of the community vision.



The village of Taft Project Team took all of the information and ideas generated through the initial two stages and addressed the visions and concepts in the context of space constraints, property ownership, and financial considerations. The result is *The Taft Redevelopment Plan: Rediscovering the Village* that includes physical improvements and land use changes, as well as an implementation program and economic development and business enhancement strategies. The following components were integral to this stage:

- ◆ Taft Area Sign Preference Survey
- ◆ One-on-One Interviews by the Economic Development Team
- ◆ First Review of Draft Plan with Urban Renewal Agency and City Staff
- ◆ Saturday Public Workshop and Review of Preliminary Draft Plan
- ◆ Review of Revised Draft Plan with Urban Renewal Agency and City Staff
- ◆ Presentation to the Lincoln City Chamber of Commerce
- ◆ Review of Highway 101 Recommendations with ODOT and DLCD
- ◆ Public Open House to Review Revised Draft Plan
- ◆ Review of Revised Draft Plan with Taft Merchants
- ◆ Initial and Follow-Up Meetings of Weather Station Partners
- ◆ Urban Renewal Agency, City, ODOT, and DLCD Charrette on Highway 101
- ◆ Workshop with the City Council/Urban Renewal Agency and the Planning Commission to Present Redevelopment Plan
- ◆ Celebrate Taft Block Party



Section C — Key Community Values

During several points throughout the village of Taft redevelopment planning process, the community was asked to define their most important values pertaining to Taft. Values, as defined by the Lincoln City community, provide the framework within which urban design and economic development opportunities and concepts developed. These values were consulted throughout all stages of this plan’s development and should be consulted throughout all stages of Taft’s future revitalization and urban renewal activities. Being consistent with the intent of the following values means being true to the desires of the community.



- ◆ **Community Spirit and Volunteerism:** Lincoln City is teeming with committed individuals and organizations willing and able to be tapped toward collective action for the good of the community. *The future of the City and its villages is rooted in this community spirit and volunteerism.*



- ◆ **Visual and Physical Access to the Bay is Essential:** Although the village of Taft is known for having a safe and accessible beach, its physical and visual access to the bay is really quite limited due to recent development, the rip-rap lining the bayfront, and the increased siltation of the bay. *Residents overwhelmingly desire to preserve the few remaining views to the Siletz Bay and to identify and create new opportunities for improved physical access where possible.*

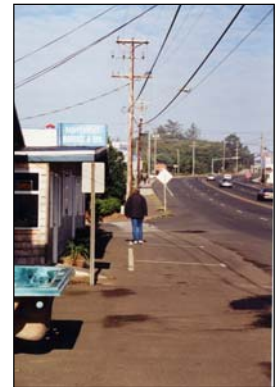


- ◆ **51st Street as Promenade of Activity and Focal Point:** 51st Street is viewed by many in the community as the place at which Taft was founded, and it is here that people congregate to enjoy the bay, ocean, and community festivities. *Due to its historical importance and its present-day significance, 51st Street should serve as a primary focal point for both visitor- and community-serving uses and activities.*

- ◆ **Highway 101 Traffic and Appearance are Major Concerns:** Highway 101 is simultaneously viewed by the community as: the transportation and economic lifeline for Lincoln City and the Oregon Coast; one of the greatest challenges to village-based planning; and, an unlimited opportunity for providing visual gateways, directional signage, and other enhancements to benefit the City and the villages. *Redevelopment planning related to Highway 101 through Taft must occur in partnership with ODOT and other state agencies, improve the safety of motorists, pedestrians, and bicyclists, incorporate aesthetic improvements, address traffic congestion, and consider the various needs of the adjacent businesses.*



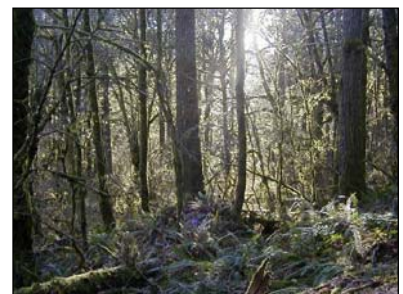
- ◆ **Improve Walking and Biking Environment:** The natural setting of Taft, as well as the significant number of residents and visitors in the area, create a demand for walking and biking; however, much of Taft’s built environment does not afford bicyclists, pedestrians, and those with disabilities adequate levels of safety, comfort and accessibility desired. *To the optimum degree possible, integrate pedestrian and bicycle amenities and handicapped accessible features in new development and public improvements that occur in Taft.*



- ◆ **Focus on Comfort and Convenience:** Realizing Taft’s potential requires accommodating the various needs related to people and the weather: 1) People who live in and visit Taft are of all ages and physical abilities; and 2) Weather is sometimes clear and sunny, but most often windy and/or rainy. *Attention to design details and the strategic location of new land uses must “speak” comfort and convenience to people of all abilities and during all weather conditions.*

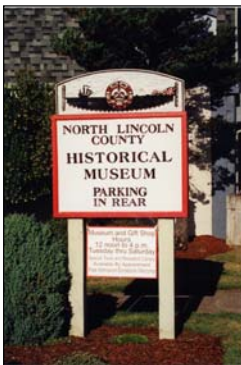


- ◆ **Integration & Stewardship of the Natural Environment:** Taft’s history and prosperity relies on the natural marine and riparian environments, wetlands, coastal stands of timber, and scenery. *Economic development and environmental stewardship can go hand-in-hand, and should be recognized as such, in revitalization efforts for the village of Taft.*





- ◆ **Seasonal Parking Needs Not Met:** The general day-to-day parking supply in Taft is adequate to serve the existing businesses; however, during peak visitor periods, parking problems appear. *Parking in Taft must be viewed as a system that serves multiple uses and activities, and strategies must be developed that acknowledge the prevailing small lot sizes in the area and that accommodate public parking to serve high season periods and special events without resulting in a “sea of asphalt”.*



- ◆ **History as Foundation to Revitalization:** The rich and varied history of Taft is one of its greatest resources and is both respected and highly valued by the residents and merchants of the community. *Taft’s history must serve as the cornerstone of redevelopment, being visible and apparent in projects throughout the community – a source of pride for local residents, economic development for local merchants, and education for visitors.*



- ◆ **Enhance Village of Taft Festivals:** Since the early part of the 1900’s Taft has been the location of community celebrations and festivals, and these activities are of great importance to the community today. *The future of Taft should continuously improve and tie festivals to citywide and village business promotion efforts.*



- ◆ **Family-Oriented Activities are a Priority:** The presence of neighborhoods, schools, local-serving businesses, and the beach have made Taft a natural place for families and youth to congregate. *The redevelopment effort must prioritize activities that are attractive to youth and families, enhancing the tradition in Taft.*

- ◆ **Enhanced Village Image is a Must:** Overhead utilities, unattractive signs, unscreened outdoor storage, and an over-abundance of hard surface areas must be addressed to improve Taft’s image. *Streetscape enhancements and building improvements, along with a common community vision of the future must be a central tenet of Taft’s redevelopment.*



- ◆ **Architectural Theme is Desired:** Taft buildings vary in architectural style, color, materials, and scale. While some variation contributes to Taft’s charm, a certain degree of architectural guidance is important to enhance and create the village image desired by the community. *New development and façade rehabilitation should follow design themes appropriate to the local area and the Oregon Coast to allow the emergence of a cohesive architectural character for Taft.*



- ◆ **Link Lincoln City Villages:** The village of Taft is one of a “string of pearls” along the eight mile length of Lincoln City, each one important to the other and to the City as a whole. *Through signage, streetscape, design treatments along Highway 101, and a coordinated business promotional system, Taft and the villages of Delake, Oceanlake, Wecoma Beach, Nelscott, and Cutler City must be linked to foster an interdependent, not competitive, relationship, as well as a unified Lincoln City identity.*



- ◆ **Incentive-Based Design Guidance is Preferred:** Improved business signage, pedestrian amenities, and rehabilitated facades are key objectives for the village of Taft as defined by the community; incentives were regularly identified as the most effective way to achieve these objectives. *The Taft Redevelopment Plan must contribute to an incentive-based design improvement program that may be implemented by the City and Urban Renewal Agency.*





- ◆ **Housing is Important:** Taft is unique in that it offers residents a range of housing opportunities within a small geographical area, yet many Lincoln City residents are finding it difficult to afford housing. *The retention and intensification of affordable housing in Taft is a central strategy for maintaining a family-oriented environment and enhancing economic development.*



- ◆ **Taft as “Smart Development” & Mixed Use Model:** Taft is a living example of mixed use development: that is, the vertical or horizontal combination of commercial and residential uses or structures on a single lot or as components of a single development. *Mixed use is held in high regard by the community and should be allowed as an integral part of Taft’s community fabric.*



- ◆ **Infrastructure Improvement Needs Exist:** Public works improvements exist in Taft that range from utility undergrounding to street and sidewalk repairs and water and storm drainage system upgrades. *When making public improvements in the village of Taft, coordinate with recent Lincoln City infrastructure master planning efforts to ensure cost efficiencies.*



- ◆ **Maintenance Issues Must Be Addressed.** All too often, public improvements and private development occur without due consideration of maintenance demands; neglect of maintenance often results in deteriorated image and negative perceptions. *Implementation of the Taft Redevelopment Plan must encourage a high degree of private property upkeep and adequate resources for maintaining the public realm.*

- ◆ **Balance Economic Development Opportunities:** Because tourism is recognized as a driving force in Lincoln City, peaks and valleys occur in the local economy which affect businesses and residents in many different ways. *Diversification of Taft's local economy is important to create a business climate that balances resident- and visitor-serving needs.*



- ◆ **Urban Renewal is Private Investment Catalyst:** The opportunity for utilizing urban renewal to revitalize the village of Taft is held in very high regard by the Lincoln City community and viewed as a once-in-a-lifetime chance to do something great. *When implementing the Taft Redevelopment Plan, do so with the knowledge that urban renewal funding is finite and each action step should be undertaken to leverage as much private investment and economic development as possible.*



Section D — Urban Planning and Design

Findings

This section introduces urban planning and design in the context of Taft, and summarizes the key urban planning and design findings related to Taft's revitalization gathered throughout the three stages of the planning framework. The findings are organized into five primary subsections:

- ◆ Land Use
- ◆ Public Spaces
- ◆ Pedestrian, Bicycle, and Transit Elements
- ◆ Automobile Circulation and Parking
- ◆ Design Details

What is Urban Planning and Design?

Downtowns, Main Streets, Villages, and Towns are not only places for commercial, governmental, recreational and residential activities to occur, but also are statements about sense of community and provide residents with points of pride and identity. However, many of these community centers have been neglected over the years due to a preference that evolved towards the shopping mall or commercial strip development. This dynamic is changing nationwide and is certainly changing in Lincoln City.

People judge Downtowns, Main Streets, Villages, and Towns by the quality of the physical spaces they see around them – in terms of function and attractiveness. With respect to urban planning and design, cohesiveness and legibility are very important attributes to establishing this sense of quality. This means that people need to perceive the downtown as a solid, stand alone, and unique unit (which requires a complimentary arrangement of buildings, streetscape, activity, circulation, etc.); and, it means that people need to be capable of intuitively understanding their way into and around the area (through signage, location of land uses, lighting, etc.). The village of Taft, then, must be treated as a fabric comprised of buildings (representing the private realm) and streets, plazas, and walkways (representing the public realm) that are treated with equal importance and seamlessly connected.

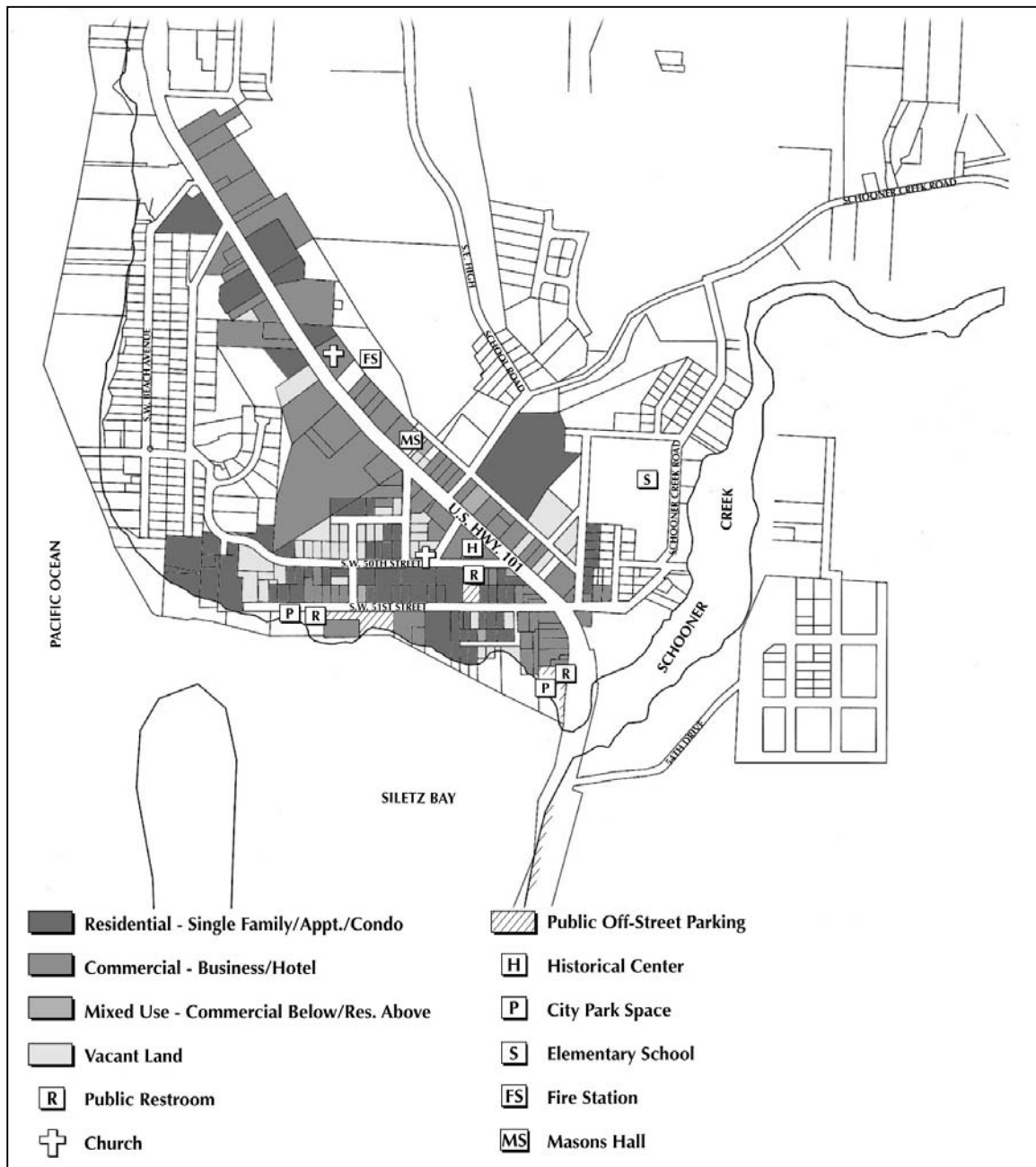
To help understand this fabric and to help identify opportunities for improvement, the urban design and planning process disassembles Downtowns, Main Streets, Villages, and Towns into their most basic elements:

- ◆ **Paths:** Those corridors (streets, sidewalks, etc.) along which people move to get from one place to another (for example, Highway 101, 51st Street, Inlet Avenue, the Pacific Ocean beachfront path along bluff, etc.).
- ◆ **Edges:** Those linear elements not considered as paths but useful in defining the boundaries of a place (for example, Schooner Creek, the Siletz Bayfront, the knoll at the end of 51st Street).
- ◆ **Districts:** Those sections of a downtown that have a certain identifiable character due to building architecture, streetscape, land use, etc. (for example, the local-serving businesses around Kenny's IGA and Mills Ace Hardware, the cottages in the vicinity of 52nd Court, the lodging and visitor-oriented uses in the western portion of 51st Street, etc.)
- ◆ **Nodes:** Those important points where people gather or paths converge, thus providing higher than typical levels of activity (for example, the end of 51st Street, etc.)
- ◆ **Landmarks:** Those physical objects that provide a point of reference or identity to a downtown (for example, the rock outcroppings in Siletz Bay, the knoll at the end of 51st Street, Mo's and Eleanor's Undertow, etc.)

Subsection D₁ – Land Use

Since its founding, Taft has contained a mix of uses to serve both the local community and visitors. Over time, the mix of uses has changed due to changes in the local and regional economies. However, as Figure 1/D-A illustrates, Taft still possesses a relatively balanced blend of residential, commercial, civic, and open space uses. The following land use discussion is organized into the four subsections: Family-Oriented Uses, Commercial Uses, Mixed Use, and Housing.

Figure 1/D-A



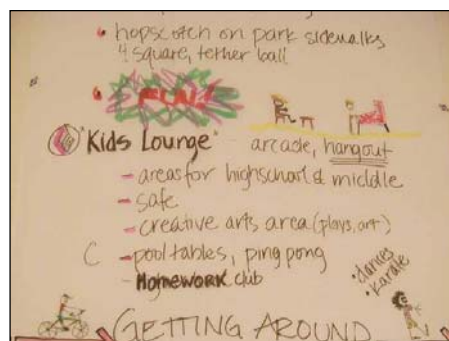
Family-Oriented Uses

Lincoln City as a whole is committed to youth and family development, apparent with the recent construction of a skateboard park and the initiation of two feasibility studies for a large youth center and a creative arts center. A number of Lincoln City families and youth reside in Taft neighborhoods and also frequent the Taft area, often because the community's elementary, middle, and high schools are all located in Taft. The recent introduction of the Oregon Coast Community College adds to this family ambiance. Additionally, because of the dangers along the Oregon coast, calmer waters of the Siletz Bay have made Taft known as having the safest beach access in the City. This perception of safety attracts more families to the area on a regular basis.



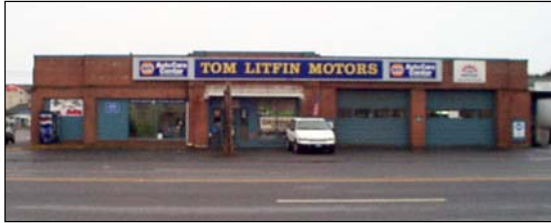
The community recognizes and values this tradition of families in Taft. A high priority in the redevelopment project was thus placed on fostering uses that are family-oriented and on creating an environment attractive to both visiting and local families. Toward this end, the community expressed a strong desire that any use developed at the vacant property located at the west end of 51st Street be a family-type public/quasi-public use; the greatest amount of enthusiasm for this location is tied to creating a weather station/tsunami interpretive center. Ideas for other desired family-oriented and public uses generated during the process include: interpretive environmental areas (including a wetlands nature walk), a youth center, a creative arts or performing arts center, an amphitheater, and even a wave pool.

Local youth echoed the emphasis on families in Taft, expressing a strong desire for more after school and weekend activities in the area, noting that the “only places for us to go are the casino arcade and the movie theatre”. A large vacant site located at the corner of Jetty and Inlet Avenue, some of which is owned by the City, has significant potential to provide such a youth-oriented use.



Commercial Uses

Coming into Taft from the north on Highway 101, commercial activity is primarily auto-oriented having large lots and setbacks, often with parking at the front. Businesses such as the Chevron station, Bank of the West, Circle K, and a Best Western motel are among those found along this northern portion of Taft along Highway 101. Moving closer to 48th Street from the north, the commercial setting changes as the building scale becomes smaller, buildings are built to the sidewalk edge, and buildings are located either adjacent or very close to one another.



Concentrated along this core area of Taft along Highway 101 are community-serving businesses such as Kenny’s IGA, Ace Hardware, and Liftin Motors. These and other business are frequented by area residents and receive a fair amount of local foot traffic. Also clustered along Highway

101, closer to the 51st Street intersection, are antique shops, restaurants, and miscellaneous retail that appeal to both locals and visitors. Surveying the Highway 101 corridor, a number of storefronts are also currently vacant. While this is disconcerting, a number of Taft merchants expressed interest in expanding their current buildings and businesses, indicating the potential for greater levels of occupancy and vitality in the future.



The reconstruction and improvements on Inlet Avenue in 1999 have changed the character of the area east of Highway 101. Upon its completion, a number of business owners began discussing the possibility of creating second store entrances facing this popular new street. Throughout the redevelopment planning process, Taft business owners and local residents have expressed a desire to continue pursuing this idea along Inlet Street. Merchants with frontage along Inlet Avenue noted a significant increase in foot-traffic along the street since its completion. In fact, the desire to orient secondary entrances off of Highway 101 carried over to the west side of the highway where business owners and community members also hope to encourage a similar approach. Many in the community also noted the desire to ultimately improve Inlet Avenue north of 48th Street to accommodate additional local circulation without having to get onto the highway.



Travelling further south on Highway 101 to S.W. 51st Street, a greater number of businesses cater to tourists. S.W. 51st Street is anchored by two restaurants: Mo’s Restaurant and Eleanor’s Undertow. In recent years, the S.W. 51st Street area has also seen the growth of lodging accommodations, as well as cottage commercial uses that include a few small bed and breakfasts and galleries. A number of other property owners in the area have expressed interest in continuing this trend by opening additional shops, bed and breakfasts, and small cafes, all of which could be

ties together with intimate plazas and walkways. This type of use is appropriate in Taft, preserving the existing historic architecture and quaint cottage character of S.W. 51st Street, while expanding commercial opportunities.

Mixed Use

Mixed use development supports economic and social vitality and encourages walking, biking, and transit. Mixed use is generally defined as the vertical or horizontal combination of commercial and residential uses or structures on a single lot or as components of a single development. Mixed use is — and historically has been — an integral part of Taft’s community fabric.

Taft is a living example of mixed use development in Lincoln City. A scan of Taft reveals a landscape of mixed use: the Bailey Building; Kenny’s IGA; Snug Harbor Tavern Rac’s Place; Mills Ace Hardware; Snug Harbor Antiques; Once in a Blue Moon; Salmonberry Inn; and several others. Throughout all stages of the public involvement process for the Taft Redevelopment Plan, mixed use has been held in high regard by the community. Mixed use development is also an important strategy being embraced by the State of Oregon Livability Initiative, as well as communities throughout the country, to further far reaching economic, environmental, social, and physical goals. Currently, under the City’s existing Zoning Ordinance, mixed use is not permitted; therefore, even though the core area of Taft is currently zoned either General Commercial or Recreational Commercial, all existing mixed use in Taft is non-conforming with the Zoning Ordinance. Throughout the Taft redevelopment planning process, the community has asked that the City consider new development and design guidance for Taft that incorporates mixed use.



Over the course of the past 2 years, Lincoln City has been examining the reintroduction of mixed use development as a permitted use in the Zoning Ordinance. In 1998, the Lincoln City Planning Commission articulated a goal to address the issue of encouraging mixed-use development in the community. This interest resulted in the City becoming a recipient of a code assistance grant from the State of Oregon’s Transportation and Growth Management Program. By January 1999, a Smart Development planning process was initiated and, on June 15, 1999, after a notable public input process, the Planning Commission recommended adoption by the City Council a number of proposed amendments to the Comprehensive Plan and Zoning Ordinance to incorporate Smart Development strategies. These proposed amendments focused on creating a single Mixed Use Overlay Zone for equal application in Oceanlake, Nelscott, and Taft. On July 26, 1999, the City Council held a first hearing on the proposed amendments. On September 13, 1999, the City Council recommended that the proposed amendments be continued until the Taft Redevelopment Plan was before the Council

for consideration. Figure 1/D-B shows the Mixed Use Overlay Zone that was originally proposed for the village of Taft in 1999.



Figure 1 /D-B

Housing

Housing that is affordable to rent or to own in Lincoln City is not easy to come by. Taft provides opportunities for affordable housing through several manufactured home parks, accessory dwelling units, apartment buildings and mixed use (apartments over retail) structures. The community at-large values the retention and intensification of affordable housing in Taft as a strategy for maintaining the family-oriented environment it now enjoys.

The challenge in Taft focuses primarily on S.W. 51st Street. Should this district achieve the economic revitalization envisioned for it, land economics may cause property owners to redevelop some of the property currently providing housing to permanent and season residents.

Currently, Lincoln City has no formal entity, such as a housing authority or a community development corporation, that is actively involved in ensuring that an adequate supply of housing exists within the City for a diverse citizen population. The following agencies can

serve as resources to Lincoln City for information and assistance related to housing: Housing Authority of Lincoln County; Multi-Family Housing Council Of Oregon; Community Development Corporation of Lincoln County; Oregon Housing and Community Services Department; Oregon Department of Land Conservation and Development; and, HUD – Oregon State Office.



Subsection D₂ – Public Spaces

In line with the key values of community spirit, family-oriented uses, and environmental stewardship, public parks and plazas emerged as high community priorities in Taft’s revitalization. Likewise, the protection of Siletz Bay views, improved beach access, and increased siltation of the bay also surfaced as primary concerns. Despite often unsavory weather conditions, the community still recognizes the importance of outdoor public space which allows interaction with other people and the outdoors, relaxation and respite, a place for kids to play, and opportunity for major events and festivals. Public spaces also provide locations for commemorative public art and historic monument and documentation, both of which are important to community members. The village of Taft should offer a mix of public spaces that nurture the community’s social life, vibrancy, identity and purpose.



No formal public plazas in which to linger are currently found within the village of Taft. Attempts have been made to create a public plaza-like space at the end of 51st Street with the addition of a flag and commemorative plaque, as well as a wonderful salmon sculpture. However, the community noted throughout the process that a central, organized, and attractive place is needed in which to hold community gatherings or to visit for relaxation.



The only improved park spaces in Taft exist on the elementary school grounds and Siletz Bay Park. Siletz Bay Park is located along the bayfront at Highway 101 near the Waters Edge Condominiums. The park is currently only easily accessible from Highway 101. Undeveloped open space in Taft is currently found at the 51st Street turnaround and along the beach itself. The area immediately west of the Siletz Bay Lodge is currently designated for park uses in the Comprehensive Plan and is owned by the City. A pier, bayside walk adjacent to Mo’s Restaurant, the bayfront, and an interpretive marker create some visual interest and activity in this area. The community voiced a strong desire to locate a baywalk from Siletz Park to the west end of 51st Street. While concerns exist by some property owners who would be located adjacent to the central segment of the future baywalk in Taft, the community ultimately envisions a continuous baywalk that connects to Cutler City.

When discussing public spaces and parks, the community also focused on views to the Siletz Bay. Recent development has unfortunately blocked most views of Taft’s number one asset. Currently, major views still exist if going north, but these views have all but disappeared to travelers in the southbound direction until they have already passed through the village. An earlier study by Lenertz and Coyle for the Lincoln City Smart Development process indicates that the potential for a southbound view corridor to the Siletz Bay via the Galley Avenue alignment is still possible. Though not visible from the highway, two other important views of the bay available to pedestrians, cyclists, and autos within the village core should be protected: from the Ebb Avenue corridor and 52nd Court.



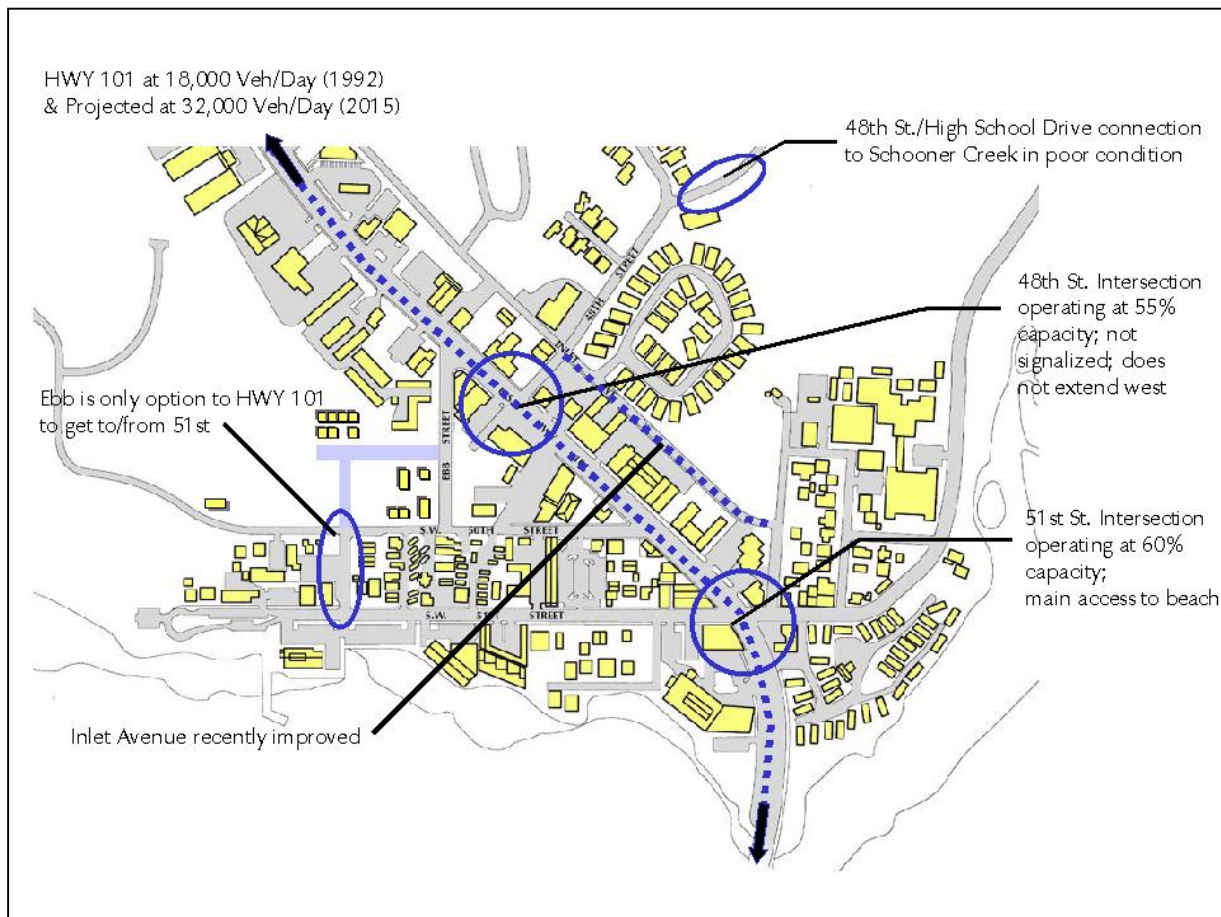
Subsection D₃ – Automobile Circulation and Parking

The challenge facing Taft in terms of automobile circulation and parking is finding a balance between the need to accommodate cars and the need to foster an environment that reinforces “sense of place” and a pedestrian orientation.

Automobile Circulation

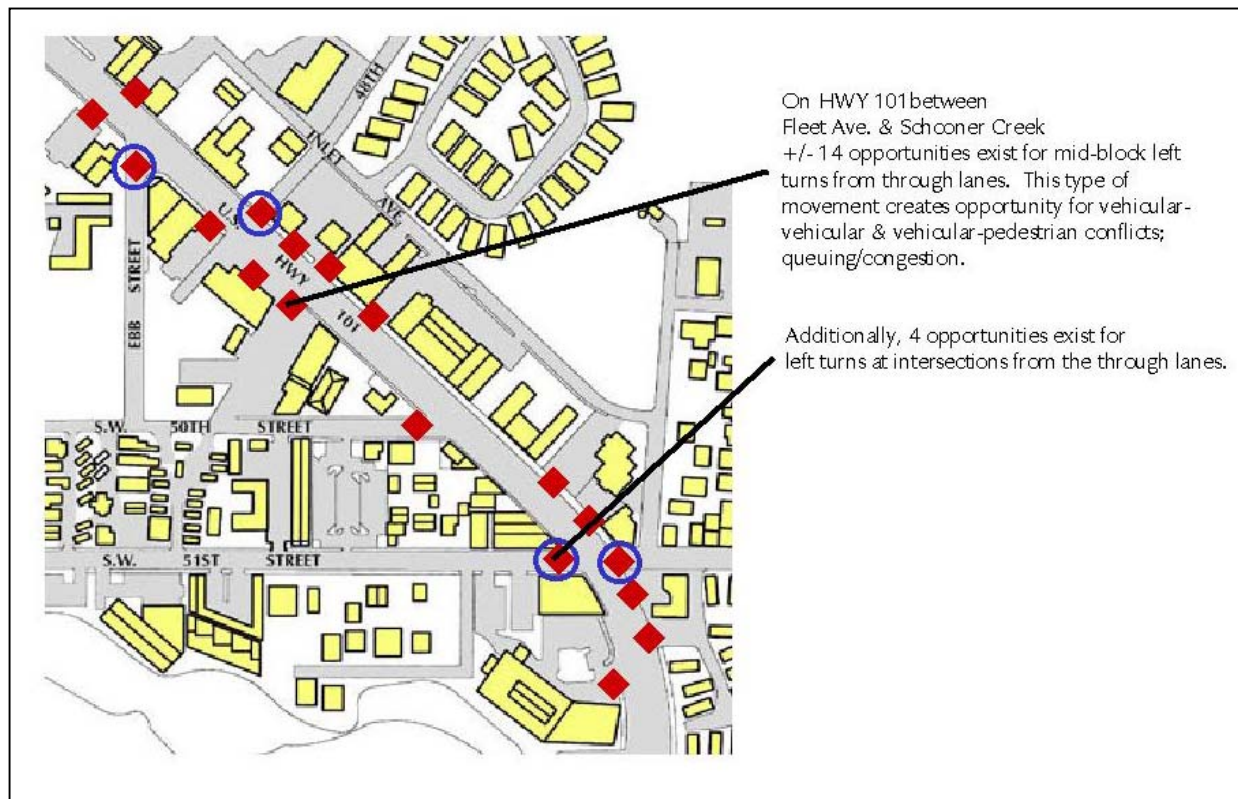
Existing automobile circulation in Taft relies primarily on Highway 101 and secondarily on the local street network. Pedestrians and bicyclists are also affected by and dependent upon the streets and rights-of-way that accommodate vehicles. Figure 1/D-C provides a summary of Taft’s existing circulation system and associated attributes. Throughout the following discussion, the existing condition of Taft’s circulation system is described in further detail including challenges associated with the different users of the circulation system.

Figure 1 /D-C



Highway 101. Within the Taft core, Highway 101 is currently a 4-lane facility with on-street parking. A traffic signal is located at 51st Street, and a pedestrian-activated crosswalk signal is located at 48th Street. Highway 101 is heavily trafficked and, according to ODOT and the City, will not have the capacity to accommodate anticipated future volumes of traffic at its current configuration. Currently, during the tourist season and on certain weekends, Highway 101 experiences capacity deficiencies that result in significant congestion. Traffic counts at “D” River Wayside and Highway 101 in October 1999 identified 23,053 average daily trips (ADT) on the highway. The Oregon Coast Highway Corridor Study (prepared in August 1992) projected ADT to increase to approximately 32,000 by 2015 for Lincoln City. Numerous driveways along Highway 101 that are used for access to businesses also exacerbate traffic flow problems (see Figure 1/D-D).

Figure 1/D-D



Intersection analyses prepared by ODOT provide some insight into the present condition of the 48th Street and 51st Street intersections in the village of Taft. For 2000, South 48th Street at Highway 101 had a Volume to Capacity Ratio (V/C)¹ of 0.55 and South 51st Street at Highway 101 had a V/C of 0.60. The 1999 Oregon Highway Plan

¹ Volume to capacity ratio (V/C ratio) is a measure of roadway congestion, calculated by dividing the number of vehicles passing through a section of highway during the peak hour by the capacity of the section.

specifies a maximum V/C ratio of 0.80 for Statewide Non-Freight Routes inside an Urban Growth Boundary, such as Highway 101 through Taft and Lincoln City; if Highway 101 through the core area of Taft is designated a Special Transportation Area (see following discussion), the maximum V/C ratio would be 0.90. As shown in Figure 1/D-E, under current configurations (*i.e.* No Build), ODOT has projected Preliminary Draft V/C ratios for the 48th Street and 51st Street intersections.²

Figure 1/D-E

| | No Build | V/C Ratios for 2000 Volumes | When will V/C Ratios Reach: (In Years) | | |
|----------------------------------|----------|-----------------------------|----------------------------------------|------|------|
| | | | 0.80 | 0.85 | 0.90 |
| 51 st Street/ Hwy 101 | | 0.60 | 7 | 9 | 11 |
| 48 th Street/ Hwy 101 | | 0.55 | 8 | 9 | 11 |

² DRAFT No-Build V/C Ratio Future Projections 48th and 51st Streets, Taft (prepared June 6, 2000). 1999 Oregon Highway Plan mobility standard for Hwy 101 through Taft is 0.80. If this area was designated a Special Transportation Area (STA), the 1999 Oregon Highway Plan mobility standard would become 0.90 (see STA description below). These values are for the No-Build scenario and assume that no changes occur in the traffic patterns. Future design hour volumes were developed for Hwy. 101 in the Taft area using historic growth rate of 2.73% developed from ODOT Transportation Volume Tables.

Compounding Highway 101 issues through the core area of Taft is the restricted highway right-of-way available for accommodating a wide array of desired uses: sidewalks, bike lanes, on-street parking, through lanes, left-turn pockets, median, intersection bulb-outs, etc; through the core of Taft, as shown in Figure 1/D-F, approximately 80 to 85 feet exists between many of the building faces that line the east and west edges of Highway 101. As noted in Figure 1/D-G, accommodating this array of desired items would require an ideal right-of-way of 120 feet. The challenge, then, is how to optimize the use of this restricted right-of-way space to meet the multitude of objectives that exist for it.

Figure 1/D-F

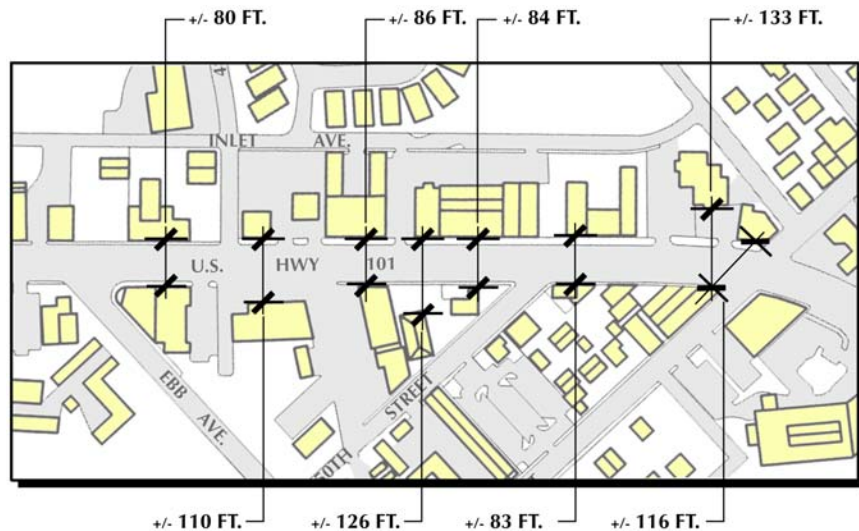
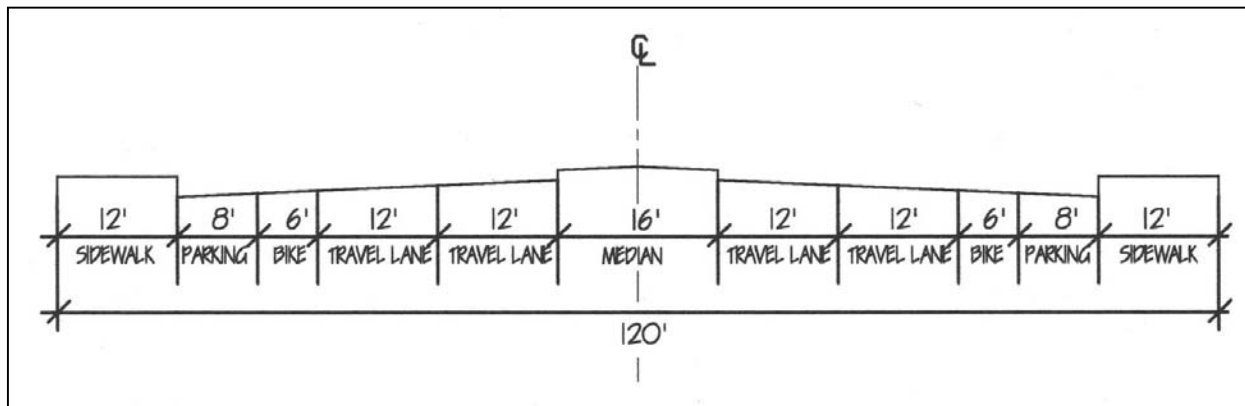


Figure 1/D-G



The unique issues and objectives related to Highway 101 in Taft call for unique solutions. As background for Highway 101, the City’s Transportation Master Plan recommends that “the existing highway would be widened to a 4-5 lane facility in those sections that are currently 2-3 lanes. The objective is to provide two through-lanes in each direction throughout the city, with center left turn lanes where

necessary.”³ With respect to Taft, this policy direction provides both opportunities and challenges to facilitate automobile movement while simultaneously pursuing other community objectives (e.g. pedestrian orientation, etc.).

The City of Lincoln City and the Oregon Department of Transportation (ODOT) are collaborating to address common concerns along Highway 101. This collaboration includes a range of activities from: a) determining the need to evaluate Highway 101 throughout Lincoln City to better accommodate regional traffic movement, to b) integrating the specific community-based objectives for the village of Taft with performance objectives for Highway 101. In terms of Highway 101 in Taft, the City and ODOT are collaborating on the following key issues, among others:

- ◆ visual environment and aesthetic enhancements
- ◆ pedestrian and bicycle environment and safety
- ◆ queues and delays at intersections
- ◆ access management
- ◆ traffic signal synchronization
- ◆ bottleneck lane configurations and related congestion

The look and feel of Taft while driving on Highway 101 is a significant concern to the Lincoln City community. The “view from the road” requires an understanding of the many elements that influence the appearance of Highway 101. These include: directional signage; business signage; architectural treatment of buildings and facades; setback of buildings; roadside plantings; on-street and off-street parking; awning and canopy treatments; street furniture; street lights and illumination levels; banners; screening; views; and, property maintenance. ODOT policies and regulations, including those related to the *Pacific Coast Scenic Byway Corridor Management Plan for U.S. 101 in Oregon* and the

³ Police Department records identify center left turn refuges as opportunities to reduce accidents by over 25% citywide. Of the +/-110 blocks in Lincoln City, approximately 51 blocks typically have two or four through lanes with no left turn refuges. 23 out of 51 blocks without refuges had accidents in 1990, while only 16 out of 60 blocks with refuges had accidents in the same year.

Special Transportation Areas (STA)

A Special Transportation Area (STA) is ODOT’s new way of formally recognizing certain segments of state highways as main streets where through traffic movement will be balanced with the needs for local access and circulation. It allows ODOT to use highway designs and mobility standards that are different from other highway designations. The STA designation is a way for communities to get clear agreement from ODOT to manage the state highway as a main street. These features can include wider sidewalks, adding or retaining on-street parking, adding curb extensions, adding street trees, and other measures.

The STA designation is appropriate in areas that already have a distinct main street character – where there is compact, urban development with buildings spaced close together and oriented to the street, and a mix of land uses. The yet untested STA designation requires development of a management plan, which is adopted jointly Oregon Transportation Commission (OTC) and by community as part of the local Transportation System Plan (TSP).

In the absence of an STA designation, decisions on the appropriateness of each design treatment is made on a case-by-

Scenic Byway Management Plan for the Siletz and Yaquina Regions of the U.S. 101 Corridor in Oregon, and Lincoln City policies and regulations offer opportunities and constraints with respect to aesthetic improvements.

Through the 1999 Oregon Highway Plan (OHP), Action 1B.7, highway segments are to be designated as one of four categories to guide ODOT's position on local land use planning and development standards and actions, and to define the application of access management standards and broad types of highway facility design. The four categories are: Special Transportation Areas; Commercial Centers; Urban Business Areas; and, Urban Highways. A description of each of the four categories, as provided by OHP Action 1B.7, follow:

- ◆ **“Special Transportation Area:** *The primary objective of managing highway facilities in an existing or future Special Transportation Area (STA) is to provide access to community activities, businesses, and residences and to accommodate pedestrian movement along and across the highway in a downtown, business district and/or community center including those in unincorporated communities An STA is a highway segment designation that may be applied to a highway segment when a downtown, business district, or community center straddles the state highway within an urban growth boundary or in an unincorporated community Direct street connections and shared on-street parking are encouraged in urban areas and may be encouraged in unincorporated communities. Direct property access is limited in an STA. Local auto, pedestrian, bicycle and transit movements to the business district or community center are generally as important as the through movement of traffic. Traffic speeds are slow, generally 25 miles per hour (40 kilometers per hour) or less.*

- ◆ **Commercial Centers:** *The primary objective of the state highway adjacent to a Commercial Center (CC) is to maintain through traffic mobility in accordance with its function. A Commercial Center is a highway segment designation which may apply to an existing or future center of commercial activity which may generally have 400,000 square feet (37,000 square meters) or more of gross leasable area or public buildings. The majority of the average daily trips to the center originate in the community in which the center is located. The buildings are clustered with limited direct access to the state highway to reduce the number of vehicle trips and to reduce conflicts with through traffic. They may be located on Statewide, Regional, or District Highways within an urban growth boundary. They include a high level of regional accessibility and connections to a local road network. The Commercial Center accommodates pedestrian and bicycle access and circulation and, where appropriate, transit movements.*

- ◆ **Urban Business Areas:** *The Urban Business Area is a highway segment designation which may vary in size and which recognizes existing areas of commercial activity or future nodes or various types of centers of commercial activity within urban growth boundaries on District, Regional or Statewide Highways where vehicular accessibility is important to continued economic viability. The primary objective of the state highway in an Urban Business Area (UBA) is to maintain existing speeds while balancing the access needs of abutting properties with the need to move through traffic. An UBA is a highway segment designation that may apply to an existing area of commercial activity or future center or node of commercial activity in a community located on a District, Regional or Statewide Highway where speeds are 35 miles per hour (55 kilometers per hour) or less. The designation of UBAs on Statewide Highways shall be limited to only those special circumstances where, from a system-wide perspective, the need for local access clearly equals or is greater than the need for mobility for an existing designation, and for a new designation, the need for local access must be greater than the need for mobility. Vehicular accessibility is often as important as pedestrian, bicycle and transit accessibility. Safe and regular street connections are encouraged. Transit turnouts, sidewalks, and bicycle lanes are accommodated.*
- ◆ **Urban:** *The objective of an Urban segment designation is to efficiently move through traffic while also meeting the access needs of nearby properties. Access can be provided to and from individual properties abutting an Urban Segment, but the strong preference is to limit such access, providing it instead on connecting local roads and streets. Transit turnouts, sidewalks, and bicycle lanes are accommodated.”*

The principal question for determining the treatment of Highway 101 through the Taft village core should be: ***How can the specific community-based objectives for the village of Taft (e.g. pedestrian orientation, improved aesthetics, comprehensive wayfinding system, etc.) be accomplished most effectively while recognizing short- and long-term performance objectives for Highway 101?***

Local Street System. Taft's local street system also contributes to the challenges presented on Highway 101; the system is limited in its capacity to provide alternative movement choices for accomplishing local trips – thus local trips are carried out on the highway.

The City's Transportation Master Plan includes five categories of streets within Lincoln City: local street; minor collector; major collector; minor or secondary arterial; and, principal or primary arterial. Each is summarized as follows, with corresponding Taft streets identified:

- ◆ Local street: Intended to serve abutting properties without carrying through-traffic (less than 1,200 vehicles per day).
- ◆ Minor collector: Primarily intended to serve abutting property and local-access needs of neighborhoods, including limited through-traffic. Designated minor collectors in Taft include: S.W. Coast Avenue; S.W. 50th Street; S.W. 51st Street.
- ◆ Major collector: Intended to move traffic from local streets or minor collectors to arterials (1,500 to 10,000 vehicles per day). Designated major collectors in Taft include: S.E. High School Drive; and Schooner Creek Road.
- ◆ Minor or secondary arterial: Intended to provide for the fluid movement of traffic between areas and across portions of the city, with priority given to through-traffic. No minor arterials are designated in Taft.
- ◆ Principal or primary arterial: Intended to serve as the principal route for travel between major urban activity centers. Highway 101 is the only designated principal arterial in Taft.

In terms of public safety on Taft's local streets, motor vehicle accidents (MVA) tracked by Police Department between 1983 and 1992 are clustered along S.W. 51st and 50th Streets. In 1993 and 1994, MVAs were highest at S.W. 48th Street/Galley, with S.W. 51st Street/Ebb and S.W. 50th Street following closely behind. Between 1993 and 1995, MVAs in Taft were highest on Fridays and Sundays; Saturdays and Thursdays had the least MVAs. Between 1993 and 1995, MVAs in Taft were highest in February, July, and December. In addition, as shown on Figure 1/D-H, the existing local street system is in various levels of condition.

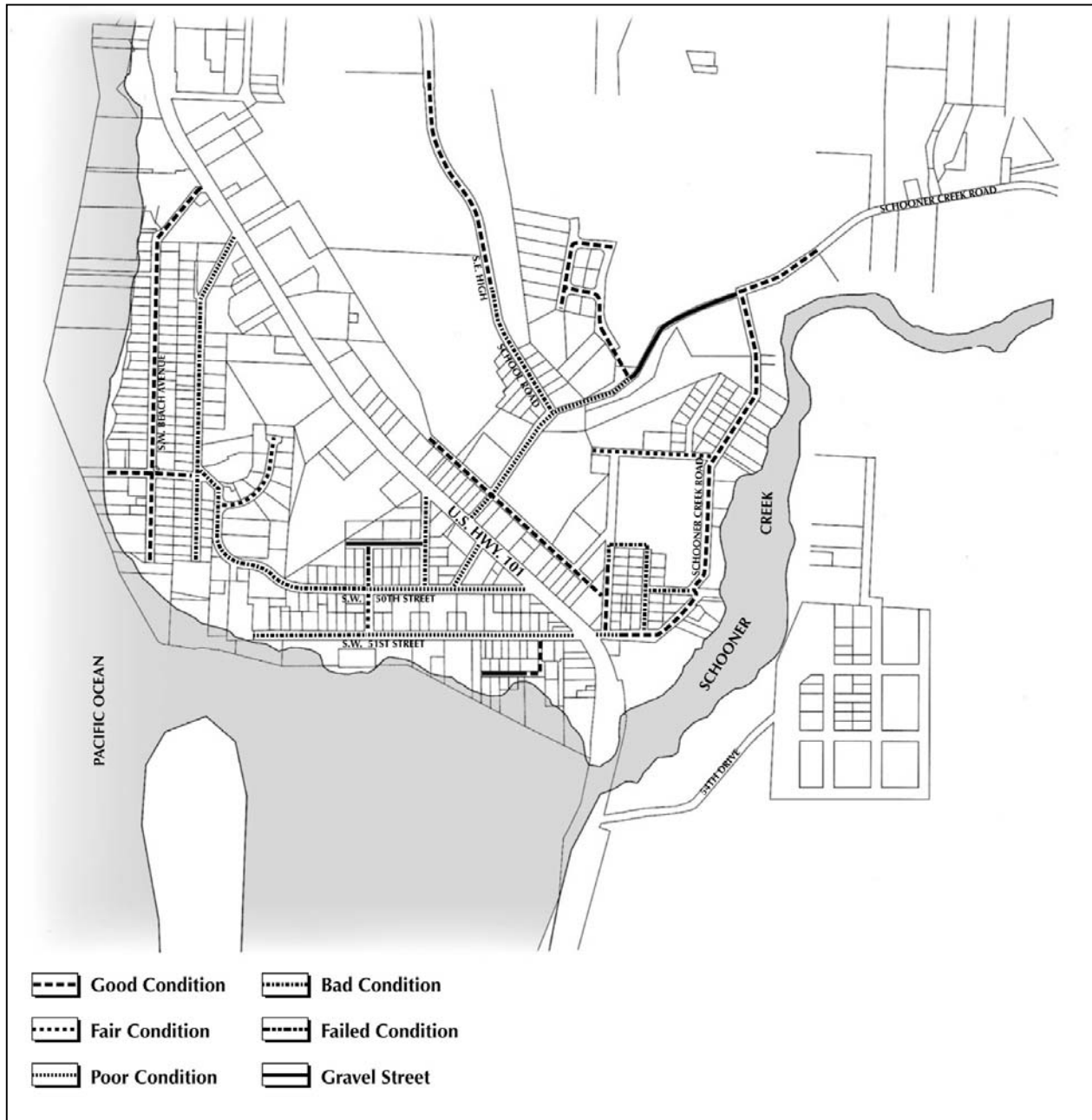


Figure 1 /D-H

A key strategy voiced by participants during the redevelopment planning process for improving circulation in Taft is to identify opportunities for developing parallel streets to Highway 101 (e.g. Inlet Avenue) and connections between existing streets (e.g. new S.W. 48th Street extension, Fleet Avenue extended between 50th and 51st Streets, etc.) – thereby creating a loop system network that provides many alternative movement choices for accomplishing local trips.

Parking

The founding of Taft, as well as the development of many of its compact buildings and small lots, occurred prior to the mass production and our widespread use of the automobile. Today, our over-reliance on the car presents challenges with respect to automobile circulation as well as challenges in the community with respect to parking. In Taft, like many business districts across the country, parking is a central concern to most merchants and residents.

In terms of its role in the revitalization of Taft, parking will not lead economic development rather it will support and enhance it. To this end an organized easy-to-find system of on- and off-street parking will be needed in the near future to continue attracting residents and visitors to

**TABLE 1/D-1
Estimated Existing Parking Supply & Demand**

| AREA | EXISTING PARKING SUPPLY | | | | EXISTING BUILT CONDITIONS | | |
|--------------|-------------------------|------------|-------------|------------|----------------------------|---------------------------|-------------------------|
| | On-Street | Public Lot | Private Lot | Totals | Com./Off. Sq. Ft. Estimate | Restaurant Seats Estimate | Parking Demand Estimate |
| 1 | 10 | 0 | 50 | 60 | 18,160 | 0 | 45 |
| 2 | 37 | 0 | 63 | 100 | 32,200 | 0 | 81 |
| 3 | 39 | 0 | 89 | 128 | 46,714 | 159 | 170 |
| 4 | 60 | 59 | 26 | 145 | 3,129 | 205 | 76 |
| 5 | 68 | 77 | 8 | 153 | 25,682 | 75 | 89 |
| TOTAL | 214 | 136 | 236 | 586 | 125,885 | 439 | 461 |

Taft, as well as to assist the development and redevelopment concerns in an area of small-sized lots and with unlimited revitalization potential.

An inventory of the Taft core area, not including residential, lodging, and educational uses, revealed that on-street parking, off-street public parking, and off-street private parking account for an estimated 586 existing parking spaces (see Table 1/D-1 and Figure 1/D-I). The parking demand estimate for Taft, given certain assumptions and not accounting for day visitors, is estimated at 461 parking spaces. Despite the numerical appearance that a parking problem may not exist, some of the parking areas go largely unused (e.g. 51st Street Public Parking Lot off of Highway 101), others are often at capacity, (e.g. 51st Street Public Parking Lot off between Mo’s Restaurant and Siletz Bay Lodge), signage directing travelers to parking areas is poor, and the overall public perception is that a parking problem does exist.



Subsection D₄ – Pedestrian and Bicycle, and Transit Elements

Creating a friendly and safe environment for pedestrians and bicyclists is a driving goal of the Taft Redevelopment Plan. A number of problems and challenges exist throughout the area that elevates the importance of this goal. These obstacles were routinely noted by community members during the planning process; aesthetics and the lack of amenities such as benches, shelter, lights, etc. were often cited as contributing to a poor quality pedestrian environment. The resounding community priority, in this regard, is to ensure the safety of pedestrians and bicyclists throughout Taft; the primary challenge to this priority is Highway 101, which is the focus of the following discussion. The community, especially youth and seniors, noted that transit opportunities must be expanded within Lincoln City, including Taft.



Existing Conditions

The Highway 101 corridor presents a large challenge to safety due to the diverse users it accommodates: pedestrians, bicyclists, logging trucks, tourists in cars and RVs, commuters, local residents, and many others. Existing conditions through the core of Taft include a limited highway right-of-way, parallel parking on both the east and west sides, two lanes of traffic in both directions with no center turn lane and no designated bike lanes. A stoplight is located at 51st Street and a pedestrian-activated crosswalk signal is located at 48th Street.



The signed speed limit through the central core of Taft is 30 mph, yet traffic generally moves much faster. Community members noted many times that vehicles, including large trucks, often race through Taft as they come off of the Spanish Head hill in the southbound direction and after crossing the two-lane Schooner Creek Bridge in the northbound direction. Besides the stoplight, there are currently no visual cues or design features that slow traffic. The wide and open roadway allows and actually invites vehicles to speed through the area.

Unmarked parking spaces lining the highway are rarely full of parked cars which can actually exacerbate the speeding problem by giving the

appearance of wider outside lanes, further increasing speeds. Merchants along Highway 101 note that patrons prefer not to park on the highway because of the danger getting in and out of their cars. All of this excess speed creates noticeably dangerous conditions and an uncomfortable environment for pedestrians and bicyclists. In sum, as it is presently designed, Highway 101 is not conducive to a pedestrian- and bicycle-friendly environment.

Pedestrians



Even with the protected pedestrian crossings at the 51st Street and 48th Street stoplights, traffic speeds still present safety concerns. Long crossing distances at intersections, combined with vehicles attempting to make it through green lights create unsafe conditions. Also, with no protected left turns, drivers often attempt to dart around stopped cars turning left from through lanes, increasing the potential for conflicts with pedestrians crossing the street.




Mid-block crossing by pedestrians also adds to safety concerns. A now faded crosswalk is painted across Highway 101 between the Bailey Building and Kenny’s IGA, roughly halfway between the 48th Street and 51st Street intersection. Although a striped crosswalk exists here, the long, unprotected crossing distance does not facilitate safe or easy pedestrian crossing. Mid-block crossing in non-designated areas presents even graver dangers with the lack of any pedestrian refuge in the middle of Highway 101.

Sidewalks along Highway 101 range in width from 5 to 10 feet, with a few areas lacking sidewalks all together (see Figure 1/D-J). In fact, sidewalks are missing throughout much of the redevelopment area, an issue for overall pedestrian circulation.



Figure 1 /D-J

 Areas lacking sidewalks within Taft

Accessibility

As noted above, many of Taft’s streets are without sidewalks, making it difficult for persons with disabilities, seniors, and parents pushing strollers to get around. In addition, the poor condition of many curb and driveway cuts make existing sidewalks inaccessible. Segments of existing sidewalks are themselves in need of repair and maintenance. A general inventory of accessibility issues, as prepared by Gary Lowe, is provided in Figure 1/D-K below.

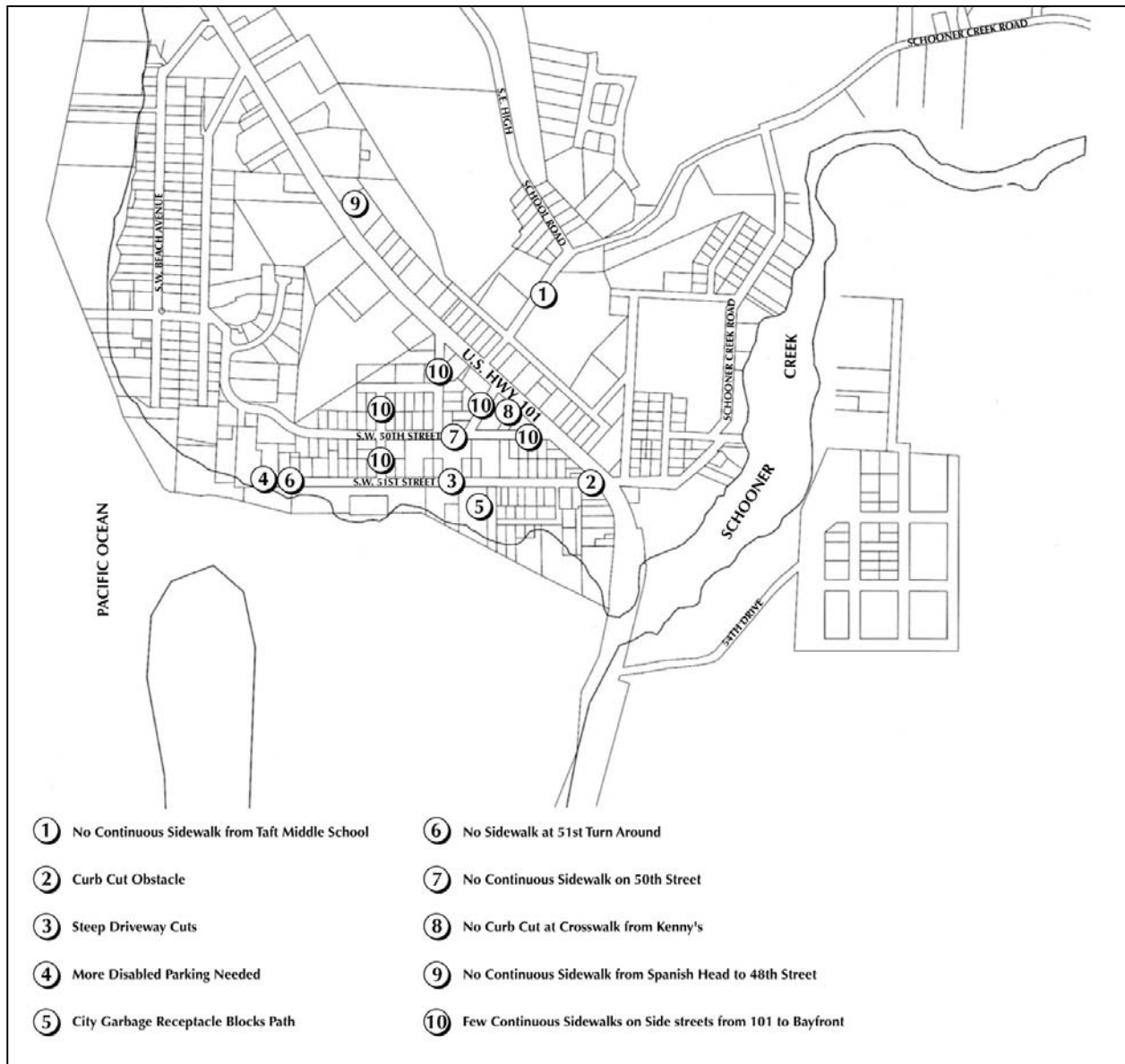


Figure 1/D-K

Bicycles

Bicyclists are important users of the roadway and must be given special consideration. The cyclists who travel through and around the village of Taft include bicycle enthusiasts riding on the Oregon Coast Bike Route, local youth, local adults, and occasional visiting tourists. Locals expressed distaste for riding along Highway 101 mainly because of safety concerns discussed in detail earlier. The community, especially local youth, cited a need and desire for off-road trails and other alternative bicycle routes.

Despite the fact that Highway 101 is on the Oregon Coast Bike Route, there are no marked bicycle lanes through Taft or Lincoln City. As noted on Figure 1/D-L, local bicycle routes exist along Beach Avenue and along 50th Street west of the Highway 101 and along High School Drive. Existing routes are currently not well delineated or signed. In terms of off-road trails, none currently exist within Taft. However, the City's bikeway and trails program does call for a number of off-road bicycle paths, one of which lies in the Taft area, along the southern bank of Schooner Creek. Outlying destinations for cyclists from Taft include Siuslaw National Forest and Drift Creek recreational area.

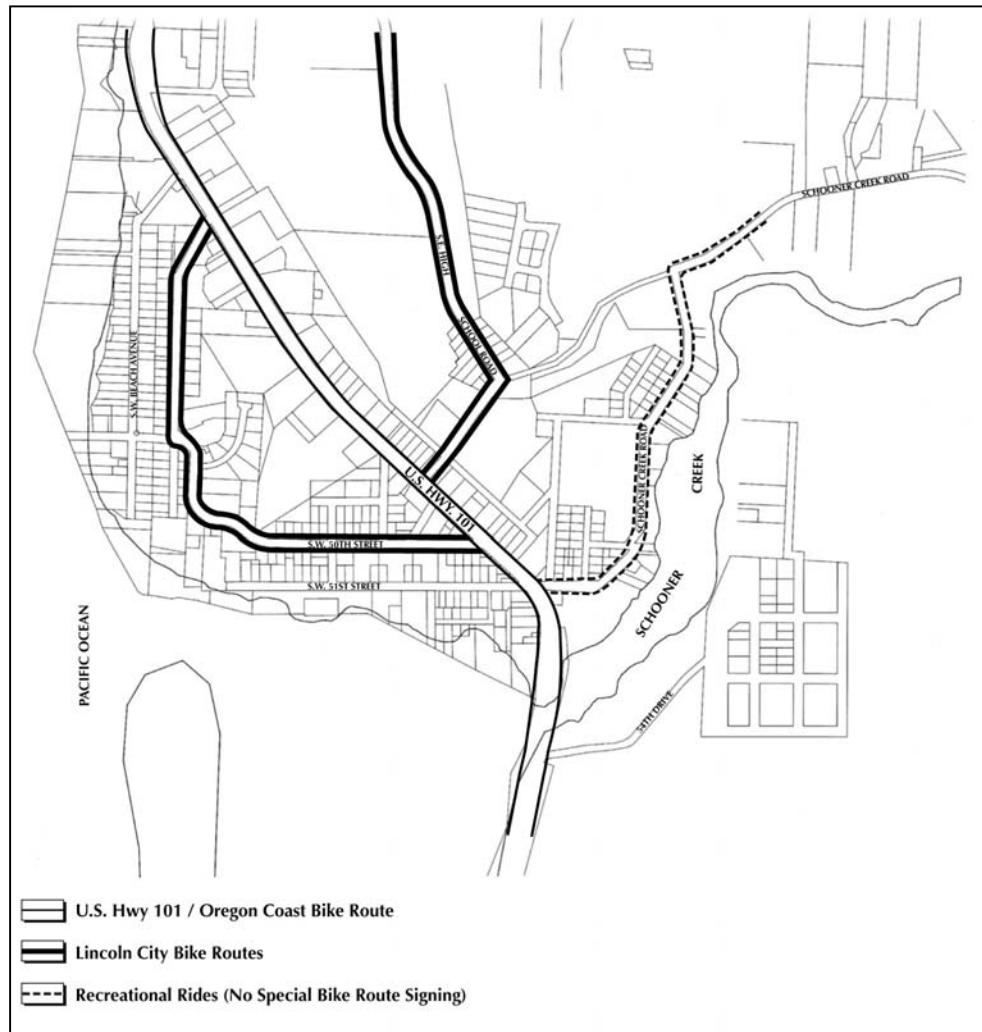


Figure 1 /D-L

Accommodating Pedestrians & Bicycles in Taft

Ideally, to safely and comfortably accommodate bicycles, pedestrians, and the number of vehicles projected in the future on Highway 101, the roadway would have: 12’ sidewalks on each side, 8’ parallel parking lane on each side, 6’ bike lanes in each direction, four 12’ travel lanes, and a 16’ foot median (see Figure 1/D-G above). Combined, these elements require a 120’ roadway; as noted above, Taft is burdened with a limited Highway 101 right-of-way (approximately 80 to 85 feet between building faces) which challenges the ideal street section for accommodating autos, pedestrians, and cyclists. Therefore, some trade-offs are necessary in the planning and modification of this roadway.



One such trade-off is removing bicycles from Highway 101 and creating a parallel route. Both the City of Lincoln City Comprehensive Plan and the City’s Transportation Master Plan contain policies indicating that bicycles should be routed off of the highway. The 1995 Oregon Bicycle and Pedestrian Plan provides the following guidelines for providing bikeways on routes parallel to state highways:

“There are occasions when it is infeasible or impractical to provide bikeways on a state highway, or the state highway does not serve the mobility and access needs of bicyclists....The following guidelines should be used to determine if it is more appropriate to provide facilities on a parallel local street:

1.
 - a. *Conditions exist such that it is not economically or environmentally feasible to provide adequate bikeways and walkways on the state highway;*
 - b. *State highway does not provide adequate access to destination points within reasonable walking or bicycling distances; or*
 - c. *Bikeways and walkways on the state highway would not be considered safe.*
2. *Parallel route must provide continuity and convenient access to facilities served by the state highway;*
3. *Costs to improve parallel route should be no greater than costs to improve the state highway;*
4. *Proposed facilities on parallel route must meet the state standards for bikeways and walkways.*

The above criteria should be satisfied and considered along with other factors when considering parallel routes for the provision of bicycle and pedestrian facilities.”

Other trade-offs include alternative widths of travel lanes, sidewalks, and medians. These and other modifications to the highway’s configuration may require special approval from ODOT through a formal exception process or through formal designation as a Special Transportation Area (as discussed above).

Another major deterrent to walking and biking through Taft are the lack of amenities. While some attempts have been made recently with the addition of pedestrian lighting on Inlet and a few hanging baskets along 51st Street, overall, the area is deficient in features which create a pleasant walking and biking experience. There are very few places for walkers to sit in the village with no benches or plazas. Signs are designed and built for autos with no pedestrian scale details. Additionally, other details, such as public art, window displays, trees and flowers, lighting, historical markers, etc. are also missing. Also, bicycle parking in the Taft area is currently scarce, with virtually none located at local businesses.

Along Highway 101, the installation of pedestrian amenities will be subject to ODOT rules and regulations for any areas within ODOT right-of-way. Amenities may require interpretation by ODOT or the granting of an exception from existing ODOT policy. Through the Special Transportation Area designation, additional flexibility may also be obtained.



Transit

At present, there is no Citywide framework for transit service within Lincoln City, although such a framework is envisioned by the City in the comprehensive plan policies. Transportation assistance is currently provided by Lincoln County Transit, local cab companies, and a dial-a-ride service for the elderly. A private shuttle service is provided by Chinook Winds Casino which carries patrons to the casino from area Lincoln City hotels. Additionally, a daily airport shuttle provides transportation to and from the Portland Airport and the Shilo Inn, in the northern portion of the City. In the recent past, a local shuttle service was operated in Lincoln City, called “Dolly the Trolley.”

Within Taft, Lincoln County Transit has a northbound bus stop in front of Ace Hardware and a southbound stop in front of Kenny’s IGA. No internal street stops (*i.e.* off-highway stops) exist in Taft. Lincoln County Transit buses stop in Taft around every three hours, beginning in Newport at 6:00 a.m. and ending with the last one returning to Newport at 9:30 p.m.

The entire community recognizes the need for local public transportation; yet, as with the bicycle trail issue, it was the youth who were most vocal and detailed about this need. The eight-mile length of Lincoln City, with a concentration of activities located along the spine of a busy highway, does not lend itself to a “kid-friendly” place. A resounding request of local youth – both middle and high school age – was for a transit system that could take them places after school, in the evenings, and on weekends.

Subsection D₅ – Design Details

High on the list of many community member's concerns was the visual quality of Lincoln City. Taft currently is perceived by some in the area to be "ugly" and "uninviting." Aesthetic issues seem to center around architectural styles, unattractive signs, and a lack of visual amenities. Although some businesses have attempted to improve their property, a comprehensive approach has not yet been developed, causing great individual efforts to be missed.

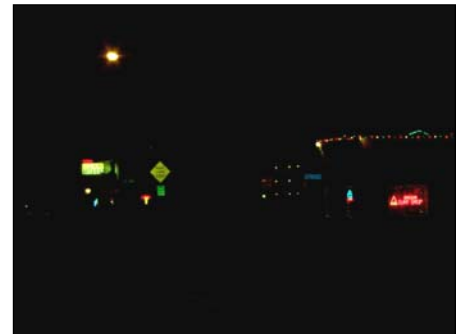


For Taft, the following key points combine to create the environment desired by the community:

- ◆ Security
- ◆ Convenience
- ◆ Efficiency
- ◆ Comfort
- ◆ Welcome

Security

Designers should provide for both real and perceived security. Many "eyes on the street" are needed. These "eyes" are provided from nearby buildings, abundance of human activity, open landscaping, ample lighting at night, and other design features. Blank walls of typical commercial development and large building setbacks weaken the feeling of security.



Convenience

Most people working in retail shops should be welcomed to own residences in the immediate neighborhood and walk or ride bicycles to their work places. Taft's historic, compact form allows high levels of walking and bicycling convenience.

To be useful and functional, streets (such as 48th Street, 51st Street and Highway 101) need to provide most of the commercial needs of community residents and visitors. Once cars are parked, there should be no need to climb back into them for more shopping or other errands.



Efficiency

People seek ways to make efficient use of their time and money. Affordable pricing hinges on maximizing use of land, buildings and space. Wide spacing and full separation between land uses, oversized parking lots and other elements of isolation lead to low efficiency. Walking efficiency is fully dependent on short distances between multiple vendors and services. For Taft, reinforcing compact land use achieves efficiency. This efficiency can be clustered in pedestrian pockets: tight combinations of public space, shops, work places and residential areas where a high level of pedestrian activity occurs.

Comfort



The comfort of drivers is largely met in climate controlled, lumbar supported, and sound dampened car environments. Goods are carried in trunks, trash is temporarily stored in litter bags, and restrooms are often a toe-upon-accelerator away. In sharp contrast, pedestrians find their needs met through shady streets with wind breaks, storefronts with awnings, convenient placement of stores, landscaped areas to buffer speeding cars and parking lots, occasional benches for sitting, litter canisters, and clean, conveniently placed rest rooms, water fountains, gardens, signs and directories to find their way, and other details of quality urban environments.

Welcome

Welcome is achieved when people are invited to attractive, relaxing places through close attention to detail. Gateway entries, colorful buildings and awnings, well kept walkways, public art, and nicely landscaped streets are building blocks of welcome. Festive activities,



diversity, choice, quality smells and sounds, low traffic speeds, and clean, well-kept environments add welcome. Screening dumpsters, parking lots and other elements that offend the senses is also important to welcoming people to the area.

For decades pedestrian-scale street lamps were viewed by road building agencies as frill and fluff. Today, “smart” communities work to add benches, lighting, decorative features and other amenities to build welcoming environments. The added 10-15% cost is repaid through increased business, tourism, pride and community spirit. Sense of place and belonging is only achieved by adding the extra 15% cost to projects. Streets should be viewed as living rooms or front porches. Forget the furniture and decorative trim and the house loses much of its charm and value. The same is true of main streets.

Section E — Economic and Business Development Findings

Subsection E₁ – Socio-Economic Conditions in Lincoln City and Lincoln County

Lincoln City’s economy has always been linked to tourism. However, nearby natural resource industries helped to keep it fairly diversified through most of its history. In recent years, this diversification has moved into reverse. Both fisheries and forest products have declined. At the same time, tourism has grown substantially. Today, at least one job in three in Lincoln City depends upon this basic industry.

Twenty years ago, local forecasters were optimistic about population growth in Lincoln City. Annual growth rates of 2.5% or more were anticipated. By the year 2000, the community was expected to house over 13,000 residents. Today the actual number is about 7,000. The real local growth rate between 1980-90 was a slim .7%. Over the last decade, the rate grew to a more robust 1.9%. Why didn’t the community grow as many thought it would? There are perhaps three primary possibilities:

- ◆ Job opportunities in most sectors, other than tourism, have not materialized;
- ◆ Local youth have consistently migrated out of the community after high school;
- ◆ Other tourist destinations along the Oregon Coast have been more successful in drawing new jobs and residents.

Job Opportunities In Most Sectors, Other Than Tourism, Have Not Materialized

Table 1/E-1 illustrates the substantial shifts and consolidation going on in employment by sector in Lincoln City. Retail, wholesale and service industries account for about three fourths of all jobs. These sectors pay on average \$406 (retail and wholesale) and \$308 (services) per week. Higher paying sectors have generally declined. In fact, the largest job sector that pays more than \$500 per week, manufacturing, employs only 2.8% of local workers. (This is down from 4.8% at the beginning of the decade.) In short, well-paying jobs are scarce and generally declining.

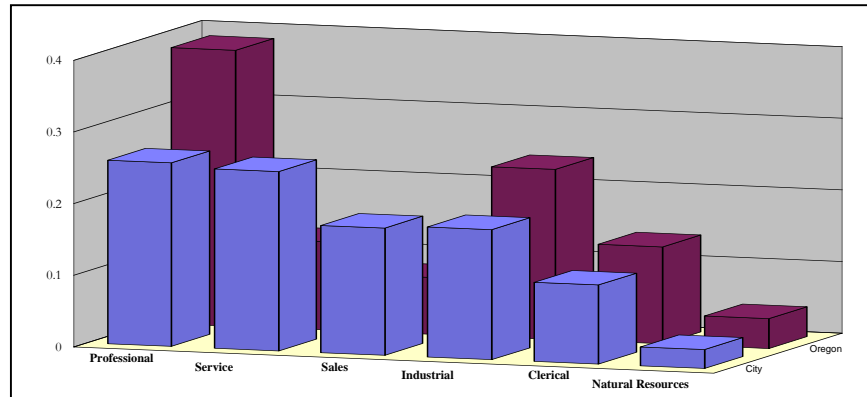
| Employment by Industry Type | 1990 | 1998 | % Change |
|------------------------------------------|------|------|----------|
| Agriculture, Forestry, Fisheries | 3% | 1% | -56% |
| Manufacturing | 5% | 3% | -42% |
| Construction & Mining | 8% | 13% | 55% |
| Transportation, Communication, Utilities | 3% | 2% | -8% |
| Wholesale & Retail Trade | 35% | 37% | 7% |
| Finance, Real Estate, Insurance | 5% | 6% | 4% |
| Services | 40% | 36% | -10% |
| Government | 2% | 2% | 12% |
| | 100% | 100% | |

Tourism revenue is growing.⁴ In 1984, tourism spending in Lincoln County was \$139.2 million. In 1998, it exceeded \$487 million, up over 250%. Meanwhile, tourism jobs grew from 4,000 in 1984 to 7,356, a surge of 84%.⁵

TABLE 1/E-2
Comparison of Lincoln City's Employment Proportions to Oregon (1998)

| Employment by Industry Type | Lincoln City | State of Oregon | % Difference |
|-----------------------------|--------------|-----------------|--------------|
| Professional | 26% | 39% | 50% |
| Service | 25% | 12% | -51% |
| Sales | 18% | 8% | -55% |
| Industrial | 18% | 24% | 31% |
| Clerical | 11% | 14% | 23% |
| Natural Resources | 3% | 4% | 58% |

A recent study compared Lincoln City's employment to Oregon using slightly different job classifications. The results found double digit differences in the proportions of every single job type, as shown in Table 1/E-2 and Figure 1/E-A.



⁴ However, as noted in Section E.2, this industry is not without its own problems.

⁵ These trends of 250% vs. 84% beg the question, Why didn't job growth keep better pace with revenues? The answer goes beyond the scope of this report.

Local Youth Have Consistently Migrated Out Of The Community After High School

Local youth appear to be leaving Lincoln City in large numbers after graduation from high school. Population data, as shown in Table 1/E-3, indicates that very few immigrants in their 20's-40's are moving in either. For example, the number of people in the 5-19 age ("youth") category grew by 14% from 1980-89. In the next decade, the 20-44 age group grew by only 6%. Youth grew by 31% between 1990-99 while 20-44 year olds will grow by only 1% between 2000-05. It is no wonder that the median age is rising. At 45.3, Lincoln City's figure is 10 years higher than the state's.

While some out-migration of youth is expected, such large numbers reduce the pool of employees for jobs throughout the community. Meanwhile, a high 7.8%

unemployment rate forces more mature and experienced workers to take entry level jobs. The result is a significantly "underemployed"⁶ community.

Underemployment typically leads to an increased proportion of people moving into the labor force. Households are less able to depend upon one wage earner. Between 1990-98, the proportion of Lincoln City's adult population in the labor force moved from 57% to 75%. This 33% increase occurred as unemployment rose 95% over the same period (see Table 1/E-4).

| Population by Age | 1980 | 1990 | 1999 | 2005 | Percent Change | | |
|-------------------|-------|-------|-------|------------|----------------|---------|---------|
| | | | | Projection | 1980-89 | 1990-99 | 2000-05 |
| 5-19 Years | 898 | 1,027 | 1,342 | 1,549 | 14% | 31% | 15% |
| 20-44 Years | 1,599 | 1,762 | 1,873 | 1,885 | 10% | 6% | 1% |
| 45-64 years | 1,310 | 1,253 | 1,743 | 2,097 | -4% | 39% | 20% |
| 65+ Years | 1,331 | 1,541 | 1,968 | 2,238 | 16% | 28% | 14% |
| | 5,138 | 5,583 | 6,926 | 7,769 | | | |
| Median Age | 42.5 | 42.5 | 45.3 | 46.9 | 0% | 7% | 4% |

| Labor Force Characteristics | 1990 | 1998 | % Change |
|--------------------------------|---------------|-------|----------|
| Total Population, Ages 16+ | 4,774 | 5,307 | |
| Civilian Labor Force | 2,698 | 3,998 | |
| % of Population in Labor Force | 57% | 75% | 33% |
| Total Employed | 2,590 | 3,686 | |
| Total Unemployed | 108 | 312 | |
| Unemployment Rate | 4.0% | 7.8% | 95% |
| Largest Employers | Sector | | |
| Lincoln County School District | Government | 904 | |
| Chinook Winds Casino | Government | 750 | |
| North Lincoln Hospital | Health | 330 | |
| Inn at Spanish Head | Hospitality | 118 | |
| Warm Springs Forest Products | Manufacturing | 188 | |
| Total | | 2,290 | |
| Percent of Total Labor Force | | 57% | |

⁶ Underemployed refers to people who are working in jobs below their experience level and for less pay than they are worth.

Other Tourist Destinations Along The Oregon Coast Have Been More Successful In Drawing New Jobs And Residents

A brief review of trends in Newport helps to clarify how other Oregon coast communities are building their economies to compete for visitors, new residents and business.

Newport's population grew at an average of 2.6% over the past decade. Over half its newcomers came from outside Oregon:

| <u>Origin</u> | <u>1997</u> | <u>1998</u> |
|---------------|-------------|-------------|
| Oregon | 48% | 41% |
| Washington | 12% | 11% |
| California | 10% | 14% |
| Elsewhere | 30% | 34% |

In general, more people are coming to live in Newport from more places, an indication that the community has been "discovered" and people are attracted by what they see.

Some of these Newport newcomers' characteristics are:

| | |
|-------------------------------|-----|
| Owners/managers of a business | 27% |
| Professionals | 20% |
| With school-age children | 44% |

Meanwhile, the number of residents who are 65 or older comprise 16.5%, compared to Lincoln City's 28%. (Despite the difference, Newport's senior population is rising rapidly.)

Newport's employment picture is far more diversified than Lincoln City's. As noted in Table 1/E-5, trades and services compose only 51% of all employment versus Lincoln City's 73%. Government jobs are

dramatically more numerous, while construction work is significantly lower.

| | Lincoln City | Newport | %Difference |
|------------------------------------|---------------------|----------------|--------------------|
| Employment by Industry Type | | | |
| Agriculture, Forestry, Fisheries | 1% | 4% | 264% |
| Manufacturing | 3% | 5% | 79% |
| Construction & Mining | 13% | 3% | -77% |
| Transp't'n, Communica'n, Utilities | 2% | 3% | 30% |
| Wholesale & Retail Trade | 37% | 29% | -22% |
| Finance, Real Estate, Insurance | 6% | 4% | -27% |
| Services | 36% | 22% | -39% |
| Government | 2% | 28% | 1,374% |

In the realm of tourism, Newport is reported to be developing a successful year-round tourism market, something to

which Lincoln City aspires. (Oddly, each community's success in this endeavor will certainly benefit the other. That is, they create a stronger regional destination as their attractions expand.)

Newport has substantially better infrastructure for economic development. Its airport has regular commuter service, and it possesses a fine deep water port. It is also home to the Oregon Coast Community College, the Hatfield Marine Science Center, the 48-bed Pacific Communities Hospital and the Oregon Pacific Area Health Education Center.

Newport is ranked 8th among the "100 Best Small Arts Towns in America." Seventeen different organizations provide the city and its visitors with a wide variety of cultural opportunities. The Performing Arts Center has an annual attendance of 25,000 people, while the Visual Arts Center draws over 7,000.

Newport's housing tends to be less expensive. The average sale price of a home in 1998 was \$126,122, compared to \$162,000 this year in Lincoln City. (Newport, like Lincoln City, still has a high cost of living as compared to the national average.) Finally, Newport reported 416 acres of buildable land inside the city limits in its 1991 Comprehensive Land Use Plan. This inventory is a marked advantage over much of the rest of Lincoln County.

Demographics in Lincoln City reflect some of the community's economic hardships. Some general information is available to help describe current residents.

- ◆ The 1999 median family income was \$36,200.
- ◆ Over one third of Lincoln City's households are people living alone.
- ◆ One fourth of its households are multi-family; demand for such housing is high.
- ◆ Two thirds of households are single family residences.
- ◆ Slightly over half of all residences are owner-occupied; the rest are rented.
- ◆ About a third of households are owned by people from outside the community.
- ◆ Minorities make up less than 5% of the population, yet the Hispanic population is growing by almost 5% annually.
- ◆ Only 8% of all employed people held "high-paying jobs" (between \$510 and \$690 per week) in 1998.
- ◆ Over 28% of residents (33% of households) are over 65 years of age; the percentage is growing.
- ◆ About two thirds of senior households receive less than 80% of the community's median family income.
- ◆ Seasonal housing makes up 23% of the total housing stock.

Social demographics show more cause for concern:

- ◆ Eleven percent of adults have an alcohol or drug problem
- ◆ Forty percent of 8th graders use alcohol.
- ◆ Forty-eight percent of 11th graders use alcohol.
- ◆ The percentage of persons with AIDS exceeds the state average.
(The following figures are only available at the County level)
- ◆ Teen pregnancy is rising, up 16% over the previous five-year reporting period.
- ◆ Child abuse and neglect reports are up 63% over the same period.
- ◆ Juvenile crime is down 9% over the previous five-year reporting period, but the severity of crimes has intensified.
- ◆ Child care is in high demand. In fact, demand exceeds supply.
- ◆ Many of the people most in need of child care hold jobs that do not provide enough income to pay for the care.

These figures are only a part of Lincoln City's story. This is an attractive community with many assets, both physical and social. However, it is important to reflect that some of this community's challenges are substantial; they need to be addressed strategically. Among the most important challenges noted above are:

- ◆ The overall cost of living, especially housing, is very high in comparison to income levels: More affordable housing is needed.
- ◆ The local economy is becoming increasingly monopolized by tourism: Diversification is needed.
- ◆ Cultural and social conditions need to be enhanced to serve youth, seniors, families and potential new residents (including business recruits).

Through its commitment to the Taft Redevelopment Plan, Lincoln City has embarked on a path to address these challenges.

Subsection D₂ – Tourism Trends in Lincoln City and Taft

Tourism in Taft must be viewed in the larger context of Lincoln City and the Central Coast region, because Taft's tourism industry is related to, and dependent on, the success of the larger region. Lodging construction and revenue trends show that tourism in Lincoln City (and Taft) has grown steadily over the past decade, with the exception of a slight downturn in 1999. The number of lodging units – hotel rooms and campground spaces – grew by 41% from 1990 to 1999. Lodging revenues grew by \$15.4 million, or 91.3%. A major contributor to the growth was the opening in 1995 of the Chinook Winds Casino, which in 1998 had more than 1.6 million visitors. In 1999, tourism took a slight downturn after Keiko the whale was removed from the Oregon Coast Aquarium, and severe coastal storms caused road closures and poor weather for tourists.

Despite the overall growth, many hotels in Lincoln City (including Taft) suffer from low year-round occupancy rates (45-59%). The Chinook Winds convention center and other local attractions are greatly underutilized. Estimates of promotion expenditures indicate that approximately *\$8-10 million per year* currently is being spent collectively by Lincoln City tourism industry businesses, attractions and the Visitor and Convention Bureau (VCB) to attract visitors. Yet lodging facilities remain half empty much of the year. The City's greatest tourism challenge is to develop strategies which address the following issues (more detail is discussed in the sections that follow):

- ◆ **Seasonal Fluctuations in Tourism Create Economic Instability**
 - ❖ Hotel and Campground Development Has Grown Steadily Since 1993
 - ❖ Lodging Revenue Trends Show Overall Growth
 - ❖ Seasonal Fluctuations are Severe

- ◆ **Past Infrastructure Development Has Eroded the Quality of Lincoln City's Tourism Product**
 - ❖ Visual Links to the Ocean and Siletz Bay are Disappearing
 - ❖ Highway 101 Traffic Impacts Tourist Access, Safety and Comfort
 - ❖ Gateways and Links between Villages are Missing
 - ❖ Traffic Circulation and Parking is Difficult
 - ❖ The 51st Street Corridor Needs Strategic Development

- ◆ **Key Tourism Markets are Not Being Tapped Effectively**
 - ❖ Tourism Markets are Not Well Defined
 - ❖ Key Niches are Families, Couples, Seniors, Heritage/Cultural Tourists
 - ❖ Conferences and Groups have Greater Potential
 - ❖ Nonresident Vacation Homeowners are Largely Untapped
 - ❖ Repeat Customers Are Most Cost-Effective

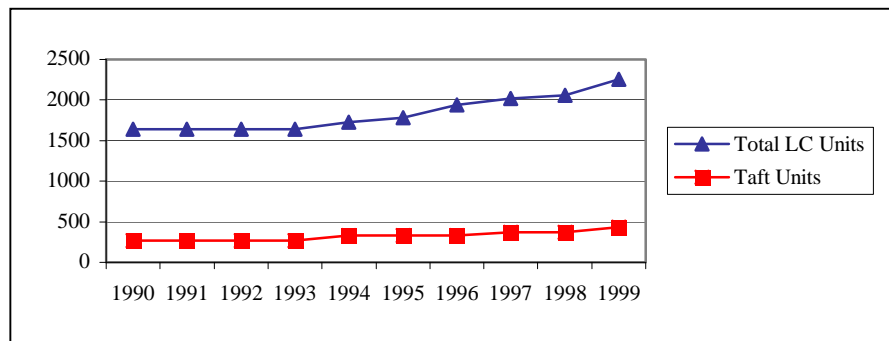
- ◆ **Taft Needs a Strategic System to Promote Attractions and Events**
 - ❖ Lincoln City's Attractions Focus on Outdoor Activities
 - ❖ Most Events are Scheduled in Peak Season
 - ❖ The Story of Taft's Heritage is Not Visible
 - ❖ Promotions Do Not Maximize Return on Investment

Seasonal Fluctuations in Tourism Create Economic Instability

Hotel and Campground Development Has Grown Steadily Since 1993.

In 1990, there were 1,637 hotel rooms and campground/RV spaces in Lincoln City (collectively, "units"). In 1999, there were 2,314 units, an increase of 41% in ten years (Figure 1/E-B). In 1990, 269 of Lincoln City's 1,637 lodging units were in Taft, or 16%. In 1999, Taft had 435 lodging units – just under 19% of Lincoln City's total. Additionally, there were 180 vacation rental homes in Lincoln City, thirteen of those in Taft. While Lincoln City saw growth of 41% in total lodging units from 1990-1999, Taft's growth was 60%. Taft has exceeded the rest of the City in its share of lodging unit development.

City-wide, the largest growth occurred in 1995 and 1998. In 1995, a 75-



unit hotel and an 80-unit RV park opened, in addition to a 59-unit expansion in November 1994 at another hotel. Thus, total new development was 214 units, or a 12.4% increase. This growth in late 1994 and 1995 most likely can be attributed to the construction of the Chinook Winds Casino (temporary facility opened in May 1995, permanent facility in 1996). In 1998, a 76-unit hotel, a 30-unit hotel and a 93-unit RV park opened, for a total of 199 units, or 9.7% increase.

A significant facet of Lincoln City's tourism asset base is its inventory of vacation rental homes. These are vacation homes owned by people who live elsewhere, use their property periodically throughout the year, and make the homes available as vacation rentals the remainder of the time. The property owners, in general, are affluent business professionals who live within a two-hour drive of Lincoln City. Some have purchased the property for investment purposes, others for future retirement. Lincoln City has 180 such vacation rental properties, and of those, thirteen are in Taft. These units are filled with tourists on weekends and holidays, but not mid-week. According to one property manager, the peak months for vacation rentals are June and July (vs. July and August for the hotels). Most of the year the properties are underutilized.

Lodging Revenue Trends Show Overall Growth. Total lodging revenues in Lincoln City grew from about \$17 million in 1990 to \$32 million in 1999 – a 91% increase (Table 1/E-6). The largest single year increase was from 1995 to 1996, at 14.1%, probably attributed to both the casino and the arrival of Keiko the whale in Newport.

| TABLE 1/E-6 Lincoln City Lodging Revenue (1990-1999) | | | | | | | | | | | |
|---------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|
| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 1990-1999 |
| Total Revenue (\$000) | \$16.8 | \$18.5 | \$20.3 | \$20.7 | \$22.1 | \$24.3 | \$27.8 | \$30.3 | \$32.3 | \$32.2 | \$15.4 |
| % Change | | 9.7% | 10.1% | 2.0% | 6.3% | 10.3% | 14.1% | 9.1% | 6.8% | -0.4% | 91.3% |

According to a December 1996 study⁷ of Oregon travelers, "The Central Coast Region, comprised of Lincoln County and the western portions of Douglas and Lane counties, also experienced strong growth in fiscal year 1995/96 with room sales up 11.9%. This can be attributed to the arrival of Keiko the killer whale in Newport in early 1996, an increase in the [transient] tax rate at Newport and new facilities including hotels and a conference center in Lincoln City." Runyan also states that "transient lodging taxes for the state overall grew at an average of 9.2% per year from 1991-1995. The Central Coast Region had sustained growth of 11.2% per year during that same time period."

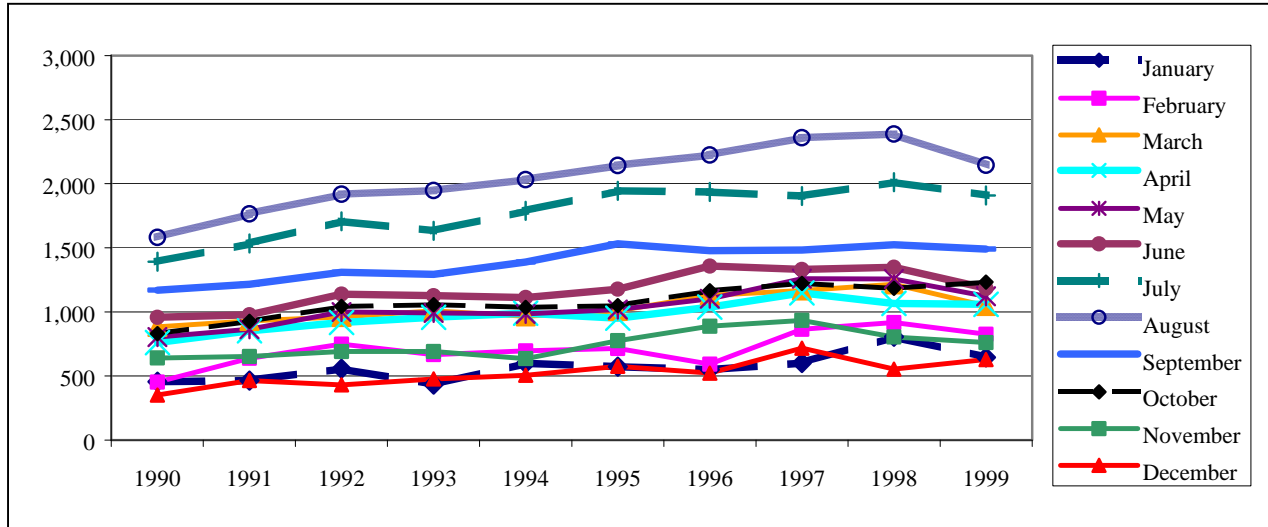
Lincoln County lodging revenue grew by 27.4% from 1991 to 1995. During that same period, Lincoln City lodging revenue grew by 31.4%. By contrast, according to data gathered for the Oregon Lodging Association by Smith Travel Research, statewide occupancy rates *declined* from 1991-1995, and average room rates fell at an average of 4.3% per year. This information indicates that statewide lodging supply was slightly ahead of demand during that time period.

Lincoln City's rate of revenue growth slowed significantly in 1998, and declined .4% in 1999. A key factor was the removal of Keiko the whale in mid-1998. The loss of that major attraction, along with bad weather and highway conditions in 1999, contributed to the revenue downturn. Conversations with hotel owners in Taft indicate that revenues in the first quarter of 2000 generally were up from 1999.

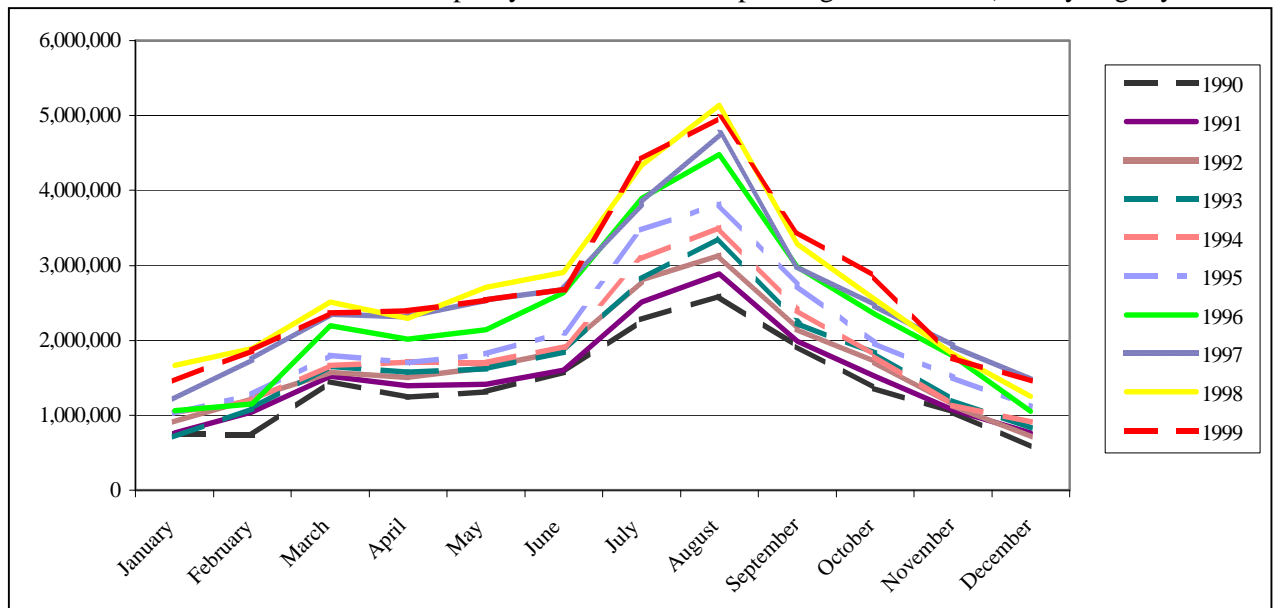
While Lincoln City's overall lodging revenues grew by 91% between 1990 and 1999, the number of lodging units increased by 41%. Figure 1/E-C plots the monthly revenue *per lodging unit* for the years 1990-1999. In general, what it shows is that, in most months, the revenue per room (or RV space) has remained relatively flat over time (or declined in some months). *This is the impact of new hotel and campground construction: as overall revenue increased, revenue per unit in real*

⁷ Oregon Travel Impacts and Visitor Volume, 1991-1996; Dean Runyan Associates; Oregon Tourism Commission

terms was flat or decreased because the revenue was spread across more lodging units. This likely means that the profit per unit also decreased, since lodging facilities have high fixed costs.



Seasonal Fluctuations are Severe. Tourism in Lincoln City is extremely seasonal (Figure 1/E-D). Hotel data indicates that although most hotels in Lincoln City are full during the peak months of July, August and September, they are operating at less than 60% occupancy on a year-round basis (many at 40-50% occupancy). This figure is a concern, since within the hotel industry, the "break-even" point is about 40% occupancy. Hotels that are operating at that level (or only slightly



above) cannot generate enough capital to upgrade facilities and services on a regular basis. If facilities deteriorate, visitors do not enjoy a quality experience, and do not return. The problem can become a downward spiral.

The peak month is August, followed by July and then September (September revenue typically is \$300,000-\$400,000 higher than June – and was nearly \$800,000 higher in 1999). The slowest month (December) contributes just 27% of the amount of revenue contributed in August (based on the 1990-1999 average). In other words, the peaks are very high, and the valleys are very low.

The months of July, August and September contribute 41% of the total lodging revenue for the entire year (see Table 1/E-7). The slowest months of the year are December, January and February – good target months for additional tourism promotion to build business. These three months combined – 25% of the calendar year – represent only 13% of the total annual revenue.

September is the only month that showed growth in revenue each year from 1990 to 1999. The months with the highest percentage of growth over the period were October, December and February. This may indicate that some gains are being made to attract more off-peak season business. The Factory Stores and special events at the casino (such as big-name entertainment) also may be contributors to this trend.

The seasonality of Lincoln City's tourism industry contributes to instability in the local labor force, and to instability in related business sectors (retail, food and beverage, recreation, etc.). When tourism drops off in the months of October through May (most severely in November through February), employees are laid off. Other local businesses lose revenue both from tourists and from locals who have left town to seek work elsewhere, or who spend less until employment picks up again. Businesses see increased costs for training new employees when laid-off employees leave town and do not return the next season. Therefore, seasonal instability has significant economic and social costs to the community. *For these reasons, it is critical that Lincoln City increase tourism revenues during the off-peak months.*

| | |
|------------------|-----|
| August | 16% |
| July | 14% |
| September | 11% |
| June | 9% |
| March | 8% |
| May | 8% |
| October | 8% |
| April | 7% |
| November | 6% |
| February | 5% |
| January | 4% |
| December | 4% |

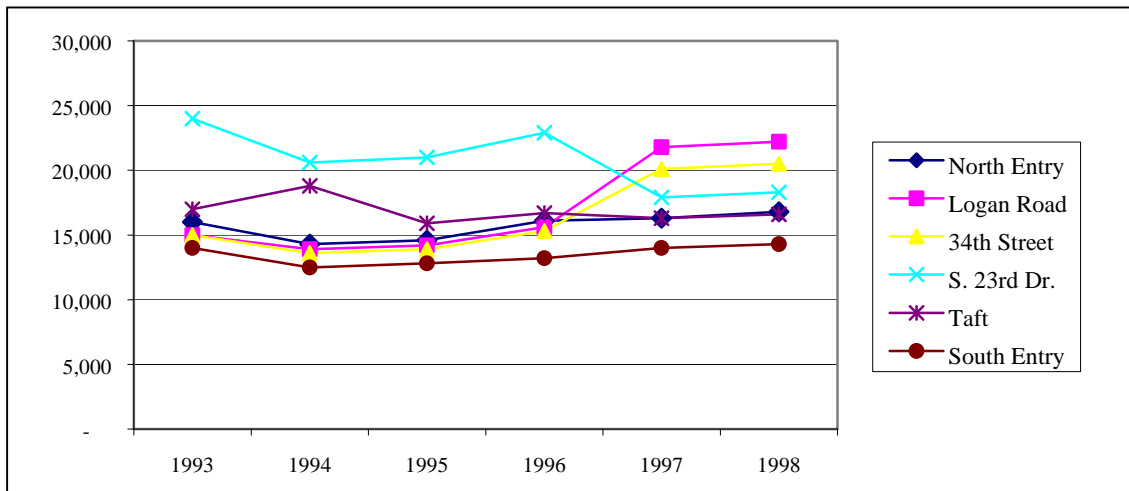
Past Infrastructure Development Has Eroded the Quality of Lincoln City's Tourism Product

Visual Links to the Ocean and Siletz Bay are Disappearing. During the past decade, much of Lincoln City's new hotel construction has occurred adjacent to the beach. A lack of building height restrictions has allowed multi-story properties that block views of the ocean and Siletz Bay from Highway 101 and 51st Street. Although multi-story buildings make sense from a cost standpoint (a multi-story building is less expensive to build and operate than one with a larger footprint), they create a visual barrier. The result is that much of the Highway 101 route through Lincoln City feels completely disconnected from the ocean – Lincoln City's major attraction. This development trend is detrimental to the City's image as a "beach resort", and its ability to capture drive-through tourists (if they can't see the beach, they won't stop).

Highway 101 Traffic Impacts Tourist Access, Safety and Comfort. The Average Daily Traffic (ADT) counts on Highway 101 through Lincoln City grew significantly at Logan Road and 34th Street between 1993 and 1998. Most of the increase came in 1997 and 1998 (Table 1/E-8 and Figure 1/E-E). ADT was slightly higher at the City's north entry during that same time period. Meanwhile, traffic declined at South 23rd Drive and in Taft, and grew only slightly at the City's south entry. This

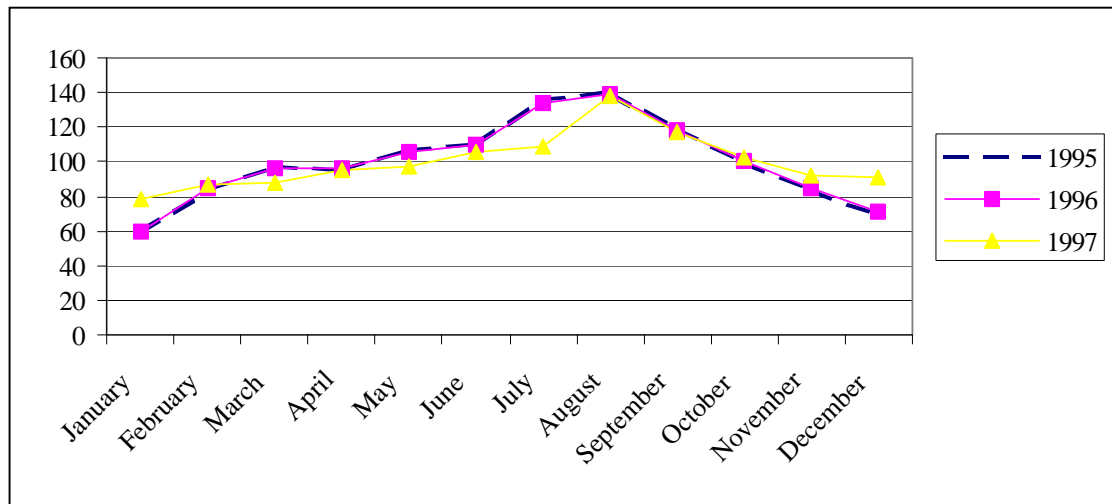
TABLE 1/E-8
Highway 101 Traffic Counts (1993-1998)

| | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | Change | % Change |
|-------------------------|--------|--------|--------|--------|--------|--------|---------|----------|
| North Entry | 16,000 | 14,300 | 14,600 | 16,100 | 16,300 | 16,800 | 800 | 5% |
| Logan Road | 15,000 | 13,900 | 14,200 | 15,600 | 21,800 | 22,200 | 7,200 | 48% |
| 34 th Street | 15,000 | 13,600 | 13,900 | 15,300 | 20,100 | 20,500 | 5,500 | 37% |
| S. 23 rd Dr. | 24,000 | 20,600 | 21,000 | 22,900 | 17,900 | 18,300 | (5,700) | -24% |
| Taft | 17,000 | 18,800 | 15,900 | 16,700 | 16,300 | 16,600 | (400) | -2% |
| South Entry | 14,000 | 12,500 | 12,800 | 13,200 | 14,000 | 14,300 | 300 | 2% |



growth in traffic in the north end is not surprising, due to the impact of the Chinook Winds Casino.

The average traffic on Highway 101 in Taft was about 16,500 vehicles per day in 1998, but that number is the annual average. In August, traffic is about 140% of the annual average (Figure 1/E-F⁸), which means actual counts were about 23,000 vehicles per day. In January, traffic was only about 78% of the annual average, which means that actual counts were under 13,000 vehicles. *So there are about 10,000 more vehicles per day driving through Taft in August than there are in January.* To local residents, this is no surprise.



When traffic is examined by month, the pattern is consistent with the hotel revenue trends (Figure 1/E-C), with peak months being July, August and September, and slowest months being December, January and February. Data collected by month was only available for three years (1995-1997); however, it shows that in 1997, the off-peak season traffic did not drop as much as in 1995 or 1996. This perhaps was due in part to Keiko's arrival at the Oregon Coast Aquarium in 1996 (and announcement that he would be removed in 1998).

Peak season traffic on Highway 101 is a major irritant to Lincoln City residents and tourists alike. It creates safety hazards for drivers and pedestrians, detracts from the "relaxing" image of a beach resort, and impacts businesses because access is difficult for customers. In Taft, the biggest problems for businesses are left turns onto or off of Highway 101, parallel parking, and pedestrian safety when crossing the highway.

⁸ Data depicted in Figure E.2.E was taken from a permanent traffic counter north of Newport (only two such counters are placed in Lincoln County). It is perhaps more representative of tourist traffic than would be a counter in Lincoln City, because it reflects less local commuter traffic.

Traffic Circulation and Parking is Difficult. Over the years, development of infrastructure in Taft has contributed to circulation problems: streets end rather than provide avenues for through-traffic, other streets provide through-routes, but in the wrong places, and useful connections between streets are missing. Consequently, local residents and tourists must use Highway 101 for most of their local circulation, contributing to the highway congestion. If connections were improved between streets in Taft, the result would be greater local trip efficiency, and decreased traffic pressure on Highway 101.

A good parking system is critical to business survival, and many businesses in Taft have struggled to provide convenient parking for their customers. Taft currently has 586 parking spaces (public and private), 126,000 square feet of retail space, and 439 restaurant seats. The number of parking spaces theoretically is adequate for the commercial space, but the parking is frequently inaccessible or located in the wrong place. A large parking lot located between 50th and 51st Streets is empty most of the time; meanwhile, customers decide not to stop in Taft because they cannot find a parking spot near their desired destination.

Gateways and Links between Villages are Missing. Tourists need to be welcomed, and they need to be directed. Taft lacks a "sense of arrival" – a welcome mat – for visitors. When visitors arrive at a community gateway, and are welcomed with signs and other design elements, they are more likely to stop – and spend money. Similarly, tourists need to be directed to important places, such as public parking, restrooms, visitor information, services and attractions. Taft lacks adequate directional signs for visitors; therefore, its businesses lose potential customers because without direction, tourists are not inclined to stop.

Taft is part of a larger system – Lincoln City. However, the "system" is not apparent to visitors because the City's villages are not linked by design elements, signage or other clues that there is "more to see". Taft's location on the southern end of the city makes this issue particularly important. Customers need to be enticed to Taft through linkages with the city's other villages.

The 51st Street Corridor Needs Strategic Development. Historically, 51st Street was Taft's "festival street" – a place where citizens and visitors gathered to celebrate, socialize and just enjoy the beach. In recent years, the character of the 51st Street corridor has changed dramatically. New hotel and condominium facilities have been constructed. A popular restaurant burned and was not replaced, and other property is deteriorating. Housing has been converted to commercial uses. As Taft's only public access to the Siletz Bay and ocean beach, 51st Street is a critical corridor. It is Taft's major tourist draw, as well as a special place for local residents. However, its current mix of commercial and residential properties reflects haphazard, rather than strategic,

development. The corridor needs a framework for development that will serve tourists more effectively, but one that also serves local residents' desire that it remains a "special place".

Key Tourism Markets are Not Being Tapped Effectively

Tourism Target Markets are Not Well-Defined. Several tourism research studies were conducted in Oregon, the Central Coast and Lincoln City between 1994 and 1999⁹. When the results of the research are studied collectively, some general conclusions can be drawn about the area's visitors during those years. However, there are large gaps. The studies used a variety of methods and questions, were conducted at different times of year, in different locations, and were designed to serve different purposes (economic impact, advertising conversion, customer satisfaction). Therefore, it is difficult to compare results between them, or look at trends over time. Some methods used were more statistically reliable than others. Two of the studies were statewide in nature, so sample sizes collected at the city and county level were too small to provide reliable data for local analysis. Most importantly, some key questions needed by Lincoln City were not answered in the research:

1. What differences are there between day-trip visitors and overnight visitors?
2. Who are the people driving through Lincoln City without stopping, and how might they be captured more effectively?
3. What differences are there between visitors in each season of the year? Which types of people are most likely to visit Lincoln City during off-peak seasons?
4. Which types of visitors tend to stay longest and spend the most money? What is the best way to reach them? Which attractions and events are most appealing to them? How do they make their travel planning decisions?
5. What are the *specific* demographic and psychographic characteristics of visitors mentioned above, and what percentage of total visitors does each represent?

Research that answers the above questions would be very useful to better define Lincoln City's primary tourism target markets. Meanwhile, an analysis of the previous studies provides some general insights about the "average visitor" to Lincoln City, who might be described as follows:

⁹ Lincoln City Visitor Profile, April 1995 by Davidson-Peterson; Lincoln City VCB Fall Advertising Conversion Study, April 1995 by Image Analysis; Oregon Travel Impacts and Visitor Volume 1991-1996P, Dec 1996 by Dean Runyan Associates; Oregon Outdoor Recreation Traveler, June 1999 by Dean Runyan Associates; Quality Service Initiative Lincoln City Data Collection Report, Summer 1999 by Ethos Hospitality.

- ◆ 43.4 years of age
- ◆ College educated
- ◆ Married with children
- ◆ Minimum annual household income of \$50,000

Excerpts from the various studies that are consistent also indicate the following findings:

- ◆ The average party size was 3.3 people; most were families (study results varied slightly).
- ◆ Variations of the "average visitor" were apparent at specific times of the year:
 - Summer, Holidays, Spring Break: families with children
 - Fall and Winter: older couples without children (average 52.5 years old)
 - Mid-Week Year Round: young professionals
- ◆ More than half of all Lincoln City visitors were Oregon residents, predominately from the Portland metro area and the Willamette Valley. Almost one-quarter were from Washington, and nearly ten percent were from Idaho and California.
- ◆ The balance of visitors were from other areas of the United States, Canada and Germany. Canadians were enticed by special exchange rate packages during off-peak season. A high incidence of tourists from Germany was directly related to a German-specific marketing campaign conducted by the Lincoln City Visitor and Convention Bureau.
- ◆ Visitors relied mainly on friends and relatives to plan their trip, or had previously lived or traveled in the area. Most tourists were repeat visitors (one study found that repeat visitors from other states had been to Oregon an average of 16.5 times). First time visitors were very likely to return. *A high level of satisfaction existed among visitors to Lincoln City.*
- ◆ The primary trip purpose was recreation, with emphasis on outdoor activities, shopping and dining out. Most came to relax (walk the beach) and sightsee (visit attractions).
- ◆ The average length of stay was 2.38 nights. Most visitors stayed in a hotel or resort. Lincoln City visitors spent between \$52 and \$175 per day, per person.
- ◆ Improvements most desired by visitors to enhance their stay were additional parking areas, easing of traffic congestion on Highway 101, better access to the beach, upgrading of existing structures and facilities, an increase of activity options and improved signage.

The above results are very helpful, even though they are not representative of Lincoln City's entire tourism trade. They present several "snapshots" of Lincoln City's visitors from 1994 to 1999, but they don't capture the "whole picture". A true perspective on Lincoln City's existing and highest potential target markets would best be obtained

through a broad, four-season study designed to answer questions specific to Lincoln City's needs.

Key Niches are Families, Couples, Seniors, Heritage/Cultural Tourists. Interviews with business owners indicate that families with children, couples and seniors all are market segments who visit Taft. However, each group has unique needs, tastes and preferences which require specific products and services to satisfy them. Moreover, each of these "market segments" is extremely large. More information is needed to determine *which* sub-groups within these segments have the highest visitation rate (or potential) for Taft. Heritage and cultural tourism is the largest and fastest growing segment of the tourism industry. Heritage tourists are high-value tourists: they spend more, stay longer and have less impact than most other segments. Further research would help define how Taft (and Lincoln City) could capture more of them.

Conferences and Groups have Greater Potential. The Chinook Winds Casino has over 20,000 square feet of convention space, plus a 1,400-seat theater – a tremendous asset for off-peak season tourism development. The Visitor and Convention Bureau (VCB), hotels and casino have worked to recruit conferences and group events to Lincoln City, with limited success. Lincoln City lacks a convention facility that has everything "under one roof". Although a 250-unit hotel is located near the casino convention center, there is no physical link between the two facilities, such as a covered walkway (or even a direct sidewalk) for guest convenience and comfort.

Conventions and group events are strategic target markets for Lincoln City to tap, but success requires teamwork between the hotels, casino and other

Additionally, access to Lincoln City is not convenient for group participants because it has no commercial airport or interstate highway access. Groups are willing to be inconvenienced because of Lincoln City's location at the ocean – if the price is right. However, room rates tend to be high in Lincoln City compared to many of their competitors in the convention market (Portland, Reno, Seattle), even during off-peak months. Lodging facilities in Taft have an additional challenge because they are located away from the City's business center, and therefore tend to attract fewer convention guests. This market has a lot of potential to be tapped more effectively, but *success requires teamwork between the hotels, casino, VCB and other partners to develop competitive group packages and guest services.*

Nonresident Vacation Homeowners are Largely Untapped. Lincoln City has about 3,270 households. Of those, about one-third (1,090) are owned by non-residents – many of them used as vacation homes. The vacation homeowners have a demonstrated affinity to, and stake in, Lincoln City and its future. However, they are largely untapped as a tourism market. They are repeat visitors, often affluent, yet many are not frequent visitors (although with encouragement they could be). They don't stay in hotels, but they eat in restaurants, shop, and purchase other

services. They prefer to visit during off-peak times, to avoid crowds. They potentially could be enticed to participate in local events, activities and planning efforts. A survey could better determine their interests and needs – and their suggestions for goods and services needed in Taft (some might be potential investors). Regular communication with non-resident homeowners could benefit Taft in many ways.

Repeat Customers Are Most Cost-Effective. In general, a new customer costs five times as much as a repeat customer. Tourism research (and interviews with business owners) have shown that Taft has a high level of repeat business. These customers already are convinced that Taft is a great place to visit – and they are likely to return. Building a relationship with these customers through direct mailings, online connections and special promotions focused on off-peak seasons could help build business. Relationship marketing of this kind is more cost-effective than advertising or other media promotions, which reach many people who are not interested.

Taft Needs a Strategic System to Promote Attractions & Events

Lincoln City's Attractions Focus on Outdoor Activities. Lincoln City is known for its beaches and for the Siletz Bay. Beachcombing, fishing, surfing, family vacations, romantic getaways, whale watching and kite flying are key elements of Lincoln City's image. Other attractions include the Connie Hansen Gardens, Devils Lake, the Sitka Center at Cascade Head, and two museums located in Taft: the North Lincoln County Historical Museum and the Pacific Northwest Surfing Museum, which is privately owned. However, the lure of the ocean and beaches are the number one enticement. Most of these attractions focus on outdoor activities – activities that cease in inclement weather. Lincoln City has its share of inclement weather, so often its major attractions fail to entice tourists.

In the past decade, two major *indoor* attractions – the Factory Stores and the Chinook Winds Casino – have become major elements in the city's tourism product mix. Some local residents and long-time visitors would prefer Lincoln City as it was without those attractions; however, the additions have had a significant impact on the city's year-round tourism economy (especially the off-peak season) as other industries have declined.

In 1998, nearly 1.7 million people visited the Chinook Winds Casino¹⁰. More than 475,000 of those were extra visitors to Lincoln City – people who would not have come otherwise. Those visitors spent nearly \$14.8

¹⁰ "An Economic & Social Impact Study", Confederated Tribes of Siletz Indians, ECONorthwest, 1999.

million at local hotels, restaurants, stores, attractions and other businesses. In addition to gaming, Chinook Winds features big-name entertainment, special events, concerts and meeting facilities. It coordinates with the VCB, Factory Stores and several hotels on cross-promotions and tourist packages, spending significant resources to promote Lincoln City. The casino literally brings people to town by providing regular shuttle service to Portland and Vancouver. It also hosts motorcoach tours from throughout the Pacific Northwest and western Canada. These groups generally stay overnight in Lincoln City and frequent other businesses.

Lincoln City's variety of specialty retailers (antiques, "retro" clothing, surf shops) and local artists (glass-blowers, potters, painters, woodcrafters) offer a charming one-of-a-kind shopping experience. A commercial wave pool complex has been proposed, and would be a significant asset for the community's youth, as well as a visitor attraction. These newer attractions target slightly different market segments than traditional Lincoln City visitors, but their markets are compatible – even complementary – to traditional market segments.

Taft does not have a major *indoor* attraction, and therefore it has difficulty attracting visitors during inclement weather. Development of additional indoor facilities, such as an interpretive center about tsunamis and coastal weather, a wave pool or youth activity center, would enhance Taft's ability to attract more off-peak season tourists.

Most Events are Scheduled in Peak Season. Lincoln City has been a popular tourist destination for over 60 years. Historically, two of Taft's best-known events were the Fourth of July festivities and the "Redhead Round-up", a beach beauty queen contest in which only redheads were eligible. The Round-up no longer is held in Taft; however, there are numerous other popular events scheduled in Taft and Lincoln City (see sidebar).

Twenty of Lincoln City's thirty-five events (60%) are scheduled during peak tourist season (May through September). Only seven events (20%) are scheduled during the slowest time of year (November through February). Obviously, the most dependable weather for outdoor events is during the summer, so many events must be held then. However, development of additional events and promotions during the off-peak season – such as the highly successful Glass Float Festival in October-February – could help increase business during those months.

Lincoln City Events

| | |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------|
| January | Annual Artistry in Wood Show Winter Whale Watch Chamber of Commerce Super Auction |
| February | Antique Week/Lincoln Days |
| March | Spring Whale Watch 3 rd Annual Siletz Spring Competition Pow |
| Wow | |
| April | Great Oregon Spring Beach Clean-Up Gleneden Beach Easter Pet Parade Lincoln City Community Days |
| May | Spring Kite Festival Oregon Coast Cribbage Classic Lincoln City Home & Garden Show Children's Festival Annual Touch-A-Truck |
| June | Ocean Edge 5K Run Annual Gem, Mineral & Agate Society |
| Show | Cascade Music Festival Annual Soap Box Derby Volleyball Tournament 3 rd Annual Festival of Gardens |
| July | Annual 4 th of July Parade in Gleneden |
| Beach | 4 th of July Fireworks Display Senior Fair |

The Taft Redevelopment Plan: Rediscovering the Village

The Story of Taft's Heritage is Not Visible. Taft has a rich history. It was the home of the Siletz Indians for generations, before settlers in the late 1800's developed the logging and fishing industries. Once road access was provided to the area, tourism began. The North Lincoln County Historical Museum in Taft documents the community's history; however, there is little other evidence of Taft's heritage visible to tourists. Interpretive signs or exhibits, public art with an historical theme, a walking tour brochure, and an historical theater production all are ways that Taft's story could be told to visitors – and in ways that would encourage them to spend extra time (and money) in Taft.

Promotions May Not Maximize Return on Investment. A key goal of tourism research is to determine which segments of the tourist market represent the highest value – the highest return on investment for

promotional expenditures. As was discussed earlier, tourism research currently available for Lincoln City does not provide a comprehensive analysis of this information. Additional research would better define the high-value customer segments, and therefore ensure a better return on promotional expenditures.

Meanwhile, a segment that generally provides a high return on investment is the repeat customer. Many Taft businesses and major Lincoln City attractions (such as the casino) have mailing lists of previous customers. These lists currently are not being used to their fullest extent.

Current promotional efforts tend to focus on media advertising. Consultant estimates, based on industry figures and interviews with key partners in the Lincoln City tourism industry, indicate that *\$8-10 million per year currently is being spent on marketing efforts*. However, the majority of those expenditures are invested by various businesses (and the VCB), targeting various markets with various messages. In short, there is little coordination to maximize "bang for the buck" and no cohesive message. The Lincoln VCB, Chamber of Commerce and

Lincoln City Lodging Association all coordinate some cooperative promotion efforts with key businesses; however, these efforts represent a relatively small percentage of the overall tourism marketing expenditures.

The VCB is funded by Lincoln City's transient room ("bed") tax, which generated approximately \$2.2 million in 1999. Of that amount, the VCB receives 45% (\$990,000), and the City retains the rest for parks, roads, streets and administration. In 1999, about 30% (\$265,000) of the VCB budget was allocated for advertising, promotion and printing. Of that, about \$85,000 was spent on print media advertising (73% in magazines and travel/visitor guides, 27% in newspapers), which was leveraged by funds from several other tourism partners. Most of the placements targeted consumers in Oregon, Washington, Idaho and California, predominantly within a 200-300 mile radius of Lincoln City. To be more specific, 39% of the budget was allocated to media with a reach along the northwest coast, 25% to media covering the state of Oregon, 20% to California, 5% to Idaho, and 2% was focused specifically on Washington (an overlap with the northwest coastal media). Most media placements were made in September, October, November, March, April and May. Virtually no placements were made in December through February (the slowest months) or July and August (peak season).

The VCB meticulously tracks the sources of all inquiries and walk-in visitors to their office. That is, they capture the name, address, desired activities, planned travel time, and media source of anyone who calls. This tracking is extremely valuable to determine which promotional methods are working to generate inquiries, and it shows that the VCB has been successful in generating inquiries to their toll-free line and web site from their ad campaigns. The months with the highest number of inquiries in 1998 were March, April and May – typical timing for consumers making summer travel plans. California generated the most inquiries, followed by Washington and then Oregon. However, independent conversion research to determine if those potential visitors *actually came* to Lincoln City has not been conducted since the Fall of 1994 (the VCB plans a conversion study in 2000, which possibly could be combined with broader visitor research). This research will provide a clearer picture on ways to best maximize return on investment from promotional tourism expenditures.

Subsection E₃ – General Business Conditions & Support Programs

The previous two sections described how traditional industries such as logging and fishing have declined, and how tourism has grown (yet remains very seasonal), in Lincoln City. These trends have severely impacted businesses in all other sectors of the community, and these businesses continue to struggle with a number of additional challenges.

Section E₁ described some disturbing social conditions in the community. Many of these concerns are directly related to economics – the unemployment rate and the lack of family-wage jobs in Lincoln County. The business community is impacted from these social issues, through higher costs from worker turnover and decreased productivity, bad checks and theft. At the same time, businesses receive increased pressure to be good citizens by supporting local social service programs.

Meanwhile, Highway 101 continues to be both an asset and a bane – it brings customers and supplies, yet hinders access to businesses. Business owners and developers describe Lincoln City as a "difficult" place to develop, because the regulatory environment and development policies are seen as overly burdensome or inconsistent. Small businesses express a need for a variety of business support services in the areas of business planning, financing, design assistance, customer service training and marketing.

General challenges faced by businesses in Lincoln City are the following (each is described in more detail in the paragraphs that follow):

- ◆ Lack of Family-Wage Jobs Impacts Businesses in all Sectors
- ◆ Highway 101 is Both an Asset and a Bane
- ◆ Commercial Development has been Auto-Oriented
- ◆ Lincoln City's Regulatory Environment has been Inconsistent
- ◆ Business Support Services are Needed

Lack of Family–Wage Jobs Impacts Businesses in all Sectors

Lincoln County's high unemployment rate and economically-stressed families create increased pressure on businesses. In addition to decreasing sales, the business community sees increasing costs from worker turnover, decreased productivity, bad debts and inventory losses. At the same time, businesses are requested to support an increasing need for local social service programs. Lincoln County has seen a significant increase in personal bankruptcies in the past five years. In fact, the number of personal bankruptcies filed per year in 1996-1999 was *double* the number in 1990-1994. The number of business bankruptcies has increased slightly, but at nowhere near the rate of personal bankruptcies. Obviously, families are struggling.

The growth in service sector jobs (tourism, retail, casino) has provided opportunities for the labor force, but most service jobs offer compensation and benefits that are insufficient to support a family adequately. Because of the severe seasonality of Lincoln City's tourism industry, most small service businesses cannot afford to offer higher

wages or additional benefits. The seasonality also increases business costs in other ways: one business reported that a supplier from Portland would not deliver freight to them in the summer if they purchased from any other supplier in the winter (the price was lower for locally-sourced supplies). Supplier orders drop off severely in the winter, so they impose policies and prices on local businesses that increase costs. Off-peak season tourism development and economic diversification to create family-wage jobs would strengthen existing businesses in all sectors.

Highway 101 is Both an Asset and a Bane

Highway 101 is the commercial lifeblood of Lincoln City – it brings visitors, carries local products to outside markets, provides supplies to local businesses and serves as the main arterial through and between the city's districts. It is a positive force for business development and retention. However, it also produces challenges. It is the main arterial, and in many places, it is the *only* arterial to travel from one place to another in Lincoln City. During peak tourist season and holidays, it becomes a bottleneck. Left turns on or off Highway 101 become lengthy waiting periods in some locations. Residents and visitors alike become frustrated, traffic cannot circulate, and the situation has a negative impact on local businesses.



In Taft, the problems are exacerbated because Highway 101 narrows from four lanes in the northern districts of the City to two. Turning problems become even more pronounced where this narrowing occurs. On-street parking for businesses, and pedestrian crossings for potential customers, are hazardous. To improve business conditions, traffic, circulation and pedestrian safety related to Highway 101 must be improved.

Commercial Development has been Auto-Oriented

Much of Lincoln City's recent commercial development has been retail and service "strip" development along Highway 101, and hotel facilities along the beachfront. Thus, the Highway 101 corridor is auto-oriented rather than pedestrian-oriented. Auto-oriented areas do not have the same "curb appeal" as pedestrian-oriented areas. A notable exception is the Factory Stores complex, which was designed to feel like an historic village square. The pedestrian-friendly feeling of the complex is somewhat disconnected from Highway 101, but once inside, customers have a sense of "arrival" in a special place. This feeling is something that the Highway 101 corridor lacks. However, it is possible to develop places with greater curb appeal within the



City's sub-districts, and perhaps along intersecting streets.

One such area is 51st Street in Taft. It is suitable for development as a pedestrian-priority commercial corridor, with retail goods and services for both residents and visitors. Issues related to appropriate business development, circulation and parking need to be addressed; however, such development would provide the means to draw people off of Highway 101, encourage them to get out of their cars, and spend time in a pleasant environment. Other areas of Lincoln City also are potential candidates for this type of development.

Lincoln City's Regulatory Environment Has Been Inconsistent

Historically, business development in Lincoln City has been somewhat haphazard, and often incompatible with existing uses and local values. Appropriate development is desirable, and should be allowed to proceed within a rational regulatory environment. Comments from developers and property owners indicate that regulatory conditions in Lincoln City often are not well-defined, are inconsistent, over-burdensome and incompatible with responsible business practices and needs. Past conflicts between developers' needs and City processes do not need to continue. The regulatory environment could be improved so that appropriate development serves local residents, visitors and developers.

Priority business needs include a revised sign ordinance, zoning changes and more clarity in the permitting process. A desirable sign ordinance would allow adequate visibility and business promotion, without creating safety hazards or visual clutter. Current zoning in Lincoln City restricts mixed use of commercial buildings and defines broad parking requirements. The zoning often discourages commercial development, and consequently, many lots and buildings remain empty. Zoning that allows upper-story residential space and home-based businesses will encourage new business development in Lincoln City, and be particularly beneficial to urban renewal in Taft. The City's permitting process in recent years has presented challenges to property owners and developers. Successful economic development depends on a permitting process that is clear, consistent, rational and customer-service oriented.

Business Support Services are Needed

Most of Lincoln City's businesses – particularly those in Taft – are small, locally-owned businesses. These businesses that are not connected to larger corporate or franchise resources frequently need outside assistance to be competitive. During the urban renewal planning effort, various business owners in Taft expressed their desires for business support

services in the areas of business planning, financing, design assistance, customer service training and marketing.

A significant opportunity for many local businesses is the Internet and other forms of telecommunication. Lincoln City is "wired" with fiber cable availability, but many businesses don't know how to access or use the technology to increase their profitability. Workshops, demonstrations and business-to-business assistance would help many small businesses grow and become more profitable, perhaps increasing the number of local jobs.



Changes in the population of Lincoln County mean that businesses need to adjust their product and service offerings and marketing strategies. For example, 28% of Lincoln City's residents are seniors. This market segment has unique needs, which many businesses could serve if they understand the opportunity.

When a business owner or investor is interested in Taft as a potential business location, currently there is no "system" to handle the inquiry. An organized recruitment procedure is not clearly defined. There is no central source of good economic data to share with prospective businesses for them to use in the business location decision process.

There are a number of organizations who can provide assistance, including the Urban Renewal Agency, the Bay Area Merchants Association (BAMA), the Lincoln City Chamber of Commerce, Innkeepers Association, Visitor and Convention Bureau, Oregon Coast Community College, Small Business Development Center, Economic Development Alliance of Lincoln County, the County Industrial Council and others. Local banks and the Lincoln County Business Investment Fund can provide financing for certain types of projects. A business advocate within City Hall would provide a link between City staff and the business community.

Subsection E₄ – Business Conditions in Taft

In the early 1900's, Taft was a bustling trade center for the logging and fishing industries, as well as a popular tourism destination. It had hotels, campgrounds, restaurants, souvenir shops, gas stations, auto courts, a post office, a grocery store, a hardware store and a general store. At one time it had a movie theater. The Roosevelt Highway (101) provided Taft's link to other coastal towns and inland population centers. The annual Fourth of July festivities and infamous Redhead Round-up were popular events.

Although the character and economy of Taft have changed significantly, many of the same types of businesses are there, but with some notable gaps. Taft has become part of a larger system – Lincoln City, and is challenged by a physical and perceptual disconnection from the north

end of town. Taft's commercial development is focused primarily along Highway 101, which poses challenges related to parking and pedestrian comforts. Regulatory issues have hindered business development and profitability. Local organizations sponsor events to bring the community together and attract tourists. Coordination of events and promotions with other organizations in Lincoln City could draw even more visitors (especially during off-peak seasons), but staff assistance is needed to support local volunteer efforts.

A summary of key points regarding business conditions in Taft are the following (more about each point is detailed in the paragraphs that follow):

- ◆ Taft is Disconnected from the Other Districts of Lincoln City
- ◆ Taft's Mix of Businesses Has Strategic Gaps
- ◆ Commercial Development is Focused on Highway 101
- ◆ Parking Issues Need to be Addressed
- ◆ Taft District is Not Pedestrian (Customer)-Friendly
- ◆ Regulations Affecting Taft Hinder Business Development
- ◆ Strategic Promotions are Needed
- ◆ Volunteers Need Professional Support

Taft is Disconnected from the Other Districts of Lincoln City

Traveling south on Highway 101 through Lincoln City, there is a point at which a visitor feels they have left the city (near the rock quarry), and should turn around and drive "back into town" (many do). However, at this point, the traveler is passing through what locals refer to as "no man's land", just north of Nelscott and Taft. A traveler is given no clues that there is "more to come" – that they are still in Lincoln City. Taft's challenge is to create a connection with the other districts in the city, so that more travelers will continue past "no man's land" and find them.

In some ways, Taft also is disconnected perceptually from the rest of the city. The five districts of the city originally were separate communities, and came together in the mid-1960's because of federal requirements for infrastructure funding (some residents refer to the consolidation as the "shotgun wedding"). Many residents still harbor the "we-they" attitude, and Taft particularly feels separated because it has lost its post office and other key services to the "north end". Traffic congestion on Highway 101 discourages frequent travel between the north and south ends of the city. Better connections between the districts would serve residents, businesses and visitors more effectively, while creating a more cohesive sense of community.

Taft's Mix of Businesses Has Strategic Gaps

As described earlier, Taft of yesteryear was a prosperous community which supported the local logging, fishing and tourism industries. It had tourism facilities (hotels, campgrounds, restaurants, souvenir shops) and the "necessities" for local residents (gas stations, auto courts, post office, grocery, hardware and general store), including entertainment (bars, movie theater).

Today Taft has 126,000 square feet of retail space, 435 hotel units and 439 restaurant seats. Those businesses are served by 586 parking units (136 in public lots, 236 in private lots and 214 on the street). There are approximately forty businesses in Taft (Table 1/E-9). Of those, there are ten restaurants or bars, nine hotels and B&B's, three automotive businesses, ten retailers, two professional services firms, a bank, two personal services firms and three attraction/entertainment entities (museums, art galleries, etc.).

**TABLE 1/E-9
Taft Business Mix**

| | Hard ware | Grocery | Auto | Furnish'gs | Rest/Bar | FIRE* | Hotel/B&B | Psn'l Svcs | Amusemt | Spec Retail |
|--------|--------------|---------|------|------------|----------|-------|-----------|---------------|---------|----------------|
| Number | 1 | 1 | 3 | 2 | 10 | 3 | 9 | 2 | 3 | 6 |
| % | 3% | 3% | 8% | 5% | 25% | 8% | 23% | 5% | 8% | 15% |

* Finance, Insurance, Real Estate

Taft has a wide variety of businesses serving different customer niches. This point is exemplified by the variety of hotel properties: national chains (Best Western, Rodeway), resort/condo (Inn at Spanish Head, Dock of the Bay, Ocean Terrace), traditional (Siletz Bay, Water's Edge), budget (Ester Lee) and bed & breakfast (Salmon Berry Inn, An Exceptional Place to B&B Inn). Other sectors offer variety as well (restaurants, retail), and this variety is important to maintain the character of Taft. However, the variety presents some challenges related to marketing, since different customer niches are reached through different media.

Notable gaps in Taft's business mix include a post office, pharmacy and "beach retailers" – vendors along the waterfront to serve visitors from carts, such as hot dog or sno-cone stands. Other convenience retail potentially could be supported (coffee shop, fine dining restaurant, specialty retail, dry cleaning service/pick-up, laundromat, etc.); however, further research would be required to determine the types of businesses needed to best serve existing local and visitor markets. Taft also lacks a public gathering place – a plaza or square, which draws people for special events – and businesses to serve them.

The Taft commercial district's proximity to schools, residential areas and hotels provides a high population of youth, seniors and tourists – groups that generally have disposable income, and time to spend it. With 435 lodging units and 13 vacation rental homes in Taft, *there are potentially 900 visitors staying in Taft every night during peak season, based on 100% occupancy and a conservative average of two people per unit. Over the three months, that translates to 81,000 guest nights!*

Peak Season Overnight Visitors in Taft are Estimated to Spend \$4.2 – \$14.2 Million Locally during July,

If each visitor spends \$52-\$175 per day (based on previous tourism research), *those 81,000 guest nights generate \$4.2 - \$14.2 million in local spending in just three months!* Taft's goal is to maximize the capture rate of those tourist dollars locally. There may be opportunities for Taft businesses to better serve these markets with expanded goods and services.

Commercial Development is Focused on Highway 101

The geographic distribution of Taft businesses is heavily focused along Highway 101: 70% of the businesses are located along the 101 corridor, while 13% are on 51st Street, another 9% on 50th Street and 9% in other locations (see Table 1/E-10). The 101 corridor is auto-oriented; however, to create a more pedestrian-oriented district, development should be encouraged throughout the commercial zone (between 48th and 51st, inclusive), on the west side of Highway 101. This clustering of businesses on a grid would create a stronger walkable "district" and sense of place. This type of district also would be complementary to adjacent residential and mixed used areas.

| | Number | % |
|----------|--------|------|
| Hwy 101 | 32 | 70% |
| 51st St. | 6 | 13% |
| 50th St. | 4 | 9% |
| Other | 4 | 9% |
| Total | 46 | 100% |

Parking Issues Need to be Addressed

As discussed in the previous section, parking is a high priority issue among Taft business and property owners – it is critical to business survival. Parking needs to be accessible, visible and located in logical places based on consumer behavior and safety issues. Currently, Taft has more parking than it needs – in theory. However, many of the parking spaces are not visible, accessible or located in the right place. A large public parking lot between 50th and 51st Streets is unused much of the time, while businesses lose customers because they cannot find a parking space nearby. A more strategic and systematic parking plan is needed for Taft.

Taft District is Not Pedestrian (Customer)-Friendly

Taft is auto-oriented, and as such, does not feel comfortable for pedestrians. It is difficult (and often unsafe) for pedestrians to cross Highway 101. Taft lacks pedestrian amenities that make a commercial district feel "friendly": landscaping, benches, shade trees, bicycle racks, pedestrian scale lights and signs, interesting art or sculpture, etc. These kinds of enhancements will entice drivers to park their cars and become pedestrians – and customers for Taft businesses.

Regulations Affecting Taft Hinder Business Development

Highway 101 is a designated Scenic Byway, which provides positive marketing benefits, but also brings with it restrictions on signs and other commercial development. Taft businesses which are located away from Highway 101 need directional signs to point customers to their businesses. Conflicts have arisen between businesses, the City and the Oregon Department of Transportation (ODOT) regarding existing and proposed commercial signs. These conflicts are detrimental to Taft's urban renewal effort, and must be resolved in ways that are consistent with the spirit of the scenic byway act, while still allowing businesses some highway visibility for their customers.

Mixed uses in commercial buildings (e.g. upper story residential) help maximize property owner return on investment, and increase the potential customer base for local businesses. Home-based businesses are one of the fastest growing segments of business in the United States. Taft should work with the City to adopt zoning regulations which allow mixed used and low impact home-based businesses, in order to encourage small business development while retaining residential space in the district.

Strategic Promotions are Needed

Taft's commercial district serves as a neighborhood shopping center and tourist destination, which is focused on tourist services, convenience goods and social retail activities. However, in the sense that it is a "commercial district", its businesses generally do not work together to promote the district as "Taft", with its own image. The Bay Area Merchants Association does bring businesses together to coordinate special events (such as the sandcastle building contest); however, cooperative promotions are limited. Most local residents and visitors do not see visible evidence of a Taft "identity" that is consistent in business promotions – individually or collectively.

In ^{Subsection}E₂, there was a discussion about Taft's lack of a major indoor attraction to help develop off-peak season tourism. Development of a major indoor attraction, such as the proposed tsunami or weather center, wave pool and youth activity center, would greatly enhance Taft's year-round tourism product, as well as its residents' quality of life. Local events and entertainment scheduled in the off-peak times also would help draw customers for local business.

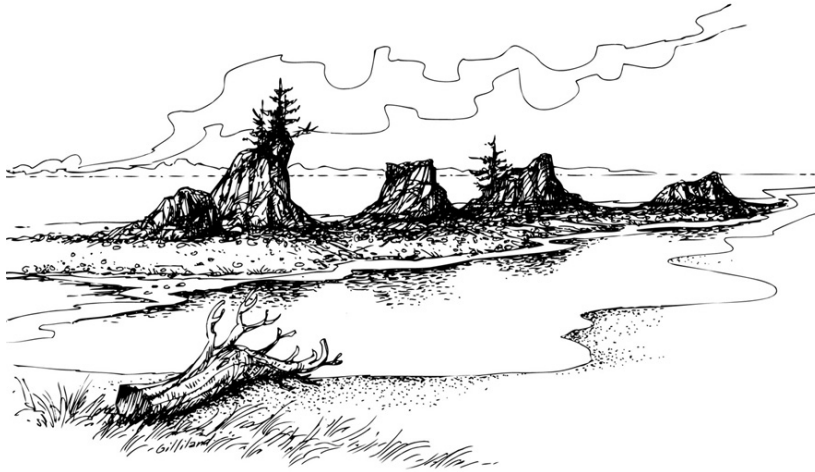
Volunteers Need Professional Support

Taft's urban renewal is an historic and monumental event for the community. This effort has been supported by many volunteer hours,

and will require many more. In order to support those volunteers (and prevent burnout) in their ongoing business development and promotion programming, professional staff resources are needed.

Chapter II — A Community Vision for Taft



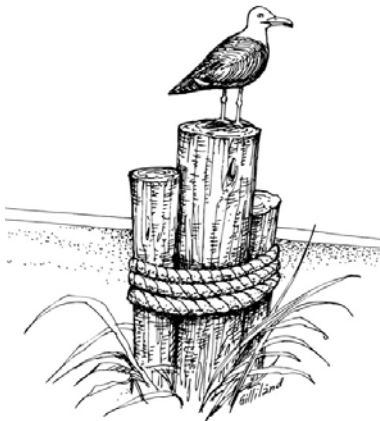


Section A — Introduction

A vision describes where a community wants to go, a plan explains how to get there. This chapter articulates a community vision for the village of Taft and descriptions of the key planning elements to implement the vision. This chapter also provides the bridge between the findings identified in Chapter 1 and the specific implementation program identified in Chapter 3. The direction and recommendations that follow are based on consensus of input and ideas shared by the Lincoln City community.

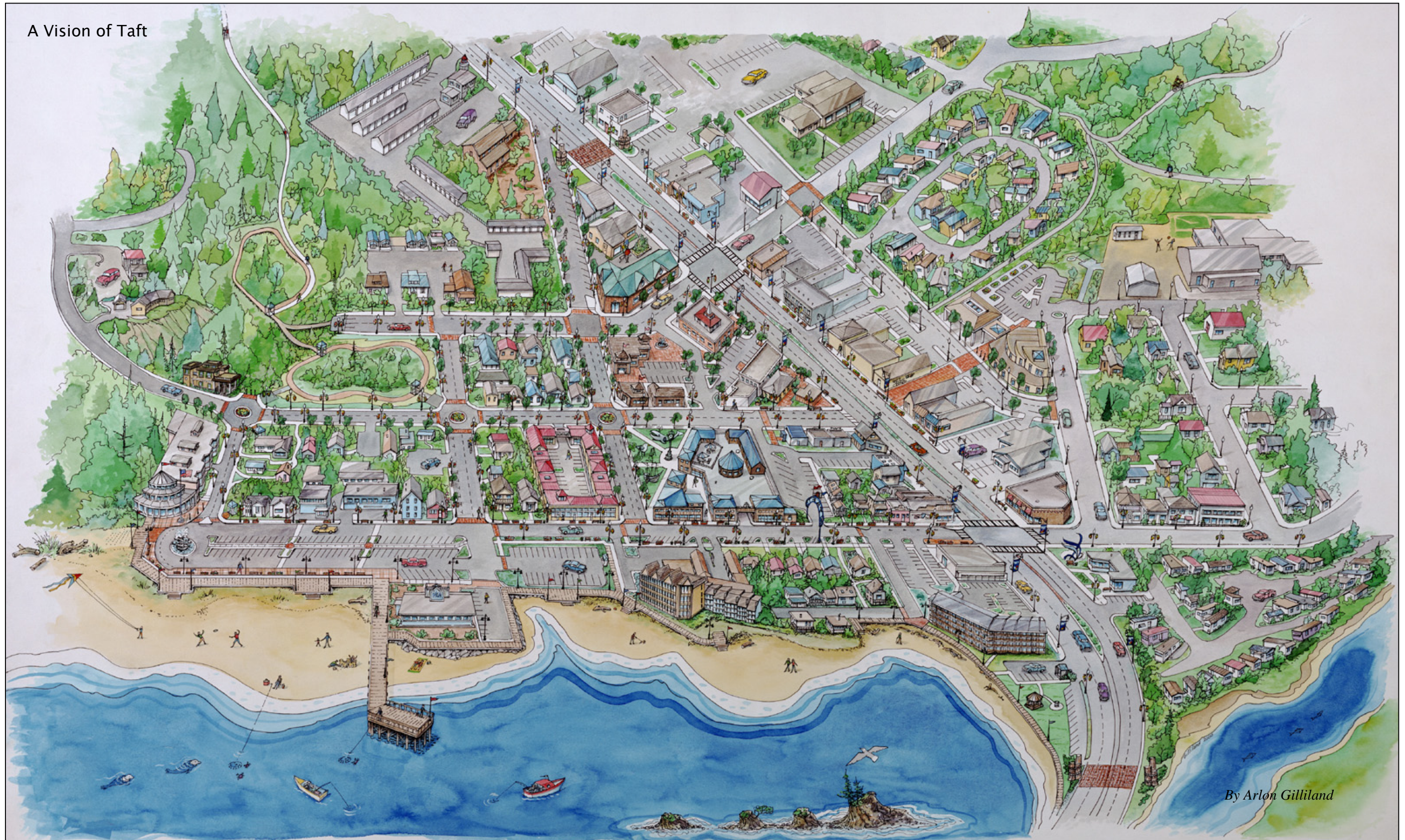
Section B — Vision Statement

Imagine a Renewed village of Taft. . . The village of Taft is a celebrated community and well known as an Oregon Coast destination rich with history, tradition, and family activity. Taft is the heart of Lincoln City, a revitalized village that is attractive, safe, and economically vibrant, with a friendly community atmosphere. It is integrated with unique shopping and dining opportunities, housing, parks, and civic facilities that are pedestrian-oriented and inviting to residents and visitors alike. The beautiful Siletz Bay setting draws many tourists and residents for numerous outdoor activities, one-of-a-kind beach access, and many special festivals. It is a place filled with bustling shops, as well as residents and visitors walking along sidewalks and strolling along the bayfront walk.



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A Vision of Taft



By Arlon Gilliland



A Renewed 51st

Imagine . . . 51st Street renewed as the “festival street” and the focus of village activity – just like it used to be in the early days. Travelers are invited to drive, walk, or bicycle under a handsome gateway arch into a bayside atmosphere of fun and leisure. Small cottage-style shops and galleries, along with a variety of attractive mixed-use buildings with a coastal architecture abound. Anchoring the end of the street is the world-renowned Pacific

Northwest Tsunami Center providing year-round opportunities for storm watching, coastal education, and nature interpretation.



Enhanced Highway 101 through

Imagine . . . Highway 101 has taken on a new look and a new sense of vibrancy. Travelers from the north and south are greeted to the core area of Taft by gateways of uniquely carved wooden monument signs, landscaped median, accent lighting, and special paving materials. Street trees, turn-of-the-century street lights, banners, traditional street furniture, planters, and revitalized historic building facades cause

drivers to slow down and take note of this special Lincoln City village. Most exciting, Highway 101 now supports a mix of retail, restaurants, offices, and housing akin to Taft in the 1940s.

Imagine . . . The village of Taft is a place supportive of pedestrians and bicyclists. A comprehensive system of bicycle trails and lanes, as well as sidewalks and walking paths, promote alternatives to the

car. A “Dolly the Trolley”-style public shuttle serves the youth and seniors of the community, as well as visitors wanting to leave their cars at their hotels. Travelers also find it easy to enter and exit the village with their cars, and enjoy the well landscaped parking lots conveniently located near their destination. As a result of improved intersections and circulation patterns, Highway 101 is now a safe corridor for pedestrians and motorists, and 51st Street and Inlet Avenue offer very pedestrian-friendly atmospheres.

Imagine . . . Taft centers on youth and families and fosters a sense of community. The location of the elementary, middle, and high schools, as well as the Oregon Coast Community College and the youth center serve local residents and visitors and are sources of pride among all citizens. Taft’s Town Plaza offers a civic space for community-wide events, celebrations, and entertainment that bring residents and families together. Taft also remains a popular and affordable place to live as a result of new mixed use development that allows residences to be developed over shops and restaurants. Residents



Taft is Envisioned as a Place for

and visitors of all ages find Taft attractive, convenient, and safe and get involved in neighborhood and community activities.

Imagine . . . Taft is recognizable and distinct. The village reflects the area's natural, historical, and social fabric. Coherent and interesting signage, along with definitive gateways to the village, both support the image of the area and let visitors and residents know they have “arrived” in a special place. Signs also link Taft to the other villages within Lincoln City. Local artists and community members have contributed to the public art projects which have helped to reinforce an identity. The importance of history to Taft is easily recognized with the incorporation of historical markers and art throughout the village plazas, the baywalk, and other areas that commemorate the early history of the area and the contribution of the Siletz Indians.

This is the vision for Taft.



MULTI-USE TRAIL

WETLAND
NATURE WALK

TRAFFIC CIRCLES
OR OTHER TRAFFIC
CALMING

COMPACT RESIDENTIAL
DEVELOPMENT

WEATHER STATION/
INTERPRETIVE CENTER
& PUBLIC PARKING
GARAGE

COTTAGE COMMERCIAL/
MIXED USE

51ST STREET
PROMENADE

BAYWALK

MIXED USE
DEVELOPMENT

GATEWAY ARCH



TAFT VILLAGE CORE

ENVISIONED NEW OR EXPANDED BUILDINGS EXISTING BUILDINGS

INFILL COMMERCIAL/
MIXED USE

IMPROVED 48TH
STREET INTERSECTION

EXPANDED COMMUNITY
COLLEGE

STREETScape ENHANCEMENTS

EXPANDED MIXED USE

MULTI-USE TRAIL

PLANTED MEDIAN/
PEDESTRIAN REFUGE/
DEDICATED LEFT TURN
LANES

HERITAGE PLAZA

YOUTH CENTER

TAFT TOWN PLAZA

MIXED USE
DEVELOPMENT

INFILL COMMERCIAL

MIXED USE AND
PARKING GARAGE

COTTAGE COMMERCIAL/
MIXED USE

IMPROVED 51ST STREET
INTERSECTION

EXPANDED
COMMERCIAL

BAYWALK

VILLAGE GATEWAY
ENHANCEMENTS

Details of the Taft Vision

Section C — Details of the Community Vision

Subsection C₁ – Introduction

HELPFUL HINT

When reviewing the implementation steps and actions in this Section, always refer back to the Vision Plan Graphics in Section B of this Chapter.

The community values and findings identified in Chapter 1 create the foundation and heart of this plan. The following descriptions articulate, in detail, primary recommendations through which the community vision will be implemented. Recommendations are organized into the following four categories, each with a series of implementation steps and actions:

- ◆ Redevelopment Project Initiation Recommendations
- ◆ Urban Planning & Design Recommendations
- ◆ Citywide Economic Development Recommendations
- ◆ Taft Business Development Recommendations



The Taft Redevelopment Plan

Each recommendation is listed in the implementation program matrix contained in Section B, Chapter 3. This matrix provides “who, what, when, how, and how much” information to implement this plan.

Subsection C₂ – Redevelopment Project Initiation Recommendations

STEP I — Initiate the Taft Redevelopment Plan

The first step in getting strategically organized and moving forward with urban planning and design improvements, economic development, and business enhancement will be for the City/Urban Renewal Agency to adopt or otherwise formally embrace the *Taft Redevelopment Plan: Rediscovering the Village* as the official development policy guide for the village of Taft; implementation details related to the plan, such as new Taft Village Core zoning district, must be adopted as ordinance through a separate, but timely, process. Adoption of the Taft Redevelopment Plan will instill instant certainty within Lincoln City citizens and the business community. Subsequent to adoption, the Urban Renewal Agency should reproduce and distribute the Redevelopment Plan and Vision Poster, as well as the Business Development Guide.

As part of this step, the Urban Renewal Agency must also initiate a surveying effort in the Taft core to accurately map the building footprints, rights-of-way, and locations of natural features. This action will assist the public and private sectors with proceeding with redevelopment implementation and acquisition of resources related to Taft’s revitalization.

**REDEVELOPMENT
PROJECT INITIATION
RECOMMENDATIONS**

STEP I Actions

- a. Officially Recognize the Taft Redevelopment Plan
- b. Reproduce & Distribute Plan & Vision Poster
- c. Reproduce & Distribute Business Development Guidebook

Implementing a visible part of the Taft vision as soon as possible is also a very important part of initiating the project. Within 3 months of the Redevelopment Plan's adoption, the Urban Renewal Agency should lead an effort to accomplish at least one of the following actions:

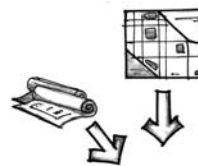
- ◆ Improve a visible building façade in Taft (see Urban Planning and Design Recommendations, Step VI, for details)
- ◆ Install a streetscape furniture demonstration pilot project (see Urban Planning and Design Recommendations, Step II, for details)
- ◆ Institute the "To the Beach" wall sign program in coordination with building owners (see Urban Planning and Design Recommendations, Step VI, for details)
- ◆ Initiate a Taft Gateway Monument design competition between teams consisting of a local artist and a local builder (see Urban Planning and Design Recommendations, Step VI, for details)

STEP II: Organize Strategically for Taft & Citywide Redevelopment/Development

a. Get Strategically Organized: Enhance Public-Private Partnership

As noted above, the first step in getting strategically organized will be for the City to adopt the *Taft Redevelopment Plan: Rediscovering the Village* as the official development policy guide for the village of Taft. Upon adoption, it will be important to identify and bring together all entities that will have a significant impact on implementation of the Taft Redevelopment Plan. This group (the "partners") needs to receive an in-depth briefing on the Plan and their potential roles in accomplishing its mission. After roles and responsibilities have been agreed to, regular meetings should occur to facilitate communication and foster progress. The partners should include no less than:

- ◆ City Manager
- ◆ Urban Renewal Agency
- ◆ Chamber of Commerce
- ◆ Taft Business Community, including Property Owners
- ◆ Bay Area Merchants Association
- ◆ Economic Development Alliance of Lincoln County
- ◆ Oregon Department of Transportation
- ◆ Lincoln City Visitors and Convention Bureau
- ◆ Lincoln City Lodging Association



Organize Strategically to Revitalize Taft and the Other Villages

COMMUNITY-BASED BUILDING FAÇADE REHAB

Nothing is more gratifying to a community and a building owner that to participate in a façade rehabilitation. To kick-off the Taft revitalization effort, the Urban Renewal Agency should identify one building owner who would like to have their building enhanced. Once this is accomplished, a before-and-after visual simulation should be prepared with the assistance of the building owner using the design theme board developed as part of this planning effort. Once an acceptable design is developed, work with local contractors, builders, awning companies, sign and lighting companies, and building material suppliers to donate (or provide at a significantly reduced rate) expertise, paint, brushes, materials, etc. Once the details are organized, the Urban

REDEVELOPMENT
PROJECT INITIATION
RECOMMENDATIONS

STEP II Actions

- a. Get Strategically Organized: Enhance Public-Private Partnership
 - i Focus on Collaboration, Action, Implementation and Momentum
 - ii Create a Lincoln City Main Street Program
 - iii Build Team, Leadership, Education and Commitment
 - iv Engage Property Owners
 - v Recruit Community Support
 - vi Market the Plan to Agencies
 - vii Seek Grants
- b. Create a Strategic Community

Key goals of this expanded partnership will be to:

- i. ***Continue Focusing on Collaboration, Action, Implementation and Momentum:*** Through the Urban Renewal Agency, the Taft Redevelopment Project has demonstrated how positive change can and does occur when people and organizations work together for the common good. A core principle of redevelopment in Lincoln City must always be focused on the above trails as the building blocks of broad participation, enthusiasm and commitment.
- ii. ***Create a Lincoln City Main Street Program within the Urban Renewal Agency:*** These goals and long-term improvements to local commerce areas may best be accomplished through creation of a Lincoln City Main Street Program. The National Main Street program is the most successful downtown (or community) revitalization and economic development program in the country. Over 1,000 communities are Main Street towns, returning an average of up to \$35 in revenue for every dollar invested in Main Street programming. Local Main Street organizations have an 82% success rate because of the program's unique development of public-private partnerships and its Four Point Approach™, which have been proven in communities ranging in size from 250 to over a million in population.

The Four Point Approach™ is based on a Main Street organization consisting of a board of directors, paid professional staff and four standing committees: Economic Restructuring (ER) Committee, Design Committee, Promotion Committee and Organization Committee (see sidebar). Each focuses on different but interrelated aspects of a comprehensive downtown revitalization program. Both the National Main Street Center in Washington, D.C., and the Washington State Main Street program have numerous resource materials to assist communities in setting up a Main Street organization. The materials include "how to" handbooks and "to do" lists for the board, staff and each of the committees, which can be tailored to fit the community and its style of programming.

There are several ways to organize a Main Street Program: as a part of City government; as part of the Urban Renewal Agency; evolve out of an existing organization in Lincoln City; or become a separate nonprofit corporation. For the formative years of the Lincoln City Main Street Program, it is

recommended that the Urban Renewal Agency be the host of the program. Ultimately, it may be appropriate to have the Main Street develop into its own organization, ideally a 501(c)(3) non-profit. The Bay Area Merchants Association and other community development entities should be engaged as key advisors to the Main Street program for Lincoln City. In sum, A Main Street organization would be well suited to guide development programs (and strategic plan implementation) for Taft and all other Lincoln City commercial areas. Within 6 months following adoption of this plan, the City should be in close collaboration with the Oregon Downtown Development Association and the National Main Street Center with respect to developing a Lincoln City Main Street Program.

iii. **Build Team, Leadership, Education and Commitment:** Each stakeholder needs to understand its role and the merits of recommended actions. Within two months following adoption of the Redevelopment Plan, the City should host a large stakeholders meeting/workshops to review the vision and implementation program for Taft and identify stakeholder roles in the revitalization effort. At the end of the meeting, each stakeholder should have at least one mission, with respect to helping Taft realize its vision. Ongoing stakeholder involvement is paramount to Taft’s success.

iv. **Engage Property Owners:** Property owners need to be made aware of opportunities and challenges addressed by the Plan. Without their support and participation, much of the energy of other strategic projects will be lost. Even (perhaps especially) property owners who live outside the community should be actively pursued. It is often their absence on the team that initiates the biggest problems in implementation. Within 1 month following adoption of the Redevelopment Plan, the City should host a Taft property owners meeting to present the plan, recruit assistance in its implementation, and identify specific ways the City can help them.

v. **Recruit Community Support:** While there has already been broad participation in the planning process, the effort to build community support must be ongoing. Continual town meetings, brochures, articles in the press, public speaking engagements and other creative forms of engaging citizens need to occur. Early efforts

**The National Main Street
Four Point Approach™ &
Typical Local Organizational Format**

Board of Directors

- ◆ Policy, strategic direction, staff hiring/evaluation, fundraising
- ◆ Leadership, public relations
- ◆ Budget, financial oversight

Professional Staff

- ◆ Coordination of volunteers and committees, scheduling
- ◆ Business and public relations
- ◆ Analysis and planning
- ◆ Implementation, marketing

Committees
(The Four Points of the Main Street Approach):

- ◆ Economic Restructuring: trade area/consumer analysis, commercial space usage, business recruitment & expansion
- ◆ Design Committee: assessment of physical place (buildings, public space), façade improvement program, design assistance to property owners, streetscapes, beautification
- ◆ Promotion Committee: logo, slogan, events, banners, promotions, advertising, media relations
- ◆ Organization: membership, volunteer recruitment/development

to build awareness and support will help ensure that implementation activities are enthusiastically embraced. Initially, the City and Urban Renewal Agency should take the lead in this communication and participation process. Within 3 months of the Redevelopment Plan's adoption, the City should form a Taft Speakers Bureau to train interested citizens on the details of the Taft plan and provide them with the presentation materials necessary to be formal ambassadors for the project (*i.e.* speak to community and business groups about Taft).

- vi. **Market the Plan to Agencies:** Many components of the Taft Redevelopment Plan will require support from government agencies. City staff and Urban Renewal Agency should work together to familiarize these potential partners with the Plan. Copies should be prepared together with a presentation program (already organized in a PowerPoint format provided by the Taft consulting team). Every effort should be made to ensure that agencies and legislators become familiar with and supportive of the Taft Redevelopment Plan. Within two months following the Redevelopment Plan's adoption, the City should lead an organized visit to Salem to meet with State elected officials, the Community Solutions Team, and key State Agencies to present the Taft plan.
- vii. **Seek Grants:** At the earliest opportunity, City staff and Urban Renewal Agency should begin the process of seeking grants. This effort will include informing granting entities of the Plan, acquiring grant application packages and preparing summary information (in the form of a Case Statement) for inclusion in the applications. Formal endorsements from within the community, the business sector, the County, legislators and other key professionals should be sought. These endorsements will be highly valuable as the City competes with other applicants for limited funding.

In the short term, the City should identify a specific City staff person or outside entity to undertake the grant writing effort. A starting point for grant writing assistance, or to locate a grant writer, is:

The Foundation Center
312 Sutter Street, #606
San Francisco, CA 94108-4314
Phone: 415-397-0902
Fax: 415-397-7670
Website: www.fdncenter.org
E-mail: library@fdncenter.org

Refer to Chapter 3 for a listing of potential funding resources, including grants.

b. Create a Strategic Citywide Development Plan and Program

Lincoln City faces a broad range of socio-economic and physical challenges and opportunities. The community needs a strategic development system to ensure that these are addressed collectively in ways beneficial to its future vitality. Such a system would specify explicit criteria to guide locally appropriate development. It would clarify business markets and niches as a foundation for recommended retention and recruitment activities. It would enhance the regulatory environment and infrastructure to encourage desirable growth. Finally, it would build organizational teams and processes that sustain the development process. With a narrow industrial base and other significant weaknesses, the City cannot afford to move forward without a strategic development framework or plan in place.

Prior to undertaking the next village redevelopment project, the City should initiate a citywide strategic planning effort that:

- ◆ Sets forth key principles and goals (based on an overriding Vision statement/goal) for the next 10-20 years that provides clear policy guidance/position statements which persevere any and all changes in the City leadership.
- ◆ Provides a timeframe for accomplishment of each goal.
- ◆ Identifies indicators of success/benchmarks related to each principle
- ◆ Is based on both City Council and Community-defined issues and priorities, and ultimately adopted by the City Council.
- ◆ Is presented in a graphic format that can be hung on the walls of the City Council Chambers, the principles and goals of which can be “checked-off” as each is accomplished; most importantly, it should be in a format that allows everyone to see the progress being made and the work left to be done.

Subsection C₃ – Urban Planning and Design Recommendations

URBAN PLANNING &
DESIGN
RECOMMENDATIONS

STEP I Actions

- a. Refine & Adopt Taft Village Core (TVC) Zoning District
- b. Refine & Adopt Amendments to Zoning Ordinance (Z/O) & Comprehensive Plan (C/P)
- c. Develop & Adopt Incentive-Based Creative Sign Ordinance/Program with the Taft

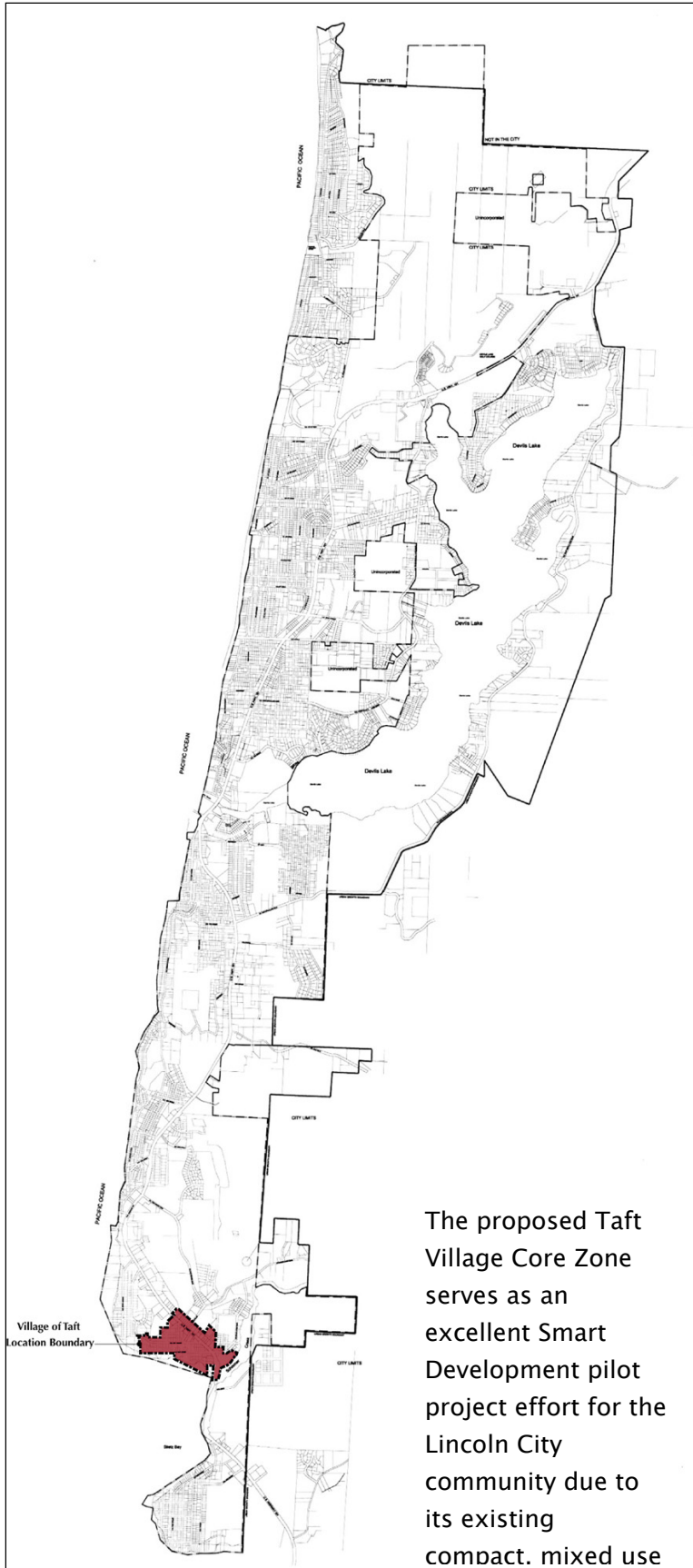
STEP I Implement Smart Development & Design Strategies

The local regulatory environment in any community can impact development potential substantially. In general, Lincoln City’s zoning and codes appear to be supportive of reasonable development. However, the City should consider clarifying regulatory language that endorses mixed use and creative parking solutions to complement strategies and goals recommended in this plan, as well as other village redevelopment plans that will be prepared in the future. Mixed use village districts should be emphasized in zoning: These districts would encourage non-retail uses, including high density housing, above the first floor, with maximum building footprint.

Recognizing that a significant public process occurred on Smart Development in Lincoln City throughout 1999, and that the Taft Redevelopment Plan process yielded strong support for mixed use within Taft, it is recommended that the City adopt a separate and distinct zoning district for the core area of Taft: the Taft Village Core Zone.

It is also recommended that separate Village Core Zones be adopted for each of the different districts in Lincoln City for three primary reasons: 1) to account for contextual differences found in each area; 2) to avoid the administration and interpretation complications that may occur through the addition of overlay zones; and 3) to provide more opportunities for property owners to participate in the revitalization of each village.

For purposes of this Redevelopment Plan, it is recommended that a Taft Village Core (TVC) Zone be created and embraced by the Lincoln City community as a new Section 3.130 of the Zoning Ordinance. The TVC Zone would provide unique development standards consistent with the existing zoning but more refined to achieve the pedestrian orientation and design quality desired by the community. By having a core defined in the village of Taft, greater degrees of clarity and certainty are provided to property owners, the City, and prospective new businesses. This will translate into more potential for revitalization in the village of Taft. (See Appendices for the proposed amendments to the City of Lincoln City Zoning Ordinance and Comprehensive Plan.) Subsequent to adoption of the Taft Village Core Zone, the Lincoln City Planning Department should initiate a process to work with the Taft community to develop and adopt an incentive-based creative sign ordinance to address, in detail, the sign issues present in the area.



Smart Development focuses on mixed use, efficient use of land, creative development options, and human-scale

URBAN PLANNING &
DESIGN
RECOMMENDATIONS

STEP II Actions

- a. Consider Designating the Taft Core as an Special Transportation Area (STA)
- b. Incorporate Taft Streetscape Furniture Palette
- c. Design and Build Highway 101 Improvements through Taft Core
- d. Acquire & Build Key Local Street Connections
 - i S.W. 48th Street Between Highway 101 & Fleet Avenue
 - ii Fleet Avenue Between S.W. 50th Street & S.W. 51st Street
 - iii S.E. 48th Street Between High School Drive & Schooner Creek Road
- e. Extend Inlet Avenue North of 48th Street to Highway 101
- f. Introduce S.W. 50th Street Traffic Calming & Beautification Enhancements
 - i Build Community Support, Design &

STEP II Improve Roadways & Streetscapes

One of the things that Lincoln City “sells” most to its visitor markets is rest and peace. Traffic congestion and the de facto priority of vehicles over pedestrians reduce the quality of these characteristics. People should be able to stay out of their cars once they arrive in Taft. Currently, nearly anything visitors want locally must be obtained by getting back in their cars. This adds to congestion and detracts from the ideal peacefulness of the community.

Highway 101 design and traffic volumes currently make it difficult for pedestrians (locals and visitors alike) to move around the community comfortably. Taft’s local street network also contributes to circulation challenges. One of the hardest things to do in this community is to make a left hand turn on or off Highway 101. So much traffic is funneled onto this one corridor that it becomes an unreasonable seven-mile bottleneck during peak times. To help reduce this problem, it is important to seek means for locals to get around town other than on the highway. In short, internal circulation needs to be enhanced, and opportunities for alternative modes of transportation need to be facilitated. The highway and local streets must be changed to create a system that works for all users: drivers, bicyclists, and pedestrians.

It is time for Taft to become a pedestrian priority area, while also accommodating vehicles. Sidewalks, crosswalks, parking, traffic signals (including pedestrian activated signals), street furniture, lighting and other amenities need to be redesigned to maximize pedestrian comfort, convenience and safety. When this is done, Taft will regain much of its historic attractiveness both as a visitor destination and as a place to live; the driver, too, will be rewarded through a more attractive and organized environment.

The City already has several concepts in the planning stages. These need to be supported by City Council, ODOT, and the community so that the overall circulation system is optimized. Few priorities could be more important than this in the strategic development of the community. In general terms, the vehicular circulation improvement strategy in Taft revolves largely around five points:

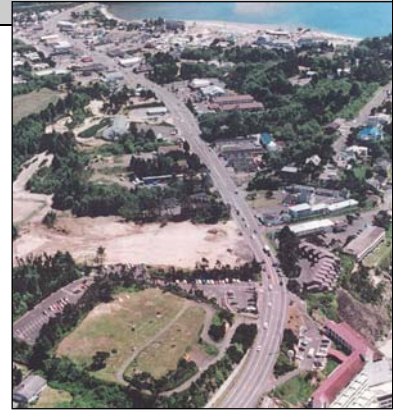
- ◆ Create a local street system that provides driving options for avoiding local traffic conditions (e.g. elementary school buses) and easing demands on Highway 101, with emphasis on the segment between 48th & 51st Streets;
- ◆ Improve Highway 101 circulation through improved intersections at 48th & 51st Streets, installation of protected left turn pockets at 48th & 51st Streets, development of two through lanes in each direction, and installing a striped center turn lane for the area north of Fleet Avenue

The Taft Redevelopment Plan: Rediscovering the Village

TAFT

(as well as developing a management plan for this area to address turning movements, business access, and other issues);

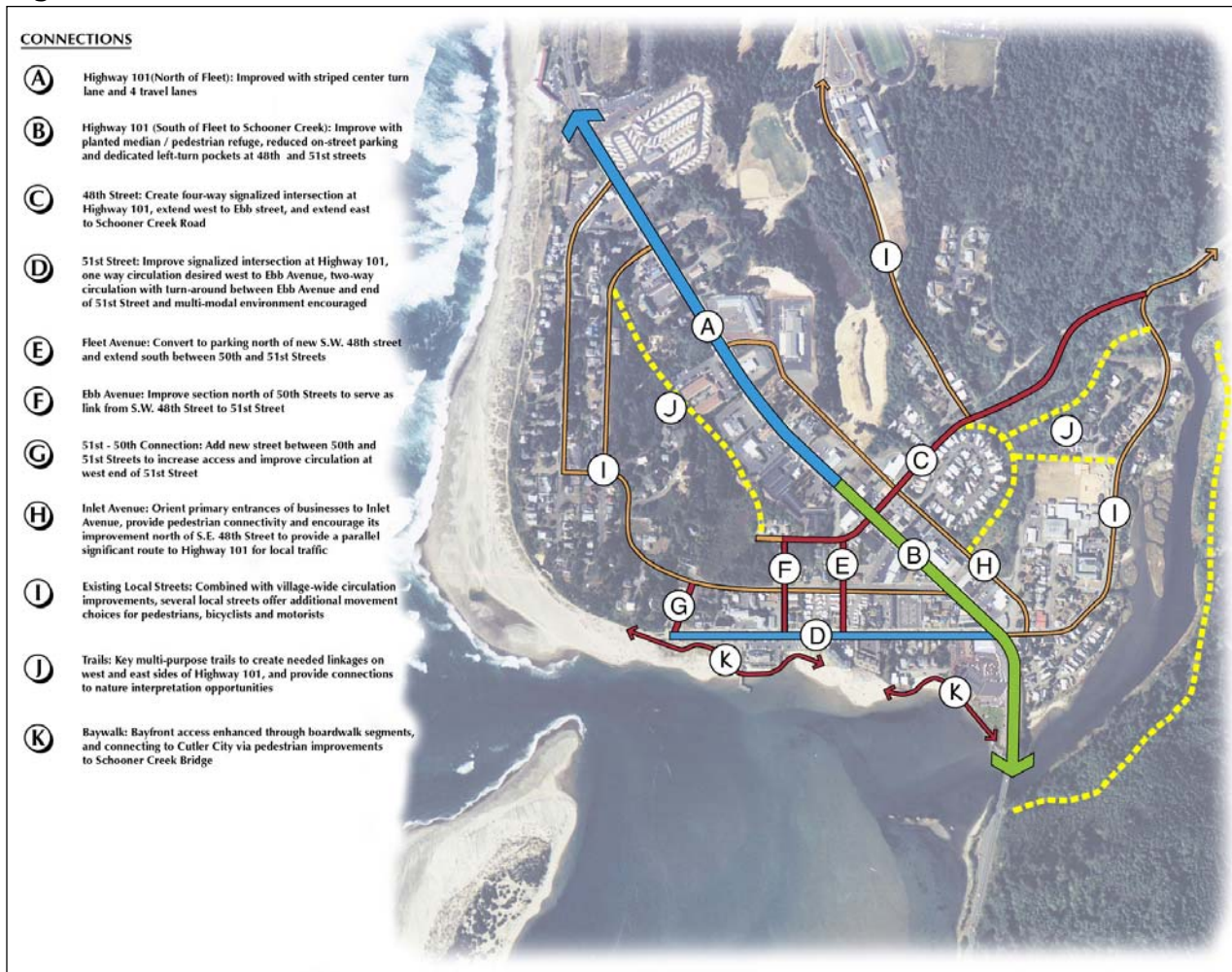
- ◆ Enhance the visual quality and comfort of all Taft roadways;
- ◆ Signage to and provision of convenient public parking options, with maximum on-street parking retention; and,
- ◆ Promote mixed use, compact development and integrate adequate facilities to encourage walking, bicycling and transit.



Recommended improvements and actions to Taft's circulation system are summarized in Figure 2/C-A and described below.

Improving the Form and Function of Taft's Roadways is

Figure 2/C-A



a. Consider Designating the Taft Core as an Special Transportation Area (STA) and the Area North of Fleet Avenue an Urban Business Area (UBA).

Based on the unique business district/Main Street characteristics of the Taft core, the STA designation – if this approach is selected by the City – is most appropriate for the Taft core area (see Figure 2/C-B), while the UBA designation is the most appropriate



Figure 2/C-B

designation for the area of Taft north of the core.

STA designation of the core area would require: further evaluation of STA boundaries in conjunction with the Lincoln City Transportation Master Plan; development of a traffic study and management plan in coordination with ODOT; and a written agreement between ODOT and the City. Strategies to meet the land use and policy objectives of the STA include:

Land Use

Adjacent land uses that provide for compact, mixed use development. “Compact” means that buildings are spaced closely together, parking is shared and sidewalks bind to the building. Mixed-use development includes a mixture of community places and uses.

- ◆ Infill and redevelopment.
- ◆ Design and orientation of buildings that accommodate pedestrian and bicycle circulation, as well as automobile use.
- ◆ An adopted management plan as part of the comprehensive plan that shows the area as a compact district with development requirements that address local auto trips, street connectivity, shared parking, design and layout of buildings, parking and sidewalks that encourage a pedestrian-oriented environment.

Alternative Modes

- ◆ Well-developed transit, bicycle and pedestrian facilities, including street amenities that support these modes.

Traffic Management

- ◆ A well-developed parallel and interconnected local roadway network.
- ◆ A parking strategy that favors shared general purpose parking, preferably on-street parking and shared lots.
- ◆ Streets designed for ease of crossing by pedestrians.

Access Management

- ◆ Public road connections that respond to the existing city block.
- ◆ Private driveways discouraged.

Because the STA designation is a new ODOT strategy, it may be determined that the above-listed objectives could be accomplished through other, more familiar techniques such as the ODOT exception process. Regardless of whether Highway 101 through the core of Taft is designated an STA, the following improvements for the highway are recommended for completion in Taft by no later than 2003.

Within 1 month following adoption of this Redevelopment Plan, the City and ODOT should reach consensus on the design concept for Highway 101 through the Taft core. This meeting should also be utilized to confirm whether or the STA designation for the Taft core would assist in gaining additional flexibility towards achieving the vision for Taft or whether ODOT's exception process will be adequate. The meeting should be followed by a written agreement on the design concept and the STA designation status. The City may want to contact the city of Ranier to determine the background related to their pursuit of STA designation.

b. Incorporate Taft Streetscape Furniture Palette

One of the most important objectives expressed by the community was to improve Taft's image and identity. Incorporating streetscape improvements into all roadway-related projects that focus on enhancing comfort, visual interest, and safety, this objective can be achieved in large part. Refer to Figure 2/C-C for the preferred furniture palette for the village streetscape environment and the baywalk.

To compliment this figure, Table 2/C-1 provides a summary profile of the recommended streetscape components for Highway 101 and 51st Street, including manufacturer name, item name, estimated cost, and contact information. Tall teardrop streetlights

should be installed along Highway 101 from roughly near the Inn at Spanish Head to around Fleet Avenue a distance of 120 feet on center. From Fleet Avenue to around the Schooner Creek Bridge area, these light fixtures with attached arms supporting acorn pedestrian lights should be installed at 160 feet on center, with one acorn pedestrian light located midway (at the 80-foot point). Pedestrian-scale acorn lights should be installed along east and west 51st Street, 50th Street, and other internal streets as appropriate at a distance of 80 feet between each. Light shields should be installed within the acorn globes to minimize light spillover and light pollution (thereby protecting the dark skies of the Oregon coast). Street trees, where installed, should be spaced midway between streetlights to create a uniform rhythm and cohesive image.

Within one to three months following adoption of the Redevelopment Plan, the Urban Renewal Agency should establish a streetscape demonstration pilot project by contacting the suppliers in Table 2/C-1 and arranging for the delivery and set-up of the streetscape furniture. This will allow residents to “try before they buy” their new streetscape amenities. Possible locations for the demonstration project are:

- ◆ West end of S.W. 51st Avenue, on public property
- ◆ Adjacent to 51st Street public parking lot
- ◆ As part of the proposed plaza next to Ace Hardware



Figure 2/C-1

TABLE 2/C-1: Streetscape Furniture Details for Taft Roadways

| | |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Traditional Acorn Style Streetlight | Allentown Series 406 14' pole height Acorn Luminaire with Finial by W.J. Whatley (303) 287-8053. <i>Prices vary greatly depending on pole material: \$1,200 -\$2,600 approximately</i> |
| Tall Streetlight with Teardrop Fixture and Acorn Attachment | Brea Series # SCLP3044-STFL/KA 30-6' K81/KA90(MOD)K199 by King Luminaire (416) 632-9301. <i>\$4,500.00 each approximately</i> |
| Clock | Danbury Style on 16' high pole by Canterbury International (800) 935-7111. <i>\$13,900.00 approximately</i> |
| Drinking Fountain | 1890 Single Bowl by Canterbury International (800) 935-7111. <i>\$2,577.00 each approximately</i> |
| Trash Receptacle | S-42 Ironsites with S-2 dometop by Victor Stanley (800) 368-2573. <i>\$664.00 each approximately</i> |
| Bollards | 1890 Style Bollard 29" ht. by Canterbury International (800) 935-7111. <i>\$600.00 each approximately</i> |
| Bench | 6' Gloucester Bench E496927 (Teak) by Smith & Hawken (415) 389-8300. <i>\$1,125.00 each approximately OR 6' Gaia Garden Collection Garden Bench (made from Poly-Wood® - 100% post-consumer HDPE recycled plastic) by The Green Culture (800) 233-8438 or (949) 643-8795. \$395.00 each approximately.</i> |
| Planter Pots | Design Y Mediterranean Precast Concrete square/ rectangular planters 12" x 36" ht x 2'-6" W by DuraArt Stone (770) 960-9550. <i>cost varies by size \$60.00 to \$460.00 each approximately</i> |
| Hanging Flower Baskets | 24" diameter, powder coated, 1/8" galvanized wire basket, with hanger and bracket available from Country Garden Nursery, McMinnville (503) 472-1351. <i>\$90.00 for basket, hanger, and bracket; approximately \$200.00 per pole for water system installation; approximately \$100.00 per basket for planting</i> |
| Banners | Custom Design by Kalamazoo (800) 388-5755 or Downtown Graphics Network (800) 844-0855. <i>\$70.00 to \$90.00 each approximately</i> |
| Tree Grates | Square 48" grates by Inland Foundry Co. (541) 747-9172; <i>cost approx. \$400-\$500 ea.</i> |

c. Design and Build Highway 101 Improvements Through Taft

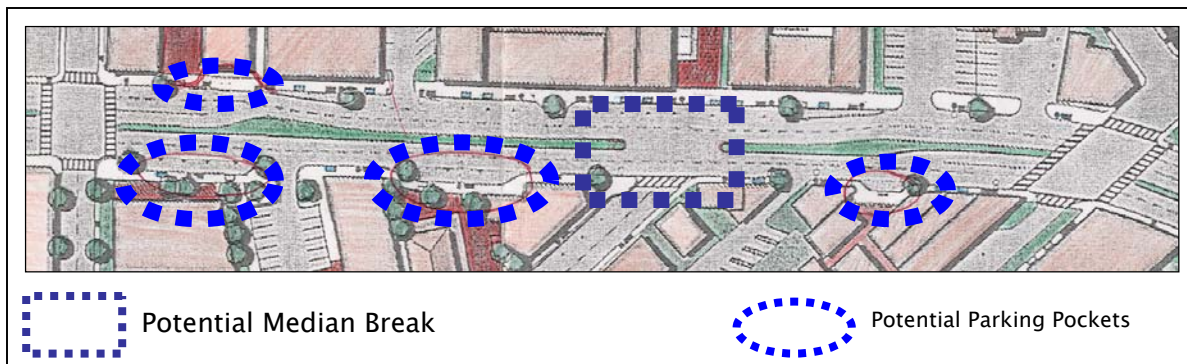
Improving Highway 101 through the Taft requires a significant amount of commitment, compromise, creativity, and collaboration between the City, Urban Renewal Agency, ODOT, property owners, merchants, residents, and other applicable agencies. Throughout the Taft redevelopment planning process, the community made it clear that Highway 101 has served as a significant “sore spot” to many, for a wide array of reasons; the community also called for action to improve the look and function of the corridor. To this end, completing Highway 101 improvements through the Taft core in 3 years must be upheld as a significant priority to all involved. Following are recommendations for the Taft core Highway 101 improvements that will accommodate vehicles, pedestrians, bicyclists, and an high quality visual environment.



Long term visual improvements, such as landscaped medians, will strengthen Taft’s village

- ◆ Design Highway 101 through the Taft core for 25mph vehicle speeds, this includes retaining “side friction” and timing traffic signals to slow traffic.
- ◆ Improve Highway 101 intersections at 48th and 51st Streets, including new “Euro” style crosswalks.
- ◆ Narrow through lanes to eleven (11) feet where possible, or wider if including a shared bike lane.
- ◆ Build left turn pockets on Highway 101 at 48th and 51st Streets, with the possible exception of the northbound left turn pocket at 48th Street.
- ◆ Construct a planted median strip/pedestrian refuge that includes vertical elements (such as street trees, lights, public art, etc.) and a lateral shift to slow traffic. If possible from a design and public safety standpoint, this median should include a break at the S.W. 50th Street alignment to allow for northbound left turns from S.W. 50th Street onto Highway 101 (but not left turns onto S.W. 50th Street from Highway 101) during low traffic times. See concept in Figure 2/C-D below.

Figure 2/C-D



- ◆ Retain on-street parking between Fleet Avenue alignment and 51st Street to the degree possible, which may necessitate the conversion of building setback areas to on-street parking pockets; opportunities exist adjacent to Liftin Motors, Oregon Surf Shop/North Lincoln County Historical Museum, Graffittiz/Bite the Best, and the Bailey Building. See concept in Figure 2/C-D above.
- ◆ Introduce gateway elements to the village at Fleet and Highway 101 to the north and just past Schooner Creek Bridge and Highway 101 to the south. These gateway elements serve as a transition and include planted medians, monuments, entry signs, and changes in paving materials – all of which signify to automobiles that they are entering a special place, encouraging them to slow down.
- ◆ Develop a comprehensive directional signage program to off-street parking areas, businesses, and attractions.¹
- ◆ Underground overhead utilities.
- ◆ Improve streetscape including new sidewalks, street trees, new decorative light standards, banners, and related items identified on the Taft furniture palette.
- ◆ Create striped center left-turn lane on Highway 101 north of Fleet Avenue to improve business access and reduce queuing/vehicular conflicts in the short-term. Long-term solutions should require consideration of an access management plan.



Possible Taft Gateway

Steps toward improving Highway 101 through Taft include:

- ◆ Continue Developing Additional Community Support and Coordinate with Affected Property Owners and Businesses
- ◆ Identify & Acquire Necessary Rights-Of-Way (Including S.W. 48th Street Extension Between Highway 101 & Fleet Avenue)
- ◆ Work with ODOT to Finalize Design of Intersections, Raised Median, Turn Pockets/Lanes, On-Street Parking, Gateways, and Accompanying Streetscape Improvements
- ◆ Build New Intersections, Raised Median, On-Street Parking, Gateways and Accompanying Streetscape Improvements, and Install Center Turn Lane North of Fleet



The Removal of Overhead Utilities from Highway 101 will Improve the

¹ Through its Pacific Coast Scenic Byway Plan, ODOT provides guidance related to Directional Signing. The City should refer to Appendix B in the Plan and consult with ODOT to determine an exact approach and timeframe for developing a comprehensive directional signage system. Solutions should be explored with ODOT, either through its exception process or STA designation, to integrate Tourist Oriented Destination Signs and Service Logo Signs along Highway 101 to direct travelers to gas, food, and lodging facilities.

d. Acquire & Build Key Street Connections

Acquiring the right-of-way and constructing new street segments to is essential to creating a loop system that offers additional movement choices for getting from Point A to Point B and reduces local drivers’ dependency on Highway 101.

These new segments would include (see Figure 2/C-A, above):

- ◆ S.W. 48th from Highway 101 to Fleet Avenue;
- ◆ Fleet Avenue extended from 50th to 51st Streets; and,
- ◆ S.E. 48th extended from High School Drive to Schooner Creek Road.

e. Extend Inlet Avenue North of 48th Street to Highway 101

Currently, Inlet Avenue is fully improved from Jetty Avenue to S.E. 48th Street. North of S.E. 48th Street, Inlet Avenue largely serves to provide a lane of access to and from the new Taft Fire Station. As a key strategy to improving Highway 101 traffic conditions is to develop the off-highway street network in Taft, this segment of Inlet Avenue provides a valuable opportunity. Potential issues surrounding Taft Fire Station emergency access, as well as access to adjacent properties, must be addressed. Prior to the completion of the 48th Street/Highway 101 Intersection, the City should improve Inlet Avenue north of S.E. 48th Street into a fully developed two-lane roadway with curbs, gutters, sidewalks, lighting, and landscaping.

f. Introduce S.W. 50th Street Traffic Calming & Beautification Enhancements

S.W. 50th Street is currently designated as a minor collector. In the future, with the opening of S.W. 48th Street, the extension of Fleet Avenue south to 51st Street, and the possible addition of a lane connecting the west end of 51st Street to 50th Street, S.W. 50th Street could experience significant increases in traffic.

The community envisioned traffic circles (*i.e.* raised islands constructed at intersections) for S.W. 50th Street to ensure that speed is kept to a minimum and aesthetics are enhanced through landscaping within the islands. The traffic circles are designed to be navigable by delivery and emergency vehicles. While three traffic circles are identified on the vision plan, all may not be needed. One traffic circle should be installed at Ebb Avenue & S.W. 50th Street followed by analyses to determine the need for each of the additional two traffic circles. The second traffic circle should be installed at Fleet Avenue & S.W. 50th Street, at the time of extending Fleet Avenue south to S.W. 51st Street. A third traffic circle or other traffic calming device may be needed along S.W. 50th Street if a lane is built connecting to the west end of 51st Street.

g. Introduce S.W. 51st Street Enhancements

Enhancements to S.W. 51st Street are intended to accomplish four primary objectives:



Traffic Circles on S.W. 50th Street in Taft will calm traffic, improve aesthetics, and convey to all motorists they are entering a special place.

- ◆ Create a traffic-calmed street
- ◆ Reduce 51st Street/Highway 101 intersection turning movements
- ◆ Increase pedestrian activity on 51st Street
- ◆ Provide additional on-street parking and landscaping through angled parking

Two primary steps are involved with improving 51st Street:

- ◆ From Ebb Avenue to the west end of 51st Street provide a high-amenity turn-around circulation system, with angled parking lining the spine of the turn-around.
- ◆ Alter current two-way circulation on 51st Street to one-way westbound to Ebb Avenue, with angled on-street parking.



S.W. 51st Street Will
Become Taft's Festival

**STEP III Enhance Environment for Pedestrians, Bicyclists
& Transit**

The village of Taft is challenged by pedestrian and bicycle safety and aesthetic issues common to many small communities that are bisected by state highways. Transit, too, is a challenging issue due to low densities spread along the 8-mile long Highway 101 corridor. Given the existing conditions within the village of Taft, following are recommendations that create a more pleasant walking environment, encourage transit, and support bicycling throughout the village of Taft.

a. Design & Install Missing Sidewalk Segments Through Taft

To facilitate pedestrian movement throughout the village, install sidewalks where none currently exist. Priority should be placed on ensuring that a continuous, safe, and adequately wide (minimum 5' passable at any given point; 10 to 12 feet desirable where possible) sidewalk system.

Figure 2/C-E



Along Highway 101 these areas include the eastern side from Fleet Avenue to S.W. 48th Street (currently S.W. 49th Street) and much of the area north of S.E. 48th Street. Within the internal streets, install sidewalks on both sides of S.W. 50th Street, Ebb Avenue and Fleet Avenue. Complete section of sidewalk from along High School Drive connecting the middle school to 48th Street. As shown in Figure 2/C-E, approximately 19,000 linear feet of sidewalks are needed in the Taft area. Repair and improve sidewalks where necessary during the process of lane reconfiguration and streetscape installation, including renovations which address ADA-accessibility issues with

curb and driveway cuts.

b. Create New Pedestrian Connections

When there are interesting things to see, people love to walk. Within Taft, the following elements are important village design considerations to encourage walking: heightened streetscape amenities, wayfinding assistance, public art, protection from the weather, interpretive information, illumination at night, points of interest, public restrooms, water fountains, shade, people-friendly land uses, and human scale building features. Creating new connections throughout Taft, and supporting the creation of an interesting environment, will greatly enhance revitalization efforts.

Paths are especially important connecting the east side of Highway 101 to Inlet Avenue, and connecting the west side of Highway 101 to off-highway parking lots, plazas, and businesses. Figure 2/C-F shows an envisioned plaza/pedestrian connection adjacent to Ace Hardware; the City should work with the property owner to build this public space.

Dedicated walkways through and across the turn-around parking area at the end of S.W. 51st Street should be incorporated into public improvements to the area to provide for easy, safe, and pleasant pedestrian travel. Paths throughout the cottage commercial areas along S.W. 51st Street also would contribute to heightened pedestrian activity and economic vitality. Encouraging secondary rear entrances for businesses with frontage on Inlet Avenue provide additional alternatives for pedestrian travel.

URBAN PLANNING &
DESIGN
RECOMMENDATIONS

STEP III Actions

- a. Design & Install Missing Sidewalk Segments Through Taft
- b. Create New Pedestrian Connections
- c. Accommodate On-Street Bicycle Elements
- d. Design and Build Off-Road Trails and Paths

Lighting is an essential ingredient for pedestrian connections (top left). Mid-block connections (top right) encourage walking and contribute to the vitality of adjacent businesses. Colonnades (bottom left) provide relief from rain. Meandering paths (bottom right) are a pleasant feature in cottage commercial environments, such as that envisioned along S.W. 51st Street.



To the degree possible, the City should use site plan review as an opportunity to work with development applicants to include midblock paths, pedestrian connections and plazas throughout the village core. Through the proposed Taft Village Core Zone, the City should support the incentive system provided to encourage pedestrian connections.

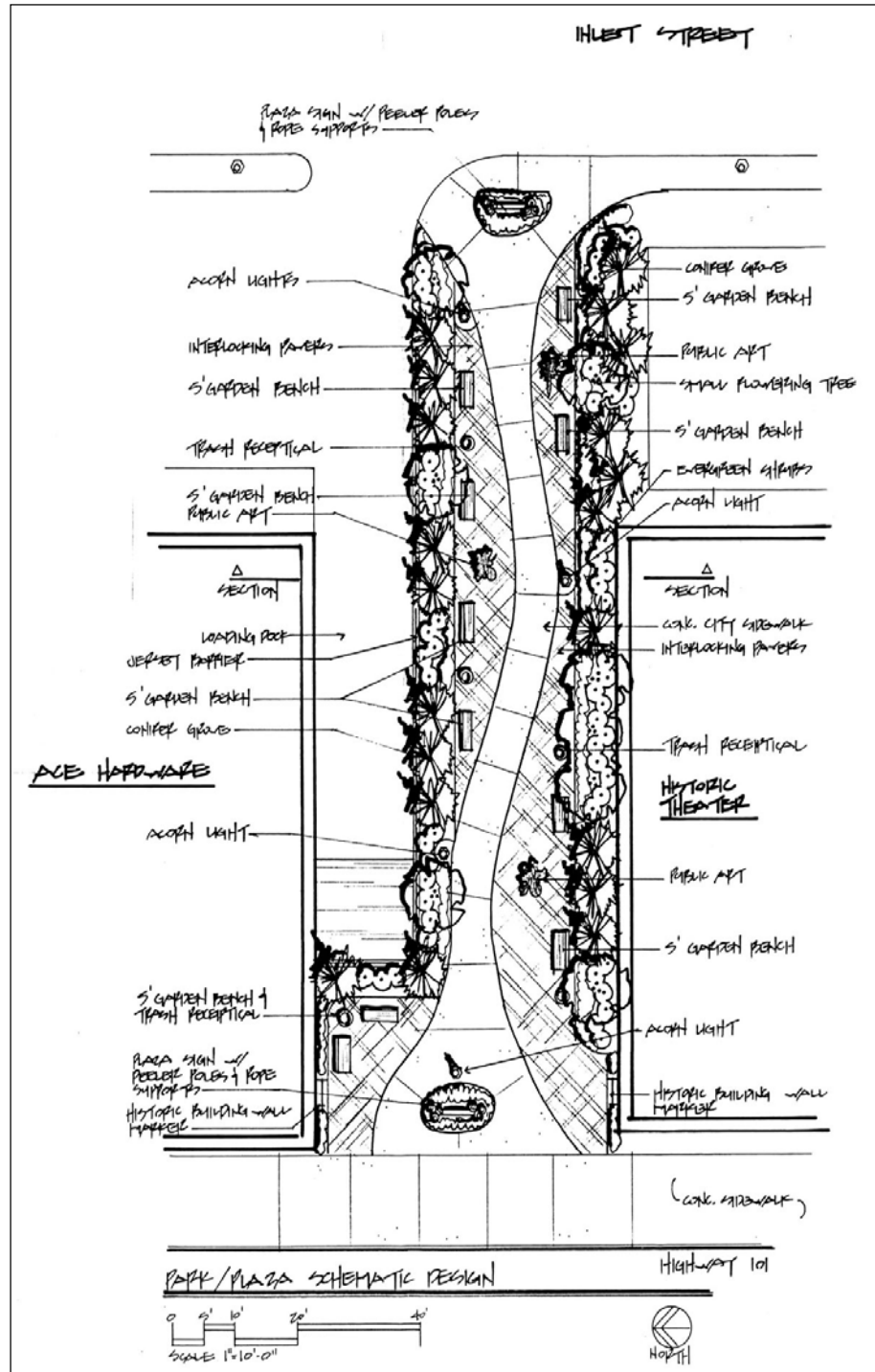


Figure 2/C-F

c. Accommodate On-Street Bicycle Elements

In an effort to deal with pedestrian safety issues and the proper functioning of a state highway, the Oregon Coast Bike Route should be relocated off of Highway 101 through Taft, **unless the highway can be designed for 25mph and/or adequate lane width is available for shared or dedicated bicycle lanes.**

Accommodating safe bicycle travel on the highway while still achieving pedestrian safety and accommodating predicted vehicular traffic through the area is challenging within the given right of way. The loss of dedicated bike lanes on Highway 101, although not ideal, is consistent with both the Lincoln City Comprehensive Plan and Transportation Master Plan which propose to reroute bicycles off the highway (see Chapter 1, Figure 1/D-L). Following are recommendations that serve to accommodate and enhance the bicycling experience on streets in the village of Taft; these recommendations should be pursued only if a bicycle lane cannot be accommodated on Highway 101 through Taft.²

i. Redesignate Oregon Bike Route: Redesignate this bike route to parallel the City's local bike route. This route is signed for and follows the following alignments:

- ◆ East side of Highway 101: Oregon Coast Bike Route (on Highway 101) connects to High School Drive in the north and continues south via Inlet Avenue until reconnecting with the highway at S.E. 51st Street.
- ◆ West side of Highway 101: Oregon Coast Bike Route (on Highway 101) connects to Beach Ave in the north and continues south to 50th Street until reconnecting with the highway at S.W. 51st Street via Ebb or Fleet Avenues.

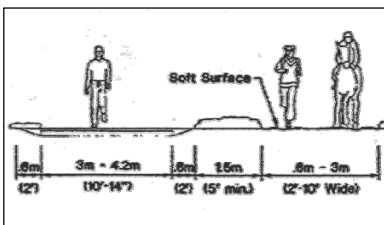
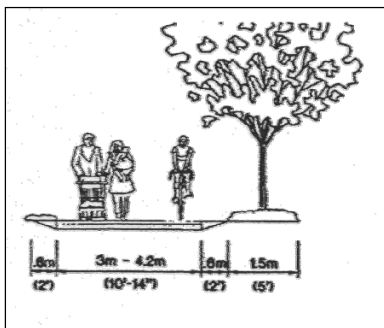
ii. Provide More Bicycle Facilities: To encourage both additional and easier biking, increase the amount of overall bike parking in the TVC. The City should provide adequate bicycle parking, sheltered where possible, in city parks and facilities. Require new development to provide available bicycle facilities on-site; typically new development provides bicycle parking equivalent to 5% to 20% of required automobile parking spaces. Also, provide incentives for existing uses to provide bicycle parking. The City should consider amending the Zoning Ordinance parking requirements to include bicycle parking.

² The accommodation of a bicycle lane on Highway 101 should be an integral part of the joint City/ODOT workshop in Step II, Action C above.

d. Design and Build Off-Road Trails and Paths

The following off-road multi-use paths are recommended to provide more biking and walking alternatives, while also providing opportunities for in-line skating and light hiking. Within 6 months of adoption of this Redevelopment Plan, the City should initiate a trail planning and building effort in conjunction with property owners, youth, outdoor enthusiasts, environmental organizations, and others.

i. Build Multi-Use Trail West of Highway 101: Develop a multi-use trail, suitable for walking, biking, hiking, and in-line skating, west of Highway 101. It should roughly parallel the highway located along the rear property line of those parcels fronting the highway. Right of way easements would need to be sought as a part of the trail development. The width of the blacktop trail should be between 10-12 feet (preferably 10-14 feet) to meet the 1995 Oregon standards listed in the Oregon Department of Transportation Bicycle and Pedestrian Plan. Access to the path should be available from the highway and from internal streets. An appropriate location from Highway 101 may be near the property north of the existing senior housing facility. Internally, the end of the S.W. 48th Street extension (near the envisioned wetlands interpretive area) and the north end of Coast Avenue provide appropriate access points. The City’s Park Master Plan will need to be amended to reflect these additions.



ii. Build Multi-Use Trail East of Highway 101: A similar trail system should be developed east of Highway 101. Ideally, this system of trails will link directly to a youth center or other family-oriented use located at the corner of Inlet Avenue and Jetty Avenue. Access to the trails should be available at points on surrounding streets, 48th Street/High School Drive, Schooner Creek Drive, and E. 51st Street, providing alternatives to on-street circulation and recreation. A link should also be provided to existing City plans for a bike trail near the southern bank of Schooner Creek, as well as adequate links and signage to outlying recreation destinations such as the Siuslaw National Forest.

Multi-use trails should be between 10–14 feet in width. Where multi-use trails are adjacent to soft surface paths for jogging or other use, a

All trail planning and building should employ “universal design” strategies to eliminate barriers while providing access to the broadest range of users (see *Uniform Federal Accessibility Standards* and the *Americans with Disabilities Act Accessibility Guidelines*). Maps, brochures, and other information should be developed by the City and/or outdoor organizations to promote and publicize the trail system. Adequate signage should also be a part of the trail development.

e. Facilitate Public Transit Through New Development and Design Elements

Part of the solution to improving the circulation system in Taft, as well as throughout Lincoln City, is to facilitate public transit. A successful public transportation system for Taft can only be developed through a citywide and regional approach based on public-private partnerships. The City must work collectively with the County and area providers to implement a system that works for the entire region. In addition, developing regulations and incentives that result in compact, mixed use development make it easier for public transportation to serve villages, neighborhoods and visitor lodging in Lincoln City. Three key transit-related considerations include:

- ◆ Turnouts, central pickup locations, greater density (as opposed to sprawl), and other basic design elements need to be incorporated into new development as appropriate. For Taft, enhancing Lincoln County Transit stops near Kenny’s IGA and Ace Hardware is a first step in this direction; the proposed public plazas near each of these locations can doubly serve as transit stops. Attractive transit shelters, which are compatible with the Taft streetscape furniture palette, can enhance transit service and the visual quality of the area. The City and ODOT should incorporate these features along Highway 101 when constructing improvements.

| Newport - Lincoln City Northbound EXPRESS | | | | | Lincoln City - Newport Southbound EXPRESS | | | | |
|-------------------------------------------|------|-------|------|------|-------------------------------------------|------|-------|------|------|
| | A.M. | A.M. | P.M. | P.M. | | A.M. | A.M. | P.M. | P.M. |
| Naterlin Comm. Center | 6:00 | 9:00 | 2:00 | 6:20 | Rose Lodge | 6:54 | 10:38 | 4:10 | |
| Avery Bldg | 6:01 | 9:01 | 2:01 | 6:21 | River Place | 6:56 | 10:40 | 4:12 | |
| State Offices - N.E. 4th | | 9:03 | 2:03 | 6:23 | Salmor River Mobile Park | 7:00 | 10:44 | 4:13 | |
| Fred Meyer | | 9:06 | 2:10 | 6:28 | Olus P.O. | 7:07 | 10:51 | 4:18 | |
| Softway | | 9:07 | 2:11 | 6:29 | Nestou P.O. | 7:10 | 10:53 | 4:20 | |
| Wal-Mart | | 9:10 | 2:13 | 6:31 | BMart | 7:12 | 10:56 | 4:23 | |
| N.E. 36th & 101** | | 9:12 | 2:16 | 6:34 | Casino | 7:14 | 11:33 | 4:25 | 7:55 |
| Agate Beach RV Park | | 9:14 | 2:18 | 6:36 | Softway | 7:16 | 11:35 | 4:27 | 7:57 |
| Beverly Beach Grocery | | 9:19 | 2:23 | 6:41 | Circle K North | 7:18 | 11:37 | 4:29 | |
| Otter Rock Fire Dept.** | | 9:22 | 2:25 | 6:44 | N. Lincoln Hospital | 7:21 | 11:42 | 4:32 | |
| Depoe Bay/Union Stop | 6:18 | 9:31 | 2:34 | 6:53 | N.E. 27th & Yacht | 7:22 | 11:43 | 4:33 | |
| Lincoln Beach Santry | | 9:34 | 2:38 | 6:57 | L.C. Community Center | 7:25 | 11:45 | 4:36 | |
| Lincoln Beach P.O. | | 9:39 | 2:43 | 7:02 | N.W. 17th & Hwy. 101 | 7:27 | 11:46 | 4:38 | |
| Glenden Beach P.O. | | 9:43 | 2:47 | 7:06 | Price & Pride | 7:30 | 11:50 | 4:41 | |
| Salahan & Hwy. 101 | | 9:44 | 2:49 | 7:08 | Factory Stores | 7:34 | 11:55 | 4:45 | 8:15 |
| Inlet Car Village | | 9:45 | 2:52 | 7:10 | McCott Stop | 7:38 | 11:59 | 4:49 | |
| Ace Hardware - Taft | 6:30 | 9:48 | 3:00 | 7:15 | IGA [SW Galley & Hwy. 101] | 7:42 | 12:02 | 4:51 | |
| Fast Cash | | 9:50 | 3:05 | 7:18 | Lumbermen's | 7:45 | 12:04 | 4:53 | |
| Factory Stores | | 9:54 | 3:08 | 7:22 | Salahan & Hwy. 101 | 7:48 | 12:07 | 4:54 | |
| Price & Pride | | 9:56 | 3:10 | 7:24 | Glenden Beach P.O. | 7:49 | 12:08 | 4:56 | |
| L.C. Community Center | | 10:04 | 3:18 | 7:32 | Willow & Hwy. 101 [L. Bldg]** | 7:52 | 12:12 | 4:59 | |
| N.E. 27th & Yacht | | 10:05 | 3:20 | 7:33 | Prata's Cove | 7:55 | 12:16 | 5:02 | |
| N. Lincoln Hospital | | 10:08 | 3:23 | 7:36 | Depoe Bay/Mail 101 | 7:56 | 12:17 | 5:03 | 8:35 |
| Wendy's & 101 | | 10:10 | 3:26 | 7:38 | Depoe Bay Fire Dept. | 7:58 | 12:19 | 5:05 | |
| BMart | | 10:13 | 3:28 | 7:41 | Otter Rock Fire Dept. | 8:06 | 12:27 | 5:13 | |
| Chinook Winds Casino | | 10:16 | 3:30 | 7:43 | Beverly Beach Grocery | 8:11 | 12:31 | 5:18 | |
| Softway | | 10:18 | 3:32 | 7:45 | Pacific Shores RV Park | 8:16 | 12:37 | 5:23 | |
| Nestou P.O.** | | 10:22 | 3:38 | | Wal-Mart | 8:21 | 12:42 | 5:28 | |
| Olus P.O. | 6:45 | 10:29 | 3:45 | | Fred Meyer | 8:24 | 12:45 | 5:31 | |
| King Lane | 6:47 | 10:31 | 3:47 | | Courthouse | 8:29 | 12:51 | 5:36 | |
| Deer Valley | 6:49 | 10:33 | 3:49 | | Naterlin Comm. Center | 8:34 | 12:57 | 5:42 | 9:00 |
| Parther Creek/Hilside | 6:50 | 10:34 | 3:54 | | | | | | |
| Rose Lodge | 6:54 | 10:38 | 3:58 | | | | | | |

**On Call or As Needed

AS EASY AS 1 - 2 - 3

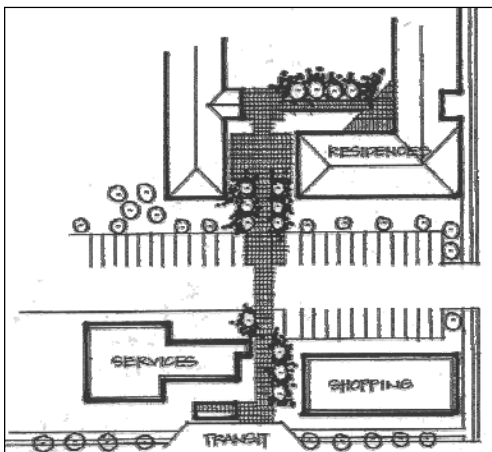
PASSENGER ASSISTANCE:
Drivers may leave the bus to provide minimal passenger assistance in boarding and debarking.

OFF ROUTE STOPS:
All off route stops must be scheduled through the dispatcher.
Drivers can refuse a stop if they feel the stop is unsafe or could cause damage to the bus.

ALL PASSENGERS MUST PAY A FARE OR PRESENT A COUPON UPON BOARDING.
Children five & under and Seniors 90+ ride for FREE

1. If you have questions, call Lincoln County Transit at 265-4900 to schedule your trip. We will identify the most convenient bus stop for you.
2. Carry your coupons or the correct change. Drivers cannot make change for you. Fares are low and you can save even more by purchasing ride coupon booklets at the Lincoln County Transit Office, 410 N.E. Harney or through the bus driver.
3. Remember to get to the bus stop in plenty of time and to allow for minor variations in the schedule. From Newport, you may connect with another mode of carrier to continue your trip.

Sit back and enjoy your ride!



Easy pedestrian connections should be available to transit stops (above left). For example, if the envisioned plaza/pedestrian walkway is constructed adjacent to Ace Hardware, the northbound Lincoln County bus stop would be an easier connection to Inlet Avenue. This transit stop in Eugene (above right) provides a comfortable environment for users and an attractive addition to the streetscape for the community

- ◆ Lincoln City should investigate private-public partnerships, or partnerships with the County or neighboring communities for providing transit to its residents and visitors, possibly through a hybrid shuttle or jitney service. Transit vehicles need to be selected carefully. Size, fuel efficiency, comfort, noise and other operating features all affect the viability of the transit system. The vehicles themselves can be attractions, improving rider rates. For example, small trolley buses may give the vehicles and town a more historic flavor. Extended “sampan” station wagons can make a ride more festive. As a starting point, institute a shuttle and jitney service during major Taft festivals that will carry people to and from satellite parking lots and Lincoln City hotels outside of the village core. The City should consider contacting the following two partnership-based transit operations to learn more about their programs:

Riverbank-Oakdale (California) Transit Authority – ROTA

City of Oakdale (209) 847-3031

City of Riverbank (209) 847-7101

NOTE: Seven 12-passenger mini-buses provide service M-F (6:00am to 7:00pm) and Saturdays from 8:00am to 5:30pm. Ridership exceeds 6,000 per month.

Summit County (Colorado) Transit – The Summit Stage

Summit Stage (970) 668-4162

NOTE: As the home to three major ski resorts, this transit system removed several hundred thousands of car trips per year off the county roads since 1988.

- ◆ A comprehensive transit element that addresses citywide needs should be a part of future updates to the Lincoln City Transportation Master Plan.

STEP IV Provide Convenient Parking

Parking goes hand-in-hand with circulation. Presently, the absence of parking is chiefly a problem during peak seasonal times when the number of visitors to Taft reach significant levels. However, as Taft's revitalization develops, parking will increasingly be a challenge in the community for which creative solutions will be necessary.

Related to the parking concerns in Taft, several key values have been identified by the community throughout the redevelopment process related to parking in Taft:

- ◆ Parking areas must be easy to find
- ◆ Parking areas must be easy to get into and out of
- ◆ Parking areas must appear safe
- ◆ Parking must be a shared responsibility of the public and private sectors

a. Re-Evaluate Parking Regulations and System

Most parking standards are based on the International Transportation Engineers (ITE) parking generation rates. To develop these rates, the ITE looks at the parking demands individual land uses (*e.g.* family restaurants). Often, however, the rates are based on a small sample (*i.e.* only a few family restaurants are observed) and are located in contemporary suburban environments; both of these factors typically lead to overstating the real parking demands that may exist and the supply needed. Consequently, communities such as Lincoln City, often fall victim to parking requirements that are not tailored to the real needs of their locality. In light of this, the following series of steps must occur in the successful long-term planning, development, and management of parking for Taft:

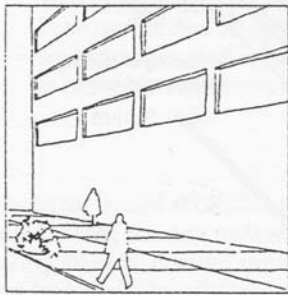
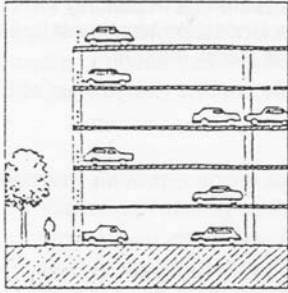
- ◆ In-depth inventory of parking spaces to know what exists (see Table 1/D-1 and Figure 1/D-I for estimated inventory)
- ◆ Survey of parking patterns and attitudes to understand how parking spaces are used
- ◆ Projecting demand using downtown/small town (rather than suburban) parking generation rates and developing new parking requirements (As a starting point for Taft and Lincoln City, studies to compare other localities' parking standards with those of Lincoln City provide great insight

URBAN PLANNING & DESIGN RECOMMENDATIONS

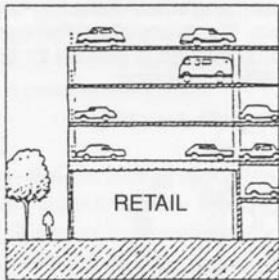
STEP IV Actions

- a. Re-Evaluate Parking Regulations & System
 - i. Conduct a Comprehensive Parking Management Study for the Taft Village Core
 - ii. Refine Parking Space Standards for Land Uses in the Taft Village Core
- b. Introduce New Parking in the Taft Village Core
 - i. Optimize On-Street Parking on Local Streets Throughout Taft
 - ii. Convert Fleet Avenue (between Highway 101 & S.W. 48th Street) into Parking Area
 - iii. Abandon Galley Avenue & Convert to Shared Parking Area Between Adjacent Uses
 - iv. Retrofit Existing S.W. 51st Street Public Parking Lot to Accommodate RVs
 - v. Develop Connection between 51st Street Public Parking Lot & Highway 101 with Property Owners
 - vi. Maximize Shared Parking, Common Access, & Inter-Parking Lot Circulation Along Inlet Ave.
 - vii. Concentrate Diagonal Parking Along S.W. 51st

UNDESIRABLE



DESIRABLE



Parking structures should be designed with ground floor retail. Many contemporary parking structures also

into parking demand; this occurred during the 1999 Smart Development effort in Lincoln City.)

- ◆ Planning and developing new parking facilities
- ◆ Promoting the parking program
- ◆ Managing the parking system

b. Introduce New Parking in the Taft Village Core

For this redevelopment plan, improvements to Taft’s parking can be categorized into on-street and off-street opportunities. Based on envisioned commercial/mixed use square footage and additional residential development, Table 2/C-2 and Figure 2/C-G provide future parking spaces estimates for Taft.³

- ◆ **Off-street Parking:** The City should focus on:
 - ❖ Consolidating existing parking lots and adding new parking areas along Inlet Avenue; abandoning Galley Avenue and combining it with adjacent parking areas/vacant lots to create an improved parking lot;
 - ❖ Reconfiguring the 51st Street public parking lot to facilitate RV parking, as well as standard parking;
 - ❖ Working with property owners to introduce a parking lane connecting the 51st Street public parking lot to Highway 101 (aligned along the south edge of and extending from the public restroom facility in the 51st Street public parking lot to the south edge of the Snug Harbor); and
 - ❖ Encouraging the development of public parking structures as components of new development projects.

³ Parking demand estimates are based on a number of assumption that require consideration when reviewing the tables:

- a) Assumes existing residential, lodging, and educational facilities adequately provide on-site parking
- b) Assumes Youth Activity Center parking lot also used for public parking; reduced parking supply due to proximity to schools
- c) Assumes shared parking is permitted
- d) Assumes Weather Station includes 3-tier public parking facility (130 spaces)
- e) Assumes Town Plaza includes 3-tier public parking facility (250 spaces)
- f) Assumes application of proposed Taft Village Core Zone parking standards (see Appendix A)
- g) Assumes the future parking inventory may increase or decrease depending on the availability of Highway 101 on-street parking.

- ◆ **On-Street Parking:** All merchants and customers like parking in front of stores. To the extent possible, on-street parking should be retained and maximized. Investigate opportunities in Taft where the street width may accommodate diagonal parking spaces.

The City should focus on:

- Retaining as much on-street parking on Highway 101 as possible during future improvements to the highway, this may include creating on-street parking pockets within building setback areas.
- Introducing diagonal parking on Fleet Avenue, between S.W. 48th Street and Highway 101, and converting it to one-way southbound.
- Integrating parallel on-street parking on S.W. 51st Street (between Highway 101 and the 51st Street public parking lot), S.W. 50th Street (between Highway 101 and Fleet Avenue), Ebb Avenue, Fleet Avenue (between S.W. 48th Street and S.W. 51st Street), S.E. 48th Street (east of Inlet Avenue), Inlet Avenue (between S.E. 48th Street and Jetty Avenue), and other locations.
- Providing diagonal parking throughout entire length of 51st Street, including the turn-around.

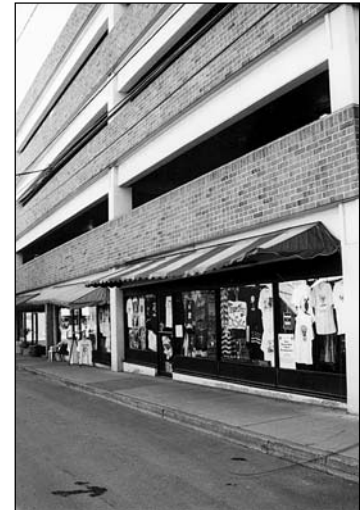
c. Pursue Additional Parking-Related Strategies

In addition to providing additional parking in Taft, the City (in concert with ODOT) should develop wayfinding signage from Highway 101 to public and private parking areas within the village core.

The City should also encourage building owners adjacent to parking areas to create secondary storefronts; a perfect example of an opportunity for this in Taft is those buildings currently backing to Inlet Avenue and the adjacent parking areas. By adding rear and side entrances adjacent to parking areas and improving them as secondary storefronts, building owners are providing a new convenience to customers and facilitate people's desire to use off-street parking more readily.

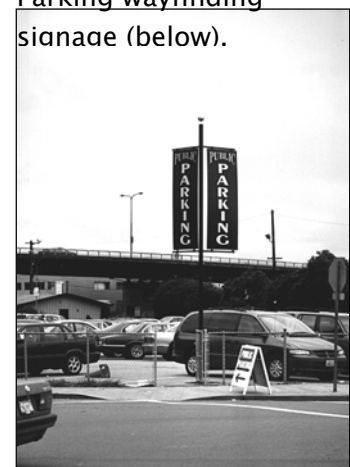
The resource for parking in small towns and villages is:

Parking: The Parking Handbook for Small Communities, by John D. Edwards in association with the Institute of Transportation



Retail-line parking structure (above).

Parking wayfinding signage (below).



| TABLE 2/C-2 Estimated Future Parking Supply & Demand Based on Vision Plan | | | | | | | | | | | | |
|------------------------------------------------------------------------------|-------------------------------------------|------------|-------------|------------|-------------|--------------|------------------------------------------|-------------|---------------|--------------|----------------|--|
| AREA | ENVISIONED PARKING SUPPLY (No. of Spaces) | | | | | | ENVISIONED BUILT CONDITIONS (SF & Units) | | | | PARKING DEMAND | |
| | On-Street | Public Lot | Pkg. Garage | RV Parking | Private Lot | Totals | Com./Off. SF | Rest. Seats | Com. Ctr. | Resid. Units | | |
| 1 | 7 | 15 | 0 | 0 | 64 | 86 | 18,160 | 0 | 0 | 0 | 45 | |
| 2 | 30 | 0 | 0 | 0 | 52 | 82 | 41,257 | 200 | 0 | 11 | 177 | |
| 3 | 27 | 46 | 0 | 0 | 94 | 167 | 47,803 | 200 | 27,000 | 0 | 254 | |
| 4 | 143 | 40 | 130 | 0 | 45 | 358 | 9,629 | 255 | 35,000 | 40 | 223 | |
| 5 | 43 | 34 | 250 | 8 | 20 | 355 | 34,182 | 115 | 0 | 10 | 130 | |
| TOTAL | 250 | 135 | 380 | 8 | 275 | 1,048 | 151,031 | 770 | 62,000 | 61 | 830 | |

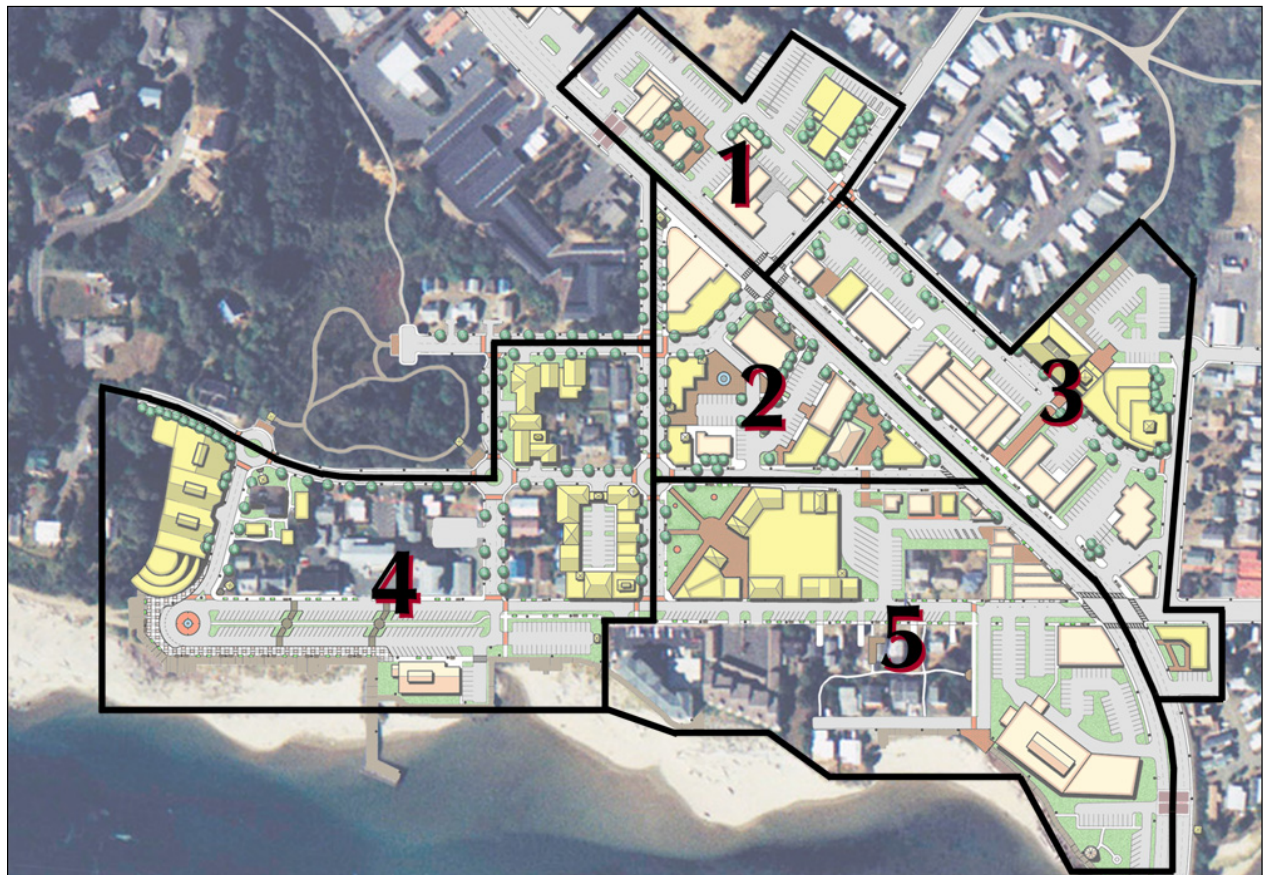


Figure 2/C-G

STEP V Support "Community" Through Family- Oriented Uses & Housing

Taft is a community for families first and foremost. The purpose of economic development and urban design should be to enhance a community's overall quality of life. In fact, quality of life itself is a substantial factor in business and residential location decisions. As redevelopment begins to occur, new businesses and uses will be seeking to locate in Taft; the Lincoln City community strongly desires that families remain in Taft through expanded housing opportunities and that new activities and businesses will be supportive of both resident and visiting families. Consequently, quality of life issues focused on family and "community" development should be a significant component in Taft's revitalization programming. Recommendations focused on educational campaigns and physical improvements that will help maintain and foster a family-oriented environment include:

a. Develop a Weather Station/Tsunami Interpretive Center

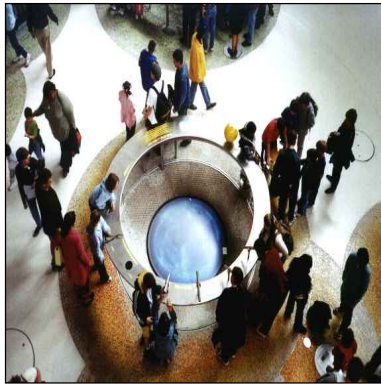
The Weather Station/Tsunami Interpretive Center idea, has been embraced by many entities and the Lincoln City community as a partnership-based interpretive, interactive, educational, experiential, and research center all-in-one! As it has been conceived to date, the Weather Station could include features such as:

- ◆ Weather Station (OMSI-like, but more interactive)
- ◆ TV News-linked Weather Camera
- ◆ Internet-linked Weather Camera and Information
- ◆ Weather Museum
- ◆ Displays of the History of Weather Studies
- ◆ Interactive Displays and Kiosks
- ◆ Virtual Reality of Thunderstorms
- ◆ Walk-Through Tornadoes
- ◆ Lightning Displays
- ◆ Storm Watching Area
- ◆ Create-your-own Flash Floods
- ◆ Tsunami Surround Movie
- ◆ Interactive Tsunami Modeling Based on Various Earthquake Magnitudes
- ◆ Weather education computer terminals
- ◆ Weather/Tsunami safety videos
- ◆ "Blue Wall" TV Weather Forecast Studio

URBAN PLANNING & DESIGN RECOMMENDATIONS

STEP V Actions

- a. Develop a Weather Station/Tsunami Interpretive Center
- b. Develop a Youth Activity Center
- c. Develop A Multi-Agency Affordable Housing Solutions Team For Optimizing Housing Choices In Taft
- d. Consider Developing a Community Development Corporation or Housing Authority for Lincoln City
- e. Coordinate with the



Like the new Rose Planetarium in New York City, the Weather Station/Tsunami Center should be based on interactive, high-tech exhibits and features.

- ◆ Central clearinghouse for all weather-related agencies
- ◆ Anemometer Located at Salishan Spit
- ◆ Auditorium for 200-500 people
- ◆ Two Story Real-Time World Weather Wall
- ◆ Low Frequency Weather Radio Links to Oregon Coast Travelers and Residents
- ◆ State-of-the-Art Doppler Radar
- ◆ Official NOAA Weather Station (like Newport and Tillamook)
- ◆ Tide Gauge in Bay
- ◆ Roof-mounted Wind Speed Gauge with Ceiling-Projected Real Time Wind Speeds
- ◆ Space for Changing Exhibits
- ◆ Educator/Teacher Training Center
- ◆ “Green Flash” Sunset Exhibit
- ◆ Temperature readings throughout Lincoln City

An advisory board has been formed and is developing the foundation for launching the Weather Station from idea to reality. Figure 2/C-H provides a flowchart of recommended steps for developing an interpretive center, as contained within ODOT’s *Pacific Coast Scenic Byway Plan*. Among the items that the advisory board has identified to address in the near future:

- ◆ Create a name. Terms that have been identified to include in the name of the Station/Center include: Cascadia; Northwest; Oregon Coast; Tsunami Center; Central Oregon; Weather Station; Weather Center.
- ◆ Create a logo and letterhead as soon as a name for the center is identified
- ◆ Create a case statement (i.e. What is the mission of the idea? Why is it needed and what will it contribute? Who will it serve? Why is it unique?)
- ◆ Test conceptual feasibility
- ◆ Identify additional implementers: Doers, givers (\$), and getters (influence).
- ◆ Form a Board of Directors (doers, givers, getters)
- ◆ Web site development. Begin implementing idea without walls (i.e. work with the high school weather club to create a web site)
- ◆ Define landmark accomplishments/benchmarks for progress

The Taft Redevelopment Plan: Rediscovering the Village



- ◆ Get letters of endorsements
- ◆ Pursue 501(c)(3) non-profit organization status (4-6 month process)
- ◆ Start generating interest in donated seed money to hire a person to coordinate effort
- ◆ Track “in-kind” time toward implementing idea
- ◆ Land acquisition. The City/Urban Renewal Agency should consider acquiring the vacant property at the terminus of 51st Street in order to ensure that any development which occurs there will be available to the public to enjoy. This site is the preferred location for the development of the Weather Station/Tsunami Center.

No shortage of technical expertise and organizational partnerships exists. Potential technical and organizational partners to contribute to implementing the Weather Station/Tsunami Center include:

- ◆ Pacific Tsunami Center
- ◆ OSU College of Oceanic & Atmospheric Sciences
- ◆ Oregon Dept. of Geology
- ◆ Pacific Marine Environmental Laboratory
- ◆ Oregon Coast Community College
- ◆ Nature of the NW Info Center
- ◆ National Centers for Environmental Prediction
- ◆ NOAA/National Weather Service
- ◆ FEMA
- ◆ N. Lincoln County Historical Museum
- ◆ Lincoln City
- ◆ US Coast Guard
- ◆ KATU and Other Television Stations/Media
- ◆ Local Business Organizations
- ◆ The Weather Channel
- ◆ US West
- ◆ Pacific Power
- ◆ Edgewater Environmental
- ◆ American Meteorological Society
- ◆ EPA
- ◆ National Center for Atmospheric Research

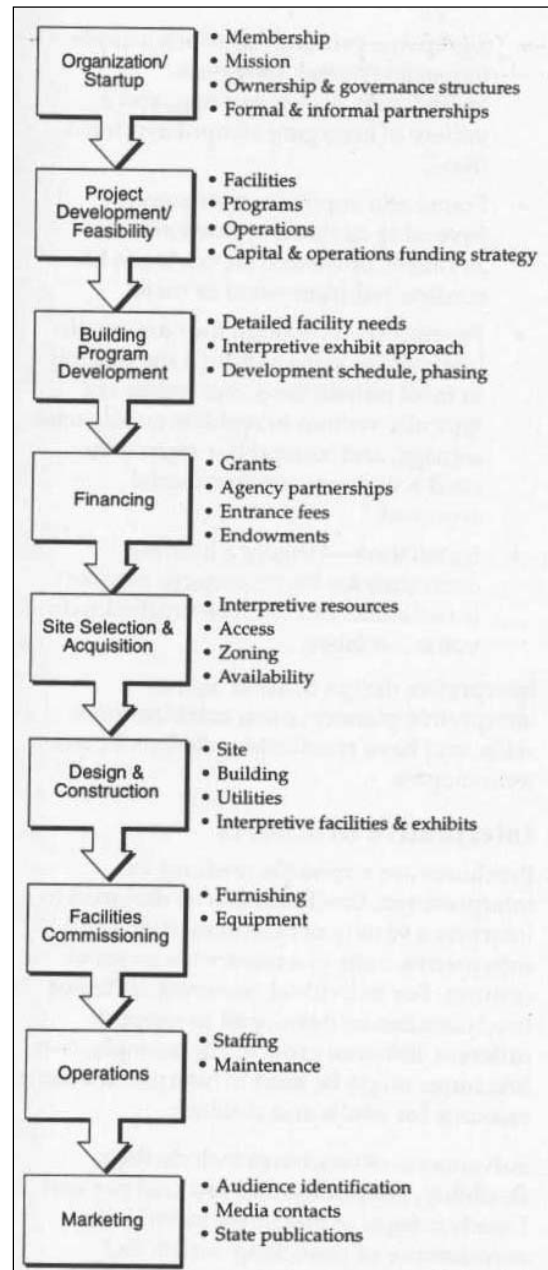


Figure 2/C-F

Potential corporate partners for the Weather Station/Tsunami Center include:

- ◆ In-Focus
- ◆ Microsoft
- ◆ Nike
- ◆ Ford Family Foundation
- ◆ Raytheon
- ◆ Tektronix
- ◆ Sprint
- ◆ Intel
- ◆ Charter Communications (Falcon)
- ◆ Hewlett-Packard
- ◆ Fred Meyer Memorial Trust
- ◆ Grand Ronde Indians

b. Develop a Youth Activity Center

Visitors and the local population both contain large segments of youth and seniors. Facilities and programs that serve these age groups will serve residents while enhancing tourism. The recently constructed skateboard park is a prime example of this principle. Built for local youths, it has become nationally famous as one of the best parks in the world. A youth center with a range of entertainment facilities could become a similar regional draw, as would an indoor water park and wave pool. A senior center that hosts socials, ballroom dancing, teas, senior aerobics, etc., may be a boon to both markets as well.

The City/Urban Renewal Agency should develop a youth center in Taft, as well as in a location in the northern portion of the City. The close proximity of the schools makes Taft an appropriate and easily accessible location for a youth activity center. Siting this center on the east side of Highway 101 would prevent many youth on foot or bicycle from being required to cross highway traffic after school. This location east of the highway also makes particular sense if the City-owned right-of-way near the corner of Inlet and Jetty Avenues is used as a portion of the site. A 25,000-30,000 square foot center at this lot could house two full-size basketball courts, several activity rooms, and a centralized hall and would be directly linked to the proposed multi-purpose trail system. Additionally, outdoor plaza areas, including gardens, and on-site parking could be accommodated on-site. The youth activity center could be integrated, as appropriate, with the Taft Elementary School.

c. Develop A Multi-Agency Affordable Housing Solutions Team For Optimizing Housing Choices In Taft

Currently, the Lincoln City has no formal entity, such as a Housing Authority or a Community Development Corporation, that is actively involved in ensuring that an adequate supply of housing exists within the City for a diverse citizen population. Whereas housing is a critical issue in terms of resident quality of life and economic development, within 6 months following adoption of the Redevelopment Plan, the City/Urban Renewal Agency should form a multi-agency affordable housing solutions team to develop a specific plan of action for addressing the short- and long-term housing needs in Lincoln City, including Taft. In addition to City/Urban Renewal Agency staff, representatives from the following agencies should serve on the team.

Housing Authority of Lincoln County
1039 N.W. Nye Street
(P.O. Box 1470)
Newport, OR 97365
541-265-5326

Multi-Family Housing Council of Oregon
P.O. Box 943
Newport, OR 97365
541-574-0950

Community Development Corporation of Lincoln County
P.O. Box 1457
Newport, OR 97365
541-574-0320

Oregon Housing and Community Services Department
1600 State Street
Salem, OR 97301-4246
503-986-2044

Oregon Department of Land Conservation and Development
635 Capitol Street N.E.
Salem, OR 97301-2540
503-373-0050

HUD – Oregon State Office
400 Southwest Sixth Avenue, Suite 700
Portland, OR 97204-1632
503-326-2561



The revitalization of Taft may lead to changes in land economics such that the retention and provision of affordable housing will become an even greater challenge than what currently is the case. Creating a team to focus on the provision of affordable housing is an important first step.

d. Consider Developing a Community Development Corporation or Housing Authority for Lincoln City

An organization is needed to track affordable housing needs in Lincoln City and support the provision of additional housing within each village, Taft included. Through the Multi-Agency Affordable Housing Solutions Team identified above, an action plan should be developed within 18 months following adoption of the Redevelopment Plan for establishing either a Community Development Corporation or Housing Authority in Lincoln City to address housing and related issues for local residents. The team should be formed as an implementation-oriented body with the goal of identifying and facilitating real opportunities to increase the



supply of affordable housing opportunities in Taft within close proximity to needed services. Additional information pertinent to Community Development Corporations and Housing Authorities follows:

Community Development Corporation (CDC). A community development corporation is an organization dedicated to helping communities with multiple issues. Many CDCs focus on housing issues, but there are many issues like: child care, recreation centers, leadership training, park cleanup, litter clean up, community based planning and all sorts of social services. CDC's are usually non-profit organizations and can be affiliated with businesses, schools, churches, hospitals and local community groups.

The goals of CDC's are to help people help themselves. Neighborhoods don't want charity, they want the ability to learn how to help themselves with their issues and concerns. CDC's are about empowering people. They help people with education and leadership training in order to help create and plan alternatives. CDCs are also about local community development. Who but a community itself, knows what is best for it? But in order to determine what is best, communities need to have the skills to assess their needs and their capabilities in solving those needs.

Who can serve as resources to the Lincoln City community in forming a CDC? The first resource for further information is the Association of Oregon Community Development Organizations (AOCDO). Based in Portland, their mission is to promote and support community-based development organizations throughout Oregon in their efforts to strengthen communities with affordable housing and community development. The following is contact information for AOCDO:

P.O. Box 6188
921 S.W. Morrison, Suite 544
Portland, OR 97205
Phone: 503-223-4041
Fax: 503-223-3845

New housing in Taft should be built at higher densities than exist now, but consistent with the local architectural character.

Starting at the top: 22 dwelling units per acre; 13 dwelling units per acre; 20

In addition to the Association of Oregon Community Development Organizations, there are many CDCs throughout the state that may be contacted for further information. The website <http://www.ee.pdx.edu/~laurie/cdc-or.html> offers a comprehensive listing of many other CDCs in the state.

- ◆ **Housing Authority.** Housing Authorities in the State of Oregon are public, non-profit corporations, organized under the Housing Authority Law of the State of Oregon. Having been created under the law by a city, county or counties working together, each authority has a defined service area and a mission that reflects the needs of its local community.

The Association of Oregon Housing Authorities (AOHA) provides various types of support to the 22 housing authorities in the state. According to the AOHA, each housing authority generally offers the following programs in their local area:

Public Housing: Oregon housing authorities own and operate public housing for households whose income is below 50% of area median income. Residents pay a portion of their income to the housing authority for rent and utilities.

Section 8 Housing: A household whose income is below 50% of median selects a suitable housing unit in the open market and pays a portion of the rent to the owner, based on household income. The balance of the monthly rent is subsidized by the housing authority. All units and rental rates are subject to approval by the housing authority.

Other Housing: Housing is developed for households earning at or below 80% of median income. It is available, depending on circumstances, for the disabled, elderly, farmworkers, families, and others.

Family Stabilization: Oregon's housing authorities operate a number of programs designed to stabilize families: family self-sufficiency, drug elimination, family counseling, etc.

Who can serve as resources to the Lincoln City community in forming a Housing Authority? The first resource for further information is the Association of Oregon Housing Authorities. The following is contact information for the AOHA:

135 S.W. Ash
Portland, Oregon 97204
Phone: 503-273-4506
Fax: 503-228-4872

In addition to the AOHA, Lincoln City may contact individual housing authorities throughout the state, including the Housing Authority of Lincoln County. The website <http://www.oraoha.org/index.html> offers a comprehensive listing of other housing authorities in the state.

Closure of Manufactured Home Facilities

The Taft community desires to retain affordable housing as revitalization progresses. The community has a specific concern about the mobile home/travel trailer parks located on S.W. 51 Street and Schooner Creek Road, and how residents would be affected. Chapter 90, Title 10 of the Oregon Revised Statutes, provides direction with respect to Manufactured Dwelling and Floating Home Spaces. With regard to the closure of a manufactured home space or facility, section 90.630(6) states that "The landlord of a facility may terminate the rental agreement for a facility space if the facility or a portion of it that includes the space is to be closed and the land or leasehold converted to a different use, which is not required by the exercise of eminent domain or by order of state or local agencies by: (a) Not less than 365 days' notice in writing before the date designated in the notice for termination; or (b) Not less than 180 days' notice in writing before the date designated in the notice for termination, if the landlord finds space acceptable to the tenant to which the tenant can move the manufactured dwelling . . . and the landlord pays the cost of moving and set-up expenses or \$3,500, which ever is less." In addition, section 90.630(7) states that "The landlord

e. Coordinate with the U.S. Postal Service to Locate a Post Office Customer Service Facility in Taft

Historically, Taft always had a post office. Today, residents desire to have a post office customer service facility back in Taft. The City should immediately begin investigating the possibility of locating a post office customer service facility in Taft.

With an effective date of October 5, 1998, the Postal Service published its new community relations policy pertaining to the expansion, relocation, and construction of new post offices. The rule is listed in Section 241.4 of 39 Code of Federal Regulations. This is a major policy change that can work to the benefit of Taft.

Within 3 months following adoption of the Taft Redevelopment Plan, the City, through the Mayor or City Manager, should contact the Postal Service directly to inquire about the possibility of locating a “customer service facility” in Taft; prior to contacting the Postal Service, communicating with a State or U.S. Senator or Representative is important to gaining additional support for making the request. Per the Postal Service, a customer service facility is defined as “a facility that mainly offers services to the general public such as counter service, postal boxes, and other general retail services typically associated with a main post office, downtown finance unit, station branch, and so forth.” The two points of contact to pursue include:

Facilities Service Headquarters
4301 Wilson Boulevard, Suite 300
Arlington, VA 22203-1861
Phone: 703-526-2782
Fax: 703-526-2701

Denver Facilities Service Office
(region includes Oregon)
Phone: 303-220-6510
Fax: 303-220-6552

f. Develop Public Plazas and Parks

Public spaces and community gathering places work to foster a sense of community, support family activity, and heighten local pride; they can also serve as economic development generators by providing unique, safe places for activities near businesses. Numerous locations within Taft provide opportunities for such plazas and parks (see Vision Plan). The following recommendations support the development of public plazas and parks in Taft:

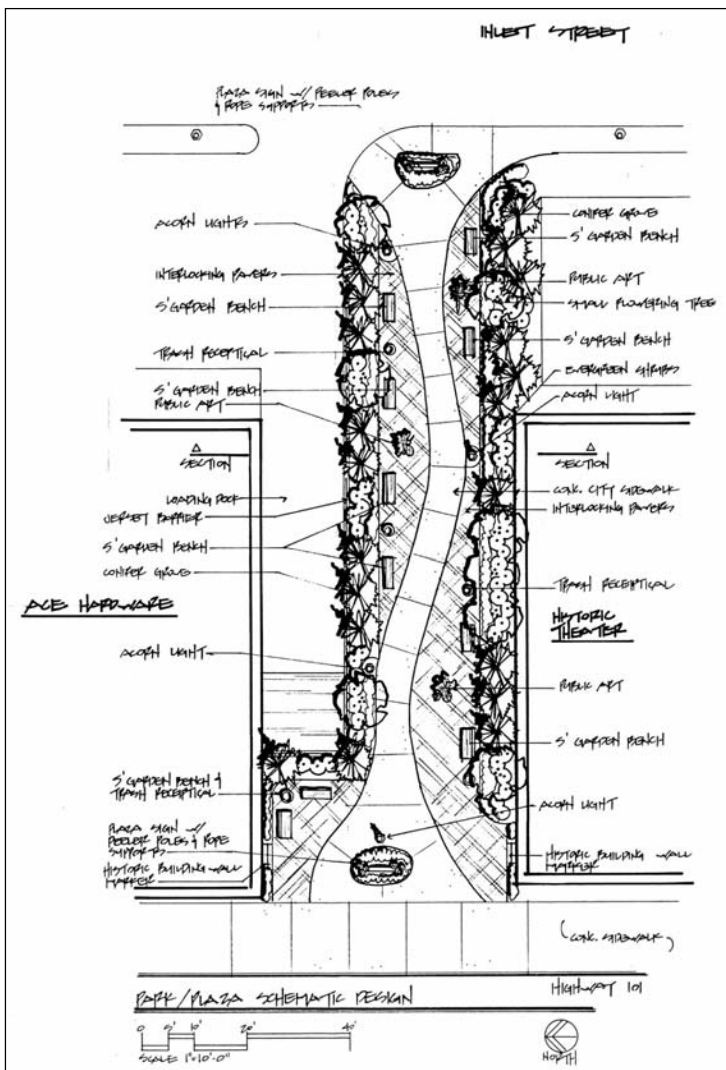
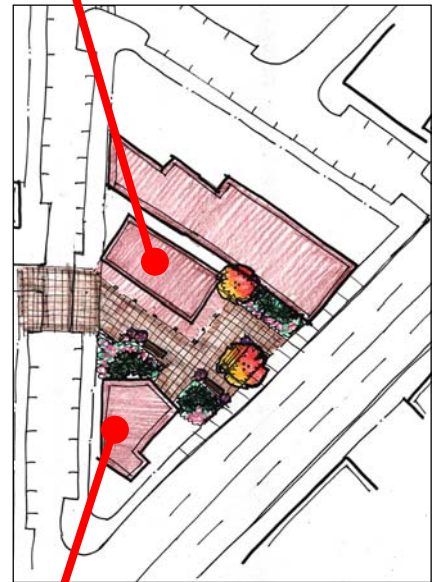
- i. **Create “Ace Alley” Public Plaza.** Within three months of the adoption of the Taft Redevelopment Plan, the City/Urban Renewal

The Taft Redevelopment Plan:
Rediscovering the Village



Agency should work with the property owner to develop an agreement to construct this important pedestrian connection/”pocket plaza” between Highway 101 and Inlet Avenue (on the vacant lot located on the Ace Hardware property between the old skating rink and movie theater buildings).

ii. Develop Heritage Plaza. Within 12 months of adopting the Taft Redevelopment Plan, the City/Urban Renewal Agency should begin working with the North Lincoln County Historical Museum and the property owners of the Oregon Surf Shop to develop a Heritage Plaza, a shared public plaza between the two buildings. Such a plaza could enhance both structures, highlight Taft history, as well as make the Museum more noticeable to travelers on Highway 101. The existing nature of the site – a grass yard area – does not afford either building the prominence they deserve.



The envisioned Heritage Plaza, a public space between the Museum and

The “Ace Alley” plaza would serve as a grand pedestrian connection between Highway 101 and the envisioned youth center and multi-use trailhead along Inlet Avenue



A Town Plaza in Taft would provide a place for Lincoln City residents to come together in celebration and festivities.

iii. **Town Plaza.** The City should develop a Taft Town Plaza and park in the vicinity of 51st Street; this could occur as a public-private partnership, or through an Urban Renewal Agency effort. An appropriate location may be at Fleet Avenue and 51st Street (as illustrated on the vision plan). In this location, the plaza would serve to protect the view toward the bay from Highway 101 and provide a major community gathering place.

The community also envisions placing large interactive and climbable public art in the Taft Town Plaza or other public park. The pieces may include, but are not limited to, those imagined by a local youth who envisioned and designed a large schooner, a seagull, and a whale on which children would play. Public art of all shapes and sizes should be incorporated into Taft’s plazas, parks, and outdoor spaces.

iv. **Create a Nature Interpretive Area.** The City should assess the ecological conditions of the area north of 50th Street and west of Ebb Avenue. The community envisioned that a portion of this area be used for a natural interpretive area. Within two years following adoption of the Redevelopment Plan, the City/Urban Renewal Agency should initiate a multi-organization effort to establish an interpretive trail through this area with the assistance of the Friends of the Wildwood, the Department of Land Conservation and Development, and other agencies and groups. An interpretive trail in this area of Taft would offer a place for respite as well as public education opportunities that could be tied to the envisioned Weather Station/Tsunami Center. Only limited parking should be provided in this area, rules of usage should be clearly posted, and the area should be regularly patrolled.



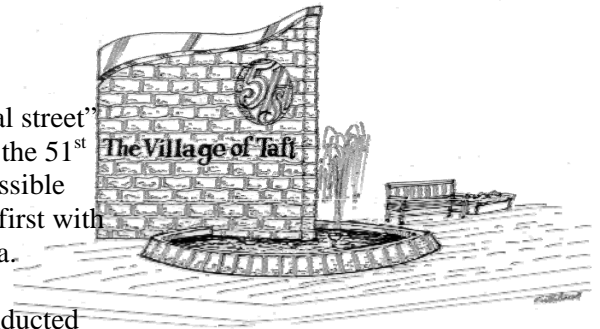
“Climb-able” public art, for the Taft Town Plaza as designed by Taft resident Shelby Locke.



A nature interpretive trail (like the one above left) would serve as a unique attraction in Taft (above right).

g. Tap the Potential of 51st Street and the Siletz Bay as Community Amenities

Encourage the development of S.W. 51st Street as Taft’s “festival street” and provide improvements that transform both the bayfront and the 51st Street turn-around into more active, multi-use oriented and accessible public spaces. Public improvements to 51st Street should begin first with the baywalk and, secondly, with the promenade/turn-around area.



i. Build the Baywalk. Subsequent to a thorough survey being conducted for the Taft village core (see Step I in the Redevelopment Project Initiation Recommendations), the City/Urban Renewal Agency should initiate a project to design and develop a baywalk along the Siletz Bay, on the inland side of the existing rip rap. The baywalk is envisioned in the short-term as being developed in 2 segments:

- ◆ *East segment*, extending from the Siletz Bay Park to the western edge of the 52nd Court frontage along the bay;
- ◆ *West segment*, extending from the Siletz Bay Lodge to the west end of 51st Street and connecting to the existing pier.

Ultimately, it is envisioned that a continuous baywalk will be built connecting the Siletz Bay Park to the west end of 51st Street; this hinges upon approval by the owners of properties between the two segments (see Figure 2/C-I).

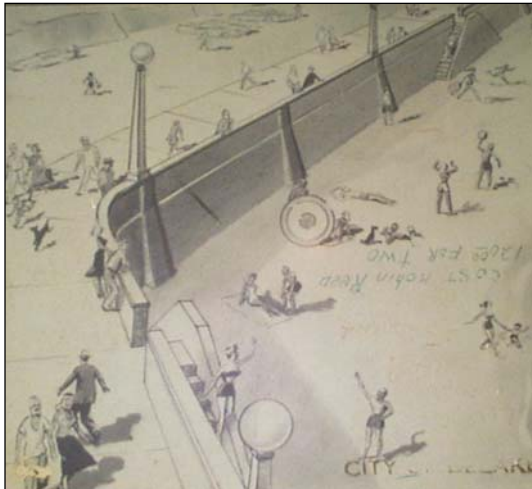


The baywalk would allow residents and visitors alike to stroll along the Siletz Bay as well as provide easy access to the beach.



Figure 2/C-1

The baywalk focuses on avoiding the placement of unnecessary retaining walls/sea walls and large pilings, and integrating a traditional boardwalk surface. There may be instances where a segment of sea wall is appropriate to protect adjacent property from storm and flooding damage. The infamous Siletz Bay logs that wash up on the beach cause severe damage during winter storms; thus, the baywalk must incorporate appropriate design and engineering features that consider the occurrence of log damage. The community's desire is to employ "avoidance and minimization" techniques for purposes of being sensitive to the



Hanging on the walls of a building in the Lincoln City Public Works Yard, a concept of yesteryear envisioned a walkway (above left) along the Pacific Ocean connecting Delake and Taft (above right; see super-imposed boardwalk alignment). The baywalk builds upon unique Siletz Bay ecosystem, while providing people with an opportunity to more fully enjoy the estuary and vistas. The Baywalk should be an average of 16 feet in width (with a minimum width of 10 feet), and with surface and railing materials consisting of poly-wood or "green" pressure treated wood decking.



Located on or adjacent (inland side) to the existing rip-rap along the Siletz bay in Taft, the baywalk should be built of wood or poly-wood decking and rails, along with small-sized pilings (top left and right). Where possible, the baywalk should

The baywalk should be ADA-compliant and should consist of viewing decks (of 30 to 60 feet in width and projecting 10 to 15 feet towards the bay from the face of the baywalk) and access to the beach provided primarily by stairs; at least one ramp should be provided for each baywalk segment to afford easy beach access to wheelchairs, strollers, and disabled persons. Possible ramp locations are at the terminus of 51st Street and at 52nd Court. To further enhance access to the beach for all persons, “sand bikes” or “balloon wheelchairs” should be provided for disabled persons to use to move about in the sand.



The baywalk should be highlighted with pedestrian elements that enhance the baywalk experience and, where appropriate, public art, interpretive signs, binoculars, and kiosks should document and educate the public on the bay’s natural environment, area Native American

history, local weather, and other significant historical events and places. The North Lincoln County Museum, and local environmental and arts organizations, and the future weather center should partner with the City in this endeavor.

Lighting and amenities along the bay should highlight this experience and be somewhat distinct from other street lighting in the village. Figure 2/C-C shows the Taft streetscape furniture palette, the right portion of which includes appropriate lighting and additional elements, such as nautical style flags, for the baywalk. Benches, garbage receptacles, and bollards should be the same as used throughout other areas of Taft. In addition to the information provided in Step II, above, for the roadside streetscape furniture, the following specifications are provided for the baywalk:

Baywalk Lighting

9702S Double pole top luminaire on a #1508 Tapered Pole (16' height) by BEGA (805) 684-0533. \$2,600.00 each approximately

Flag Pole

15'-20' Alloy/Aluminum/Bronze tapered flagpoles by American Flagpole (800) 368-7171 or Concord Industries (800) 527-3902 or Conder Flag Co. (704) 529-1970

\$500.00 to \$1,500.00 per pole - \$20.00 - \$80.00 per flag.

Decking and Railing

Wood polymer composite lumber made from recycled plastic and sawdust. Resistant to UV rays, saltwater, insects, and splitting. Trex Company (540) 678-3482. *Cost varies.*

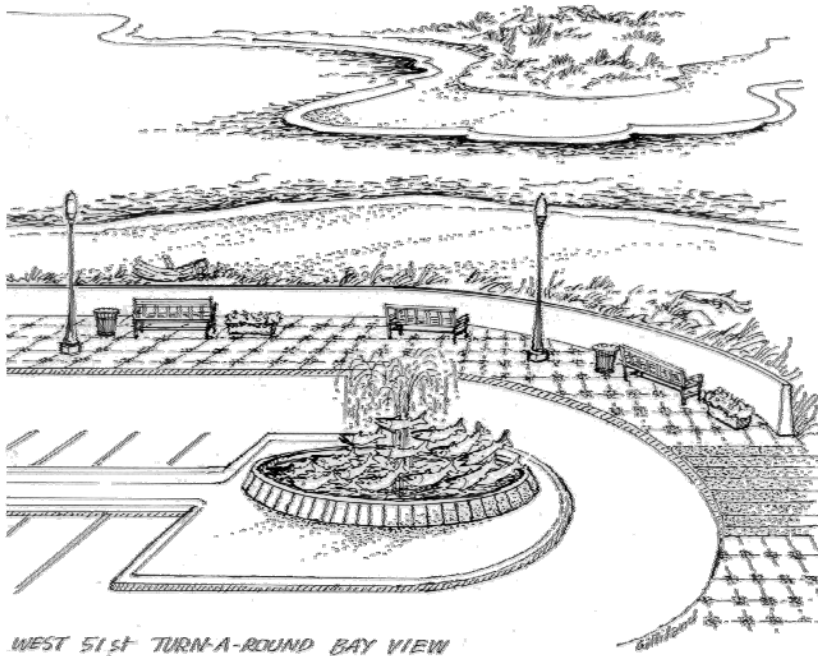
Implementing the baywalk will rely heavily upon close coordination between public agencies and private property owners. Subsequent to a thorough survey being conducted for the Taft village core (see Step I in the Redevelopment Project Initiation Recommendations), the following steps should be considered for each segment:

- ◆ Define Baywalk Alignment & Related Design Issues/Improvements
- ◆ Obtain Agency(s) Approvals/Jurisdictional Delineation⁴
- ◆ Acquire Necessary Rights-Of-Way/Easements
- ◆ Design Baywalk Segment & Related Improvements
- ◆ Build Baywalk Segment & Related Improvements

Additional information and permitting assistance may be obtained from:

| | |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| US Army Corps of Engineers, Portland District CENWP-OP-GP P.O. Box 2946 Portland, OR 97208-2946 (503) 808-4383 | State of Oregon, Division of State Lands 775 Summer Street, NE Salem, OR 97301-1279 (503) 378-3805 |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|

⁴ Baywalk alignment (on inland side of existing rip-rap) conceptually approved by the Oregon Division of State Lands.



WEST 51ST TURN-A-ROUND BAY VIEW

ii. **Develop the 51st Street Promenade.** Subsequent to building the baywalk (or at the same time as), the City/Urban Renewal Agency should initiate a project to build a wide pedestrian promenade west from Mo’s Restaurant to the 51st Street turn-around (and ultimately connecting to the envisioned Weather Station/Tsunami Center). The promenade should run parallel to the baywalk either at the same level or slightly lower than the baywalk. A low wall should be added in places along

the edge of the promenade for leaning or sitting.



Tiles painted by local youth should line the 51st Street Promenade

Also, a colonnade over the promenade or sections of the promenade – similar to those at Salishan – could be used to provide shelter from the rain, as long as views to the bay are not obstructed. The promenade should be roughly 16 feet in width and be treated with textured and colored paving materials. Incorporate public art, historical markers, pedestrian lighting, benches, and other amenities wherever possible. To further add to an active and attractive pedestrian environment, encourage street vendors in this area.



Unique paving and Salishan-like colonnades could be used in the 51st Street Promenade.

Once completed, the City should program the promenade and the baywalk, in conjunction with the 51st Street turn-around/on-street parking area west of Ebb Avenue, for grand public events (i.e. festivals, fairs, farmers markets, community celebrations, etc.) by closing off S.W. 51st Street at Ebb Avenue to create a great civic space of high activity along the bay.

STEP VI Enhance & Maintain the Overall Image of Taft

Improving the way Taft looks, as well as the perception people have about Taft, requires a multi-pronged approach that includes policy changes, physical improvements, maintenance programs, and financial commitment. Following are key implementation elements toward enhancing and maintaining the image of Taft.

a. Encourage Adaptive Re-Use & Historic Preservation.

Over the years, many of Taft’s buildings (especially those along Highway 101) have covered their historic facades or have been demolished for new development. To the degree possible and economically practical, the City should encourage the retention of historically significant buildings in Taft by working with property owners to renovate older buildings for modern uses. The following recommendations support adaptive re-use and historic preservation of older buildings in Taft:

- i. Adopt Uniform Code for Building Conservation.** Adopt the *Uniform Code for Building Conservation* to make the renovation and rehabilitation of older structures more feasible, both economically and structurally. This code is a national model building code developed specifically to address problems related to the rehabilitation of historic and older buildings. The code can be obtained from:

International Conference of Building Code Officials
2122-112th Avenue N.E., Suite B-300
Bellevue, WA 98004
(800) 231-4776

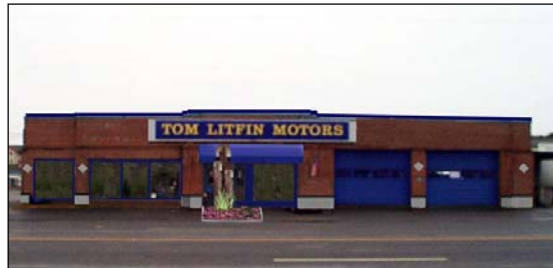
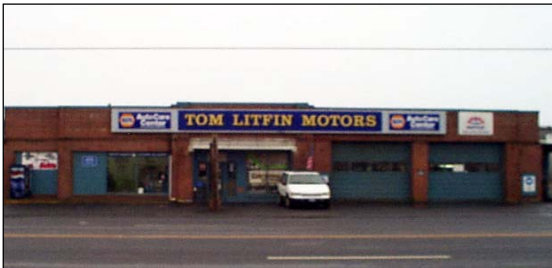
- ii. Promote Rehabilitation Loan Programs.** The City should develop an outreach program to more actively promote participation in the Lincoln City Urban Renewal Agency’s rehabilitation loan program. Within 3 months of adoption of the Redevelopment Plan, the City/Urban Renewal Agency should host a workshop with architects, realtors, builders, building owners, and others to provide information on the loan program. Through the program, both property and business owners are eligible for free design assistance and zero interest loans for façade rehabilitation projects.

URBAN PLANNING & DESIGN RECOMMENDATIONS

STEP VI Actions

- a. Encourage Adaptive Re-Use & Historic Preservation
 - i. Adopt Uniform Code for Building Conservation
 - ii. Promote Rehabilitation Loan Programs
- b. Ensure that Infill Development is Compatible with Desired Character
- c. Utilize Landscaping to Promote Image and Comfort
 - i. Introduce Color Through Plantings
 - ii. Introduce Comfort and Reinforce Street Edges Through Trees and Shrubs
 - iii. Use a Plant Palette Tailored for Taft
- d. Introduce Decorative Paving to Reinforce Safety
- e. Use Public Art to Add Visual Interest
- f. Protect Views to the Bay
- g. Build Gateways that Welcome People to Taft
 - i. Construct Highway 101 Gateways to the Village
 - ii. Design and Build 51st Street Archway
- h. Install Wayfinding and Identity Signage System
 - i. Size, Locate, and Color

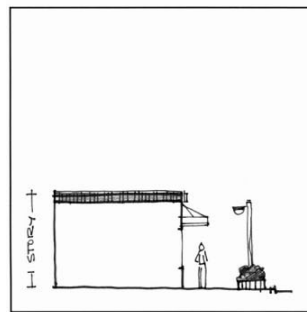
Building facades in Taft . . . There are many handsome buildings in Taft. Unfortunately, years of building "improvements" have masked these buildings behind masks of aluminum, vinyl, or other siding. It is recommended that the City and building owners endeavor to remove "improvements" and restore original building facades and features where possible. (Where improvements to building facades are made that extend into the Highway 101 right-of-way, coordination with ODOT may be necessary. This would include



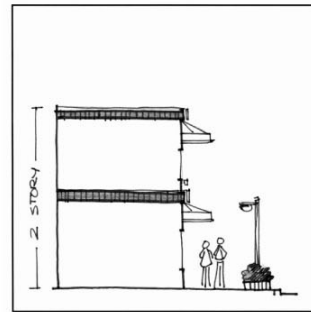
As illustrated in these visual simulations, modest changes to materials, color, window, treatment, and even modifications such as sign removal and the addition of minor details make tremendous improvements to building appearance ("Before" on left. "After" on right).

b. Ensure that Infill Development is Compatible with Desired Character

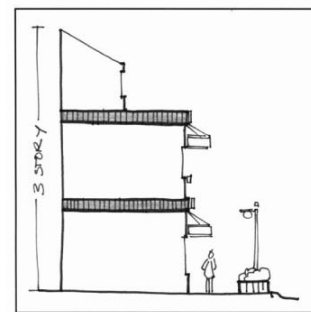
The community desires that new infill development and rehabilitated existing buildings convey an image consistent with local history and the Oregon coastal environment. Design guidelines should be used as a tool to communicate those key ideas that will assist the community in achieving its preferred built environment. Through consideration and application of general design guidance, Taft will yield a high quality visual environment that benefits property owners, merchants, residents, and visitors alike. The design theme board, as presented in Figure 2/C-J, should be utilized as a basis for directing new development within the village of Taft, and should be directly tied to new development which occurs in the proposed Taft Village Core Zone (see Appendices). The City should integrate the design guidance provided by the theme board into project development review and approval for Taft.



One-Story Building

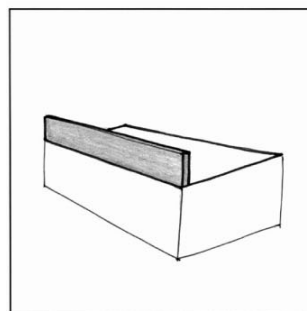


Two-Story Building

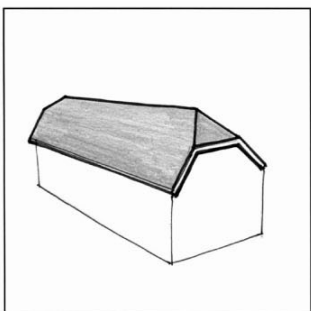


Three-Story Building

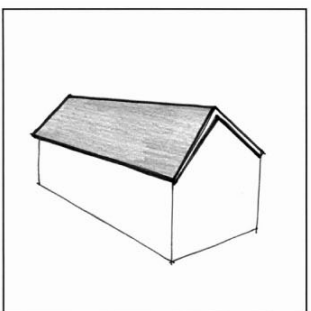
Buildings throughout Taft should be built to respect and relate to the scale of people. One-story and two-story building heights are optimal; heights greater than two stories should be stepped back away from sidewalks and streets to preserve view corridors and maintain a human scale.



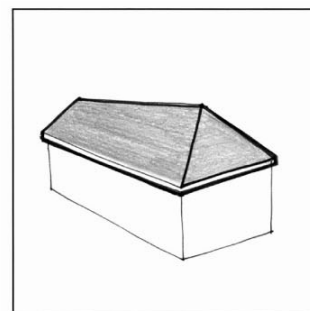
Flat Roofline with Parapet Wall



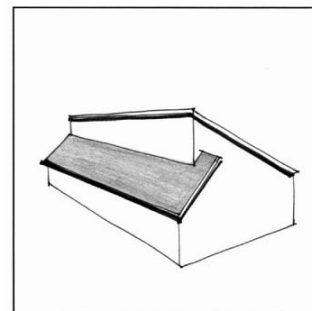
Hipped Gable Roofline



Gable Roofline



Hipped Roofline

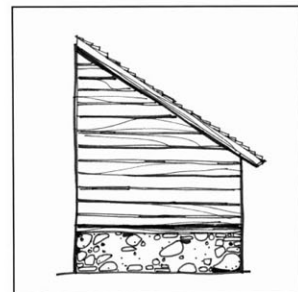


Shed Roofline

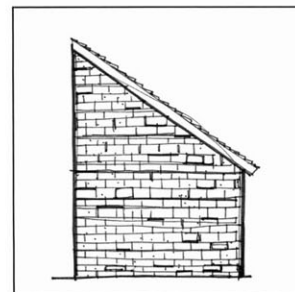
Building form — including rooflines — should respond to the general design and nature of other buildings along the street to create a cohesive and quality image. Throughout Taft, a mix of buildings with flat/parapet wall, shed, gable, and hip rooflines are desired.



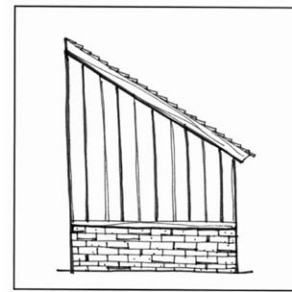
Figure 2/C-J: Theme Board , Part I



Clapboard Siding with
Rock Base



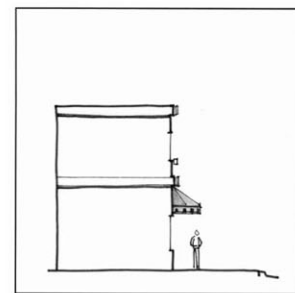
Cedar Shake Siding



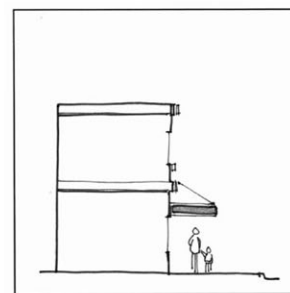
Board and Batten
with Brick Base

Buildings should pay tribute to the history of Taft and the Oregon Coast by incorporating architectural details and building materials found locally and in the region. Materials and design details used for new buildings and rehabilitated buildings in Taft should reflect craftsmanship and should integrate finishes that convey a natural appearance.

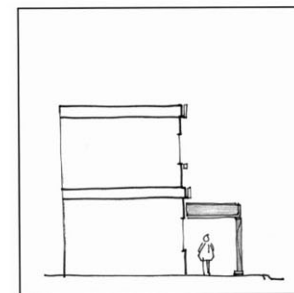
Buildings in Taft should be inviting to pedestrians and provide them with protection from the weather. Open storefronts, windows, awnings, porches, canopies, and colonnades should be incorporated generously throughout Taft, and should have strong design relationships with the form of buildings.



Awning



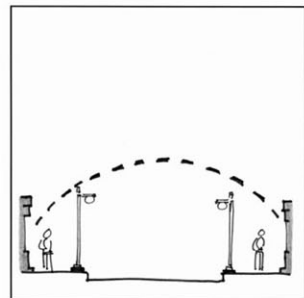
Canopy



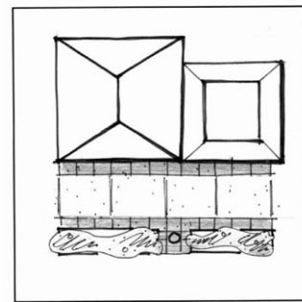
Colonnade



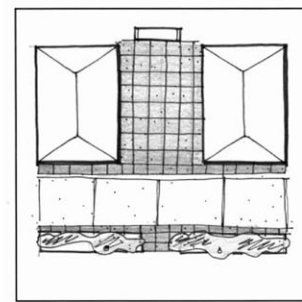
Figure 2/C-J: Theme Board , Part II



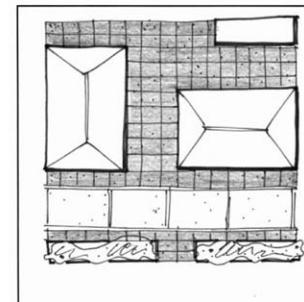
Buildings and Street
Create Outdoor Rooms



Sidewalk
Environment



Plaza Adjacent
to Buildings



Midblock Passages
Between Buildings

People enjoy walking and spending time in communities when there are interesting things to see and do. Buildings in Taft should foster a pedestrian-friendly atmosphere by being seamlessly linked together by landscaped sidewalks and walkways, plazas, pocket parks, courtyards, midblock passages, entry courts, and trails.



Buildings and sites in Taft should integrate design features that provide pedestrians with points of conversation, rest, education, information, and visual interest. Sitting areas, gardens, window displays, nighttime lighting, outdoor eating areas, public art, historical markers, fountains, creative signs, and other amenities are ingredients to making Taft more pedestrian-friendly.

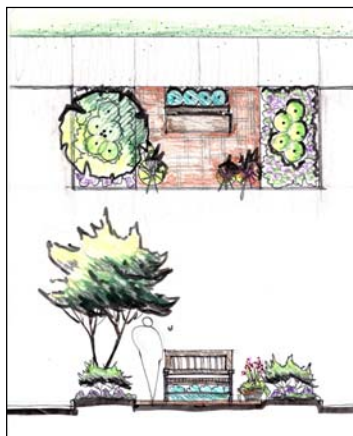


Figure 2/C-J: Theme Board , Part III

c. Utilize Landscaping to Enhance Image and Comfort

Landscaping, including street trees, add important visual elements to the streetscape environment and should be used to enhance the overall image and pedestrian comfort in Taft.

- i. *Introduce Color Through Plantings.*** Property owners and the City should incorporate colorful flowers and plants into the physical design of Taft. Include colorful and seasonal plants, such as rhododendrons and daffodils, in Highway 101 median and in traffic circles located in various Taft locations. Hanging baskets and sidewalk planters should also contain such landscaping. All choices of flowers and plants should take local climatic conditions (*i.e.* wind and rain) into account. Property owners should also be encouraged to plant flowers and plants in public plazas.



- ii. *Introduce Comfort and Reinforce Street Edges Through Trees and Shrubs.*** Trees should be included where possible in both public and private plazas and parks to enhance the visual image and create a more special and attractive place. Street trees and planters should be placed along Highway 101 and 51st Street to enhance traffic calming and improve visual quality. Also, plant shrubs and trees to create “edges” in parking lots and along the west side of Inlet Avenue.

- iii. *Use a Plant Palette Tailored for Taft.*** Appropriate trees, shrubs, and groundcovers identified for Taft that are tolerant of the Oregon coast environment are listed in the plant palette below.

iv.

| <i>Common Name</i> | <i>Botanical Name</i> |
|----------------------------|-------------------------------------------|
| <i>Trees:</i> | |
| Bitter Cherry | <i>Prunus emarginata</i> |
| Cascara | <i>Rhamnus purshiana</i> |
| Douglas Fir | <i>Pseudotsuga menziesii</i> |
| Emerald Green Arborvitae | <i>Thuja occidentalis "Emerald Green"</i> |
| Japanese Black Pine | <i>Pinus thunbergii</i> |
| Japanese Red Maple | <i>Acer palmatum "Bloodgood"</i> |
| Hollywood Juniper | <i>Juniperous chinensis "Torulosa"</i> |
| Oregon Ash | <i>Fraxinus latifolia</i> |
| Pacific Ninebark | <i>Physocarpus capitatus</i> |
| Shore Pine | <i>Pinus contorta</i> |
| Sitka Spruce | <i>Picea sitchensis</i> |
| Vine Maple | <i>Acer circinatum</i> |
| Western Hemlock | <i>Tsuga heterophylla</i> |
| Western Red Cedar | <i>Thuja plicata</i> |
| <i>Ornamental shrubs:</i> | |
| Barberry | <i>Berberis species</i> |
| Camellia | <i>Camellia sasanqua</i> |
| Cotoneaster | <i>Cotoneaster species</i> |
| Drooping Leucothoe | <i>Leucothoe fontanesiana</i> |
| Enkianthus | <i>Enkianthus campanulatus</i> |
| Euonymus- Burning Bush | <i>Euonymus alata "Compacta"</i> |
| Escallonia | <i>Escallonia rubra</i> |
| Exbury Azalea | <i>Same</i> |
| Mediterranean Heather | <i>Erica carnea</i> |
| Hydranga | <i>Hydranga species</i> |
| Japanese Holly | <i>Ilex crenata</i> |
| Mugo Pine | <i>Pinus mugo "Mughus"</i> |
| Nandina | <i>Nandina domestica</i> |
| Nest Spruce | <i>Picea abies "nidiformis"</i> |
| Otto Luyken Laurel | <i>Prunus laurocerasus "Otto Luyken"</i> |
| Orchid Rock Rose | <i>Cistus purpureus</i> |
| Pacific Wax Myrtle | <i>Myrica californica</i> |
| Strawberry Madrone | <i>Arbutus unedo</i> |
| <i>Native shrubs:</i> | |
| Serviceberry | <i>Amelanchier alnifolia</i> |
| Red Osier Dogwood | <i>Cornus stolonifera</i> |
| Salal | <i>Gaultheria shallon</i> |
| Oceanspray | <i>Holodiscus discolor</i> |
| Oregon Grape | <i>Mahonia aquifolium</i> |
| Red Flowering Currant | <i>Ribes sanguineum</i> |
| Nootka Rose | <i>Rosa nutkana</i> |
| Snowberry | <i>Symphoricarpos albus</i> |
| Evergreen Huckleberry | <i>Vaccinium ovatum</i> |
| <i>Ground covers:</i> | |
| Ceanothus- Point Reyes | <i>Ceanothus gloriosus</i> |
| California Poppy | <i>Eschscholzia californica</i> |
| Candytuft | <i>Iberis sempervirens</i> |
| Day Lilly | <i>Hemerocallis hybrids</i> |
| Dwarf Oregon Grape | <i>Mahonia nervosa</i> |
| Kinnikinnick | <i>Arctostyphlos uvi-ursi</i> |
| Purple Leaf Winter Creeper | <i>Euonymus fortunei "Colorata"</i> |
| Shasta Daisy | <i>Chrysanthemum</i> |
| Snow in Summer | <i>Cerastium tomentosum</i> |



Enhanced paving should be used to enhance Taft’s visual environment.



Functional public art should be incorporated throughout Taft.

d. Introduce Decorative Paving to Reinforce Image

To help define and direct pedestrian and vehicular circulation, and to add visual interest, crosswalks and pedestrian ways in Taft should be enhanced with decorative paving surfaces and other details. (For safety reasons, white “Euro” style crosswalk bars are most appropriate for Highway 101 pedestrian crossings.) Other public spaces and plazas throughout the village should also replicate the surfacing and detail to further reinforce the unique image desired for Taft. Additionally, special paving should also be used to enhance gateways into Taft. One of the following two surface treatments should be considered for surfaces in Taft:

Colored, heavy aggregate concrete with 45 degree scoring.
Approximate cost \$8.50 to \$12.50/square foot.

Colored and textured asphalt paving surface by StreetPrint.
Approximate cost: \$3 to \$5/square foot. For more information, contact StreetPrint (888) 581-2299.

e. Use Public Art to Add Visual Interest

Public art should be a priority and used extensively to enhance the image of Taft. Place fountains, banners, sculpture, and unique amenities, such as specially designed manhole covers, in the pedestrian environment. Highlight Taft’s history and natural environment, and celebrate its culture and family tradition through public art. During the public design process, a Taft youth designed interactive climbing structures, including a schooner, a seagull, and a whale. Such distinctive features and elements should be a part of Taft’s parks, plazas, and pedestrian environment.

f. Protect View’s to the Bay

Existing, as well as future, views of the bay need to be protected and enhanced. Current views are: looking south on Ebb Avenue; looking west on 51st Street; looking south on 52nd Court, and from Highway 101 near Siletz Bay Park. Ensure that trees and any new development along the bay do not impede views of the bay. As the built environment along 51st Street changes, as Fleet Avenue is extended south of 50th Street, as Ebb Avenue is improved, and as Galley Avenue is closed and converted to parking, ensure that a new view corridor develops which looks southwest towards the bay from Highway 101. This corridor provides not only a glimpse of the Siletz Bay, but will also provide southbound travelers with a view of the activity along 51st Street. The City should adopt the

proposed Taft Village Core Zone to provide additional guidance and control pertaining to the bay views in Taft.

g. Build Gateways that Welcome People to Taft

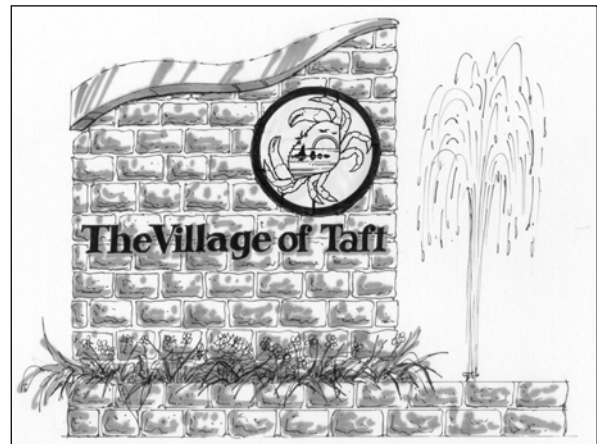
Gateways are important to creating a Taft identity and signaling definitive entries to the village and areas within it. Two significant gateway treatments are envisioned for Taft:

- ◆ North and south entries to the village along Highway 101
- ◆ 51st Street entry, west of Highway 101

i. Construct Highway 101 Gateways to the Village. Within 3 months following adoption of the Redevelopment Plan, the City/Urban Renewal Agency should initiate a design competition to create the official Taft Gateway Monument sign program. Subsequent to a the competition, the City should work property owners and ODOT to construct village gateway elements along Highway 101 at:



- ◆ *Fleet Avenue*: decorative paving spanning 50-foot area located between 90 to 140 feet north of Fleet Avenue; up-lighted monument sign located at the envisioned triangular area on south edge of Fleet Avenue at Highway 101
- ◆ *North of Schooner Creek Bridge*: decorative paving spanning 50-foot area located between 200 and 250 feet north of the bridge; up-lighted monument sign located on the east side of Highway 101 within this special pavement area

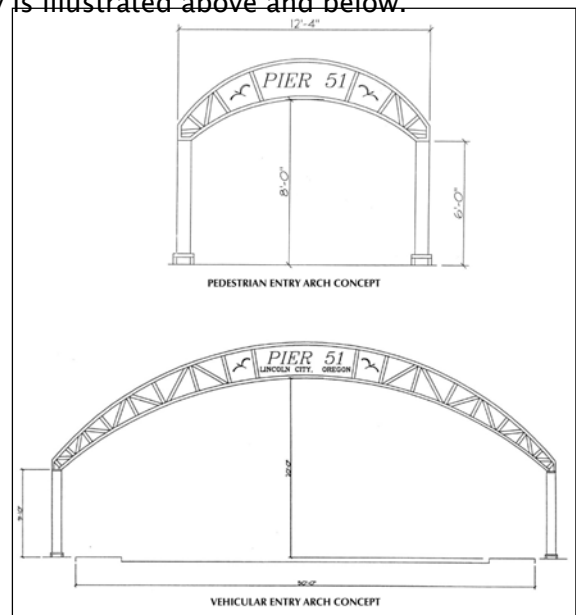
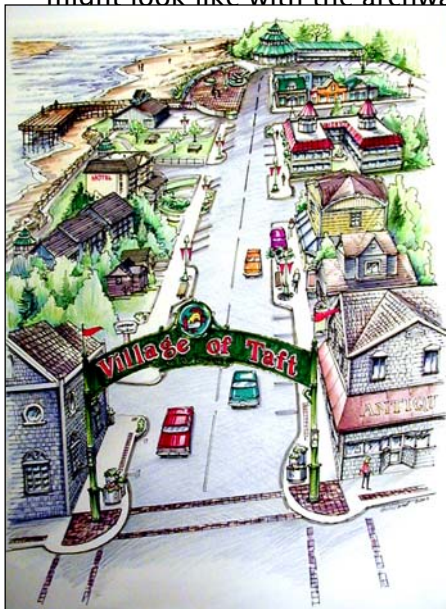


Such entry elements should include planted medians, monuments, signs, and changes in paving materials, all of which signify to automobiles that they are entering a special place, encouraging them to slow down and establishing a recognizable identity.

- ii. **Design and Build 51st Street Archway.** Within 12 months following adoption of the Taft Redevelopment Plan, the City/Urban Renewal Agency should construct a street spanning arch over 51st Street that both draws people down the street from Highway 101, but also serves as the “entrance” to the bay and the festival environment of 51st Street. An appropriate location for the archway is near the 51st Street/52nd Court intersection. Smaller arches can also be used to identify pedestrian connections to the



A concept for the gateway arch to 51st Street was developed by Bay Area Merchants Association (below right). Visual simulations of what 51st Street might look like with the archway is illustrated above and below.



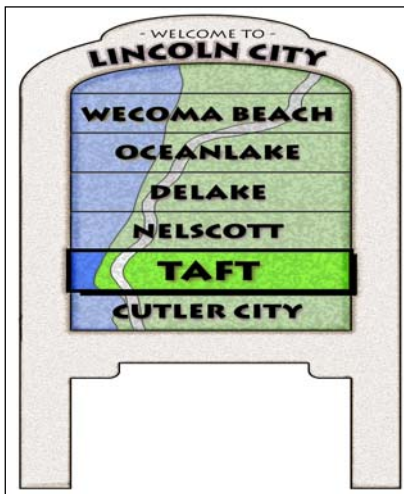
h. Install Wayfinding and Identity Signage System

When people find it easy to navigate around Lincoln City or Taft, they are more apt to spend time there. When it is difficult to find one’s way around, the tendency is to spend less time in town. Priority should be placed on creating a system for helping people find their way (*i.e.* “wayfinding”) and for reinforcing a positive image and identity throughout Lincoln City and within the village of Taft.

i. Size, Locate, and Color Vehicular Wayfinding Signs Appropriately.

Signage should be appropriately located and sized to accommodate drivers’ limited window of time to view and understand information. The following should be used as guidelines for locating and designing vehicular wayfinding signs:

- ◆ At 15 miles per hour on a four-lane road like Highway 101 through Taft, drivers have approximately 10 seconds of reaction time to see a sign, read it, and respond to the message by preparing a turn. Within the 10-second time frame, the driver travels approximately 220 feet. Letter size should be 4 inches in height. Sign area should be maintain at 8 square feet. This criteria is appropriate along Highway 101 through the Taft core.
- ◆ At 30 miles per hour on a four-lane road, drivers have approximately 10 seconds of reaction time to see a sign, read it, and respond to the message by preparing a turn. Within the 10-second time frame, the driver travels approximately 440 feet. Letter size should be 9 inches in height. Sign area should be maintain at 40 square feet. This criteria is appropriate along Highway 101 outside of the Taft core.
- ◆ Backgrounds of black, brown, green, and blue increase conspicuousness of signs — thus assisting drivers in reading signage (listed in respective order of effectiveness).



A Wayfinding Sign Concept for Linking Lincoln City’s String of Pearls

Signs and the Scenic Highway

Stewardship and interpretation are the management goals for Siletz Bay identified in the *Pacific Coast Scenic Byway Corridor Management Plan for U.S. 101 in Oregon*. Protective zoning for Siletz Bay, vegetation management to maintain views, land acquisition, rehabilitating deteriorating structures, and interpretative signs and kiosks are suggested by the *Scenic Byway Plan*.

Although the policies in the Scenic Byway plan do not cover billboards or on-site signs, ODOT encourages Lincoln City/Taft to disseminate information with less sign clutter. The City and ODOT develop a comprehensive attraction and business signing program that is based on creativity and reduces sign clutter. Considerations such as the following are identified in the *Scenic Byway Plan*:



Pedestrian wayfinding in Taft should consist of directory maps (top), directional signs (middle), and unique pavement markings (bottom).

ii. **Design Pedestrian Wayfinding Signs Appropriately.** In tandem with an improved vehicular wayfinding system, a pedestrian wayfinding program should be created within Lincoln City and Taft. Pedestrian directory signs/maps at various locations within Taft are needed to effectively direct foot traffic to local resources, businesses, and amenities. The pedestrian wayfinding system may include:

- ◆ Directory kiosks showing a map of the village of Taft downtown and including promotional information should be generally located in highly visible settings and contiguous to a village amenities, near parking lots and on-street parking clusters, adjacent to popular businesses, or integrated with other points of pride.
- ◆ Directional signs are critical to helping pedestrians find their way from directory kiosks and other areas to their destinations. Directional signs for pedestrians should be color coded differently than those intended for drivers of vehicles. They should be simple, consistent in design, and may include a logo. A rule of thumb for lettering height is a letter-size minimum of 2 inches, plus one additional inch of letter height for each 25 feet of viewing distance.

Existing landmarks should also be enhanced (*i.e.* the 51st Street Flag Pole) and new landmarks (*e.g.* the Taft Town Clock, as illustrated in Figure 2/C-C) created to help with pedestrian orientation.

iii. **Develop & Install Wayfinding Signs Linking the “String of Pearls.”** As illustrated on the previous page, a citywide wayfinding system should be designed and installed that identifies each Lincoln City village as a part of a “string of pearls” and helps drivers know where they are and where they are going. The focus of this signage system should be on Highway 101. ODOT and the City should begin development of this signage system immediately.

iv. **Unify the City & Reinforce Village Identity Through Banners.** Create a series of seasonal banners for streetlight poles to use as a unifying element throughout all of Lincoln City. The banners can be used to promote the local events, resources, etc. While intended to link the various Lincoln City villages, the banners may be made distinct for each village by using different colors for each or by including the name of the village on the banners.

ODOT POLICY ON BANNERS
LOCATED ON STATE HIGHWAY RIGHT-OF-WAY

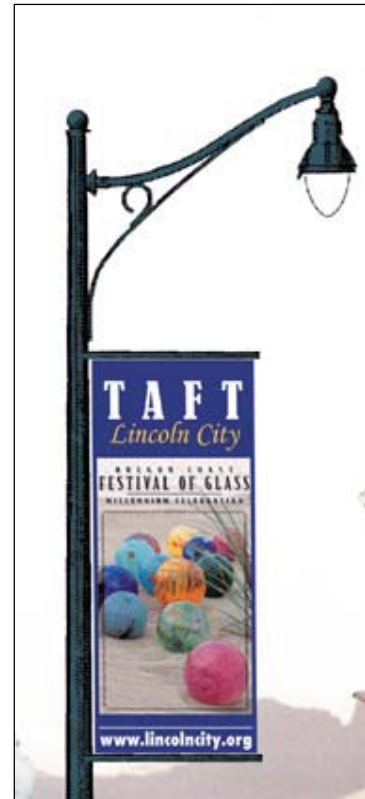
The following ODOT policies should be considered in developing a banner program along Highway 101.

1. Definitions:
 - a) "Banners" will include decorations generally associated with legal holidays, flags, and pennants.
 - b) "Activity" will include the celebration of a legal holiday, fair, rodeo, roundup, exposition and other civic events

2. Permits will be issued by the appropriate District Manager for the placement of banners where the following criteria are met:
 - ◆ The activity is sponsored or endorsed by a city, county, or state agency.
 - ◆ The activity is two weeks or shorter in duration and open to the general public
 - ◆ The banner(s) are located within a five-mile radius of the event.
 - ◆ The banner(s) may contain the name and/or logo, date and time, and general location of the event. Banners may not include any advertising, commercial message, brand of product name, or other information about the event such as cost, directions, etc.
 - ◆ The banners(s) may not be erected or maintained if they:
 - ❖ Interfere with, imitate, or resemble any official traffic control device or attempt or appear to attempt to direct the movement of traffic;
 - ❖ Prevent the driver of a motor vehicle from having a clear and unobstructed view of official traffic control devices and approaching or merging traffic;
 - ❖ Have any lighting, unless such lighting is shielded to prevent light from being directed at the highway or is of such low intensity or brilliance as not to cause glare or to impair the vision of the driver of a motor vehicle; or
 - ❖ Are otherwise a traffic hazard.
 - ◆ Banner material and support must be made from a durable material and constructed to withstand wind pressure of 20 pounds per square foot of exposed surface.

3. Permits issued should include the following:
 - ◆ Date the banner(s) can be installed
 - ◆ Date for the removal of the banner(s)
 - ◆ Any special provisions for installation or removal of the banner(s)

4. The number and type of the banner(s) allowed will be at the discretion of the District Manager.



The City should work with local artists to develop a banner system that both ties Lincoln City together and establishes a unique identity for each village in the String of Pearls.

v. **Introduce Simple Directional Signs to Businesses & Districts:**

In conjunction with ODOT, property owners, and businesses, the City/Urban Renewal Agency should develop a comprehensive system of informational and directional signs in Taft to help drivers, pedestrians, and bicyclists find their way to businesses and activity areas (such as 51st Street or the envisioned Youth Center). Integrate color, graphics, and Taft’s history into a signage system that brings people into the area. Consider using creative and fun painted wall signs that mimic those used in Taft’s past to identify key village features and even businesses (see pointing hand sign in figure below).



Historically, Taft had a very unique directional signage system – a hand with a pointing finger and the words “To the Beach” (see above left). The City should work with property owners to re-instate this directional signage system comprised of painted wall signs (*a.k.a.*, “ghost signs”).

i. Think Long-Term Maintenance

Commit adequate resources for long-term maintenance and care of streetscape elements and trees. All too often, communities invest significant resources in creating new streetscapes and landscapes without due consideration of long-term maintenance needs. Insufficient funding is then allocated in the early stages of the process, which ultimately results in deterioration of the improvements made. Improvements should only be made as resources are available for their indefinite maintenance. Lighting standards require new fixtures and painting. Benches and other street furniture will require cleaning and occasional resurfacing. Trees and plants will entail addressing insect and disease problems and developing a pattern of watering and pruning. At some point in the future, once businesses in Taft have developed greater economic stability, a Business Improvement District may be appropriate for the Taft core to ensure long-term maintenance.

j. Organize a Taft Citizen Cleanup Days and a Taft Village Good “SAM” (Safety and Maintenance) Program

The City should create a volunteer-based program, in conjunction with the Police Department and Planning Department, to have regular Taft cleanup days to eliminate weeds, trash, etc. on streets and along the beach. Volunteers can include youth, seniors, families, schools, civic organizations, and businesses. By volunteering, citizens will have stronger ties and sense of ownership for the district they are maintaining. With some creativity, cleanups can be fun and good for business.

The City may also want to consider developing a Taft Village Good SAM program for peak season times to ensure that Taft is maintained and that it is safe.⁵ The program could be volunteer-based, like the clean-up days, or it could be developed



Community-Oriented Policing works well to foster public safety in downtowns and other high activity areas, such as S.W. 51st Street.

⁵ The Good SAM program could be developed in conjunction with creating a pilot Community-Oriented Policing Program for Taft that could include the establishment of a Neighborhood Police Storefront to serve Nelscott, Taft, and Cutler City. The presence of a police storefront in Taft, if located on Highway 101, would also serve to slow vehicle speeds because of the constant presence and visibility of police in the area.

as a paid summer employee program. Considered a roving concierge service, the Taft Village Good SAM team can assist visitors, residents, and workers by providing directions, walking people to their cars and helping them to find area amenities including restaurants, hotels and shops. Each Taft Village Good SAM could have radio access to the Lincoln City Police Department in the event of any public safety issues. The Taft Village SAM team could also play a role in cleaning the streets and sidewalks. SAMs could paint light poles, utility boxes and trash receptacles on public right-of-way, make minor repairs, landscape parks and treeboxes and hang banners throughout the village. In sum, the Taft Village SAM program would serve as an outward expression of pride for and commitment to the village.

Subsection C₄ – Citywide Economic Development Recommendations

The village of Taft economy exists as part of a larger complex within the greater Lincoln City area. In order for Taft’s improvement program to succeed, it will be necessary to address general economic conditions in the City as well. This subsection provides a framework for community-wide (*i.e.* Lincoln Citywide) strategic economic development. The following subsection focuses on specific business development actions for Taft.

Two primary strategic economic development steps and nine actions are proposed to provide a better context for expanding Taft’s vitality. These recommendations are summarized in the implementation matrix in Chapter 3. The two basic steps are:

- ◆ Stabilize Local Commerce
- ◆ Diversify The Economy

Collectively, these steps and their subsidiary actions address the need for balance among four top priorities:

- ◆ A public-private partnership that has the resources, organization and mission to enact positive change;
- ◆ A healthy business community that is supported by an efficient local and regional transportation network;
- ◆ An attractive setting for growing a diverse set of small businesses;
- ◆ A system of villages that foster both economic vitality and sense of community.

STEP I: Stabilize Local Commerce

Generally, business recruitment is far more costly (and less certain) than business retention. In a world of limited resources, it is appropriate to build a development system that takes all reasonable steps to sustain and grow business from within. This effort needs to be broad-based, selective and strategic, incorporating the following four steps:

a. Build a Business Advisory Team

Economic development entities in Lincoln County need to work as a close-knit team. Roles and responsibilities for each member should be clear. Once the Lincoln City Main Street Program is established, it can act as the central coordinator of business advisory services. Other members of the team should include at least:

- ◆ Lincoln City Urban Renewal Agency
- ◆ Economic Development Alliance of Lincoln County
- ◆ Oregon Coast Community College

This team should build a system of information, training, education and resource tools that strengthen participating businesses.

b. Identify and Assist Strategic (Anchor) Businesses

Some businesses contribute an inordinate amount of strength to a local economy. Their presence clearly benefits others around them. Such firms are often called strategic businesses for this reason. Their presence is strategically important. Examples in smaller communities often include grocers, hardware stores, major employers, post office and city hall. Notice that strategic businesses may not be companies. For example, post offices are in the business of mail. They tend to attract large volumes of foot traffic (like grocers and hardware stores) whose economic potential can be tapped and felt by the private firms around them.

One of the first steps in economic development ought to be the identification of strategic businesses. Then through outreach, the business advisory team should ascertain how well these entities are doing and what can be done to assist them.

c. Tap and Direct Resources

Competition for community and economic development resources is fierce. Nevertheless, there are hundreds of resources available that might be tapped for a wide variety of improvement projects. Generally, competitiveness depends upon four key traits:

- ◆ Strategic rationale for the project as demonstrated in a strategic plan

CITYWIDE ECONOMIC
DEVELOPMENT
RECOMMENDATIONS

Step I Actions

- a. Build a Business Advisory Team
- b. Identify and Assist Anchor Businesses
 - i. Work with Partners to Enhance Business Development Resources
 - ii. Refine Business Assistance Delivery System
 - iii. Expand Outreach to Anchor Businesses
- c. Tap and Direct Resources
- d. Enhance Services Delivery to Tourism Target Markets
 - i. Define Primary Tourism Target Markets
 - ii. Obtain Better Research on Existing Tourism Markets
 - iii. Develop Tourism Assets in Context of Strategic Target Markets
 - iv. Refine Promotional Programs to Reach Target Markets Better
 - v. Adopt Tourism Development System Based on Three Key Goals:
 - 1. Expand Average Length of Stay
 - 2. Increase Average Dollars Spent Per Day
 - 3. Encourage Additional Tourism in Weak Seasons Only

- ◆ Demonstrated broad public support for the project
- ◆ Significant local matching funds and in-kind contributions (i.e., tangible local commitment)
- ◆ Demonstrated organizational capacity to complete the project (and/or manage it, if appropriate)

Lincoln City should ensure that each of these traits is addressed as it moves forward with the Taft Redevelopment Plan. Then it should define those resources most needed to assist local establishments. Important resources currently unavailable should be sought to build the network necessary to support existing businesses (and even desirable recruits).

A variety of resources are available to strengthen existing Lincoln City businesses. These resources need to be organized via an effective support network.

d. Enhance Services Delivery to Tourism Target Markets

Considerably more will be said about tourism development in the next subsection. However, it is important here to emphasize the need for strategic action in this field. Currently, tourism development is handled by a variety of entities. Markets are not well defined. Promotional messages are mixed and may not be communicating effectively as a (de facto) “system.” In order for tourism to be developed and managed strategically, Lincoln City needs to accomplish the following actions:

- a. Define Primary Tourism Target Markets
- b. Obtain Better Research on Existing Tourism Markets
- c. Develop Tourism Assets in Context of Strategic Target Markets
- d. Refine Promotional Programs to Reach Target Markets Better
- e. Adopt a Tourism Development System Based on Three Key Goals:
 1. Encourage Additional Tourism in Weak Seasons Only
 2. Expand Average Length of Stay
 3. Increase Average Dollars Spent Per Day

Item “e” above calls for some clarification. Currently, the hospitality industry in Lincoln City does not need substantially more tourists during peak season. In fact, visitor volumes at that time are such that many local citizens find tourism negatively impacts their quality of life. Such concerns, if not addressed, may lead to a backlash against further tourism development. Meanwhile, the hospitality industry suffers from major swings in seasonality. Low visitor volumes in shoulder seasons hurt business profitability and throw large numbers of employees out of work.

A desirable future for tourism also would include more profitability per visitor. Since the promotional expense is very high for attracting each new visitor, every effort should be made to provide tourists with more things to do while they are here. A broader range of activities will

encourage an extended stay. Longer stays provide a greater return on promotional investment. Put another way, the future of tourism in Lincoln City depends heavily on the community's (and region's) *collective* strength in goods, services and amenities.

In addition to extending visitors' stays, emphasis should be given to developing a broader range of visitor goods and services. For example, at a time when timber employment is declining, value-added forest products may be a desirable expansion industry. See Step II for discussion on this option.

STEP II: Diversify the Economy

As noted elsewhere in this report, Lincoln City's capacity to absorb large new industries is extremely low. Limited land for development is the primary challenge. Housing stock for new employees is another. As a result, recruitment of large businesses does not appear to be a reasonable alternative. To the extent that recruitment is undertaken, targets should be small businesses within the community's capacity to serve and support.

While large-scale recruitment may be undesirable, economic diversification is possible. Five actions are recommended toward this end:

a. Build New Industries from Existing Strengths & Assets

One of Lincoln City's historic strengths has been its timber industry. Declines in this sector have displaced many skilled workers in recent years. Meanwhile, forest resources remain available. Experience elsewhere in Oregon and the Pacific Northwest indicates that these conditions offer potential for value-added forest products. Products from Christmas wreaths to wood yo-yos, from furnishings to herbs, may be encouraged.

Other local and regional assets should be re-evaluated as well. Small farms, specialty manufacturers, marine products companies and others may be able to expand their markets, especially if provided with the right technical assistance. Specifically, the question should be, "What existing resources can be refined by adding additional value to create marketable products?" It would be very appropriate to consider marketability specifically in terms of potential demand among existing visitors.

b. Encourage Culture & Arts-based Business Development

Lincoln City's largest industry obviously is tourism. From a community services perspective, however, its most important market is its own citizenry. Both of these may be served greatly by encouraging culture

CITYWIDE ECONOMIC DEVELOPMENT RECOMMENDATIONS

Step II Actions

- a. Build New Industries From Existing Strengths & Assets
 - i. Tap Value-added Forest Products
 - ii. Investigate Other Natural Resource-based Value-added

and arts-based business development. That is, this is a development option where locals and tourists have common ground.

Visitors to Lincoln City want to be entertained. Culture and the arts can be outstanding attractions toward this end. The arts are big business all over the U.S. For example, the five New England states track annual economic impacts from the arts. Recent reports indicate this industry brings in \$5 billion per year to these states' economies.

Lincoln City already has a significant population of artists. The City could help expand potential in this arena by building appropriate partnerships and support tools. Efforts should be made to organize the arts community into a team. The team would identify areas of specialization and expertise that could be enhanced and highlighted. With assistance from the business advisory team and a (future) incubation program, the arts could be grown systematically as a local specialty. Theater, dance, storytelling, and music could be combined with other art forms to build a wide array of outlets for visitors and locals alike.

c. Improve Business Services to Visitors: Satellite Office Services

Surveys demonstrate that a very large proportion of Lincoln City's visitors are workers and business people from Portland, Salem, Vancouver and Seattle. A number of local leaders have remarked that these professionals could be drawn to Lincoln City in larger numbers if satellite business and office services were available. Access to computers, internet, audio-video conferencing, photocopying, printing, meeting rooms and similar services, would make it easier for these people to keep in touch or up to date with remote business needs while on vacation. All of these services could be accommodated with only modest investments. Ideally, local entrepreneurs could be encouraged to investigate this opportunity and address it.

d. Create Business Incubation Feasibility Study and Development Plan

In this context, a formal business incubation system (already being discussed in the community) does appear to have significant potential. An incubator would help young and startup firms to build business and product capabilities at relatively low cost. Advantages include:

- ◆ Incubator management will have the expertise to craft appropriate services and programming both for tenants and emerging businesses located elsewhere in the community.
- ◆ The incubator will be a platform for a variety of economic outreach programs.

- ◆ Incubator facilities will have the potential to serve and even host other economic development partners. Such networking would reinforce City economic development goals.
- ◆ Incubator management could take the lead in investigating other natural resource-based value-added opportunities. For example, if there is enough truck farming going on in the area, a commercial kitchen at the incubator may be useful in developing lines of processed foods.

While potential for a successful incubation program appears high, a feasibility study and development plan should be undertaken as a next step. As part of such planning, the City should identify potential development partners and management organizations. A university, community college, or regional economic development entity may be particularly attractive.

e. Enhance Continuing Education and Workforce Training Options

Lincoln City is significant distance from universities where continuing education and workforce training is most available; however, the presence of Oregon Coast Community College is a significant asset that must be utilized in context with citywide economic development efforts and local industry/business workforce needs. Enhancing continuing education and workforce training in Lincoln City is important to both economic welfare and overall quality of life. Through a close partnership with the community college, high school, and other educational/training institutions, the City may find means to expand economic development while providing greater residents with opportunities to expand their range of employment options and quality of life.

Subsection C₅ – Village of Taft Business Development
Recommendations

Business development in Taft must be market-oriented and consistent with community values. Research into Taft's existing and potential markets will help clearly define the best mix of businesses to provide products and services to those markets. Support services will help business and property owners to enhance their businesses in ways that are compatible with Taft's urban renewal vision, and to increase their profitability. Taft's tourism assets will be improved to better serve both residents and visitors, and to draw visitors during times of the year when business is needed most. Festivals, events and promotions will be market-oriented to maximize benefits to the community for the time and dollars invested.

A set of seven strategic steps and twenty-eight actions are proposed to achieve this kind of successful business development in Taft. The recommendations are summarized in the implementation matrix in Chapter 3. The seven strategic steps are the following:

- a. Define Taft's Markets
- b. Clarify Taft's Niche and Ideal Business Mix
- c. Provide Support for Business Retention and Expansion
- d. Recruit Strategic Businesses
- e. Enhance Tourism Products and Services
- f. Refine System of Festivals and Events
- g. Initiate Strategic Promotions

STEP I Define Taft's Markets

Information about Taft's existing markets is sketchy. However, based on interviews with business owners, some general conclusions can be drawn:

- ◆ About 70% of retail customers are local residents (on a year-round basis).
- ◆ Due to the proximity of schools and residential neighborhoods, a large percentage of the local customers are seniors and families with children, and many are low income.
- ◆ The majority (60%+) of tourists who frequent Taft hotels and restaurants are from Oregon, particularly in the off-peak season (the percentage of tourists from WA, CA, ID and other states increases during the summer).
- ◆ The #1 tourist segment is families, followed by seniors, then couples.
- ◆ Canadian and other international guests represent a negligible share of the market, although some businesses would like to draw more Canadians during the off-peak seasons ("to them, it's *warm* here in January!").
- ◆ Taft does not see much conference and group event business, except when they receive overflow from the Salishan Lodge, or guests who are in town for concerts at the casino.

In order to serve Taft's existing customers more effectively, and to target additional customers, Taft businesses need answers to the following questions:

- ◆ What are the demographic and psychographic characteristics of Taft's existing customers?
- ◆ What goods and services do they currently buy, and how much do they spend?
- ◆ What other goods and services would customers buy in Taft if they were available (what's missing)?

TAFT BUSINESS
DEVELOPMENT
RECOMMENDATIONS

Step I Actions

- a. Research Taft's Current Customers
- b. Define Primary, Secondary, Tertiary Markets

- ◆ What do they like best about Taft? Least? How could Taft better serve them?
- ◆ Which customer segments have the highest potential Return on Investment (ROI)?
- ◆ What are their desired goods & services?
- ◆ What is the best way to reach existing and potential customers with marketing messages?

In order to obtain answers to the above questions, the following steps are recommended:

a. Research Taft's Current Customers

Research should be conducted that includes both resident and non-resident customers (tourists, vacation homeowners, group participants). Of the tourists, data should be collected about day-trip, overnight and pass-through visitors. Information about differences between customers in each season of the year is needed, including demographic and psychographic (tastes, preferences) characteristics, mode of travel, number in household or travel party, recreational activities, purchase decision-making, travel habits and preferences, monthly or travel spending habits, etc. Note: the information needed from this research is likely to require more than one data collection methodology.

b. Define Primary, Secondary & Tertiary Markets

Upon completion of the research, priority market segments can be defined, based on customer segments with the highest potential ROI, and which goods and services they seek that Taft businesses can provide appropriately. Note: customer segments with a high ROI aren't necessarily the most affluent markets – they are the markets who return the most revenue for the each dollar spent marketing to them. For example, one of the highest value market may be local residents of the Taft district, because they are the most cost-effective to reach.

c. Communicate Research Results to Taft Businesses

The research only will be useful if business owners understand the results and how to use them. With good information, business owners can better offer goods and services that their customers seek, and attract additional customers by expanding or diversifying their business.

STEP II Clarify Taft's Niche and Ideal Business Mix

Based on the research described above, Taft can better define it's niche as a district – how it serves it's markets, and what role it must play to meet customer needs (residents and tourists). Business leaders can define Taft's ideal mix of goods and services, and identify gaps, which represent business development opportunities.

a. Develop a Taft District Mission Statement

As a district, Taft should develop a mission statement that is based on how it serves its residents and customer markets. The mission statement would describe the district's purpose, or role. Then, as business recruitment and promotional efforts are undertaken, they can be planned in the context of the mission, to ensure that activities are compatible. Once defined, the mission statement should be distributed to all Taft business and property owners and residents.

b. Refine Taft's Niche and Image Package

Taft's niche is a neighborhood shopping district adjacent to the bay and beach. Its focus is convenience and social retail businesses, and tourist services. It seeks to attract families and seniors to a friendly, community-oriented beach atmosphere. It does not seek to become a place with a vibrant nightlife scene (nightclubs, dancing, etc.). Instead, it will provide a wholesome, healthy environment, where walking, jogging, bicycling and relaxing are the main activities. Taft's niche should be unique, but also linked to the other districts of Lincoln City. That is, Taft needs to define how it is different, yet complementary, to the other

TAFT BUSINESS
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RECOMMENDATIONS

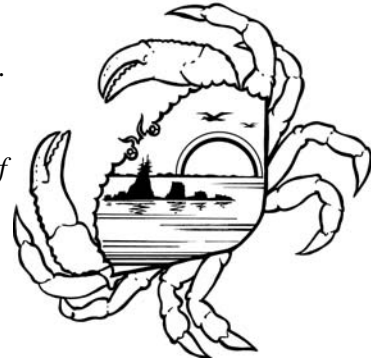
Step II Actions

- a. Develop a Taft District Mission Statement
- b. Refine Taft's Niche and Image Package

districts (for example, Taft is known for its antique shops and other specialty retail items).

The research will identify the elements of Taft that make it most unique, or special, to its customers. That information, combined with the mission, will lead to development of a district image package. The image package consists of a logo, or graphic image, plus a position statement, or slogan. The goal of the image package is to convey Taft's unique characteristics and strengths to its primary customer markets. The logo should use a design style and colors that are most compatible with Taft's characteristics, *and* that are most appealing to its existing and potential customers. The position statement (slogan) should be no longer than 3-7 words, and convey the message of "what" and "why" (the benefit of living/shopping/staying/playing in Taft).

***Note:** As part of the Taft urban renewal planning, a logo contest was held among district youth to develop a logo for the Taft planning efforts. This logo was not intended to become Taft's permanent logo for marketing purposes, although it could be evaluated as one option. In general, development of an image package requires an understanding of the science and psychology of consumer behavior in response to colors, shapes, graphic styles and marketing messages. It is advisable to seek professional assistance in developing an image package that is effective for marketing purposes.*



c. Identify Taft's Ideal Business Mix

Taft's ideal business mix will be more clearly defined by the research. Businesses which serve local resident markets (especially families and seniors) will provide goods and services that those markets need. For example, one of Taft's surf shops has a children's program, offering instruction and services like trade-in's on wet suits. As businesses are developed, Taft's goal is to retain the district as a highly livable place with a healthy residential area, and businesses which enhance residents' quality of life (specialty retail, arts and culture, entertainment, youth activities). Local entrepreneurs should be encouraged to start or expand businesses, as they have a stake in the community's future for their own children.

STEP III Provide Support for Business Retention and Expansion

TAFT BUSINESS
DEVELOPMENT
RECOMMENDATIONS

Step III Actions

- a. Develop Products/Services for Market Needs
- b. Business Training
- c. Low-interest Loan

a. Develop Products and Services to Meet Market Needs

By identifying its customers and their needs, the Taft district can provide valuable information to its existing businesses. Those businesses can use the information to evaluate their current product and service offerings, and make adjustments to better serve their customers. In cases where existing businesses prefer not to offer products or services identified as part of the "ideal" mix, additional businesses could be recruited (see next section).

b. Provide Support Services for Taft Businesses

Taft businesses expressed a desire for assistance in the areas of business management, marketing, merchandising, personnel, financing, use of technology/Internet, etc. Organizations such as BAMA, the Chamber of Commerce, VCB, SBDC, CCCC and EDALC should consider sponsoring workshops on these topics, based on further topical clarification with the Taft business community. Many workshops and entrepreneurial training programs already are available, such as a recent OCCC/SBDC workshop called "Making Your Business Green and Profitable ...at the Same Time", the NxLevel 9-week entrepreneurial course, resources offered by SCORE (BizPlan Workbook and Software), and a regional workshop on federal grants for businesses offered by the EDALC.

c. Create Low-Interest Loan Programs

Successful business development requires capital. Local business and economic development organizations should work with lending institutions to provide low-interest loan pools for Taft business development projects. The EDALC manages a loan program called the Lincoln County Business Investment Fund (BIF), which is funded through the Oregon Lottery (\$.025 cents from every dollar played). The BIF has up to \$150,000 per year available to loan at no interest for the first two years, then at prime for up to five additional years, collateralized by capital only. This fund only can be used for "non-traditional" businesses, which excludes retail and tourism-related businesses, and it requires that a job be created for every \$20,000 borrowed. However, it may be a resource for some appropriate non-traditional business development in Taft. Subsequent to the adoption of the Redevelopment Plan, the City/Urban Renewal Agency should begin working with local banks, such as Bank of the West, to develop a low-interest loan pool.

STEP IV Recruit Strategic Businesses

a. Identify Available Commercial Space in Taft

There are a number of vacant commercial buildings and spaces in Taft. An inventory of these should be conducted and maintained, so that when a business or investor is interested, materials are available for them to review about options along Highway 101, 51st Street, 50th Street, or other locations. The information collected about each property should include: location, size/capacity, current uses, age/condition of building, amenities, utility services (including telecom), appropriate uses, parking (staff and customer), adjacent businesses, traffic counts, cost (to rent, purchase, per square foot), tax valuation/assessment, and owner/realtor contact information. This inventory should be coordinated with local realtors and property owners/managers.

b. Create a Business Recruitment Sales Packet

A business recruitment sales packet is necessary to provide information to business prospects in a concise and accurate manner. The packet should look professional, incorporating the village image. The packet contents should include the following:

- ◆ An overview that “sells the vision” of Taft (vision, goals, urban renewal plan)
- ◆ Brief information about Lincoln City, the Taft district, population and economic data, taxes, City permits and fees, a synopsis of local and area growth
- ◆ Highlights of business and market research indicating the types of businesses needed, market potential and competition
- ◆ Benefits of locating in Taft for specific types of businesses
- ◆ Information about available commercial space or lots (see above), loan pools, business assistance and workforce training programs, etc.
- ◆ Quality of life information, such as housing, schools, recreation in the area, cultural opportunities, etc.

c. Target Strategic Businesses

When the inventory of available space and sales packet are completed, Taft business leaders and support organizations should seek and target strategic businesses to fill gaps in the "ideal" business mix. As mentioned earlier, some examples are specialty retail outlets for local value-added ag/forest/fishery products (niche products), beach retailers (push-cart vendors), a satellite post office (though not a private business, it generates a high amount of traffic and serves residents and businesses), a drug store, additional convenience retail (dry cleaning pick-up/laundromat), restaurant, satellite police precinct (for public safety, visibility) and wave pool. Additional specific business recruitment targets will come from the research.

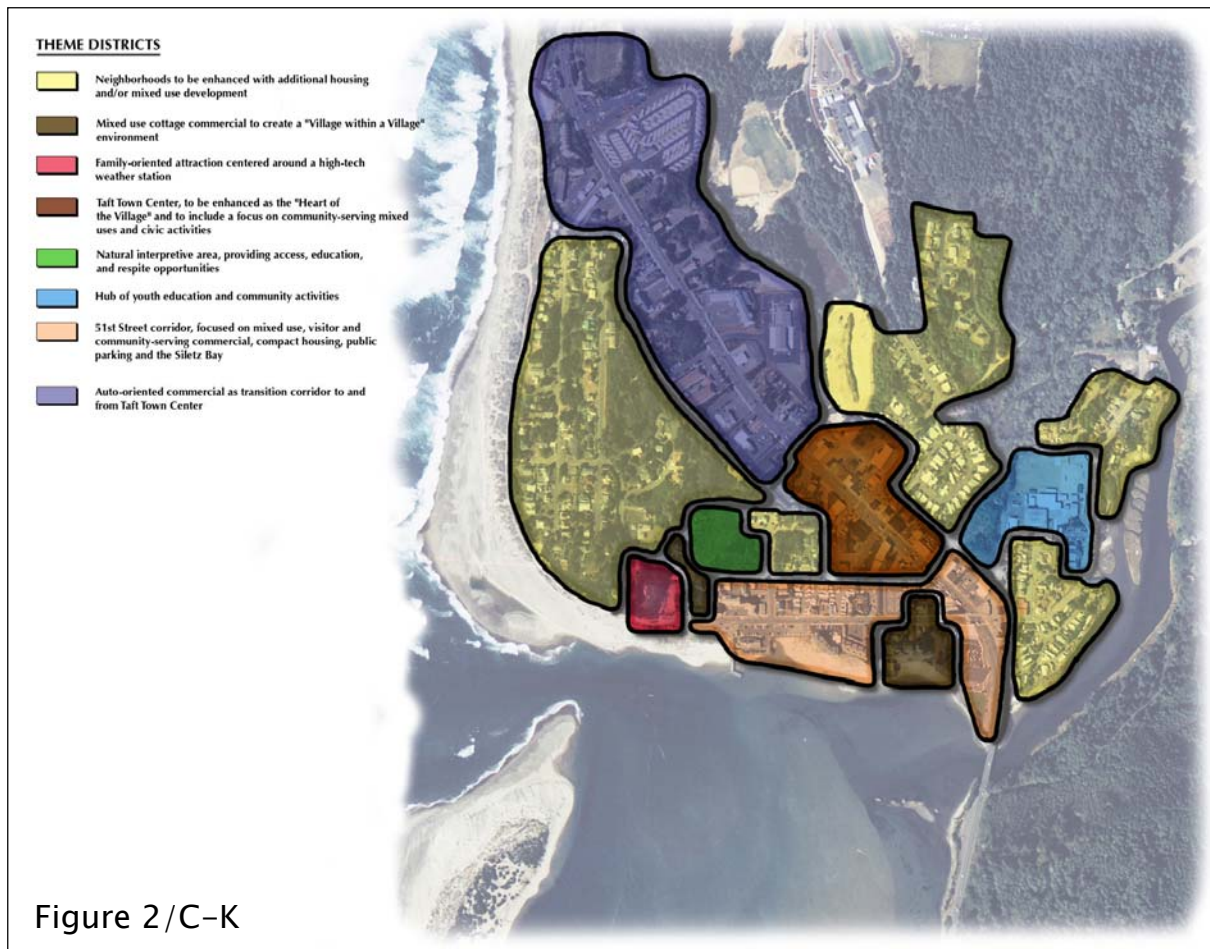
TAFT BUSINESS DEVELOPMENT RECOMMENDATIONS

Step IV Actions

- a. Identify Available Commercial Space in Taft
- b. Create Business Recruitment Packet

A potential business opportunity in Lincoln City is a satellite business center (similar to Kinko's), with computers, printing, modems, video-conferencing, etc. Such a facility would service both local and visiting business people who need a "branch office" (as Kinko's advertises), only in Lincoln City, it would be *"Your Beach Office"*.

Complementing the recruitment of strategic businesses are theme districts identified during the planning process that depict the envisioned character of businesses for Taft (see Figure 2/C-K). For example, the cottage commercial areas along S.W. 51st Avenue, 52nd Court, and S.W. 50th Street are envisioned to provide a unique experience for visitors and locals, and accommodate a range of strategic businesses such as art galleries, cafes, specialty retail, etc. The economic vitality of cottage commercial in these areas would be heightened through meandering pedestrian pathways and outdoor plazas interconnected to the buildings.



STEP V Enhance Tourism Products and Services

As described in Chapter 1, key goals of tourism development in Taft are to extend the visitors' length of stay, to build off-peak season business, to extract more spending from each visitor, and to better meet the needs of existing and potential target markets.

a. Evaluate the Name of 51st Street, and Consider Renaming It

The 51st Street corridor is the focus of Taft's urban renewal effort. From a marketing standpoint, "51st Street" does not evoke images of a festive place, the beach or vacations. Taft citizens and business leaders should consider renaming 51st Street with a name that is more descriptive of the place, such as "Baywalk Boulevard", "Pacific Avenue" (it's historic name), "Pacific Promenade", "Siletz Bay Boulevard", etc.

b. Initiate Strategic Sign Program Using International Symbols and Taft Logo

Visitors need to be directed to important places in Taft. Signs need to be designed and placed in ways that are compatible with the community ambiance, but also are convenient and (especially) readable to passing motorists. Use of international symbols and "tourist services" signs are most effective, because tourists have been conditioned to recognize their colors and symbols, and to look for them. Key locations for sign placement are Taft gateways, the intersections of Highway 101 with 51st and 48th, and in key places to direct visitors to public parking, restrooms, attractions (beach, museums, baywalk) and tourist services. All signs should include the Taft logo. Refer to Step VI, Urban Planning and Design Recommendations, for additional details.

c. Develop Major Indoor Attraction(s)

The major attraction in Taft is the Siletz Bay and access to the beach, because it is safe for children and easily accessible. To draw additional tourists, particularly during off-peak seasons, Taft needs to develop *indoor* attractions and amenities to benefit both residents and tourists alike. Two facilities that have been proposed are a Youth Activities Center and an Interpretive Weather Station/Tsunami Center. Both of these facilities would be tremendous assets to Taft, particularly during inclement weather. In fact, inclement weather would be part of the Weather Center's attraction!

The Weather center could include tie-in's to Portland television station weather forecasts and road condition reports ("...and now the weather from Taft..."), interactive, online educational weather activities for school children and other activities. The next step in developing this facility is to create a feasibility/business development plan, which would more clearly define potential markets, ways the facility would attract/serve those markets, potential revenue sources (initial investment

**TAFT BUSINESS
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Step V Actions

- a. Evaluate the Name of 51st Street
- b. Initiate Strategic Sign Program
- c. Develop Major Indoor Attractions
- d. Inventory and Promote Meeting Facilities
- e. Make Taft's History Visible
 - i. Re-Introduce Historic Street

and ongoing), and costs to design, construct, operate and maintain it. Refer to Step V, Urban Planning and Design Recommendations, for additional details.

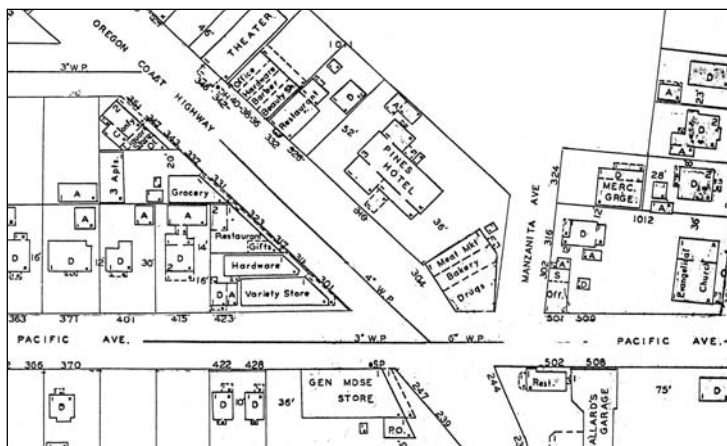
d. Inventory and Promote Meeting Facilities in Taft

Several facilities in Taft have meeting space, such as the Siletz Bay Lodge and the fire station. Although there are no large conference facilities in Taft, small meetings could be recruited and accommodated, such as a regional driftwood carver’s meeting (in conjunction with a Driftwood Art Festival – see next section). Available meeting space should be inventoried and compiled into a small brochure, which can be distributed by the hotels, VCB, chamber, etc. The proposed Interpretive Weather Station/Tsunami Center potentially could incorporate meeting space for larger groups (up to 50 or 75) as part of the building design.

e. Make Taft’s History Visible

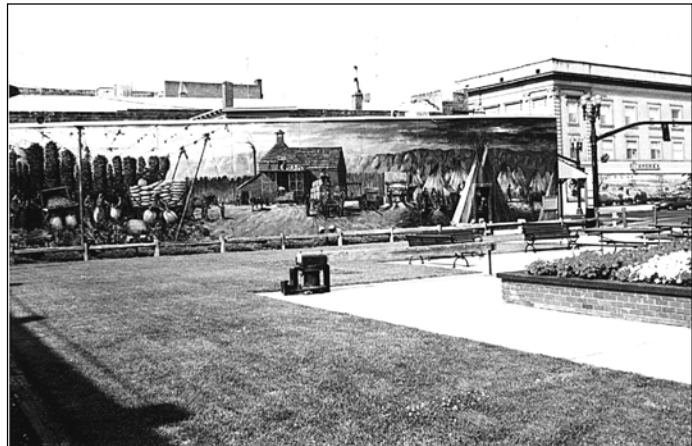
Taft's rich history is not visible in the community, other than at the North Lincoln County Historical Museum. Recognizing Taft’s heritage can greatly enrich the community for local residents as well as visitors. The City/Urban Renewal Agency should implement the following recommendations:

- ◆ Re-institute the use of historic street names in the village. Street names such as Pacific Avenue and Oregon Coast Highway were historically used for modern day 51st Street and Highway 101. Accordingly, the community would like to see these historic names on Taft street signs; the figure to the left provides an example of how the historic name could be integrated into street signs without officially changing the current street name system.



Taft’s historic street names should be reintroduced in the community to promote the area’s history as an

- ◆ Enact an interpretive sign program that documents important historical sites, buildings, cultures, people and events within Taft. The rich and varied history of the community should be celebrated and displayed to visitors and residents of Lincoln City through the use of placards or other consistent signing system. A self-guided walking tour of Taft should be created and promoted in conjunction with this heritage signing program. Historical murals or sculptures also can promote Taft's heritage.



Historic markers located in the sidewalk (left) or murals conveying Taft's history on blank walls (above) can serve as valuable tools for improving tourism in the community.

KEY ODOT-PROVIDED CULTURAL RESOURCE RECOMMENDATIONS FOR TAFT

1. Prepare a Determination of Eligibility (DOE) for the National Register and Finding of Effect for the garage at 4821 Highway 101 if ODOT's 48th Street Intersection project would affect the property.
2. There is no potential National Register Historic District in Taft, however there are several Oregon Coast cottages on 51st Street and possibly in other locations in Taft that might be eligible for the National Register under a Multiple Property Listing.
3. Preparing a Historic Context Statement for Taft that would help to further identify the character defining elements of the town. Possible local historians who could do the work in a timely fashion would be Libby Durbin and Mildred Salazar from the North Lincoln County Museum [(541) 996-6614] and/or Steve Wyatt from the Lincoln County Historical Society Museum [(541) 265-7509]. Copies of what a Context Statement is and an example of one done for another small Oregon community (Turner, OR) are available from ODOT upon request. The State Historic Preservation Office has a matching grant program that could defray part of the cost for the Historic Context Statement (contact Kimberly SHPO grants manager at (503) 378-4168 for more information).
4. Include the Selitz Tribe in the discussion of the future development since it was their traditional area of influence.
5. Develop design criteria for future development using indigenous examples of Oregon coast buildings in the area (via historic photographs)

f. Initiate Customer Service Training & Visitor Info Kits for Front-liners

In 1999, Ethos Hospitality conducted a Quality Service Initiative survey in Lincoln City as part of a program sponsored by the Oregon Tourism Commission. Recommendations of that study included the need for information kits that could be available to retail clerks, restaurant employees and other "front-line" service providers, so that they could better serve tourists. Ethos also recommended a citywide customer service training program, which will be coordinated with the VCB. Taft businesses should support and participate in this program, so that their front-line employees are better prepared to provide quality service to residents and visitors.

STEP VI Refine System of Festivals & Events

TAFT BUSINESS
DEVELOPMENT
RECOMMENDATIONS

Step VI Actions

- a. Evaluate Current Events
- b. Identify Expanded/Rescheduled

As discussed earlier, Lincoln City and Taft have many delightful festivals and events. Most of them are scheduled in the summer (for weather considerations), and have popular support and attendance. However, additional development of festivals and events in the off-peak season would draw visitors during months when businesses need them. Some existing off-season events could be expanded, to encourage visitors to extend their stays. An example of a highly successful off-season event was the Millennium Glass Float Festival, which generated publicity and visitors to Lincoln City during the months of October through February. Such events will help improve the economy of Lincoln City and Taft by attracting revenue during slow periods.

a. Evaluate Current Events

Festivals and events create a lot of fun – and a lot of work for volunteers. Existing events in Taft should be evaluated in the context of their "Return on Investment", or ROI. The "investment" includes volunteer time and resources as well as monetary resources. The "return" includes both monetary and non-monetary benefits, such as community participation and spirit, visitor participation, enhancements to the community and businesses, etc. The evaluation should include answers to the following questions:

- ◆ Is the event consistent with Taft's renewal vision and values?
- ◆ Does the event have broad community support and participation?
- ◆ Does the event serve Taft's residents and businesses well?
- ◆ Is the event compatible with Taft's strategic visitor markets (families, seniors, etc.)?
- ◆ Is the event scheduled at an appropriate (or optimal) time of year?
- ◆ Could the event be expanded to extend visitor days?

- ◆ Are there sufficient local resources to support the event, and opportunities for outside resources to supplement it (e.g. admission/entrance fees, sponsors)?
- ◆ Are several partner organizations involved in the event, to share the volunteer responsibilities? Are there additional potential partners?

Events such as the successful Glass Float Festival and Sandcastle Contest should continue to be developed in ways that expand the reach of those events to other partner organizations and visitor groups, yet still remain consistent with the original event mission and goals.

b. Identify Strategic Opportunities for Expanded/Rescheduled/New Events

When existing events are plotted on a calendar, there may be gaps when "nothing is happening", particularly during off-season, and other times when events are scheduled back-to-back. Event planners should review existing event scheduling, to see if strategic moves might be appropriate to expand or distribute events throughout the year. They also should identify slow times when new events could be added to fill gaps, and determine which customer markets are most appropriate to target with new events; that is, the type of events to develop in order to attract those customers.

c. Develop New Off-Season Events for Target Segments

If new off-season events are developed, they are likely to be indoor-oriented and be focused on specific activities. An example might be a Driftwood Art Festival, where artists could display their artwork, visitors could watch driftwood carving demonstrations, attend workshops, etc. Participants could engage in some outdoor driftwood collecting (even in inclement weather), and have a souvenir to take home from the Festival. Other ideas for off-season events include a Mud Flats Golf Tournament, "Tsunami Tseminar Tseries", etc.

STEP VII Initiate Strategic Promotions

a. Identify Collaborative Opportunities & Resources

**TAFT BUSINESS
DEVELOPMENT
RECOMMENDATIONS**

Step VII Actions

- a. Identify Collaborative Opportunities/Resources
- b. Identify Goals; Prioritize Markets
- c. Select Themes
- d. Develop Strategic Program & Budget
- e. Select Media

Taft needs to develop its own image package, events and promotions; however, Taft does not have the resources or "horse power" to promote in a vacuum. The district is part of the larger system of Lincoln City, Lincoln County and the Central Coast. It is through the collective strength of all those entities that Taft will be most successful in its promotional efforts. District leaders in Taft should work closely with BAMA, the City, VCB, Chamber of Commerce, regional attractions and Central Oregon Coast Association (COCA) to plan and implement strategic promotions to reach Taft's target markets. Cooperative and cross-promotions are the most cost-effective; that is, when several organizations work together to produce a direct-mail piece or ad campaign, costs for all of the partners are minimized.

It is important that Taft retain and promote its unique identity and niche, while at the same time promoting its role in the larger "system" of districts, events and attractions. By working closely with other partners, a symbiotic relationship is created, where each of the partners can "pitch" and "catch" customers for the other.

Building a collective, positive image is critical for partners in Lincoln County. The area formerly was known as the "20 Miracle Miles", but more recently has been referred to (by regional media) as the "20 Miserable Miles", due to traffic congestion, haphazard business development and road conditions. The area's positive image can be regained most effectively through strategic marketing efforts, which focus on off-season promotions (such as the Glass Floats) and community improvements. Media representatives should be invited to attend festivals and project ribbon-cuttings, to photograph the exciting progress being made.

b. Identify Goals; Prioritize Markets, Seasons, Events

When the partners have been identified, promotion goals should be articulated, and a strategic promotion plan should be developed that identifies primary target markets, seasons and events. For example, a goal might be to encourage more frequent visitation from nonresident vacation homeowners. The promotion plan might include a quarterly post card or newsletter mailed to them, listing special promotions and events (retail, entertainment, etc.) on specific dates.

Another goal might be to increase tourist visitation in February. February could be designated as "Official Romance Month in Lincoln City" by the Mayor or City Council, and promotions targeting local residents (dinners, lingerie sales) and visitors (hotel packages, entertainment) could be planned. Target markets could vary each

week of the month: couples, seniors, families, singles; and then promotions and activities tailored to the weekly target group. These types of citywide or regional promotions would require strategic planning and coordination among many partners. However, the return on investment is likely to be much higher with collaboration than without it. This type of citywide effort would yield great benefits to Taft due to its supply of lodging facilities and its romantic setting by the Siletz Bay.

c. Select Themes

Taft's assets lend themselves to a variety of themes, such as "Endless Beach", "Romantic Getaways", "Castles in the Sand" and "Baywalk Bash" promotions. During off-season months, themes can be the catalyst for promotions planned around holidays and seasonal events (Thanksgiving at the Beach, A Taft Christmas, Whale-Watching, Ocean Sunsets are Just the Beginning [February], etc.). Likewise, Lincoln City should promote its "String of Pearls" theme idea. All businesses and organizations should be solicited to participate in the themes and the fun.

d. Develop Strategic Program and Budget

Once the promotional goals and theme are defined, the specific program details can be developed, based on the intended target markets. Using the February Romance Month as an example, the following program elements might be planned:

- ◆ Weekly target market segments: seniors, empty nesters, boomers, families, singles, etc.
- ◆ Special packages/services: champagne/sparkling cider with rooms, 2nd room half price (for kids), supervised kids' activities, ballroom dancing
- ◆ Casino entertainment: romantic crooners (Julio Iglesias, Anne Murray)
- ◆ Candlelight dinners at *every* restaurant all month (even fast food restaurants)

e. Select Media, Methods & Follow-up Strategy

The theme, program and intended target markets will determine the best methods to reach the potential customers (direct mail, Internet, press releases, advertising, etc.). A budget for program implementation then can be developed, based on each partner's financial contribution. An implementation strategy also should be defined (responsibilities, timing, tracking and follow-up).

f. Implement Strategic Promotions

When the planning is complete, the strategy is implemented, and all partners carry out their respective responsibilities. A designated lead

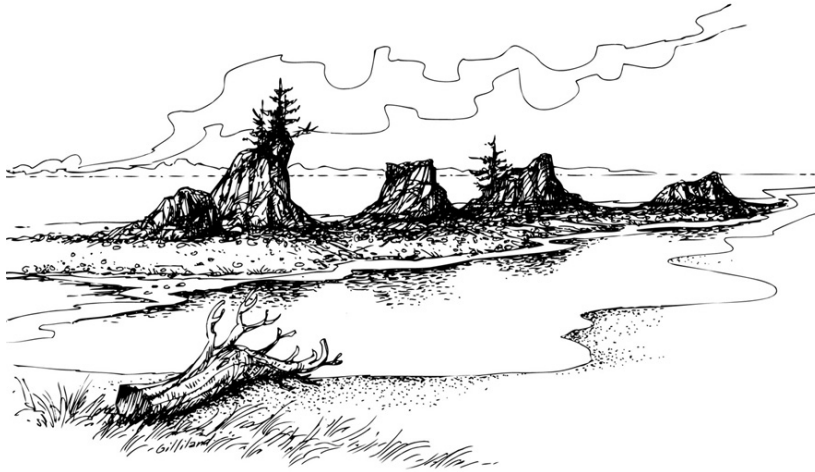
partner should follow up with others to ensure that program elements are working smoothly (e.g. restaurants are using candles, etc.), so that customers will not be disappointed. When all partners do their share, no one entity is overwhelmed, and promotions can be executed successfully, however complex they may be.

g. Track and Evaluate

The final step is to track and evaluate success. The goal is to maximize return on investment, so planners can evaluate whether a particular promotion or event should be repeated. All partners must assist in tracking the number of participants, customers served, room bookings, food and beverage or retail sales, etc., and report overall success for compilation and evaluation.

Chapter III — Implementing the Vision for Taft



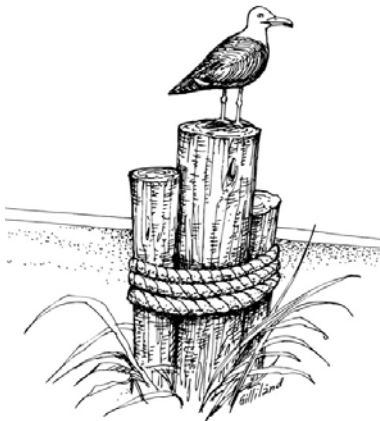


Section A — Introduction

A vision describes where a community wants to go, a plan explains how to get there. This chapter articulates a community vision for the village of Taft and descriptions of the key planning elements to implement the vision. This chapter also provides the bridge between the findings identified in Chapter 1 and the specific implementation program identified in Chapter 3. The direction and recommendations that follow are based on consensus of input and ideas shared by the Lincoln City community.

Section B — Vision Statement

Imagine a Renewed village of Taft. . . . The village of Taft is a celebrated community and well known as an Oregon Coast destination rich with history, tradition, and family activity. Taft is the heart of Lincoln City, a revitalized village that is attractive, safe, and economically vibrant, with a friendly community atmosphere. It is integrated with unique shopping and dining opportunities, housing, parks, and civic facilities that are pedestrian-oriented and inviting to residents and visitors alike. The beautiful Siletz Bay setting draws many tourists and residents for numerous outdoor activities, one-of-a-kind beach access, and many special festivals. It is a place filled with bustling shops, as well as residents and visitors walking along sidewalks and strolling along the bayfront walk.

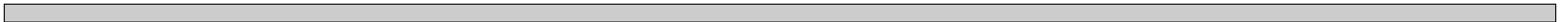


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Chapter 3 – Implementing the Vision for Taft

Section B – Implementation Program & Matrix – Part A

| Steps Actions | Year(s) of Implementation | | | | | Implementation Leaders and Team Members | | | | | | | Estimated Budget | Per (unit) | Potential Funding Resources | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------|------|------|------|-----------------------------------------|-----|-----|-----|------|-------|---------|---------------------|---------------------------------|-----------------------------|----------------------|--------------------------------------------|
| | 2000 | 2001 | 2002 | 2003 | 2004 | City | U/R | VCB | CoC | BAMA | ST/OR | MAIN/ST | | | | Other | |
| REDEVELOPMENT PROJECT INITIATION RECOMMENDATIONS (see Subsection C2 in Chapter 2 for Details) (see Section B for description) (see Section B for description) (see Section C for descriptions) | | | | | | | | | | | | | | | | | |
| I. INITIATE THE TAFT REDEVELOPMENT PLAN | | | | | | | | | | | | | | | | | |
| a. Officially Recognize the Taft Redevelopment Plan | | | | | | | | | | | | | | | na | | na |
| b. Reproduce & Distribute Plan & Vision Poster | | | | | | | | | | | | | | | \$25.00; \$10.00 | Plan; Poster | L3, L7 |
| c. Reproduce & Distribute Business Development Guidebook | | | | | | | | | | | | | | | \$10.00 | Guide | F1,F4,F6,L3,L7 |
| d. Undertake Surveying and Mapping Effort in the Taft Core | | | | | | | | | | | ODOT | | | | Fee Proposal | | L3,L7 |
| e. Implement a Project Now! | | | | | | | | | | | | | | | See Project Below | | L3,L7,F3,F8,ODOT |
| II. ORGANIZE STRATEGICALLY FOR TAFT & CITYWIDE REDEVELOPMENT/DEVELOPMENT | | | | | | | | | | | | | | | | | |
| a. Get Strategically Organized: Enhance Public-Private Partnership | | | | | | | | | | | | | | | na | | F2,L2,L3,L7 |
| i Focus on Collaboration, Action, Implementation and Momentum | | | | | | | | | | | | | | | na | | See Above |
| ii Create a Lincoln City Main Street Program | | | | | | | | | | | | | | | \$100,000 | Year | See Above |
| iii Build Team, Leadership, Education and Commitment | | | | | | | | | | | | | | | na | | See Above |
| iv Engage Property Owners | | | | | | | | | | | | | Lodging Association | | na | | See Above |
| v Recruit Community Support | | | | | | | | | | | | | | | na | | See Above |
| vi Market the Plan to Agencies | | | | | | | | | | | | | | | \$1,000 | Total | See Above |
| vii Seek Grants | | | | | | | | | | | | | | | \$5,000 | Year | See Above |
| b. Create a Strategic Community Development Plan and Program | | | | | | | | | | | | | | | \$75-100,000 | Total | F1,F2,F14,F33,L2,L3,L7 |
| i Establish Explicit Criteria for Economic Decision-making | | | | | | | | | | | | | | | na | | See Above |
| ii Clarify Strategic Niches; Communicate Image | | | | | | | | | | | | | Lodging Association | | na | | See Above |
| iii Develop Lincoln City Strategically as a System | | | | | | | | | | | | | | | na | | See Above |
| URBAN PLANNING & DESIGN RECOMMENDATIONS (see Subsection C3 in Chapter 2 for Details) (see Section B for description) (see Section B for description) (see Section C for descriptions) | | | | | | | | | | | | | | | | | |
| I. IMPLEMENT SMART DEVELOPMENT & DESIGN STRATEGIES | | | | | | | | | | | | | | | | | |
| a. Refine & Adopt Taft Village Core (TVC) Zoning District | | | | | | | | | | | | | DLCD | | na | | L3,L7 |
| b. Refine & Adopt Amendments to Zoning Ordinance (Z/O) & Comprehensive Plan (C/P) | | | | | | | | | | | | | DLCD | | na | | L3,L7 |
| c. Develop & Adopt Incentive-Based Creative Sign Ordinance/Program with the Taft Community | | | | | | | | | | | | | ODOT | | \$15-25,000 | Total | L3,L7 |
| d. Continue Refining Regulatory System to Encourage Strategic Development | | | | | | | | | | | | | | | na | | L3,L7 |
| II. IMPROVE ROADWAYS & STREETSCAPES | | | | | | | | | | | | | | | | | |
| a. Consider Designating the Taft Core as an Special Transportation Area (STA) | | | | | | | | | | | | | | | na | | See Above |
| b. Incorporate Taft Streetscape Furniture Palette | | | | | | | | | | | | | | | \$1-2 million | Taft-wide Total | F1,F8,F9,F15,L1,L2,L3,L4,L7 |
| c. Design and Build Highway 101 Improvements through Taft Core | | | | | | | | | | | | | ODOT | DLCD | \$200-300,000 | Streetscape Only | F1,F3,F8,F9,F15,L1,L2,L3,L4,L7,ODOT |
| d. Acquire & Build Key Local Street Connections | | | | | | | | | | | | | ODOT | | | | F1,F3,F8,F9,F15,L1,L2,L3,L4,L7,ODOT |
| i S.W. 48th Street Between Highway 101 & Fleet Avenue | | | | | | | | | | | | | ODOT | | \$70-120,000 | ROW/Streetscape Only | See Above |
| ii Fleet Avenue Between S.W. 50th Street & S.W. 51st Street | | | | | | | | | | | | | | | \$125-200,000 | ROW/Streetscape Only | See Above |
| iii S.E. 48th Street Between High School Drive & Schooner Creek Road | | | | | | | | | | | | | | | \$400-750,000 | ROW/Streetscape Only | See Above |
| e. Extend Inlet Avenue North of 48th Street to Highway 101 | | | | | | | | | | | | | ODOT | Taft-Nelscott-Delake Fire Dept. | \$150-300,000 | ROW/Streetscape Only | F1,F3,F8,F9,F15,L1,L2,L3,L4,L7,ODOT |
| f. Introduce S.W. 50th Street Traffic Calming & Beautification Enhancements | | | | | | | | | | | | | | Taft-Nelscott-Delake Fire Dept. | \$10,000 | Traffic Circle | F1,F3,F8,F9,F15,L1,L2,L3,L4,L7 |
| i Build Community Support, Design & Install Traffic Circle At Ebb Avenue & S.W. 50th Street | | | | | | | | | | | | | | Taft-Nelscott-Delake Fire Dept. | \$10,000 | Traffic Circle | See Above |
| ii Analyze, Design & Install Traffic Circle At Fleet Avenue & S.W. 50th Street | | | | | | | | | | | | | | Taft-Nelscott-Delake Fire Dept. | \$10,000 | Traffic Circle | See Above |
| iii Analyze, Design & Install Additional Traffic Circle Along S.W. 50th Street | | | | | | | | | | | | | | Taft-Nelscott-Delake Fire Dept. | \$10,000 | Traffic Circle | See Above |
| g. Introduce S.W. 51st Street Enhancements | | | | | | | | | | | | | ODOT | | \$1.25-2 million | ROW/Streetscape Only | F1,F3,F8,F9,F15,L1,L2,L3,L4,L7,ODOT |
| III. ENHANCE ENVIRONMENT FOR PEDESTRIANS, BICYCLISTS, & TRANSIT | | | | | | | | | | | | | | | | | |
| a. Design & Install Missing Sidewalk Segments Through Taft | | | | | | | | | | | | | | | varies | | F1,F3,L1,L2,L3,L4,L5,L6,L7,L8 |
| b. Create New Pedestrian Connections | | | | | | | | | | | | | DLCD, ODOT | Property Owners | varies | | F1,F3,L1,L2,L3,L4,L5,L6,L7,L8,L9,L10 |
| c. Accommodate On-Street Bicycle Elements | | | | | | | | | | | | | DLCD, ODOT | | varies | | F1,F3,L1,L2,L3,L4,L5,L6,L7,L8,L9,L10,ODOT |
| d. Design and Build Off-Road Trails and Paths | | | | | | | | | | | | | DLCD, ODOT | Friends of the Wildwood | varies | | F1,F3,F8,F9,L1,L2,L3,L4,L5,L6,L7,L8,L9,L10 |
| e. Facilitate Public Transit Through New Development and Design Elements | | | | | | | | | | | | | ODOT | Lincoln County Transit | varies | | F1,F3,F8,F9,F41,L1,L2,L3,L4,L5,L6,L7,L8 |



Chapter 3 – Implementing the Vision for Taft

Section B – Implementation Program & Matrix – Part B

| Steps Actions | Year(s) of Implementation | | | | | Implementation Leaders and Team Members | | | | | | | Estimated Budget | Per (unit) | Potential Funding Resources | | |
|---------------------------------------------------------------------------------------------------------|---------------------------|------|------|------|------|-----------------------------------------|-----|-----|-----|------|-------|-----------------|----------------------------------|--------------------|---------------------------------------------|---------------------------------------------|-----------------------------------|
| | 2000 | 2001 | 2002 | 2003 | 2004 | City | U/R | VCB | CoC | BAMA | ST/OR | MAIN/ST | | | | Other | |
| URBAN PLANNING & DESIGN RECOMMENDATIONS - Cont. (see Subsection C3 in Chapter 2 for Details) | | | | | | | | | | | | | | | | | |
| IV. PROVIDE CONVENIENT PARKING | | | | | | | | | | | | | | | | | |
| a. Re-Evaluate Parking Regulations & System | | | | | | | | | | | | | | | na | F1,F16,L1,L2,L3,L4,L5,L6,L7,L8 | |
| i Conduct a Comprehensive Parking Management Study for the Taft Village Core | | | | | | | | | | | | | Property Owners | \$15-30,000 | Total | See Above | |
| ii Refine Parking Space Standards for Land Uses in the Taft Village Core | | | | | | | | | | | | | | na | | See Above | |
| b. Introduce New Parking in the Taft Village Core | | | | | | | | | | | | | | | na | | F1,F3,F16,L1,L2,L3,L4,L5,L6,L7,L8 |
| i Optimize On-Street Parking on Local Streets Throughout Taft | | | | | | | | | | | | | | varies | | See Above | |
| ii Convert Fleet Avenue (between Highway 101 & S.W. 48th Street) into Parking Area | | | | | | | | | | | | | | \$80-140,000 | ROW/Streetscape Only | See Above | |
| iii Abandon Galley Avenue & Convert to Shared Parking Area Between Adjacent Uses | | | | | | | | | | | | | | varies | | See Above | |
| iv Retrofit Existing S.W. 51st Street Public Parking Lot to Accommodate RVs | | | | | | | | | | | | | | varies | | See Above | |
| v Develop Connection between 51st Street Public Parking Lot & Highway 101 with Property Owners | | | | | | | | | | | | Property Owners | varies | | See Above | | |
| vi Maximize Shared Parking, Common Access, & Inter-Parking Lot Circulation Along Inlet Ave. | | | | | | | | | | | | | | varies | | See Above | |
| vii Concentrate Diagonal Parking Along S.W. 51st Street | | | | | | | | | | | | | | See Project Above | | See Above | |
| viii Develop Public Parking Structures with New Large-Scale Mixed Use & Attraction Development | | | | | | | | | | | | | | varies | | See Above | |
| c. Pursue Additional Parking-Related Strategies | | | | | | | | | | | | | | | na | | F1,F3,F16,L1,L2,L3,L4,L5,L6,L7,L8 |
| i Develop & Install a Public Parking Signage Program Throughout Taft | | | | | | | | | | | | | | | \$5-15,000 | Total | See Above |
| ii Improve Secondary Storefronts to Facilitate Parking Convenience | | | | | | | | | | | | | Property Owners | varies | | See Above | |
| V. SUPPORT "COMMUNITY" THROUGH FAMILY-ORIENTED USES & HOUSING | | | | | | | | | | | | | | | | | |
| a. Develop a Weather Station/Tsunami Interpretive Center | | | | | | | | | | | | | Numerous Team Members | varies | Feasibility Study | L7,L8,Private Investors/Contributors | |
| b. Develop a Youth Activity Center | | | | | | | | | | | | | Taft Schools | varies | Feasibility Study | F42,L3,L7,L8,P(1-2,6,11-31,37,39,40) | |
| c. Develop A Multi-Agency Affordable Housing Solutions Team For Optimizing Housing Choices In Taft | | | | | | | | | | | | OHCS, DLCD | Several Team Members | na | | F48,F49,F52,P10,P11,P12,P13,P17,P20,P24,P80 | |
| d. Consider Developing a Community Development Corporation or Housing Authority for Lincoln City | | | | | | | | | | | | OHCS, DLCD | Several Team Members | na | | F48,F49,F52,L3,L7,P2,P17,P20 | |
| e. Coordinate with the U.S. Postal Service to Locate a Branch Post Office in Taft | | | | | | | | | | | | | State Rep. & Senators, USPS | na | | L3,L4,L5,L6,L7,P1 | |
| f. Develop Public Plazas & Parks | | | | | | | | | | | | DLCD | Property Owners | varies | | F1,F51,F53,L3,L4,L5,L6,L8,P14,P15,Private | |
| i Build "Ace Alley" Public Plaza | | | | | | | | | | | | | Property Owners | \$50-100,000 | Total | See Above | |
| ii Develop Heritage Plaza | | | | | | | | | | | | | Property Owners/Museum | \$75-130,000 | Total | See Above | |
| iii Create a Town Plaza | | | | | | | | | | | | | Property Owners | \$150-350,000 | Total | See Above | |
| iv Create a Nature Interpretive Center | | | | | | | | | | | | | Friends of Wildwood/Ppty. Owners | varies | | See Above | |
| g. Tap the Potential of 51st Street and the Siletz Bay as Community Amenities | | | | | | | | | | | | DLCD, ODEQ | na | | L3,L4,L5,L6,L7,P1 | | |
| i Build the Baywalk | | | | | | | | | | | | | Army Corps, County, Ppty. Own. | \$1.25-2.5 million | Total | See Above | |
| ii Develop the 51st Street Promenade | | | | | | | | | | | | | | \$150-300,000 | Total | See Above | |
| VI. ENHANCE & MAINTAIN THE OVERALL IMAGE OF TAFT | | | | | | | | | | | | | | | | | |
| a. Encourage Adaptive Re-Use & Historic Preservation | | | | | | | | | | | | Museum | na | | F1,F2,F4,F10,F11,F12,F26,L3,L4,L7,P7,P8,P41 | | |
| i Adopt Uniform Code for Building Conservation | | | | | | | | | | | | | | na | | See Above | |
| ii Promote Rehabilitation Loan Programs | | | | | | | | | | | | | | \$500,000 | Available for Loans | See Above | |
| b. Ensure that Infill Development is Compatible with Desired Character | | | | | | | | | | | | | Property Owners, Architects | na | | F1,F2,F14,F15,F46,F50,L3,L7,L10,P7 | |
| c. Utilize Landscaping to Promote Image and Comfort | | | | | | | | | | | | ODOT | Property Owners | na | | F1,L3,L4,L5,L6,L7,L8,L10,Private | |
| i Introduce Color Through Plantings | | | | | | | | | | | | ODOT | varies | | See Above | | |
| ii Introduce Comfort and Reinforce Street Edges Through Trees and Shrubs | | | | | | | | | | | | ODOT | varies | | See Above | | |
| iii Use a Plant Palette Tailored for Taft | | | | | | | | | | | | ODOT | varies | | See Above | | |
| d. Introduce Decorative Paving to Reinforce Safety | | | | | | | | | | | | ODOT | Property Owners | varies | | F1,F3,L3,L4,L5,L6,L7,L8,L10,Private,ODOT | |
| e. Use Public Art to Add Visual Interest | | | | | | | | | | | | | Property Owners, Artists | varies | | F1,F4,F10,F11,L3,L4,L5,L6,L10,L11,Private | |
| f. Protect Views to the Bay | | | | | | | | | | | | | Property Owners, Architects | varies | | F17,F44,F45,F49,F51,F53,L3,L5,L7,L9,L10,P21 | |
| g. Build Gateways that Welcome People to Taft | | | | | | | | | | | | | Local Artists, Contractors | varies | | F1,F8,F9,L3,L4,L5,L6,L8,L10,ODOT,Private | |
| i Construct Highway 101 Gateways to the Village | | | | | | | | | | | | ODOT | \$20-40,000 | Gateway & Monument | See Above | | |
| ii Design and Build 51st Street Archway | | | | | | | | | | | | ODOT | \$75-150,000 | Street Archway | See Above | | |
| h. Install Wayfinding and Identity Signage System | | | | | | | | | | | | ODOT | na | | F1,F8,F9,L3,L4,L5,L6,L8,L10,ODOT,Private | | |
| i Size, Locate, and Color Vehicular Wayfinding Signs Appropriately | | | | | | | | | | | | ODOT | varies | | See Above | | |
| ii Design Pedestrian Wayfinding Signs Appropriately | | | | | | | | | | | | ODOT | varies | | See Above | | |
| iii Develop & Install Wayfinding Signs Linking the "String of Pearls" | | | | | | | | | | | | ODOT | \$5-10,000 | Sign | See Above | | |
| iv Unify the City & Reinforce Village Identity Through Banners | | | | | | | | | | | | ODOT | \$90-200 | Banner | See Above | | |
| v Introduce Simple Directional Signs to Businesses and Districts | | | | | | | | | | | | ODOT | varies | | See Above | | |
| i. Think Long-Term Maintenance | | | | | | | | | | | | | Property Owners | varies | | L2,L4,L6,L7,L8,Private | |
| j. Organize a Taft Cleanup Days and a Taft Village Good "SAM" (Safety & Maintenance) Program | | | | | | | | | | | | | | varies | | F8,L2,L3,L4,L7,L8,Private | |



Chapter 3 – Implementing the Vision for Taft

Section B – Implementation Program & Matrix – Part C

| Steps Actions | Year(s) of Implementation | | | | | Implementation Leaders and Team Members | | | | | | | Estimated Budget | Per (unit) | Potential Funding Resources | |
|---------------------------------------------------------------------------------------------------|---------------------------|------|------|------|------|-----------------------------------------|-----|-----|-----|------|-------|---------|---------------------------------|---------------------|----------------------------------|-----------------------------------------------|
| | 2000 | 2001 | 2002 | 2003 | 2004 | City | U/R | VCB | CoC | BAMA | ST/OR | MAIN/ST | | | | Other |
| CITYWIDE ECONOMIC DEVELOPMENT RECOMMENDATIONS (see Subsection C4 in Chapter 2 for Details) | | | | | | (see Section B for description) | | | | | | | (see Section B for description) | | (see Section C for descriptions) | |
| I. STABILIZE LOCAL COMMERCE | | | | | | | | | | | | | | | | |
| a. Build a Business Advisory Team | | | | | | | | | | | | | Oregon Coast Community College | na | | F28,F47,L3 |
| b. Identify and Assist Anchor Businesses | | | | | | | | | | | | | | na | | F4,F5,F6,F7,F21,F29,F39,F43,L3 |
| i Work with Partners to Enhance Business Development Resources | | | | | | | | | | | | | | na | | See Above |
| ii Refine Business Assistance Delivery System | | | | | | | | | | | | | Oregon Coast Community College | na | | See Above |
| iii Expand Outreach to Anchor Businesses | | | | | | | | | | | | | Lodging Association | varies | | See Above |
| c. Tap and Direct Resources | | | | | | | | | | | | | | na | | na |
| d. Enhance Services Delivery to Tourism Target Markets | | | | | | | | | | | | | Lodging Association | na | | F1,F4,F5,F6,F21,F29,F43,L3,P8,Private |
| i Define Primary Tourism Target Markets | | | | | | | | | | | | | Lodging Association | In Strategic Plan | | See Above |
| ii Obtain Better Research on Existing Tourism Markets | | | | | | | | | | | | | Oregon Coast Community College | \$30-50,000 | Total | See Above |
| iii Develop Tourism Assets in Context of Strategic Target Markets | | | | | | | | | | | | | Lodging Association | Private Investment | | See Above |
| iv Refine Promotional Programs to Reach Target Markets Better | | | | | | | | | | | | | Lodging Association | Use Existing Budget | | See Above |
| v Adopt Tourism Development System Based on Three Key Goals: | | | | | | | | | | | | | Lodging Association | na | | See Above |
| 1. Expand Average Length of Stay | | | | | | | | | | | | | | na | | See Above |
| 2. Increase Average Dollars Spent Per Day | | | | | | | | | | | | | | na | | See Above |
| 3. Encourage Additional Tourism in Weak Seasons Only | | | | | | | | | | | | | | na | | See Above |
| II. DIVERSIFY THE ECONOMY | | | | | | | | | | | | | | | | |
| a. Build New Industries From Existing Strengths & Assets | | | | | | | | | | | | | Business Incubator | na | | F5,F7,F29,F32,F34,F43,L3 |
| i Tap Value-added Forest Products | | | | | | | | | | | | | Business Incubator | varies | | See Above |
| ii Investigate Other Natural Resource-based Value-added Opportunities | | | | | | | | | | | | | Business Incubator | varies | | See Above |
| iii Investigate Products That Can Be Sold to Existing Visitors | | | | | | | | | | | | | | varies | | See Above |
| iv Recruit Small Businesses Within Capacity to Serve | | | | | | | | | | | | | Business Incubator | varies | | See Above |
| b. Encourage Culture & Arts-based Business Development | | | | | | | | | | | | | Business Incubator | varies | | F(1,4,5,6,22,30,43),L8,P(6,11-22,25,29,41,44) |
| c. Improve Business Services to Visitors: Satellite Office Services | | | | | | | | | | | | | | Private Investment | | F2,F4,F5,F6,F21,L3,P6 |
| d. Create Business Incubation Feasibility Study and Development Plan | | | | | | | | | | | | | | \$20-30,000 | Total | F2,F4,F5,F6,F7,F33,F43,L3,Private |
| e. Enhance Continuing Education and Workforce Training Options. | | | | | | | | | | | | | Oregon Coast Community College | varies | | F(1,4-7,13,29,30),P(11-16,19-22,28,29,44,45) |



Chapter 3 – Implementing the Vision for Taft

Section B – Implementation Program & Matrix – Part D

| Steps Actions | Year(s) of Implementation | | | | | Implementation Leaders and Team Members | | | | | | | Estimated Budget | Per (unit) | Potential Funding Resources | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------|------|------|------|-----------------------------------------|-----|-----|-----|------|-------|---------|------------------|------------|-----------------------------|-------|-------------------------------------------------|
| | 2000 | 2001 | 2002 | 2003 | 2004 | City | U/R | VCB | CoC | BAMA | ST/OR | MAIN/ST | | | | Other | |
| TAFT BUSINESS DEVELOPMENT RECOMMENDATIONS (see Subsection C5 in Chapter 2 for Details) (see Section B for description) (see Section B for description) (see Section C for descriptions) | | | | | | | | | | | | | | | | | |
| I. DEFINE TAFT'S MARKETS | | | | | | | | | | | | | | | | | |
| a. Research Taft's Current Customers | | | | | | | | | | | | | | | \$30-40,000 | Total | |
| b. Define Primary, Secondary, Tertiary Markets | | | | | | | | | | | | | | | See Above | | F2,F4,F7,L3, Bed Tax |
| c. Communicate Research Results to Businesses | | | | | | | | | | | | | | | See Above | | F2,F4,F5,F6,L3 |
| II. CLARIFY TAFT'S NICHE & IDEAL BUSINESS MIX | | | | | | | | | | | | | | | | | |
| a. Develop a Taft District Mission Statement | | | | | | | | | | | | | | | varies | | na |
| b. Refine Taft's Niche and Image Package | | | | | | | | | | | | | | | varies | | na |
| c. Identify Taft's Ideal Business Mix | | | | | | | | | | | | | | | varies | | na |
| III. PROVIDE SUPPORT FOR BUSINESS RETENTION & EXPANSION | | | | | | | | | | | | | | | | | |
| a. Develop Products/Services for Market Needs | | | | | | | | | | | | | | | \$5-15,000 | Year | |
| b. Business Training | | | | | | | | | | | | | | | See above | | F1,F2,F4,F6,F21,F23,L3,L7,P11,Private |
| c. Low-interest Loan Programs | | | | | | | | | | | | | | | See above | | F(1,2,4,6,21,23),L(3,7),P(11-16,19-22,25,28,40) |
| IV. RECRUIT STRATEGIC BUSINESSES | | | | | | | | | | | | | | | | | |
| a. Identify Available Commercial Space in Taft | | | | | | | | | | | | | | | \$1-5,000 | Total | |
| b. Create Business Recruitment Packet | | | | | | | | | | | | | | | See above | | F2,F4,F6,F21,L3,L7 |
| c. Target Strategic Businesses | | | | | | | | | | | | | | | See above | | F1,F4,F6,F7,F21,L3,L7,P11 |
| V. ENHANCE TOURISM SERVICE & PRODUCTS | | | | | | | | | | | | | | | | | |
| a. Evaluate the Name of 51st Street | | | | | | | | | | | | | | | \$50,000 | Total | |
| b. Initiate Strategic Sign Program | | | | | | | | | | | | | | | See above | | na |
| c. Develop Major Indoor Attractions | | | | | | | | | | | | | | | See above | | F1,F4,L3,P8,ODOT |
| d. Inventory and Promote Meeting Facilities | | | | | | | | | | | | | | | varies | | Various Private Investments & Grants |
| e. Make Taft's History Visible | | | | | | | | | | | | | | | varies | | F4,L3,P8, VCB |
| i Re-Introduce Historic Street Names | | | | | | | | | | | | | | | varies | | F1,F4,L3,L7,P8,Private |
| ii Enact Interpretive Sign program | | | | | | | | | | | | | | | varies | | See Above |
| f. Initiate Customer Service Training | | | | | | | | | | | | | | | varies | | F4,F5,F6,F7,F13,F21,L3,P11 |
| VI. REFINE SYSTEM OF FESTIVALS & EVENTS | | | | | | | | | | | | | | | | | |
| a. Evaluate Current Events | | | | | | | | | | | | | | | \$5,000 | Total | |
| b. Identify Expanded/Rescheduled/New Events | | | | | | | | | | | | | | | See above | | F4,L3,VCB,BAMA |
| c. Develop New Off-Peak Season Events | | | | | | | | | | | | | | | See above | | F4, F5, F6,F7,L3,VCB,BAMA |
| VII. INITIATE STRATEGIC PROMOTIONS | | | | | | | | | | | | | | | | | |
| a. Identify Collaborative Opportunities/Resources | | | | | | | | | | | | | | | na | | na |
| b. Identify Goals; Prioritize Markets | | | | | | | | | | | | | | | na | | na |
| c. Select Themes | | | | | | | | | | | | | | | na | | na |
| d. Develop Strategic Program & Budget | | | | | | | | | | | | | | | varies | | na |
| e. Select Media, Methods, Follow-up Strategy | | | | | | | | | | | | | | | varies | | na |
| f. Implement | | | | | | | | | | | | | | | varies | | F4,F5,F6,F7,L3,VCB,BAMA |
| g. Track & Evaluate | | | | | | | | | | | | | | | varies | | VCB,BAMA |



Section C — Potential Funding Mechanisms

In order for the Taft Redevelopment Plan to develop consistent with the vision for the village’s future, the improvements and programs identified in Section B – Implementation Program & Matrix will need to be funded (and maintained). This section summarizes a variety of potential methods for funding improvement projects.

This listing is organized into three categories of resources: Federal, Local (which includes State), and Private. This listing is not intended to exclude any other available funding source nor does it require the use of any source listed. The following key is provided to help identify applicability of each source to the village of Taft’s redevelopment and revitalization needs (cross-reference the following key with the section labeled “KEY” under each funding source).

| Key to Funding Sources | |
|------------------------|---------------------------------------|
| 1 | Technical/Educational Assistance |
| 2 | General/Operating Support |
| 3 | Building/Renovation |
| 4 | Environment/Conservation/Ecology |
| 5 | Community/Economic Development |
| 6 | Historic Preservation and Restoration |
| 7 | Infrastructure/Transportation |
| 8 | Tourism Development |
| 9 | Arts & Culture |
| 10 | Senior and Youth Programs |

FEDERAL

F1. Community Development Block Grants (CDBG)

DESCRIPTION: Provides partial funding for public infrastructure to support industrial and business expansion. Also downtown revitalization projects, low income housing, physical infrastructure, low income jobs, reduction of blight.

AMOUNT: Variable up to \$500,000

REQUIREMENTS: Grants to cities and counties only, with sub-recipients (nonprofits) common. Project must benefit low and moderate income households, maximum of \$10,000 per new job.

SOURCE: Federal Department of HUD.

KEY: 3, 5, 6, 7, 8

F2. EDA Economic Adjustment Program

DESCRIPTION: Help state and local areas design and implement strategies for facilitating adjustment to changes in their economic situation that are causing or threaten to cause serious structural damage to the underlying economic base. Such changes may occur suddenly (“Sudden and Severe Economic Dislocation”) or over time (“Long Term Economic Deterioration”) and result from industrial or corporate restructuring, new Federal laws or requirements, reductions in defense expenditures, depletion of natural resources or natural disasters.

AMOUNT: Contact source.

REQUIREMENTS: Applicant may be a state, a city or other political subdivision, an Indian Tribe, a designated Redevelopment Area, a community development corporation, or nonprofit organization determined by EDA to be representative of a Redevelopment Area. The area to be assisted must either 1) have experienced, or anticipate, a change in the economic situation resulting in the loss of a significant number of permanent jobs relative to the area’s employed labor force and/or other severe economic impacts, or 2) manifest at least one of three symptoms of economic deterioration: very high unemployment, low per capita income, or failure to keep pace with national economic growth trends over the last five years.

SOURCE: Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 1, 3, 5, 6

F3. Economic Development Administration (EDA) Loans and Grants

DESCRIPTION: Grants to communities for site preparation and construction of water and sewer facilities, access roads, railroad spurs, etc.

AMOUNT: Restricted to \$10,000 per created job. Loan guarantees of 80% for loans equal to or greater than \$600,000 for individual enterprises.

REQUIREMENTS: Individual enterprises must demonstrate they are unable to obtain financing through conventional means. Frequently combined with other funding sources (CDBG). Matching funds of varying proportions are required.

SOURCE: Economic Development Districts or Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 1, 3, 5

F4. Rural Development Through Tourism

DESCRIPTION: The EDA has provided strategy grants to perform regional and local studies for assessing the feasibility of tourism activities. EDA has also provided public works grants for local public infrastructure necessary to accommodate tourism activity.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 1, 3, 5, 6

F5. EDA Technical Assistance Program

DESCRIPTION: Provide technical assistance to local communities to assist in solving specific economic development problems, respond to developmental opportunities, build and expand local organizational capacity in distressed areas, and stimulate job and business growth in areas of high unemployment.

AMOUNT: Contact source.

REQUIREMENTS: Benefit areas of severe economic distress. Lead to near-term generation or retention of private sector jobs; be consistent with an EDA-approved Overall Economic Development Program; contact source.

SOURCE: Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 1, 3, 5

F6. EDA Technical Assistance Research Division

DESCRIPTION: Provide technical assistance to local communities to stimulate job and business growth in areas of high unemployment. EDA assists local communities in determining the feasibility of resource development; prepare women for roles as entrepreneurs; conduct national workshops on various aspects of the economy; and provide onsite assistance to local officials in isolated rural areas.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: EDA Technical Assistance Research Division U.S.

Department of Commerce, 14th Street & Pennsylvania Avenue, N.W., Herbert C. Hoover Building, Room 7315, Washington, DC 20230, (202) 482-4085.

KEY: 1, 5

F7. EDA Program for Economic Development Districts, Indian Tribes and Redevelopment Areas

DESCRIPTION: Grants support the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress.

AMOUNT: Contact source.

REQUIREMENTS: Eligible applicants are Economic Development Districts, Redevelopment Areas, Indian Tribes, organizations representing Redevelopment Areas or multiple Indian Tribes.

SOURCE: Economic Development Administration; contact Aldred Ames, 208-334-1533 or 888-693-1370.

KEY: 1, 2, 3, 5, 6

F8. Transportation Equity Act - Surface Transportation Program

DESCRIPTION: The STP provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects and intracity and intercity bus terminals and facilities. A portion of funds reserved for rural areas may be spent on rural minor collectors.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration.

KEY: 2, 3, 5, 7

F9. Transportation Equity Act - Interstate Maintenance Program

DESCRIPTION: The Interstate Maintenance (IM) program provides funding for resurfacing, restoring, rehabilitating and reconstructing (4R) most routes on the Interstate System.

AMOUNT: \$100 million per year for fiscal years 1999-2003

REQUIREMENTS: Projects for 4R work (including added lanes) on any route or portion thereof on the Interstate System.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration via Oregon Transportation Department.

KEY: 2, 3, 5, 7

F10. National Heritage Area Act

DESCRIPTION: Encourages local, state, and federal governments to develop heritage areas.

AMOUNT: None

REQUIREMENTS: Contact source.

SOURCE: National Park Service.

KEY: 1, 5, 6

F11. National Park Service Technical Assistance

DESCRIPTION: Provide technical assistance and/or staff to assist in historic preservation, interpretation, and/or recreation.

AMOUNT: None

REQUIREMENTS: Contact source.

SOURCE: National Park Service.

KEY: 1, 3, 5, 6

F12. Preservation Tax Incentives for Historic Buildings

DESCRIPTION: A part of the Tax Reform Act of 1986, this act establishes; (1) a 20% tax credit for the substantial rehabilitation of historic buildings for commercial, industrial and rental residential purposes, and a 10% tax credit for the substantial rehabilitation for nonresidential purposes of buildings built before 1936; (2) a straight-line depreciation period of 27.5 years for residential property and 31.5 years for nonresidential property for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claims.

AMOUNT: Variable

REQUIREMENTS: The 10% tax credit is not available for rehabilitation of certified historic structures, and owners who have properties within registered historic districts and who wish to elect this credit must obtain certification that their buildings are not historic.

SOURCE: U. S. Department of the Interior, National Park Service and National Conference of State Historic Preservation Offices.

KEY: 3, 5, 6

F13. Cooperative Extension Service (CES) Community Development Technical Assistance Programs

DESCRIPTION: Provide educational and technical assistance to communities in the issues critical to the economic, social, and environmental progress of communities. Cooperative Extension Service (CES) programs assist communities to : Build human capital; improve economic competitiveness; conserve and manage natural resources; assist and promote family and economic well-being; improve nutrition, diet, and health; revitalize rural America; improve and promote water quality.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: (CES) U. S. Department of Agriculture, South Building, Room 3909, 14th Street & Independence Ave. S.W., Washington, DC 20250. contact: Marvin Kenyha (202) 720-7947.

KEY: 1, 5

F14. USDA-Rural Development Facility Loans

DESCRIPTION: USDA is authorized to make loans to develop community facilities for public use in rural areas and towns of not more than 20,000 people. Loans are available for public entities such as municipalities, counties, and special purpose districts.

AMOUNT: Interim commercial financing will normally be used during construction, and USDA funds will be available when the project is completed. If interim financing is not available or if the project costs less than \$50,000, multiple advances of USDA funds may be made as construction progresses.

REQUIREMENTS: Loans are available for public entities such as municipalities, counties and special purpose districts. Nonprofit corporations and Indian Tribes may also receive loan assistance when adequate plans for loan repayment are made. Borrowers must be unable to obtain needed funds from other sources at reasonable rates and terms; have legal authority to borrow and repay loans, to pledge security for loans, and to construct, operate, and maintain the facilities or services; be financially sound, and be able to organize and manage the facility effectively. Loan repayment must be based on taxes, assessments, revenues, fees, or other satisfactory sources of money sufficient for operation, maintenance, and reserve, as well as to retire the debt. The project also must be consistent with available comprehensive and other development plans for the community, and comply with Federal, State, and local laws.

SOURCE: USDA-Rural Development County Office.

KEY: 3, 5

F15. Rural Business Enterprise Grants (RBEG)

DESCRIPTION: Makes grants to finance and facilitate development of small and emerging private business enterprises outside the boundary of a city with a population of 50,000 or more and its adjacent urbanized area. Priority is given to applications for projects in open country, rural communities, and towns of 25,000 and smaller, and economically distressed communities.

AMOUNT: Variable. Funds may be used to facilitate the development of small and emerging private business enterprises. Costs that may be paid from grant funds include the acquisition and development of land, and the construction of buildings, plants, equipment, access streets and roads, parking areas, utility and service extensions, refinancing, fees, technical assistance, startup operating cost and working capital. Grants may also be made to establish or fund revolving loan programs.

REQUIREMENTS: Eligibility is limited to public bodies and private nonprofit corporations serving rural areas. Priority for such grants will be given to areas having a population of not more than 25,000.

SOURCE: USDA-Rural Development County Office.

KEY: 3, 5

F16. USDA-Rural Development Intermediary Re-Lending Program (IRP).

DESCRIPTION: The purpose of the IRP is to finance business facilities and community development projects in rural areas. This is achieved through loans made by RECD to intermediaries. Intermediaries relend funds to ultimate recipients for business facilities and/or community development. Intermediaries establish revolving loan funds so that collections from loans made to ultimate recipients in excess of necessary operating expenses and debt payments will be used for more loans to ultimate recipients.

AMOUNT: Loans to intermediaries are scheduled for repayment over a period of up to thirty years. The terms of loans from intermediaries to ultimate recipients is set by the intermediary.

REQUIREMENTS: Intermediaries may be private non-profit corporations, public agencies, Indian groups or cooperatives. Loans from intermediaries to ultimate recipients must be for the establishment of new businesses, the expansion of existing businesses, creation of employment opportunities, saving of existing jobs, or community development projects.

SOURCE: USDA-Rural Development County Office.

KEY: 2, 3, 5

F17. Rural Economic and Community Development Soil and Water Loans

DESCRIPTION: To help individual farmers develop, conserve, and properly use their land and water resources and abate pollution.

AMOUNT: Loan limits are \$200,000 for insured loans and \$300,000 for guaranteed loans. The maximum repayment term is 40 years.

REQUIREMENTS: Loans are made to persons with experience in farming, who will be the owners or operators of a farm when the loan is made, and who make a living from farming. USDA lends to the qualified farmer who cannot get necessary credit elsewhere.

SOURCE: USDA-Rural Development County Office.

KEY: 1, 2, 3, 4, 5

F18. "Information Superhighway" Grants

DESCRIPTION: The National Telecommunications and Information Administration (NTIA), Department of Commerce serves as the President's principal advisor on telecommunications and information policy. Through its Office of Telecommunications and Information Applications, NTIA administers four Federal assistance programs, including the Telecommunications and Information Infrastructure Assistance Program (TIIAP), to support the development of educational, economic, and cultural telecommunication services to the public. The TIIAP was created by the Congress in 1993 to promote the widespread use of telecommunications and information technologies in the public and non-profit sectors.

AMOUNT: Funds must be matched by contributions generated by the applicant.

REQUIREMENTS: Contact source.

SOURCE: Dept. of Commerce, NTIA/TIIAP; 14th and Constitution Ave., NW; Washington, D.C. 20230; 202- 482-2048.

KEY: 1, 2

F19. Rural Electrification Administration (REA) Loans & Grants

DESCRIPTION: The REA has a Rural Economic Development Loan and Grant Program that provides zero interest loans and grants to REA borrowers for the purpose of promoting rural economic development and job creation projects. Feasibility studies, start-up costs, and incubator projects can be included.

AMOUNT: Preference is to zero interest loans rather than grants.

REQUIREMENTS: Contact source.

SOURCE: Administrator, Rural Electrification Administration, Dept. of Agriculture, Washington, DC 20250; 202- 720-9540.

KEY: 2, 3, 5

F20. National Rural Development and Finance Corporation (NRD&FC)

DESCRIPTION: A private nonprofit rural lender that provides technical assistance and loans for rural business expansion and creation.

AMOUNT: Average loan size is \$125,000 with terms of 5 to 7 years and an interest rate of prime rate plus 1.5 points.

REQUIREMENTS: Contact source.

SOURCE: Neal Nathanson, President; 1818 N Street, NW, Suite 410; Washington, DC 20036; 1-800-233-3518.

KEY: 1, 3, 5

F21. Rural Information Center (RIC)

DESCRIPTION: RIC, a joint project of the Extension Service and NAL, serves as a nationwide information and referral service for rural issues. The Rural Information Center Health Service (RICHS), jointly created by NAL and the Dept. of Health and Human Services serves as the health component of RIC and collects and disseminates information on rural health issues and research findings. They provide information and referral services and refer users to organizations or experts in the field who can provide additional information. RIC will process a broad array of general and funding information requests on such topics as: Small business attraction, retention, and expansion; tourism promotion and development; recycling programs; and health programs. They also perform brief database searches of requested topics on a complimentary basis.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: NAL Internet: gopher gopher@nalusda.gov; Select NAL Information Centers; Select Rural Information Center/RIC Health Service; proceed as desired.

KEY: 1

F22. Rural Utilities Service (RUS) Distance Learning and Telemedicine Projects

DESCRIPTION: Programs provide funding for Distance Learning and Telemedicine projects.

AMOUNT: \$12.5 million in grants and \$150 million in Treasury rate loans for fiscal year 1999.

REQUIREMENTS: Contact source.

SOURCE: Rural Utilities Service, United States Department of Agriculture, Washington, D.C. 20250-1500; Contact Lawrence L. Bryant, Chief, DLT Branch, 202-720-0413.

KEY: 1, 5

F23. Office of Community Services Urban and Rural Community Economic Development – Operational Grants

DESCRIPTION: Funds are awarded for the purpose of providing employment and ownership opportunities for low-income people through business, physical or commercial development.

AMOUNT: \$17 million for fiscal year 1999.

REQUIREMENTS: Eligible applicants are private, locally initiated, non-profit community development corporations (CDCs), governed by a board consisting of low income residents of the community and business and civic leaders which have as a principal purpose planning, developing, or managing low income housing or community development projects.

SOURCE: Office of Community Services, 370 L'Enfant Promenade, S.W. Washington, D.C. 20447; contact Thelma Woodland 202-401-5294.

KEY: 1, 2, 3, 5

F24. Office of Community Services Pre-Development Grants

DESCRIPTION: Funds are provided to recently established CDCs which need funds for evaluating the feasibility of potential projects which address identified needs in low income communities, develop a business plan related to one of those projects, and mobilize resources to be contributed to one of those projects.

AMOUNT: Maximum grant award shall not exceed \$75,000.

REQUIREMENTS: Eligible applicants are private, locally initiated, non-profit community development corporations (CDCs), governed by a board consisting of low income residents of the community and business and civic leaders.

SOURCE: Office of Community Services, 370 L'Enfant Promenade, S.W. Washington, D.C. 20447; contact Thelma Woodland 202-401-5294.

KEY: 1, 2

F25. Rural Business-Cooperative Service – Rural Economic Development Grants (REDG)

DESCRIPTION: Provides grants from the Rural Business-Cooperative Service (RBS) to rural communities through Rural Utilities Service (RUS) borrowers to be used for revolving loan funds for community

facilities and infrastructure and for assistance in conjunction with rural economic development loans.

AMOUNT: Maximum size of grant: 3 percent of projected total funds available under Section 313 of the Act, during that fiscal year, rounded to nearest \$10,000. Current maximum is \$330,000; current minimum is \$10,000.

REQUIREMENTS: Funds may be granted to any electric or telephone RUS borrower that is not financially distressed, delinquent on any Federal debt, or in bankruptcy proceedings.

SOURCE: The program is administered at the State level by Rural Development State Offices. Addresses and telephone numbers of State Offices can be obtained by calling the RBS National Office 202-720-0813.

KEY: 1, 2, 3, 5

F26. The National Trust for Historic Preservation

DESCRIPTION: Provides grants for projects that contribute to the preservation or the recapture of an authentic sense of place.

AMOUNT: Grants range from \$2,500 to \$25,000.

REQUIREMENTS: Nonprofit organizations, government agencies, for-profit businesses and individuals.

SOURCE: Contact

<http://www.nthp.org/main/frontline/departments/finacial.htm>

KEY: 1, 2, 3, 5, 6

F27. Office of Economic Adjustment – U.S. Dept. of Defense

DESCRIPTION: Provides assistance to communities affected by defense programs such as military base closures. Helps communities analyze and resolve specific programs caused by significant defense program changes.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Department of Defense; 400 Army Navy Drive Suite 200; Arlington, VA 22202; Contact, Paul Dempsey, Director 703-604-5689.

KEY: 1, 2

F28. Rural Development Program

DESCRIPTION: A program designed to fund rural development and establish planning teams.

AMOUNT: Variable

REQUIREMENTS: Communities must be within 100 miles of a national forest, have a population of less than 10,000, have at least 15% of county income derived from natural resources, and experience substantial job loss due to federal or private land management.

SOURCE: U.S. Forest Service, Northern Region, 406-329-3230.

KEY: 1, 2, 4, 5, 8

F29. Small Business Innovation Research (SBIR) Grants

DESCRIPTION: Objectives of the SBIR Program are to stimulate technological innovations in the private sector, strengthen the role of small businesses in meeting Federal research and development needs, increase private sector commercialization of innovations derived from USDA-supported research and development efforts, and foster and encourage participation by women-owned and socially and economically disadvantaged small business firms in technological innovations.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: SBIR, c/o Proposal Services Unit, OEP/CSREES/USDA, Stop 2245, 1400 Independence Ave. SW, Washington, D.C., 20250-2245,

Phone (202)401-5048

KEY: 1, 2, 3, 5

F30. Native American Program

DESCRIPTION: To provide business development service to Native Americans interested in entering, expanding or improving their efforts in the marketplace.

AMOUNT: Contact source

REQUIREMENTS: Program funds are restricted to providing management and technical assistance.

SOURCE: Assistant Director for Program Development, Room 5096, Minority Business Development Agency, Department of Commerce, 14th and Constitution Ave. NW., Washington, DC 20230. (202) 482-5770.

KEY: 1, 2, 3, 5

F31. Environmental Grants

DESCRIPTION: Funding for projects to meet one or more of the following objectives: to improve environmental education by enhancing environmental teaching skills; to facilitate communication, information exchange, and partnerships; to motivate the general public to be more environmentally conscious, resulting in informed decisions about the environment.

AMOUNT: Grants can range up to \$250,000. EPA is encouraging requests for \$5,000 or less, in keeping with the statutory requirement that 25% of all funds awarded must not be larger than that amount.

REQUIREMENTS: The project should also develop an environmental education practice, method, or technique which is new or significantly improved; may have wide application; addresses an environmental issue which is of a high priority. Individuals are not eligible for grants, only organizations.

SOURCE: Environmental Education Grants, U.S. Environmental Protection Agency, (800) 424-4372.

KEY: 1, 4

F32. Cooperative Forestry Assistance

DESCRIPTION: To assist in the advancement of forest resources management; the encouragement of the production of timber; the control of insects and diseases affecting trees and forests; the control of rural fires; the efficient utilization of wood and wood residues; including the recycling of wood fiber, the improvement and maintenance of fish and wildlife habitat; and the planning and conduct of urban and community forestry programs.

AMOUNT: Contact source

REQUIREMENTS: State Forestry or equivalent State agencies are eligible.

SOURCE: U.S. Forest Service, Northern Region, 406-329-3230.

KEY: 4

F33. Economic Research Service (ERS)

DESCRIPTION: Provide analysis, economic, and social information for measuring and improving the performance of agriculture and the quality of life in rural America. Produce economic and social science information as a service to the general public. Prepare research monographs, situation and outlook reports, professional journals, and computerized databases available for purchase 1-800-999-6779.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: ERS U.S. Department of Agriculture, 1301 New York Avenue, N.W., Washington, DC 20005, (202) 219-0530.

KEY: 4, 5

F34. National Forest Dependent Rural Communities

DESCRIPTION: Provide accelerated assistance to communities faced with acute economic problems associated with Federal or private

sector land management decisions and policies or that are located in or near a national forest and are economically dependent upon forest resources. Aid is extended to help communities diversify their economic base and to improve the economic, social, and environmental well-being of rural areas.

AMOUNT: Contact source.

REQUIREMENTS: Applicant must be a general purpose local government having a population of not more than 10,000 individuals or any county having a population of not more than 22,500 individuals. Must be located within the boundary or within 100 miles of the boundary of a national forest. Businesses in jurisdiction must derive income from forestry wood-products and forest related industries such as recreation and tourism.

SOURCE: U.S. Department of Agriculture.

KEY: 4, 5

F35. USDA-Rural Development Facility Loans

DESCRIPTION: USDA is authorized to make loans to develop community facilities for public use in rural areas and towns of not more than 20,000 people. Loans are available for public entities such as municipalities, counties, and special purpose districts.

AMOUNT: Interim commercial financing will normally be used during construction, and USDA funds will be available when the project is completed. If interim financing is not available or if the project costs less than \$50,000, multiple advances of USDA funds may be made as construction progresses.

REQUIREMENTS: Loans are available for public entities such as municipalities, counties and special purpose districts. Nonprofit corporations and Indian Tribes may also receive loan assistance when adequate plans for loan repayment are made. Borrowers must be unable to obtain needed funds from other sources at reasonable rates and terms; have legal authority to borrow and repay loans, to pledge security for loans, and to construct, operate, and maintain the facilities or services; be financially sound, and be able to organize and manage the facility effectively. Loan repayment must be based on taxes, assessments, revenues, fees, or other satisfactory sources of money sufficient for operation, maintenance, and reserve, as well as to retire the debt. The project also must be consistent with available comprehensive and other development plans for the community, and comply with Federal, State, and local laws.

SOURCE: USDA-Rural Development, Olympia, WA, 360-704-7740.

KEY: 5

F36. Rural Economic Development Grants (REDG)

DESCRIPTION: Provides grants from the Rural Business-Cooperative Service to rural communities through Rural Utilities Service borrowers to be used for revolving loan funds for community facilities and infrastructure and for assistance in conjunction with rural economic development loans. Grants may be used to establish a revolving loan fund, for project feasibility studies/technical

assistance, for community development assistance, and for education and training to rural residents to facilitate economic development.

AMOUNT: Variable; contact Source.

REQUIREMENTS: Funds may be granted to any electric or telephone RUS borrower that is not financially distressed, delinquent on any Federal debt, or in bankruptcy proceedings.

SOURCE: USDA-Rural Development, Olympia, WA, 360-704-7740.

KEY: 1, 2, 5

F37. USDA-Rural Development Nonfarm Enterprise Loans

DESCRIPTION: To help farmers develop and operate nonagricultural enterprises to supplement farm income.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: USDA-Rural Development, Olympia, WA, 360-704-7740.

KEY: 4, 5

F38. Community Reinvestment Fund (CRF)

DESCRIPTION: A nonprofit organization that purchases development loans from community-based development organizations and government agencies. This secondary market function makes it possible for local communities and nonprofit organizations to raise money for new projects by selling their existing loans. CRF purchases a variety of loan types. In addition, CRF also offers contract portfolio management, portfolio review, training, and capacity building.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: CRF, 2400 Foshay Tower, 821 Marquette Ave., Minneapolis, MN 55402; 612-338-3050.

KEY: 3, 5

F39. SCORE (The Service Corps Of Retired Executives)

DESCRIPTION: SCORE, sponsored by SBA, comprises 13,000 person volunteer program with over 750 locations nationwide. They provide technical assistance to small business owners, managers, and potential owners to solve operating problems through free one-on-one counseling and a wide variety of free or low-cost workshops.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: 1-800-634-0245, (202) 205-6762.

KEY: 1, 2, 5

F40. Health and Human Services Community Services Block Grant (CSBG)

DESCRIPTION: Helps states, territories, and Indian Tribes fund services for low-income people including employment, education, and housing. Eligible groups receive funding to ameliorate the causes of poverty in their communities.

AMOUNT: Each year the Office of Community Services makes

available up to \$30 million for community economic revitalization and development activities.

REQUIREMENTS: States must pass 90% of their CSBG funds to eligible entities including community action agencies and other local organizations or organizations that serve migrant farm workers.

SOURCE: HHS State Assistance, (202) 401-5529.

KEY: 1, 2, 5

F41. Federal Transit Administration Job Access Grants Program

DESCRIPTION: The main goals of the program are to:

- ◆ Provide transportation services in urban, suburban, and rural areas to assist welfare recipients and other low-income individuals in accessing employment opportunities.
- ◆ Increase collaboration among regional transportation providers, human service agencies, employers, metropolitan planning organizations (MPOs), states, and affected communities and individuals.

Job Access projects will implement new or expanded transportation services to transport individuals to and from jobs and other employment-related support services. Eligible activities for the Job Access component include:

- ◆ Adding late-night and weekend service,
- ◆ Providing a guaranteed-ride-home service,
- ◆ Providing shuttle service,
- ◆ Extending fixed-route mass transit service,
- ◆ Providing demand-responsive van service,
- ◆ Sponsoring ridesharing and carpooling activities, and
- ◆ Encouraging bicycling.

AMOUNT: \$75 million

REQUIREMENTS: Local governments, states, metropolitan planning organizations, public transit agencies, tribal governments, nonprofit organizations, and designated recipients under other FTA programs.

SOURCE: For more information, visit <http://www.fta.dot.gov/wtw/>. Or contact Doug Birnie, Office of Research Management, TRI-30, Federal Transit Administration, Room 9409, 400 7th St. SW, Washington, DC 20590; (202) 366-0176; fax (202) 366-3765; email douglas.birnie@fta.dot.gov

KEY: 5, 7

F42. National Leadership Grants for Libraries

DESCRIPTION: The National Leadership Grants for Libraries program was created to enhance library services around the nation and provide opportunities for libraries and museums to work together to address community needs, enlarge audiences, and “implement use of the most efficient and appropriate technologies.”

AMOUNT: Grants for this program range from \$15,000 to \$500,000; projects may last up to two years.

REQUIREMENTS: OLS (Office of Library Services) is seeking proposals that address needs in education, research, and preservation.

Funding is generally available in four categories:

- ◆ Education and training in library and information science,
- ◆ Research in library science that can be demonstrated to test potential solutions to problems in real-world situations,
- ◆ Preservation or digitization of library services, and
- ◆ Library-museum collaboration programs that show how museums and libraries can work together to expand service to their communities.

SOURCE: National Leadership Grants for Libraries: Jeanne McConnel, (292) 606-5389, email, jmconnell@imls.fed.us. Applications can be downloaded from IMLS' website at <http://www.imls.fed.us/gdlns.html>.

KEY: 5, 9, 10

F43. Economic Development Assistance Program for New Markets and Livable Communities

DESCRIPTION: Through the Economic Development Administration, the Economic Development Assistance Programs support projects that are designed to alleviate "conditions of substantial and persistent unemployment and underemployment in economically-distressed areas and regions of the Nation, and to address economic dislocations resulting from sudden and severe job losses." Economic distress, according to EDA, includes high levels of unemployment, low income levels, large concentrations of low-income families, significant decline in per-capita income, high rates of business failure, closing of plants or military bases, mass layoffs, and depletion of natural resources. EDA will concentrate its funding on projects that address its "New Markets" and "Livable Communities" initiatives, as well as the general priorities of the Commerce Department. This includes projects that:

- ◆ Build and rehabilitate public works infrastructure and economic development facilities that contribute to long-term growth and provide stable, diverse local economies in distressed communities;
- ◆ Build local capacity such as small business incubators and community financial intermediaries, and projects benefiting minorities, businesses owned by women, and people with disabilities;
- ◆ Attract private investment in economically distressed inner-city areas, small and medium-sized towns, rural areas, and Native American communities as part of the New Markets Initiative;
- ◆ Demonstrate innovative approaches to economic development;
- ◆ Support the economic development of Native American and/or Alaska Native communities;
- ◆ Support locally created partnerships that focus on regional solutions for economic development;

AMOUNT: EDA has set aside approximately \$204.5 million for this initiative; the average grant award in FY 1999 was \$849,000.

REQUIREMENTS: Cities, states, and counties; nonprofit organizations; Indian tribes, economic development districts; and institutions of higher education located in economically distressed areas.

SOURCE: More information can be found at www.doc.gov/eda. Interested applicants should contact their regional EDA office. Seattle Region (Alaska, American Samoa, Arizona, California, the Commonwealth of the Northern Mariana Islands, Guam, Hawaii, Idaho, Nevada, Oregon, Washington, the Federated States of Micronesia, the Marshall Islands, Republic of Palau): A. Leonard Smith, Regional Director, Jackson Federal Building, 915 Second Avenue, Room 1856, Seattle, WA 98174, (206) 220-7660, fax (206) 220-7659, email: Lsmith7@doc.gov.

KEY: 5, 7, 8

F44. EPA Wetland Program Development Grants

DESCRIPTION: To help all levels of government manage and protect wetlands.

AMOUNT: \$15 million was awarded in FY99

REQUIREMENTS: State, tribal, and local governmental agencies and associations.

SOURCE: Contact Shanna Draheim, (202) 260-6218, Environmental Protection Agency, or visit <http://www.epa.gov/owow/wetlands/2000grant>.

KEY: 1, 2, 4, 7

F45. US Fish and Wildlife Service Small Grants Program

DESCRIPTION: Funds long-term wetland conservation activities such as acquisition, creation, enhancement, and restoration.

AMOUNT: Up to \$1 million was awarded in FY99.

REQUIREMENTS: State and local governments, public and private organizations, and schools.

SOURCE: Contact Dr. Keith Morehouse, (703) 358-1784 at the US Fish and Wildlife Service or visit

<http://www.fws.gov/r9nawwo/nawcahp.html>.

KEY: 1, 2, 4, 7

F46. HUD Brownfields Economic Development Initiative

DESCRIPTION: To help public entities redevelop abandoned, idled, or under-used real property, where expansion or redevelopment is complicated by real or perceived contamination.

AMOUNT: \$25 million was awarded in FY99.

REQUIREMENTS: Any public entity eligible to apply for a Section 108 loan.

SOURCE: Contact Stan Gimont, (202) 708-1871 ext. 4559 at the HUD Community Planning and Development Division.

KEY: 3, 4, 5

F47. Community Development Block Grant Technical Assistance

DESCRIPTION: To increase the effectiveness with which states and units of general local government plan, develop, and administer their Community Development Block Grant Programs.

AMOUNT: \$2.5 million was awarded in FY99.

REQUIREMENTS: State and local governments, and public and private nonprofits.

SOURCE: Contact Deirdre Neighbors, (202) 708-3176 ext. 4386

KEY: 1, 2

F48. Home Technical Assistance Program

DESCRIPTION: To design and implement housing strategies and incorporate energy efficiency into affordable housing, encourage private lenders and for-profit developers of low-income housing to participate in public-private partnerships, and establish and operate land bank programs.

AMOUNT: \$8 million was awarded in FY99.

REQUIREMENTS: Local governments, nonprofits, for-profits, and states.

SOURCE: Contact Deirdre Neighbors, (202) 708-3176 ext. 4386

KEY: 1, 3, 5

F49. EPA Sustainable Development Challenge Grants

DESCRIPTION: To encourage community groups, businesses, and government agencies to work together on sustainable development efforts that protect the local environment and conserve natural resources while supporting a healthy economy and an improved quality of life.

AMOUNT: Two funding categories: \$30,000-\$100,000 and \$100,001-\$250,000. \$9.4 million expected for a consolidated program for FY00. 20% matching share required.

REQUIREMENTS: Incorporated nonprofits, local governments (cities and counties), tribes, educational institutions, states, territories, and possessions (eligible but encourage to partner with community groups). EPA is looking for projects that:

- ◆ Use proactive, innovative approaches to project the environment while providing economic benefits.
- ◆ Are supported by and involve diverse interests in the community.
- ◆ Have measurable environmental and economic results.
- ◆ Foster long-term investments in local sustainability efforts.

SOURCE: To receive application kits, call (202) 260-6812. To access application kits via the Internet: <http://www.epa.gov/ecocommunity>. Nova Blazej, Cross Media Division. (415) 744-2089
blazej.nova@epa.gov.

KEY: 4, 5

F50. FHWA Transp. & Community Preservation Pilot Program

DESCRIPTION: To develop programs that demonstrate the short- and long-term environmental, economic, and social equity effects to help build sustainable communities.

AMOUNT: \$25 million was awarded in FY99.

REQUIREMENTS: State agencies, local governments, metropolitan planning organizations, public transit agencies, school boards, air resource boards, park districts, and other local and regional public agencies.

SOURCE: Contact Susan Petty, (202) 366-0106 at the United States Federal Highway Administration, or visit <http://www.fhwa.dot.gov/programs.html>.

KEY: 4, 5, 7

F51. EPA State-Tribal-Local Wetlands Protection Grants

DESCRIPTION: Assist state, tribal and local wetlands protection efforts.

Funds can be used to develop new wetlands protection programs or refine existing protection programs. Funds cannot be used to fund operational support of wetland programs.

- ◆ Plans and management tools.
- ◆ Science and technical tools to evaluate, protect, and restore wetland health.
- ◆ Watershed stakeholder partnerships.
- ◆ Public access to, and education about wetland information.

AMOUNT: Variable. Award \$1,500,000 in FY99 regionally. 25 percent matching share required.

REQUIREMENTS: State and tribal agencies, local governments, and conservation districts.

SOURCE: Contact Suzanne Marr, Water Division, (415) 744-1974, marr.suzanne@epa.gov.

KEY: 1, 4, 5

F52. Dept. of Agric. Rural Community Development Initiative

DESCRIPTION: The Department of Agriculture, through its Rural Housing Service, has opened competition for its Rural Community Development Initiative to improve housing, community facilities, and community and economic development. Approximately \$6 million is available to develop the capacity of rural communities of fewer than 50,000 through technical assistance provided by qualified intermediary organizations. These grants may be used to:

- ◆ Provide technical assistance to develop recipients' ability to improve housing, community facilities, or community and economic development;
- ◆ Develop the capacity of recipients to conduct community development programs such as home-ownership education or training for minority business entrepreneurs;
- ◆ Enhance the capacity of recipients to conduct development initiatives, such as programs that support micro-enterprise, cooperatives, and sustainable development.
- ◆ Increase the leveraging ability and access to alternative funding sources by providing resources to recipients for training staffing, and other related costs;
- ◆ Develop successful community facilities by providing resources to recipients for training, staffing, and other related costs;
- ◆ Provide resources for a technical assistance program to assist recipients in completing predevelopment requirements for housing, community facilities, or community and economic development projects

AMOUNT: \$6 million

REQUIREMENTS: Low-income rural communities, private nonprofits, and federally recognized Native American tribes.

SOURCE: Contact Beth Jones, Senior Loan Specialist, Community Programs, RHS, USDA, STOP 0787, 1400 Independence Ave. SW,

Washington, DC 20250-0787; (202) 720-1498; fax (202) 690-0471;
e-mail epjones@rdmail.rural.usda.gov

KEY: 1, 3, 5

F53. Fish & Wildlife Service Wetlands Grants Application

DESCRIPTION: The Department of the Interior’s Fish and Wildlife Service (FWS) is offering grants under the U.S. North American Wetlands Conservation Act, which has supported nearly 700 habitat conservation projects since its inception in 1991. Applicants may apply for \$51,000 to \$100,000 under this conservation grants program for the acquisition, restoration, and enhancement of wetlands and wetlands-dependent fish and wildlife. Individuals and organizations that have developed long-term, partner-based projects with at least 100 percent matching funds may apply.

AMOUNT: Up to \$100,000 per award.

REQUIREMENTS: State and local governments, Native American tribes, schools, local conservation clubs, businesses, individuals, and other private and public organization that have designed long-term wetlands conservation projects.

SOURCE: Contact North American Wetlands Conservation Council Coordinator, (703) 358-1784, email r9arw_nawwo@fws.gov or bettina_sparrowe@fws.gov.

KEY: 4

LOCAL (including statewide resources)

L1. Assessment-backed Debt

DESCRIPTION: Debt undertaken for public improvements wherein payback is tied to LIDs, ULIDs, or BIAs.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City coordinates assessment of property owners and/or businesses.

KEY: 2, 3, 5, 6

L2. Business Improvement Areas (BIA)

DESCRIPTION: Self-taxing business districts. Business and property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment.

AMOUNT: Variable

REQUIREMENTS: BIAs tend to be controversial since taxation is involved. Considerable communication and consensus building should be conducted prior to launching a BIA creation program.

SOURCE: Individual Businesses, Coordinated through City Government.

KEY: 2, 3, 5, 6

L3. City/County General Fund

DESCRIPTION: General revenue funding is recommended for those improvements or ongoing projects which have general community-wide benefits.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City or County.

KEY: 2, 3, 5, 6

L4. Development Fees

DESCRIPTION: A system of fees on private development to address infrastructure impacts.

AMOUNT: Variable

REQUIREMENTS: A difficulty of establishing equitable fees: those which are fair and do not eliminate the viability of desirable new projects.

SOURCE: Developers.

KEY: 2, 3, 5, 6

L5. Development Incentive Programs

DESCRIPTION: Incentives encourage the private sector to provide the desired public improvement.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City.

KEY: 2, 3, 5, 6

L6. Local Improvement Districts (LID)

DESCRIPTION: Property owners pay for such projects as capital improvements, parking lots, landscaping and public parks through systematic, periodic self-assessment.

AMOUNT: Variable

REQUIREMENTS: Self-taxing districts

SOURCE: City.

KEY: 2, 3, 5, 6

L7. Tax Increment Financing

DESCRIPTION: Also known as revenue allocation financing. Most tax revenues from any increase in property values within the urban renewal area are dedicated to servicing the bonds.

AMOUNT: Funding dependent upon increased property values within revenue allocation area.

REQUIREMENTS: Facilities must be located within designated revenue allocation area boundaries. Only available within incorporated cities. Requires vote of city council to establish urban renewal area and dedicate any increased revenues to the project.

SOURCE: City ordinance.

KEY: 2, 3, 5, 6

L8. General Obligation Bonds

DESCRIPTION: Tax-supported bonds used to finance governmental capital improvements such as public buildings, roads, infrastructure improvements, community centers, etc.

AMOUNT: Variable

REQUIREMENTS: This form of debt requires a public vote for approval.

SOURCE: Loan. Private banking industry.

KEY: 2, 3, 5, 6

L9. Open Space Bond Issue

DESCRIPTION: The City of Lincoln City can issue up to \$3 million in bonds to acquire open space, protect water quality, and prevent erosion. Approved bonds will:

- ◆ Preserve open space for future generations.
- ◆ Maintain water quality in lakes and streams.
- ◆ Protect and enhance wetlands.
- ◆ Enhance the scenic beauty of the City.

Bond proceeds will also be used to:

- ◆ Buy open space or rights to keep land as open space.
- ◆ Pursue other ways, such as grants, to achieve the same purpose.
- ◆ Provide improvements to enhance open space, but only if consistent with the primary purposes of preserving open space, protecting water quality, preventing erosion, retaining forested areas, and providing wildlife habitat.
- ◆ Pay bond issuance and open space acquisition and related administrative expenses.

AMOUNT: Varies.

REQUIREMENTS: Types of areas that may be appropriate for acquisition include steep hillsides, forested areas, areas with abundant native vegetation, and environmentally sensitive areas such as wildlife habitats, wetlands, stream and creek corridors, and areas containing unique or endangered plant species.

SOURCE: Contact Lincoln City Parks Department.

KEY: 1, 2, 4, 5, 10

L10. Adopt-a-Light Program

DESCRIPTION: As a unique method for paying for street lighting fixtures, a small projected plaque sign could be affixed to the light pole with the name or logo of the local merchant/business/person/entity who purchased the fixtures. This program can be applied to light poles/fixtures, benches, trees, paving surfaces, and banners.

AMOUNT: Varies.

REQUIREMENTS: Varies.

SOURCE: Contact Lincoln City Urban Renewal Agency.

KEY: 4, 5, 6, 7, 9

L11. Other Local Resources

DESCRIPTION: Various funding resources are available locally to Lincoln City that would benefit the Taft Redevelopment Project. Each of the following resources should be contacted directly to learn of the funding opportunities currently available:

Oregon Community Foudation
621 SW Morrison, Suite 725
Portland, OR 97205
503-227-6846

Pacific Corp Foundation
825 N.E. Multnomah, Suite 2000
Portland, OR 97232
503-813-7257
www.pacificcorp.com

U.S. West Foundation
Laurie Way
lauriew@uswest.unco.edu

Oregon Economic Development Department
775 Summer St, N.E., Ste 200
Salem, OR 97301-1280
503-986-0123
www.econ.state.or.us
(OEDD can assist with loans and possibly give leads to grant opportunities for the State of Oregon.)

PRIVATE

P1. 501 (c)(3) Bonds

DESCRIPTION: Nonprofit, 501 (c)(3) organizations may now borrow for land purchases, acquisition and/or improvement of facilities, design and financing of same. Museums, performing arts, theaters, social services (e.g., teen centers), historical societies and others are included.

AMOUNT: Variable

REQUIREMENTS: Must be 501 (c)(3) organization.

SOURCE: Non-profit organization.

KEY: 3, 4, 5, 6

P2. Revenue Bonds

DESCRIPTION: Debt undertaken wherein payback is tied to specific revenue streams. This form of debt does not require a public vote. Common uses include industrial development, housing and social services.

AMOUNT: Variable

REQUIREMENTS: Requires local government support.

SOURCE: Private banking industry.

KEY: 1, 2, 3, 5

P3. Meyer Memorial Trust General Purpose Grants

DESCRIPTION: By far the largest share of the dollars the Trust awards each year is made under the General Purpose Grants program. General Purpose Grants support projects related to arts and humanities, education, health, social welfare, and a variety of other activities. Proposals may be submitted at any time under this program, and there are no limitations on the size or duration of these grants.

AMOUNT: Varies. No limit.

REQUIREMENTS: Applicants normally have tax exemption under Section 501(c)(3) of the Internal Revenue Code, and have been determined not to be a "private foundation" under Section 509(a) of the code. The Trust also awards grants to applicants that have federal tax exemption under other designations, such as public schools and government entities. In a very few special situations, the trustees may award a grant to an organization beyond Oregon and southwest Washington. Such decisions are entirely at the initiative of the trustees, and there is no procedure by which an applicant can request an exception.

SOURCE: The Meyer Memorial Trust; 1515 S.W. Fifth Avenue, Suite 500; Portland, OR 97201-5450; 503-228-5512; or the website: <http://www.mmt.org/grantsprograms.html>

KEY: 5, 8, 9, 10

P4. SBA 504 Program Loans

DESCRIPTION: The fund is fixed asset financing for land and building purchases, new construction, long-term leasehold improvements and equipment purchases. Must be a for-profit business and unable to obtain comparable funding for the project from private sources.

AMOUNT: Maximum SBA share \$750,000 or 40% of project cost. The term of the loan is up to 20 years at a fixed, below-market interest rate. The borrower's capital injection requirement is 10% of the project total.

REQUIREMENTS: Working capital, debt refinancing and real estate speculation are not allowed under this program. Must create/retain approximately one job for each \$35,000 of SBA financing. Net worth of less than \$6,000,000 and net earnings of less than \$2,000,000 (after taxes) on average of last 2 years.

SOURCE: Banks; Nevada Department of Rural Community Development; contact Mike Tanchek, 775-687-1812 ext. 236.

KEY: 2, 3, 5

P5. SBA Guaranteed Loans (7a Program)

DESCRIPTION: To provide assistance to small businesses in obtaining financing for up to 90% of a loan made by a commercial lending institution. Projects might include: land and/or building purchases; new building construction and/or building renovation; machinery and equipment purchases; leasehold improvements; acquisition of inventory; financing of working capital; or reduction of trade debt.

AMOUNT: This program allows real estate loans of up to 25 years and working capital loans of up to 7 years. The rate for SBA 7(a) Guaranteed Loans may not exceed the prime rate by more than 2.75%. Loans may be either fixed or variable rate.

REQUIREMENTS: For-profit businesses meeting the following size limitations:

Retail and service: Sales do not exceed \$3.5 million.

Wholesale: Employees do not exceed 100 people.

Manufacturing: Employees do not exceed 500 people.

Construction: Sales average of less than \$17.0 million for past 3 years.

SOURCE: Banks; Nevada Department of Rural Community Development; contact Mike Tanchek, 775-687-1812 ext. 236.

KEY: 1, 2, 3, 5

P6. The Public Welfare Foundation, Inc.

DESCRIPTION: Priority areas are: Environment, population, criminal justice, disadvantaged youth, disadvantaged elderly and health, and telecommunications.

AMOUNT: Variable, up to five digits

REQUIREMENTS: Contact source

SOURCE: The Public Welfare Foundation, Inc., 2600 Virginia Ave., NW, Room 505, Washington, DC 20037-1977, 202-965-1800.

KEY: 1, 2, 4, 6

P7. Critical Issues Fund

DESCRIPTION: The CIF was created to help local communities resolve major disputes involving historic preservation and urban development. CIF model project and research grants are intended to support studies or other activities that address widespread, pressing preservation problems (or common community-development problems to which preservation may offer a solution).

AMOUNT: Competitive model project grants range from \$5,000 to \$25,000 and must be matched on at least a 1-to-1 basis.

REQUIREMENTS: Eligible grant recipients include nonprofit organizations, local public agencies, and universities. For-profit entities may carry out CIF commissioned research on a contractual basis. Projects may address urban, rural and suburban issues.

SOURCE: National Trust for Historic Preservation. Call Nevada State Historic Preservation Office; contact Alice Baldrice, 775-687-6361 or Ron James, 775-687-6360.

KEY: 1, 2, 3, 5, 6

P8. Heritage Tourism Initiative

DESCRIPTION: Offers comprehensive technical assistance for heritage tourism development and marketing.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: National Trust for Historic Preservation. Call Oregon State Historic Preservation Office.

KEY: 1, 2, 5, 6

P9. National Preservation Loan Fund

DESCRIPTION: A flexible financing program to promote the revitalization of commercial and industrial centers, the conservation of neighborhoods and rural communities, and the preservation of archaeological and maritime resources. Through the NPLF, the National Trust provides financial and technical assistance to help preserve historic resources as well as strengthen the real estate development capabilities of recipient organizations. NPLF awards can be used to; acquire, stabilize, rehabilitate or restore a National Register-listed or eligible property for use, lease or resale; establish or expand a revolving fund either to acquire and resell properties or to re-lend for acquisition and rehabilitation costs; purchase options to acquire historic properties. Funds may not be used to support administrative expenses or planning costs incurred prior to a NPLF award.

AMOUNT: NPLF funds are awarded as below-market rate loans, loan guaranties or lines of credit. Low-interest loans and loan guaranties up to \$100,000 to nonprofits, public agencies and owners of endangered National Historic Landmarks.

REQUIREMENTS: A minimum dollar-for-dollar match of National Trust funds is required and projects with high local-to-Trust leverage will be most likely to receive NPLF awards. Matching funds must be available to spend at the time of loan disbursement. Financing

requirements will be tailored to individual projects. All applicants must be members of the National Trust's preservation Forum.

SOURCE: National Trust for Historic Preservation. Call Oregon State Historic Preservation Office; contact Ron James, 775-687-6360.

KEY: 1, 2, 3, 5, 6

P10. American Communities

DESCRIPTION: The information center of HUD's Office of Community Planning and Development, American Communities serves State and local agencies, nonprofit organizations, public interest and intermediary groups, and others interested in housing and community development.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: American Communities; P.O. Box 7189; Gaithersburg, MD 20898-7189; 1-800-998-9999.

KEY: 1, 2, 3, 5

P11. The AT&T Foundation – Civic and Community Service

DESCRIPTION: To promote diversity and advance equal opportunity; support projects that promote economic capacity building in local communities; support organizations that aim to protect the environment.

AMOUNT: Contact source.

REQUIREMENTS: Funding awarding to non-profit organizations.

SOURCE: AT&T Foundation, 1875 Lawrence Street, Suite 750, Denver, CO 80202; 303-298-6559.

KEY: 2, 4, 5

P12. The Ben and Jerry's Foundation

DESCRIPTION: Supports projects which facilitate progressive social change in the following areas: children and families, disadvantaged groups, minorities, civil rights, community development, the environment and grass roots organizing.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Ben and Jerry's Foundation, P.O. Box 299, Waterbury, VT 05676. Contact; Rebecca Golden, Foundation Director, 802-244-7105.

KEY: 3, 4, 5, 6

P13. First Bank System Foundation

DESCRIPTION: Supports community development, elementary and secondary education, arts and cultural programs, low-income housing, and local economic development.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: First Bank System Foundation, P.O. Box 522 MPFP 1750, Minneapolis, MN 55480. Contact; Cheryl L. Rantala, President, 612-973-2440.

KEY: 2, 3, 5

P14. Minnesota Mining and Manufacturing Foundation, Inc.

DESCRIPTION: Primary areas of interest include community funds, higher and vocational education programs for minorities, the performing arts, drug abuse programs, and the elderly.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Minnesota Mining and Manufacturing Foundation, 3M Center Building, 591-30-02, St. Paul, MN 55144-1000. Contact; Richard E. Hanson, Vice President.

KEY: 1, 2, 6

P15. The William and Flora Hewlett Foundation

DESCRIPTION: To promote the well-being of mankind by supporting selected activities of charitable nature, as well as organizations or institutions engaged in such activities. The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, family and community development, and U.S.-Latin American relations.

AMOUNT: Variable; contact source.

REQUIREMENTS: Contact source.

SOURCE: The William and Flora Hewlett Foundation, 525 Middlefield Road, Suite 200, Menlo Park, CA 94025; 650-329-1070, fax; 650-329-9342.

KEY: 3, 4, 5

P16. The John D. and Catherine T. MacArthur Foundation

DESCRIPTION: Program supports efforts to; Generate new knowledge about community dynamics and community-building, and about the relationships between community characteristics and individual development. Enhance the capacity of community residents to organize, to mobilize their own resources, and to obtain and use external resources. Support, evaluate, and strengthen community-improvement initiatives, especially in education, public safety, economic opportunity, and recreation.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The John D. and Catherine T. MacArthur Foundation, 140 South Dearborn Street, Suite 1100, Chicago, IL. 60603-5285. 312-920-6285.

KEY: 1, 2, 3, 4, 5

P17. Metropolitan Life Foundation

DESCRIPTION: Emphasizes projects that build or stabilize community resources, such as new or renovated housing for low and moderate income people; revitalize deteriorated commercial districts; or provide service enriched facilities for groups with special needs, such as the homeless and mentally ill.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Social Investment Program, MetLife/Metropolitan Life Foundation, One Madison Avenue, New York, NY 10010-3690.

KEY: 3, 5

P18. The Annenberg Foundation

DESCRIPTION: The Annenberg Foundation provides support for program development and other pilot projects.

AMOUNT: Contact source.

REQUIREMENTS: The Foundation makes grants only to nonprofit organizations that are defined as tax-exempt under Section 501 (c) (3) of the Internal Revenue Code and are not classified as private foundations.

SOURCE: The Annenberg Foundation, St. Davids Center, Suite A-200, 150 Radnor-Chester Road, St. Davids, PA 19087.

KEY: 1, 2, 6

P19. Robert W. Woodruff Foundation, Inc.

DESCRIPTION: Focuses its giving in the areas of elementary, secondary, and higher education; health care; human services, particularly for children and youth; economic development and civic affairs; art and cultural activities; and conservation of natural resources and environmental protection.

AMOUNT: Contact source.

REQUIREMENTS: Limited to tax-exempt organizations.

SOURCE:

KEY: 4, 5, 6

P20. Aetna Foundation

DESCRIPTION: Provides funding in the following areas; Matching funds, employee matching gifts, employee-related scholarships, scholarship funds, special projects, annual campaigns, and renovation projects. Urban affairs, minorities, law and justice, youth, education, arts, community development, employment, AIDS, higher education, disadvantaged, housing, insurance education, leadership development, international affairs, literacy, performing arts, educational associations, and urban development.

AMOUNT: Contact source.

REQUIREMENTS: Giving limited to organizations in the U.S. No support for religious organizations for religious purposes, private secondary schools, political activities, or sporting events.

SOURCE: Aetna Foundation, 151 Farmington Avenue, Hartford, CT 06156-3180; 203-273-1932.

KEY: 2, 3, 4, 5, 6

P21. Community Development Institute

DESCRIPTION: Helps low-income communities combat the causes of racism and poverty. Offers training, technical assistance, and consultation in management, organizational development, resource development, program planning and evaluation, public relations,

conflict resolution, and research and policy analysis. Also provides professional services.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Community Development Institute, P.O. Box 5099, Palo Alto, CA 94303; 415-327-5846; fax 415-327-4430.

KEY: 1, 2, 4, 5

P22. Amoco Foundation

DESCRIPTION: Provides funding in the following areas; Seed money, operating budgets, continuing support, annual campaigns, emergency funds, building funds, equipment, scholarship funds, fellowships, special projects, general purpose, capital campaigns, and employee matching gifts. Higher education, education, social services, community development, cultural programs, youth urban affairs, conservation, energy, science and technology, engineering, and medical research.

AMOUNT: Contact source.

REQUIREMENTS: Giving primarily in areas of company representation to assist communities. No support for primary or secondary schools, religious, fraternal, social, or athletic organizations; generally no support for organizations already receiving operating support through United Way. No grants to individuals, nor for endowments, research, publications, or conferences; no loans.

SOURCE: Amoco Foundation, 200 East Randolph Drive, Chicago, IL 60690; 312-856-6306.

KEY: 1, 2, 3, 4, 5, 6

P23. M.J. Murdock Charitable Trust

DESCRIPTION: The Foundation generally supports activities which promote solutions to problems, preventive approaches, or new opportunities; endeavors which expand our knowledge of ourselves and our world and which promote those values and activities that are likely to lead to happier, healthier and more productive lives. Other factors the Trust finds attractive in considering support include a value-based mission, approaches to self-help, the concepts of free enterprise, sound management, organizational strength and credibility, highly qualified and well-received leadership and the ability to generate other support, thus assuring self-sufficiency and strength.

AMOUNT: Variable; contact source.

REQUIREMENTS: Applications for grants are considered only from organizations which have been ruled to be tax-exempt under Section 501 (c) (3) of the Internal Revenue Code and which are not private foundations as defined in Section 509 (a) of the Code. Priority is given to applications for the support of projects and programs conducted by qualified institutions within five states of the Pacific Northwest: Alaska, Idaho, Montana, Oregon and Washington. Of major interest are organizations and projects which are not primarily

or normally financed by tax funds. Grants usually are awarded for a limited period of time, such as one or two years.

SOURCE: Dr. John Van Zytveld, Senior Program Director; M.J. Murdock Charitable Trust, P.O. Box 1618, Vancouver, WA 98668.
KEY: 2, 3, 4, 5, 6

P24. Fannie Mae Foundation

DESCRIPTION: To provide housing opportunities for underserved families and individuals and enhancing the quality of life in their neighborhoods and communities throughout the U.S. The mission is achieved through variety of efforts, including: grantmaking; charitable investments; consumer education; housing and mortgage finance policy research; minority professional education and development programs; and providing information on housing policy, research, community development, and neighborhood revitalization.

AMOUNT: Grants vary in amount, depending upon the needs and nature of request.

REQUIREMENTS: Applicants must be nonprofit organizations with a 501 (c) (3) tax-exempt status. The Foundation will not regularly make grants to institutions of higher learning or secondary education for general or scholarship support, or to churches and sectarian organizations. 25 percent of grant funds support programs, recommended by the Foundation's regional offices, in the 27 partnership communities and states in which the Corporation works. In 1998, these include Atlanta, Baltimore, Border Region (Texas), Boston, Charlotte, Chicago, Cleveland, Columbus (Ohio), Detroit, Hartford, Houston, Iowa, Kansas City, Los Angeles, Miami, Minnesota, Mississippi, Nebraska, Nevada, New Orleans, New York City, Orlando, Phoenix, Portland (Oregon), San Antonio, Seattle, and St. Louis. Local organizations also are eligible to submit proposal in response to RFPs.

SOURCE: Michelle Greanias, Manager Grants Administration; Fannie Mae Foundation, 4000 Wisconsin Avenue, N.W., North Tower, Suite One, Washington, DC 20016-2804; 202-274-8000 or fax 202-274-8100.

KEY: 1, 3, 5, 10

P25 The Andrew W. Mellon Foundation

DESCRIPTION: The purpose of the Foundation is to aid and promote such religious, charitable, scientific, literary, and educational purposes as may be in the furtherance of the public welfare or tend to promote the well-doing or well-being of mankind. The Foundation currently makes grants on a selective basis to institutions in higher education: in cultural affairs and the performing arts: in population; in conservation and the environment; and in public affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Andrew W. Mellon Foundation, 140 East 62nd Street, New York, NY 10021. 212-838-8400.

KEY: 4, 5, 6

P26. DeWitt Wallace-Reader's Digest Fund

DESCRIPTION: To foster fundamental improvement in the quality of educational and career development opportunities for all school-age youth, and to increase access to these improved services for young people in low-income communities.

AMOUNT: Contact source.

REQUIREMENTS: Limited to non-profit organizations.

SOURCE: The DeWitt-Reader's Digest Fund.

KEY: 4, 6, 9

P27. The Nathan Cummings Foundation

DESCRIPTION: The Foundation seeks to build a society that values nature and protects ecological balance for future generations; promotes humane health care; and fosters arts to enrich communities.

AMOUNT: Grants range from \$5,000 to \$300,000.

REQUIREMENTS: Contact source.

SOURCE: The Nathan Cummings Foundation, 1926 Broadway, Suite 600, New York, NY 10023. 212-787-7300.

KEY: 4, 5, 6

P28. Otto Bremer Foundation

DESCRIPTION: Emphasis on rural poverty and combating racism.

Support also for post-secondary education, human services, health, religion and community affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Otto Bremer Foundation, 445 Minnesota Street, Suite 2000, St. Paul, MN 55101-2107. Contact; John Kostishack, Executive Director, 612-227-8036.

KEY: 4, 5, 6, 8, 9

P29. The American Honda Foundation

DESCRIPTION: Supports organizations working in the areas of youth and scientific education, minorities, and human services.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: American Honda Foundation, P.O. Box 2205, Torrance, CA 90509-2205. Contact: Kathryn A. Carey, Manager, 310-781-4090.

KEY: 6, 9, 10

P30. The Rockefeller Foundation

DESCRIPTION: Supports groups and communities undertaking change that is culturally informed and builds on diversity. The Foundation identifies community-based, cooperative and culturally grounded initiatives that are building on diversity.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Rockefeller Foundation, 420 Fifth Avenue, New York, NY 10018.

KEY: 4, 6, 9

P31. The Gabelli Foundation, Inc.

DESCRIPTION: Provides funding for general/operating support in the Foundation's areas of interest, which include; secondary school/education; general charitable giving.

AMOUNT: Contact source.

REQUIREMENTS: No grants to individuals. Contact source.

SOURCE: Gabelli Foundation, Inc., 165 W. Liberty St., Reno, NV 89501-1915. Contact Mario J. Gabelli, President.

KEY: 1

P32. America the Beautiful Fund

DESCRIPTION: To assist and encourage realistic grassroots efforts to improve community life, rescue and revive American cultural and historical sites and traditions and develop community self-reliance.

AMOUNT: Variable. Contact source.

REQUIREMENTS: Local projects to protect, enhance or restore a community that have broad-scale participation by a significant number of people and can be given an immediate try-out or testing period.

SOURCE: America the Beautiful Fund, 1511 K Street, N.W., Suite 611, Washington, DC 20005; contact Nanine Bilski, president, 202-638-1649.

KEY: 1,6,9

P33. Local Initiatives Support Corporation

DESCRIPTION: The Local Initiatives Support Corporation is a national private-sector response to the increasing promise of local community development organizations and their programs. By combining investments, technical assistance and grants, LISC will seek to increase the capacity of experienced local development groups to design projects of significance, raise and manage necessary capital and work effectively with their natural allies in the private and public sectors.

AMOUNT: Variable. Contact source.

REQUIREMENTS: Contact source.

SOURCE: Local Initiatives Support Corporation, 733 Third Avenue, New York, NY 10017; contact Mike Peterson, Director of Communications, 212-455-9342.

KEY: 3,5

P34. Donald W. Reynolds Foundation

DESCRIPTION: To support charitable organizations which demonstrate a sustainable program, exhibit an entrepreneurial spirit, and assist those served to be healthy, self-sufficient and productive members of the community.

AMOUNT: Contact source.

REQUIREMENTS: Organizations classified as 501 (c) (3) by the IRS and located in Arkansas, Nevada and Oklahoma may apply. No grants to individuals and religious organizations.

SOURCE: Donald W. Reynolds Foundation, 7130 South Lewis, Suite 900, Tulsa, OK 74136; contact Margaret Skyles, Grants Administrator, 918-496-0033.

KEY:2,5

P35. Bristol-Myers Squibb Civic and Community Services Grants

DESCRIPTION: In contributing to civic activities, the fund seeks to support organizations whose efforts are directed toward three specific objectives: to help strengthen economic and community development; to provide equal opportunity and job training for socially or economically disadvantaged groups; and to improve the operation of the US system of law and justice.

AMOUNT: Contact source.

REQUIREMENTS: Any nonprofit organization may submit a written request containing a brief statement of history, goals and accomplishments; statement of purpose for which the grant is requested; amount requested and list of current funding sources; current annual report and list of board members; copy of IRS tax-exempt letter; copy of organization's most recent income tax return; and current year's operating budget and most recent audited financial statements.

SOURCE: Bristol-Meyers Squibb Co Foundation, 345 Park Ave., Ste 4364, New York, NY 10154; contact Grants Administrator, 212-546-4331.

KEY: 5

P36. Broadhurst Foundation Grants

DESCRIPTION: The Broadhurst Foundation supports the arts and humanities, community development, and medical research. In addition to program support, funds are awarded for building programs and necessary equipment in these areas.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Broadhurst Foundation, 100 Mid-Continent Tower, 401 S Boston, Tulsa, OK 74103; contact Ann Shannon Baker, Chair, 918-584-0661, fax: 918-584-5831.

KEY: 5,9

P37. Candle Foundation Grants

DESCRIPTION: The Foundation is the philanthropic arm of the Candle Corporation and funds education and cultural programs worldwide

involved in community investment and redevelopment, education and information dissemination, preventive health care, medical research, and efforts to combat hunger and homelessness.

AMOUNT: \$1000 - \$10,000

REQUIREMENTS: 501 (c) (3) nonprofits are eligible for grant support.

SOURCE: Candle Foundation, 2425 Olympic Blvd., Santa Monica, CA 90404; contact Martha Mossawir, 310-829-5800, fax: 310-582-4208,

KEY: 1,5,9

P38. Northwest Area Foundation

DESCRIPTION: The Foundation contributes to the vitality of its eight-state area by promoting economic revitalization and improving the standards of living. Programs are public policy, economic development, community building, arts and culture, sustainable development, sustainable agriculture and water and Fisheries

AMOUNT: Variable, up to six digits

REQUIREMENTS: Contact Source

SOURCE: Northwest Area Foundation, E-1201 First National Bank Bldg., 332 Minnesota St., St. Paul, MN 55101-1373, (612) 224-9635.

KEY: 3, 4, 5, 8, 9, 10

P39. Sprint Foundation

DESCRIPTION: Established in 1989, The Sprint Foundation makes direct grants and matching gifts to nonprofits in four major areas of interest: Education, Arts and Culture, Community Improvement, and Youth Development. Grantmaking priorities include the following: Education: projects that encourage innovation and the use of technology in the classroom, enhance the quality of education for minorities and/or the disadvantaged, and encourage employee and public support of education; Arts and Culture: programs for visual and performing arts organizations, museums, and other general public, particularly youth and nontraditional audiences; Community Improvements: grants to support community service organizations that provide social or human services through the United Way; and Youth Development: grants for drug and alcohol education, minority youth endeavors, broad-scale community youth activities focused on building leadership and social skills, and programs that promote business and economic education for youth. The foundation accepts proposals throughout the year.

AMOUNT: Varies

REQUIREMENTS: Public and private nonprofits located where Sprint has a major employee presence.

SOURCE: Contact Executive Director, Sprint Foundation, 2330 Shawnee Mission Parkway, Westwood, KS 66205; (913) 624-3343 or visit <http://www3.sprint.com/sprint/overview/commun.html#4>.

KEY:

P40. Inner City Ventures Fund

DESCRIPTION: ICVF awards may be used for acquisition and

rehabilitation and related capital costs for projects that offer housing, neighborhood services and commercial opportunities for area residents and, to a limited degree, architectural costs. ICVF awards may not be used for administrative costs.

AMOUNT: ICVF awards consist of a grant and a low-interest loan in equal amounts; the maximum term for an ICVF loan is five years. Each ICVF award package ranges from \$40,000 to \$100,000.

REQUIREMENTS: At no time can ICVF funds be the only money invested in a project. ICVF funds are intended to provide up to one-sixth of the rehabilitation funds needed to finance a project; therefore, ICVF awards have matching and leveraging requirements. Every ICVF dollar awarded must be matched with 50 cents in cash or equity and \$5 in other loans or grants for the project. This translates into a minimum project budget of \$240,000 to qualify for the smallest ICVF award.

SOURCE: National Trust for Historic Preservation.

KEY: 3, 6

P41. Preservation Services Fund

DESCRIPTION: These grants are intended to increase the flow of information and ideas in the field of preservation. Emphasis is on stimulating public discussion, enabling local groups in gaining the technical expertise needed for particular projects, introducing students to preservation concepts and crafts, and encouraging participation by the private sector in preservation.

AMOUNT: Maximum grant awards are \$5,000, but because of strong competition and limited resources, most will be \$1,000 to \$1,500. All grants must be matched on a dollar-for-dollar basis, primarily using cash contributions.

REQUIREMENTS: Applicants must be a nonprofit incorporated organization or public agency and members of the National Trust's Preservation Forum program.

SOURCE: National Trust for Historic Preservation.

KEY: 1, 4, 6, 9, 10

P42. Inland Northwest Small City Grant Program

DESCRIPTION: The Washington Water Power (WWP) Company has created a small fund to assist the communities and organizations in the Inland Northwest to build capacity to carry on economic development activities.

AMOUNT: The amount requested from WWP can not be the sole largest amount given by the private industry sector for the project. It is recommended that at least 50% of the total cost of the project be funded by local fundraising.

REQUIREMENTS: The requestor must apply through a city or county government or a recognized economic development organization of a city, county or region within the geographical boundaries of WWP's service area.

SOURCE: Local WWP office or 1-800-727-9170 ext. 8076.

KEY: 5

P43. Community Innovation Award Program

DESCRIPTION: The National Science Foundation (NSF) and the Bayer Corporation are seeking applicants for their Award for Community Innovation, which will give grant money to students who develop new ways to solve problems affecting their communities. The competition, which is co-sponsored by the Christopher Columbus Fellowship Foundation and Discover Magazine, requires teams of four students each, along with a coach, to identify problems in their communities and develop creative approaches to solving them using scientific or technological methods.

AMOUNT: \$25,000 plus individual savings bonds.

REQUIREMENTS: Students in 6th, 7th, and 8th grades in public, private, or home schools or in youth groups.

SOURCE: SOURCE: (800) 291-6020. Visit the program's website at <http://www.nsf.gov/bayer-nsf-award.htm>. Entry form at www.nsf.gov/od/lpa/events/bayernsf/entry/entry.htm

KEY: 5, 10

P44. GTECH Community Friendly Grants

DESCRIPTION: GTECH, a manufacturer of lottery terminals worldwide, announced its final deadline for FY 200 funding is Dec. 31. GTECH contributes cash, volunteers, and in-kind donations toward programs designed to strengthen the communities in which it does business. Generally, the company contributes to the following types of programs.

- ◆ **Education:** The company supports programs serving both K-12 and higher education. Higher education efforts generally target engineering, computer science, technology, and business management programs; K-12 initiatives usually focus on programs that bring computer technology into the classroom, provide training to teachers and students, encourage parental involvement, afford young people experience in international commerce, and promote cultural sensitivity.

- ◆ Family services: GTECH invests in programs that meet the varying needs of at-risk families. It is committed to services and programs that empower families to achieve economic self-sufficiency, provide quality childcare and elder care for families with limited income, and provide services for drug addicts and abused children.
- ◆ Community/civic initiatives: GTECH is interested in arts and cultural organizations focusing on inner-city youth and cultural diversity and environmental programs that preserve natural recreation in family-friendly environments.

GTECH reviews its proposals once a year and generally begins funding for approved proposals each March.

AMOUNT: Varies.

REQUIREMENTS: 501(c)(3) charities or 501(c)(3)(9) organizations located in communities in which GTECH does business. (GTECH has operations in Oregon.)

SOURCE: GTECH Corporate Communications Department, 55 Technology Way, West Greenwich, RI 02817; (401) 392-1000. Visit http://www.gtech.com/community/cm_ro.htm

KEY: 4, 5, 6, 9, 10

P45. BRICK Award for Community Leadership

PROGRAM DESCRIPTION: Founded in 1993, Do Something is a national nonprofit organization sponsoring several programs to encourage young people to serve as community leaders to effect positive change. Since launching the BRICK Award program in 1996, Do Something has awarded more than \$500,000 to 30 grantees.

AMOUNT: Do Something will award grants of \$10,000 to up to nine applicants, and one grand prize winner will receive \$100,000 to implement his or her project.

REQUIREMENTS: Do Something's BRICK Award for Community Leadership is applicable to all individuals under the age of 30 who wish to improve their communities "brick by brick."

SOURCE: More information can be found at <http://www.dosomething.org>.

KEY: 5, 10

P46. Housing Opportunities for Persons with AIDS Program

DESCRIPTION: Funds projects that provide long-term strategies for meeting the housing needs of persons with HIV/AIDS and their families.

AMOUNT: \$22.3 million was awarded in FY99.

REQUIREMENTS: States, units of local government, and nonprofits.

SOURCE: Contact either Community Connections at (800) 998-9999 or the SuperNOFA Hotline at (800) 483-8929.

KEY: 3, 5

Section D — Redevelopment Plan Administration

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

Statutory Authority In Case Of Conflicting Provisions

Nothing in this Redevelopment Plan shall be deemed to 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.

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 Taft Redevelopment Plan area unless a finding has been made that the proposed project is in substantial compliance with the vision for the village of Taft. 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.

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.

Administrative Modifications

Administrative modifications to the development standards of this Redevelopment Plan of up to 10% 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.

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.

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.

