

# OceanLake

Volume 1

## The OceanLake Redevelopment Plan



Prepared by RBF Consulting's Urban Design Studio in association with  
Arlon Gilliland • Andreas Von Foerster • Lauchlin R. Bethune Associates

*A Lincoln City Urban Renewal Agency and OceanLake Community Project*



# Redevelopment Plan



# Preface





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## *Preface*

OceanLake is a community rich with heritage, natural amenities, unique neighborhoods, and a historic business district recognized as the “Heart of Lincoln City.”

The OceanLake Redevelopment Project provides the community with an opportunity to evaluate its current conditions, address issues, define a vision for the future, and implement the ideas that will lead it into the future. Renewing elements of communities and introducing new features always requires choices. The best choices, however easy or difficult, are rooted in community values. If community values are respected, choices can be made with more certainty about the future and respect for the past. For OceanLake, community values are viewed as the criteria through which progress should occur and the benchmarks against which progress should be measured.

The OceanLake Redevelopment Plan is one rooted in community values and one that is based on both simple and difficult choices. It is a plan of optimism, but based in a reality of what can be. It is a plan that relies on steadfast leadership and hard work. It is a plan that looks not only at solving problems for the long-term, but also creating new short- and long-term opportunities. The OceanLake Redevelopment Plan is a plan conceived by the community and one whose implementation is limited only by the will of the community.



# *Acknowledgements*





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## *Acknowledgements*

### **CITY COUNCIL/URBAN RENEWAL AGENCY**

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# OceanLake Redevelopment Plan

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# *User's Guide*





*"It is in the shelter of each other that the people live  
- Irish Proverb*

# *User's Guide to the OceanLake Redevelopment Plan*

## **A. INTRODUCTION**

The User's Guide to the OceanLake Redevelopment Plan provides background information on the OceanLake District, the redevelopment project, and the planning document. It is intended to provide interested persons with straightforward guidance for optimizing the use of the plan in revitalizing the OceanLake District.



Lincoln City's Location along the Oregon Coast

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: Oceanlake, Taft 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.

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 "pearls". In late 1999, the first redevelopment planning process was initiated in the village of Taft. The OceanLake Redevelopment Plan represents the second "pearl" to be revitalized through a community planning process initiated in November 2001.



### 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 Plan: An Urban Renewal Plan and Program of the City of Lincoln City, Oregon*) shall be paid into a special fund to administer and implement the Urban Renewal Plan. Tax-increment financing has a maximum life span of twenty-five years, which translates into a termination date of 2013 for this funding mechanism.



## B. AN HISTORICAL PERSPECTIVE OF OCEANLAKE<sup>1</sup>



*A Look Back At OceanLake . . .* For centuries Native Americans enjoyed the abundance and faced the challenges of the Oregon central coast. The Tillamook and closely related bands Nehalem and Nestucca lived around the Nehalem and Salmon Rivers in present Tillamook/Lincoln Counties; they were the largest Coast Salish group south of the Columbia. Tillamook translates as "Land of Many Waters". Siletz was the southernmost Salish tribe who lived mainly on the river which bears their name. The Northwest Indians were the only tribes in North America to build homes of wood. Because of their skill in building and handling canoes, they were often called the "Canoe Indians". They generally lived in cedar plank houses facing rivers or the sea and have a tradition of wood-carving art.

Two dominant subsistence and material resources among the Salish were salmon and red cedar, and they excelled in basketry and textiles. They were essentially a river and bay people in a heavy forest area with a moist, mild climate. Lewis and Clark estimated the group at 2,200 in 1805, but they had declined to 200 by 1900.

Little by little, one family at a time, in-lander pioneers discovered the beauty and bounty of the central Oregon coast, and specifically the area which would become OceanLake, and became residents, partaking of the joys and hardships of early coastal living.

The tourist business in OceanLake started on August 14, 1837, when Rev. and Mrs. Jason Lee and Mr. and Mrs. Cyrus Shepard and their guide Joseph Gervais left Mission House on the banks of the Willamette River and set out on horseback for the Coast. They traveled the Salmon River Trail. On August 18 at 5:00 PM they reached a beautiful camp site in a

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<sup>1</sup> Prepared by Jean Celia, Lincoln City Urban Renewal Agency. With thanks to the Lincoln County Historical Museum, and the [Pioneer History of North Lincoln County, Oregon](#), Volumes I, II, and III, and Steve M. Wyatt, historian.



small grove of evergreens which overlooked the ocean. Here the two couples enjoyed a belated honeymoon until August 26.

And the name "OceanLake"? One story claims the name OceanLake was first used by Mrs. Helen Warren for the area uniquely situated between the Pacific Ocean and Devils Lake. Another claims OceanLake was named in 1926 by A. C. Deuel, OceanLake's first postmaster. Mr. Deuel served OceanLake from March 15, 1927, until January 1, 1928, and was succeeded by Roy M. Heath, Glen W. Ripley, and Richard J. Collins. Another story claims that Booster Club members suggested "Why don't you name it Oceanlake? We have ocean on one side and a lake on the other."



In the mid 1920's and early 1930's, Herbert Rexroad, one of the earliest business men to settle in OceanLake, operated a campground in the grove believed to have been the exact spot where Jason Lee and his party camped. An impressive commemoration ceremony took place on Sunday afternoon, August 29, 1937, in honor of the double honeymoon of the town's "first tourists".

There are many stories of early visitors camping, such as in this spot "nestled between a hill of shore pine and salal and a high dune near what is now the D-River but at that time was just called 'the outlet of Devils Lake'." The fee charged by owner Henry Hostetler was \$.50 a night. And stories of staying in White's Cottages (now the location of the Seagull Motel) for \$1.50 a night. And stories of fishing in "this lake full of fish". And stories of neighbors helping each other and of a community being borne in the wilds and isolation and beauty of the central Oregon Coast.



A few of the early families to influence the OceanLake area of Lincoln City include: Albert, Allen, Bishop, Burton, Collins, Cooper, Dodd, Everest, Farr, Franklin, Hasselbrink, Heater, Hicks, Hooker, Hoyt, Kangiser, Langford, Logan, Luckey, Maynard, McMillen, Mercier, Merritt,





Morgan, Raymond, Rexroad, Sarver, Tooze, Warren, Webb, White, and many others.

Mr. and Mrs. Herbert Rexroad and Mr. and Mrs. Edgar L. Hoyt bought 82 acres of land in 1924 from Howard and Merle McMillen in what is now the main business center of OceanLake. Rexroad and Hoyt were major developers of OceanLake. All the streets in the town site were named by the two families, with such streets as Rex Avenue (for the Rexroads) and Columbus Street (for Mrs. Hoyt's father). Rex Edwin Dodd, it is said, was "the first white baby born in OceanLake. It was August, 1928." He was born three months after the Dodds arrived in OceanLake and was named for developers Mr. Rexroad and Mr. Hoyt.



Much of OceanLake is known as Raymond Addition, named for Father Charles Raymond's tract of land. One account states that Father Raymond purchased the property in the 1920's. Another says that Mary P. Sax brought Father Raymond to the coast from McMinnville to establish a Catholic church in OceanLake. Mary purchased the property with her money and put it all in Father Raymond's name for personal reasons. The result was that Father Raymond owned the land and was the first pastor of the St. Augustine Catholic Church; construction was begun on the

Church in 1924, and it was dedicated by Monsignor Lane on May 30, 1925. The church was started before the highway was built.

As the town grew, so did commerce and local businesses, such as White's Cottages, located next to the Raymond Avenue ramp to the beach. The post office, Allen's Grocery, and the OceanLake Dance Hall played important roles in the development of OceanLake. Warren's Cottages, the DeLake Grade School, Alice Merritt's General Line of Antiques on Raymond Street, and Bishop's Variety Store (now at the Café Roma location) located next to the post office were early





enterprises in OceanLake. The post office then moved next to the Lakeside Theatre (now the Bijou).

The Coaster Building (now the Rocking Horse Mall), the Tip Top Fountain Lunch a few doors south of the Lakeside Theatre, Eva and Floyd Cooper's Gift Shop and Art Studio, then becoming Cooper's Gift Shop and Rental Library (with ten thousand books!) a block or so north of the Tip Top, and Johnson's Sweet Shop (now the Old Oregon Tavern) were also thriving businesses in OceanLake.



Maynard's Café, Mrs. Albert's Rooming House (now the site of Read's Candy Shop), and The Fisherman's Wharf seafood place run by Percy and Hazel Sarver on the Copeland Lumber site also contributed to the vitality of OceanLake. In the same block as the Tip Top Fountain Lunch was the Vanity Cleaners and Dr. Jenkins, dentist. The city hall was the little building east of the lumber yard. Court was held there, and the OceanLake Fire Department and the jail were across 15th Street.

OceanLake was the first of the incorporated towns in what is now Lincoln City; it was incorporated on November 3, 1945. Lyle Hasselbrink served on the first Council, along with Kenny Morgan, Louie Schellenberger, Linc Kyle, and J. Cowles. This election was in January of 1946; Kenny Morgan was OceanLake's first mayor. DeLake was the next incorporated area, followed by Taft.

Widening and improving of Hwy 101 was begun shortly after incorporation, and that project was completed and dedicated in October, 1946. In later years a divider was installed on Hwy 101, then taken out. Floyd Cooper was "hit by a car shortly after the divider was taken out of the highway," killed right in front of the Tip Top Fountain Lunch. From the incorporation of OceanLake to the present date, changes to Hwy 101 are a fact of life, always trying to make travel safer, whether it is by vehicle, on bicycle, or on foot.





In 1837 there were no permanent residents and five tourists in OceanLake. The population had grown in 1950 to 686. Today the OceanLake area has nearly 1,000 households, including permanent residents and other home owners.

### C. OVERVIEW OF THE PLAN

The OceanLake Redevelopment Plan is a tool to help both revitalize and celebrate Lincoln City's historic heart, improving the experience for both residents and visitors. Based upon the community's vision, *The OceanLake Redevelopment Plan* provides the framework for aesthetic, economic, and safety enhancement, and includes specific improvement projects, policies, and implementation strategies. In addition to this Users Guide, the Plan contains the following key components:

#### *Volume 1 - The OceanLake Redevelopment Plan*

- ◆ **Chapter 1 – Foundation for the Revitalization of OceanLake:** This chapter provides a description of the planning process, key urban design, land use, and circulation findings and observations, and the community values and goals upon which this plan is based.
- ◆ **Chapter 2 – A Community Vision for OceanLake:** This chapter articulates a vision for the OceanLake District that is based on the ideas, information, values, and opinions gathered during the planning process. This chapter describes the recommended public improvements and programs that will enhance livability and economic vitality in OceanLake.
- ◆ **Chapter 3 – Implementing the Vision for OceanLake:** This chapter sets forth a very basic implementation program, including a list of projects and/or implementation steps potential funding sources for each, and order of magnitude costs as appropriate for implementing the OceanLake vision.
- ◆ **Appendices:** The *OceanLake Redevelopment Plan* is supported by seven appendix documents, organized into four volumes, a number of implementation tools and resources, including recommended zoning ordinances, a set of design guidelines, design details for select projects, examples and references from other communities, an extensive list of potential implementation resources, and the couplet concept.



The four-volume *Appendix of Implementation Tools and Resources* includes the following:

*Volume 2*

**Appendix I - OceanLake District Zoning Districts and Development Standards**

This Appendix provides recommended zoning districts and accompanying development regulations and incentives for guiding land uses and new development consistent with the community's vision for OceanLake. The recommended provisions will require review, modifications, and adoption by the City of Lincoln City prior to taking effect. The Appendix includes:

- OceanLake Mixed-Use Zone (OMU)
- OceanLake Recreational-Commercial Zone (ORC)
- OceanLake Cottage Commercial Zone (OCC)
- Sidewalk Café ordinance

*Volume 3*

**Appendix II - OceanLake District Design Guidelines**

The OceanLake Design Guidelines provides both architectural and site planning design guidance consistent with the architectural context and vision depicted in the Redevelopment Plan. The document is intended to assist local elected and appointed officials, City staff, property owners, and other individuals involved or interested in the design process. The Guidelines may be used only as a resource or be formally adopted as a policy document.

*Volume 4*

**Appendix III - OceanLake Design Details**

Details and renderings of important design elements and concepts are included in this Appendix to help provide the Lincoln City community with a jumpstart toward implementation. This Appendix includes detailed designs for new or rehabilitated parking areas, public plazas, parks, street sections, sidewalk features, etc.



## **Appendix IV - Supplemental Resources & References for Implementation**

This Appendix links the OceanLake Redevelopment Plan projects and programs to a variety of photographic examples, case studies, articles, and other resources to help illustrate elements of the OceanLake vision. It also provides references to additional resources to further assist in the implementation of the Redevelopment Plan recommendations. This Appendix is designed to be user-friendly and illustrative of what could occur in OceanLake. It is intended for use by local officials, city staff, and interested citizens.

## **Appendix V - Community-Based Resources for Implementation**

This Appendix identifies a number of different community resources potentially available to assist in the implementation of the OceanLake Redevelopment Plan. A list is included that summarizes the resourceful individuals, organizations, and groups identified through the OceanLake planning process. It is hoped that the community will work to further expand this initial list..

## **Appendix VI - Potential Funding Sources**

This Appendix provides a lengthy list of potential grants and additional funding resources that may be of assistance in implementing the OceanLake Redevelopment Plan. This Appendix also identifies a number of Oregon-based funding opportunities as detailed in the Foundation Databook.

### *Volume 5*

## **Appendix VII - Evolution of the Highway 101 Couplet Concept**

This Appendix provides a brief description the evolution of the Highway 101 Couplet, including the various couplet alternatives prepared for the OceanLake Redevelopment Project.



Together, *The OceanLake Redevelopment Plan* and *Appendices* provide excellent guidance and practical tools to achieve the enhancements and revitalization desired for the OceanLake District. A vision poster and promotional brochure were also prepared that highlight important elements of the vision and implementation tools for distribution throughout the community.

## D. HOW TO USE THE PLAN

*The OceanLake Redevelopment Plan* is for everyone. Some projects and actions identified in the Plan are simple and straightforward. Some solutions are longer term and more complex. And still other ideas are yet to be fully developed. It will take the entire community working together to make them happen. Each person in the community boasts different skills, levels of expertise, time, and energy that can be committed to this Plan. Each organization, agency, and group in the Lincoln City area possesses unique resources and skills that can be contributed to achieving the community vision.



**Divide and conquer.** The Plan is intended to be implemented by teams and committees of volunteers, businesses, local organizations, the Chamber of Commerce, Visitor and Convention Bureau, public agencies, as well as by the City of Lincoln City. Different groups can be working on different elements at the same time. Engage as many people and groups as possible (see Appendix V for an preliminary list of community-based resources). Most importantly, always collaborate!

**Coordinate Plan activities.** Each individual team, committee, organization, or group should emphasize coordination and collaborate with others throughout the implementation process. This collaboration helps maximize efforts for the common good and minimize hidden agendas.

**Use the Plan as a guide.** Remember, conditions change. Be prepared to change with them. Treat the Plan as a work in progress. If additional steps, actions, or systems are needed, add them. If some of the steps included in the Plan become unnecessary, modify or drop them.



**Include elements of the Plan in grant applications for outside resources.** The OceanLake Redevelopment Plan will demonstrate to grantors that the Lincoln City community is well organized and serious about improving the OceanLake District and will make Lincoln City more competitive with other jurisdictions.

**Share the Plan with desirable businesses and developers who may not have been involved in Lincoln City before.** Show them the methods and tools in this Plan and in its companion pieces to help recruit support for increasing the vitality of OceanLake.

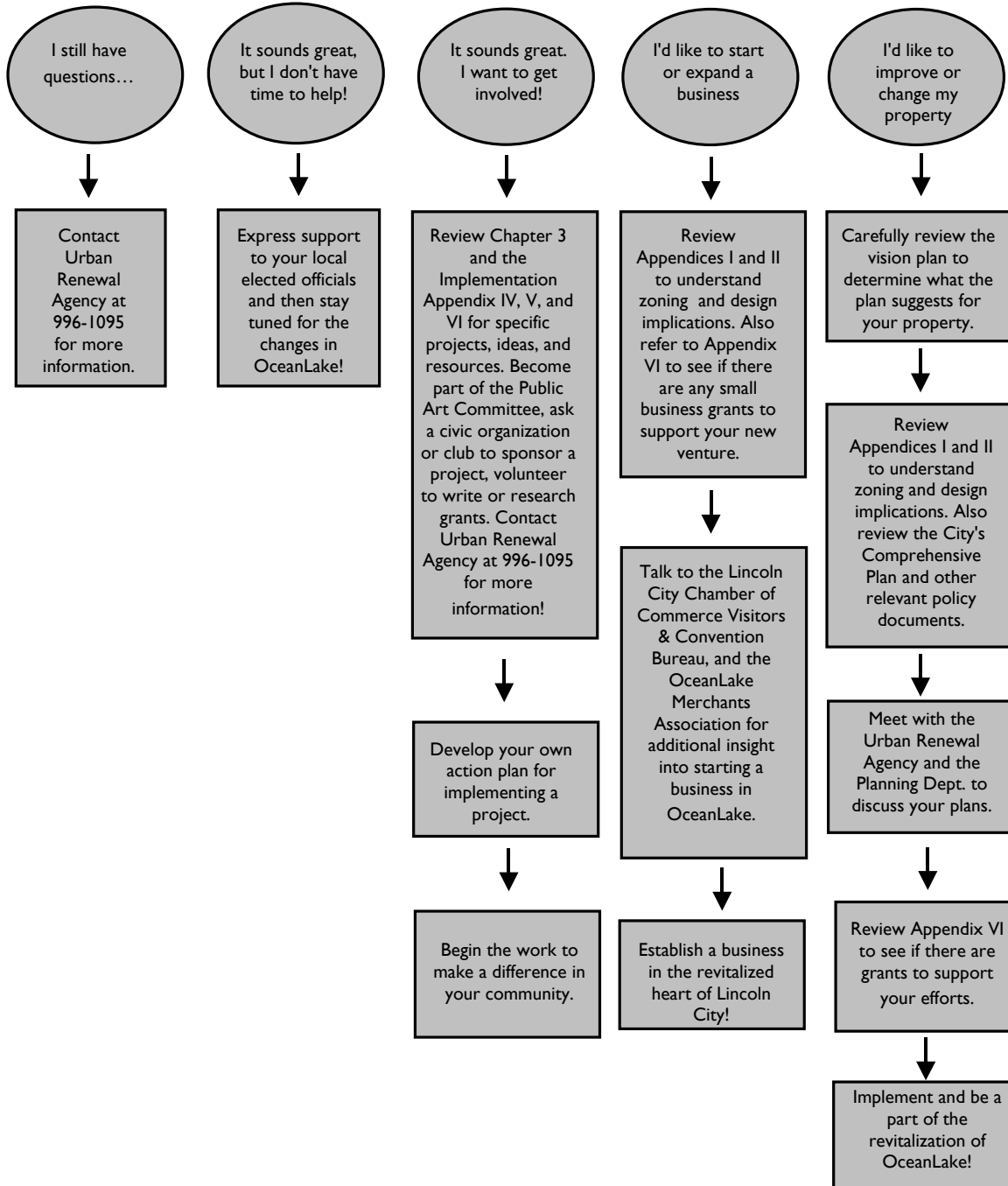
**Record and track your activities.** Measure your performance. Follow up on your initial efforts. Wherever appropriate, refine and adjust your actions.

The flow chart on the following page outlines a basic process to effectively implementing *The OceanLake Redevelopment Plan*.





**Start Here** Read the User's Guide and review Chapters I and II to gain an understanding of the community's vision for OceanLake. Refer to the OceanLake Redevelopment Vision Poster for a more complete understanding of the vision.



# OceanLake

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*A Lincoln City Urban Renewal Agency and OceanLake Community Project*



# Redevelopment Plan



# Table of Contents

## Volume 1 - The OceanLake Redevelopment Plan

Preface..... i

Acknowledgements ..... 1

User's Guide to the OceanLake Redevelopment Plan ..... 1

    A. Introduction ..... 1

    B. An Historical Perspective of OceanLake ..... 3

    C. Overview of the Plan ..... 7

    D. How to Use the Plan ..... 10

Chapter 1: Foundation for the Revitalization of OceanLake ..... 1 - 1

    A. Introduction ..... 1 - 1

    B. Planning Process ..... 1 - 1

    C. Planning Context (key land use, urban design, & circulation findings) ..... 1 - 8

    D. Community Values and Goals ..... 1 - 19

Chapter 2: A Community Vision for OceanLake ..... 2 - 1

    A. Introduction ..... 2 - 1

    B. Vision Statement for OceanLake ..... 2 - 2

    C. Exploring the Vision Over the Next Five Years ..... 2 - 4

        1. Vehicular Circulation ..... 2 - 5

        2. Pedestrian and Bicycle Circulation ..... 2 - 7

        3. Land Use and New Development ..... 2 - 9

        4. Image, Design and Architecture ..... 2 - 11

        5. Public Space and Parks ..... 2 - 12

        6. Public Art and Heritage ..... 2 - 15

        7. Public Parking ..... 2 - 16

        8. Economic Development and Community Building ..... 2 - 18

    D. Exploring the Vision Beyond the Next Five Years ..... 2 - 20

        1. Vehicular Circulation ..... 2 - 21

        2. Pedestrian and Bicycle Circulation ..... 2 - 22

        3. Land Use and New Development ..... 2 - 23

        4. Image, Design and Architecture ..... 2 - 24

        5. Public Space and Parks ..... 2 - 25

        6. Public Art and Heritage ..... 2 - 26

        7. Public Parking ..... 2 - 27

        8. Economic Development and Community Building ..... 2 - 28



---

Chapter 3: Implementation Program .....	3 - 1
A. Introduction .....	3 - 1
B. Implementation Checklist .....	3 - 2
C. Highway 101 Couplet Phasing Concept.....	3 - 23
D. Redevelopment Plan Administration .....	3 - 27



# Chapter 1:



## *Foundation for the Revitalization of OceanLake*





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# *Chapter 1:*

## *Foundation for the Revitalization of OceanLake*

*“Each community boasts a unique combination of assets upon which to build its future.”*

*– Building the Community from*

### **A. INTRODUCTION**

This chapter provides a description of the planning framework, community involvement process, key findings and observations, and existing policy support upon which this plan is based.

### **B. PLANNING PROCESS**

To effectively revitalize and rediscover the “heart” of Lincoln City through *The OceanLake Redevelopment Plan*, a comprehensive planning process and intensive community participation program were employed. The thirteen-month process included numerous community workshops and presentations, a variety creative outreach activities, and countless citizen volunteer hours. The following summarizes the key elements and





the milestones of the OceanLake Redevelopment Project planning approach.

### **I. Developing the Information & Public Participation “Infrastructure”: October 2001 – December 2001**

The foundation for the OceanLake District Redevelopment Project was constructed during this phase. The focus was to establish the public participation infrastructure needed to conduct a successful redevelopment project and to develop the baseline information necessary to understand the area’s physical, social, environmental, community facilities, and public policy issues.

Initially, the following were among the many pertinent documents, plans, and prior initiatives related to OceanLake were reviewed to develop a basic understanding of the area:

- ◆ Preliminary OceanLake Streetscape Palette (2000)
- ◆ Taft Redevelopment Plan: Rediscovering the Village (2000)
- ◆ Lincoln City Comprehensive Plan (1998)
- ◆ Lincoln City Zoning Ordinance (1984)
- ◆ Oregon Coast Highway 101: Visual Quality Study (1981)
- ◆ Lincoln City Urban Renewal Plan (1988)
- ◆ Walkable Communities Inc. report for OceanLake District (1998)



Field reconnaissance and additional studies needed to supplement and support the existing data for OceanLake were also completed in order to create a complete baseline understanding of parking, traffic, pedestrian conditions, and existing land use. Among the information documented were: existing architectural context and styles; existing land uses; urban design and land use opportunities and constraints; general infrastructure conditions; and basic economic and consumer trends for the OceanLake area. A traffic study and public parking utilization study were also prepared for the OceanLake area.





# OceanLake Redevelopment Plan

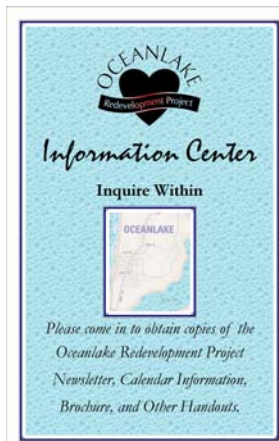
## Chapter 1: Foundation for the Revitalization of OceanLake

An additional focus of this phase was to lay the groundwork for continuous public outreach and participation process during the project. A component essential to making the community participation process as meaningful as possible was the development of specific OceanLake Redevelopment Project outreach tools that were used throughout the entire planning process. Included among these important tools were:



◆ OceanLake Redevelopment Project website - a highly graphic project website established to provide convenient 24-hour access to project information, including upcoming meeting dates, a project calendar, contact information, presentations, conceptual drawings, etc.

◆ Redevelopment Project Information Brochure - a general information and outreach brochure prepared to introduce interested parties to the project and its goals



◆ OceanLake Redevelopment Project Information Centers - with the assistance of OceanLake Merchants Association, six project information centers were established to provide easy community access to project information. The following volunteered their OceanLake business to host the centers: Paws on the Sand, Bijou Movie and Coffee Lounge, Bob's Beach Books, Oregon Country Arts, Café Roma, and Real Estate 100

◆ "Who Ya Gonna Call" Cards - small cards that identified all project team members, and their phone numbers and email addresses distributed throughout the community

◆ OceanLake Redevelopment Project T-Shirts - to develop a true spirit of teamwork and cooperation, t-shirts with a Redevelopment Project logo were prepared distributed to key participants and stakeholders and later also provided to Immersion Week. participants



◆ OceanLake Redevelopment Project Newsletter - first of four project newsletters was prepared and distributed. The newsletters all highlighted important milestones in the project and were used to keep the community informed and engaged

Laying the groundwork for success also included brief introductory meetings with key groups and individuals to introduce project team and establish communication and involvement preferences. Initial contact was made through the following:



- ◆ attendance at a regular OceanLake Merchants Association (OMA) meeting
- ◆ meeting with Oregon Department of Transportation (ODOT) representatives
- ◆ meeting with key Oregon Department of Land Conservation & Development (DLCD)
- ◆ meeting with key City and Urban Renewal Agency Staff Team Members
- ◆ project Reception with Local Elected Officials and other Key City Leaders
- ◆ brief presentation to Urban Renewal Agency Advisory Board
- ◆ meeting with key members of arts community to discuss the potential role for public art in the project
- ◆ briefings with local media

## **2. Project Immersion Week: January 8 – January 14, 2002**

Immersion Week was the most intensive public involvement effort that occurred during the planning process with over 70 different opportunities to participate. Approximately 2000 Immersion Week invitations were mailed directly to property owners and residents in the OceanLake area. Additionally, the newspapers, radio, and project website provided more publicity for Immersion Week. The participants throughout the week include the Lincoln City Urban Renewal Agency, Lincoln City Staff, OceanLake Merchants Association, Urban Renewal Agency and Advisory Board, Planning Commissioners, Oregon Department of Transportation, Oregon Coast Community College, and countless community residents, seasonal residents, business owners, and property owners. A vision for the future of OceanLake began to emerge at the end of the many Immersion week activities that included:

- ◆ Open Door at Urban Renewal –informal opportunity each morning to meet with members of the consultant design team and Urban Renewal Agency staff



# OceanLake Redevelopment Plan

## Chapter 1: Foundation for the Revitalization of OceanLake

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- ◆ Door to Door Interviews with Merchants and Residents – drop-in interviews by members of the consultant design team to share information and receive input
- ◆ One-on-one interviews – individual interviews with key stakeholders to acquire and share information
- ◆ Main Street Workshop #A: How to Revitalize a Business District – presented Main Street revitalization principles of design, organization, promotion, and economic restructuring
- ◆ Main Street Workshop #B: Incorporating Public Art into OceanLake – presentation and community brainstorm on unique public art features for OceanLake
- ◆ Main Street Workshop #C: Resources for Small Businesses – presentation on storefront design and promotion ideas and an Oregon Coast Community College presentation on available resources
- ◆ East of Highway 101 Neighborhood Focus Group – focus group aimed at discussing issues and ideas specific to residents living on the east side of Highway 101
- ◆ West of Highway 101 Neighborhood Focus Group – focus group aimed at discussing issues and ideas specific to residents living on the west side of Highway 101
- ◆ Lodging Business Focus Group – focus group aimed at discussing issues specific to issues and ideas specific to hotel owners in the OceanLake area
- ◆ ODOT Focus Group – focus group with key ODOT representatives to explore Highway 101 issues and possibilities
- ◆ Mini-Design Charrette at Taft Middle School - using markers, construction paper, and creative energy, students redesigned a vacant lot along Highway 101
- ◆ The State of OceanLake: Community Workshop I – a presentation of existing conditions, constraints, and opportunities, as well as a visioning exercise
- ◆ OceanLake Community Walk – short group walk to observe challenges and opportunities first-hand
- ◆ OceanLake Hands-On Design Charrette: Community Workshop IIa – over 60 community members (including several youth) engaged in an





all-day interactive mapping and design exercise with each team focused on a particular topic (image, streetscape & gateways: circulation & parking, land use, pedestrians & public space; and public art)

- ◆ OceanLake Design Charrette Concept Presentations: Community Workshop IIb – presentations by community teams on their design alternatives followed by group consensus activities
- ◆ Draft Vision for OceanLake's Redevelopment: Community Workshop III – formal presentation by the design team on the findings from the week and the resultant draft vision
- ◆ Community Presentations – presentations made to the Rotary Club and to alternative high school students to provide information and receive input
- ◆ Radio participation – design team participated in two KBCH morning radio shows where listeners were encouraged to call in with questions and comments



### 3. Explore Circulation Alternatives & Develop Vision Details: January 2002 – June 2002

During the Immersion Week, numerous ideas and issues pertaining to OceanLake's circulation system were identified by the community. Among the priorities identified: the need to improve the pedestrian, bicycle, and vehicular conditions in OceanLake, including a long-term Highway 101 solution; a desire to expand the OceanLake commercial core into a more traditional downtown district; the necessity to provide economic development opportunities that currently do not exist; and, the importance of improving the image of OceanLake and Lincoln City. One of the most significant outcomes was the concept of undertaking a major change to Highway 101 through the creation of a "couplet" street system in the core area of OceanLake. (A couplet is typically a system of parallel one-way streets that are connected at two end points to two-way streets). The following briefly describes the community dialogue that took place to further explore Highway 101 circulation alternatives and develop the vision plan design details:



- ◆ Building A Highway 101 Couplet for OceanLake: A Panel to Review the Pros, Cons, Implications and Possibilities (February 25, 2002) – a panel of transportation, development, real estate, and land use experts to explore the OceanLake couplet concept in further detail in a community forum



# OceanLake Redevelopment Plan

## Chapter 1: Foundation for the Revitalization of OceanLake

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- ◆ Main Street Panel (March 25, 2002) – a panel to discuss the Main Street program and downtown management and its potential in OceanLake
- ◆ Vision Plan Community Workshop (March 26, 2002) – presented vision plan concepts to community; also engaged them in a visual community image survey to identify design priorities and level of comfort with couplet concept
- ◆ Circulation Workshop with Urban Renewal Agency (May 20, 2002) – half-day Urban Renewal Agency workshop focused on the couplet concept
- ◆ Public Art Committee (multiple meetings) – ongoing meetings of the newly formed public art committee to explore and plan potential projects in OceanLake
- ◆ Six Urban Renewal Agency meetings included discussions and presentations regarding the Redevelopment Plan, and couplet in particular, on the agenda (February 25; March 11 & 25; April 8; and June 10 & 24)



### **4. Draft Plan Development: July 2002 – August 2002**

During this phase, a complete draft of the OceanLake Redevelopment Plan and Appendix was compiled for review and validation by the community. The preceding several months of reconnaissance, research, and community outreach were carefully consolidated to create a plan that would be implementable.

### **5. Final Plan Development: September 2002 – October 2002**

Based on feedback and direction from the community, a final version OceanLake Redevelopment Plan will be developed. The Plan represents a renewed vitality for OceanLake as depicted by the community – either with or without a couplet. Final feedback will be obtained through the following venues:

- ◆ Urban Renewal Agency & Community Workshop (September 16, 2002)
- ◆ Final presentation to Urban Renewal Agency





## C. PLANNING CONTEXT

This section introduces a summary of basic urban planning and design findings related to the OceanLake Redevelopment Project. The findings presented do not include an exhaustive discussion of existing conditions, but focus more on presenting information collected and/or prepared that supports the vision for OceanLake and that could be helpful in implementing the vision. The findings are organized into five primary subsections:

- ◆ Demographics/Economics
- ◆ Land Use
- ◆ Urban Design
- ◆ Circulation
- ◆ Parking

### I. Demographics & Economics Findings

Demographic and economic data is not readily available for OceanLake. Consequently, the focus of the following findings is on Lincoln City.

According to the 2000 Census, Lincoln City has a population of approximately 7,400 and has approximately 4,600 households – for an average of 1.6 persons per household. The community’s residents generally fall into the following three consumer groups based on their lifestyles (according to CACI Marketing Systems):

- ◆ +/-49% of Lincoln City households are classified as “Retirement Styles” – This lifestyle category includes 6 specific sub-categories but generally includes households of active seniors who enjoy small town living and represent a range of income and assets.
- ◆ +/-45% of Lincoln City households are classified as “Heartland Communities” – This lifestyle category generally includes rural or small town households who are of average income, middle aged, often self-employed, having few children, and enjoy the outdoors.
- ◆ +/-6% of Lincoln City households are classified as “Newly Formed Households” – This lifestyle category generally includes a mix of household types (including single parents, single-person, and shared households), with



and without children, of moderate income, and enjoy outdoor tourist-oriented activities.

In addition to the characteristics of the community's households, visitors to Lincoln City contribute significantly to the local economy and vitality of the City. During the Taft Redevelopment planning process (June 23, 2000), an analysis of the previous studies provides some general insights about the "average visitor" to Lincoln City, who might be described as follows:

- ◆ 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 (82% of Portland residents have visited Oregon coast during the past two years, with Lincoln City, most popular, and Seaside second most popular) and the Willamette Valley. Almost one-quarter was from Washington, and nearly ten percent were from Idaho and California.
- ◆ 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.



Based on a meeting facilitated by the Lincoln City Urban Renewal Agency in December 2001, focused on the status of the OceanLake economy, a number of helpful findings were revealed that underscore the importance of accommodating the needs of both Lincoln City residents and visitors.

- ◆ OceanLake’s Niche is its eclectic, mix of goods and services
- ◆ OceanLake’s Market is comprised of repeat customers and local residents, first, and visitors, second.
- ◆ OceanLake’s Needs include: Bike Shop, Specialty Meat Shop, TV/Small Appliance Shop, Music Store, Convenience Store, Oregon Wine and Cheese Store, Ocean View Restaurant, Sporting Goods Store, and Children's Store

Accommodating and tapping the markets available to OceanLake is an important – if not essential – component to revitalizing OceanLake.

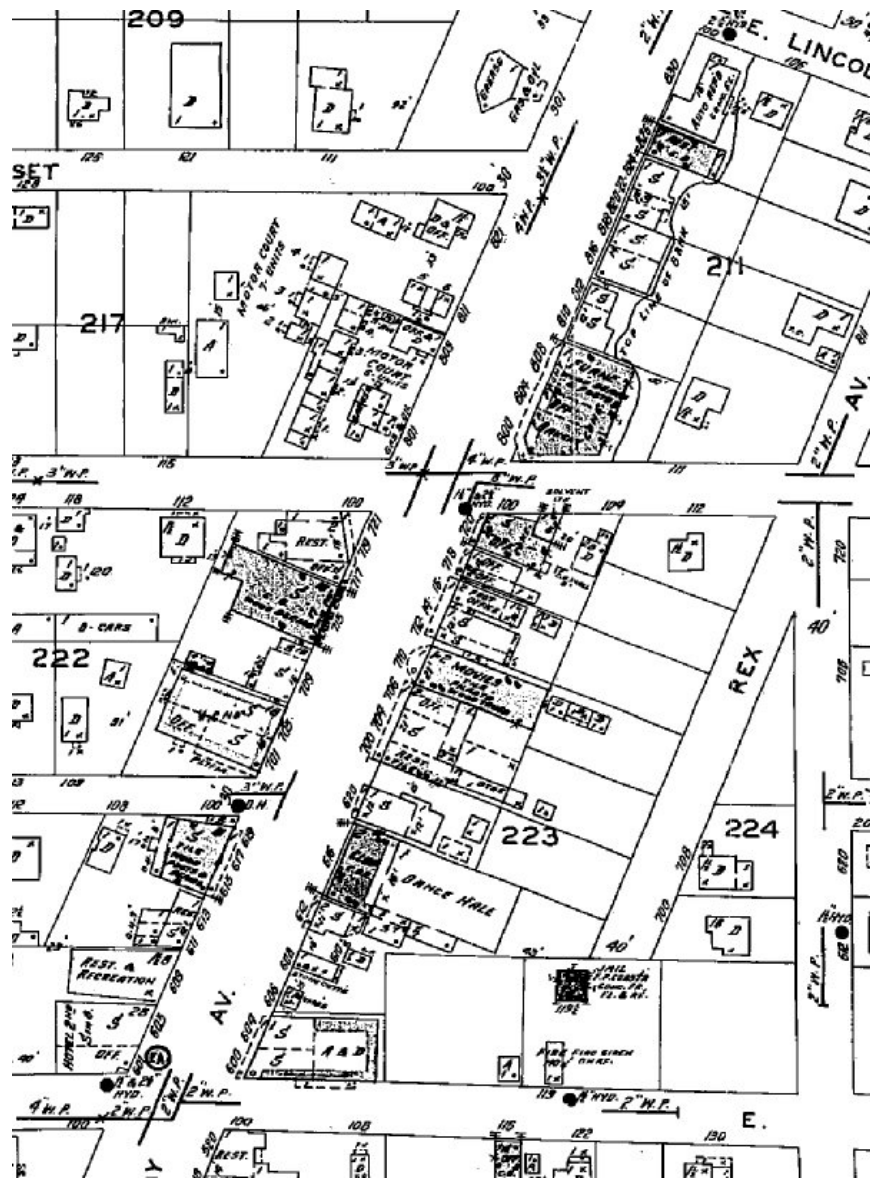
## **2. Land Use Findings**

From its origins as a coastal recreational stopover, OceanLake has evolved into four distinct “districts”: the highway commercial strip, the oceanfront; the residential area between the oceanfront and the highway; and the residential area east of the highway. OceanLake has always contained a mix of uses to serve both the local community and visitors (see Figure A). Over time, the specific mix of uses has changed due to changes in the local and regional economies. Today, as Figure B illustrates, OceanLake includes a general pattern of commercial, residential, and tourist-serving land uses. In general terms, commercial and mixed uses are located within the Highway 101 corridor or nearby on intersecting streets. Lodging accommodations are situated mainly along NW Harbor Avenue, along the Pacific Ocean. Residential uses, some of which are vacation dwellings, comprise most of the remainder of OceanLake’s existing land use pattern. Largely absent from the core of OceanLake are civic uses and public spaces.

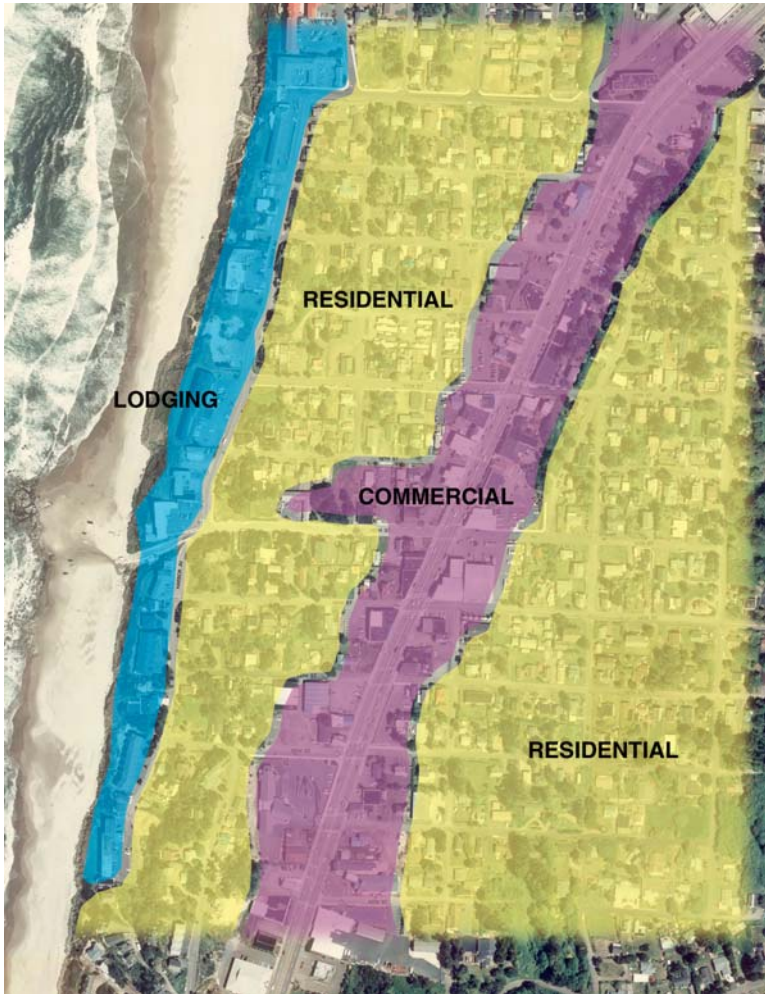


# OceanLake Redevelopment Plan

## Chapter 1: Foundation for the Revitalization of OceanLake



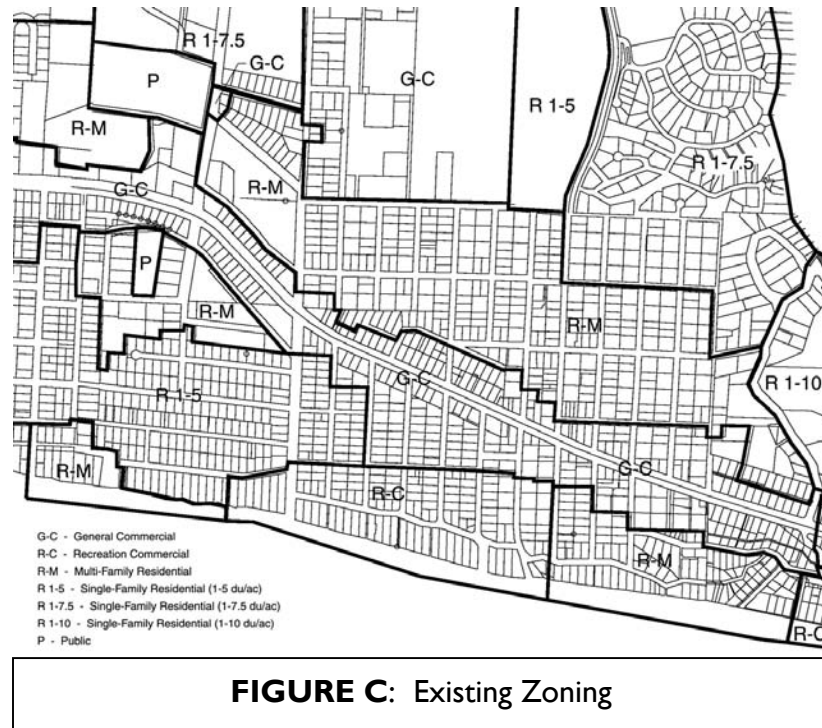
**FIGURE A:** Historic Map of OceanLake



**FIGURE B:** Existing Land Use Map

Zoning is the main instrument used by communities to regulate the uses and development occurring on land. The core area of OceanLake includes 4 primary zoning districts, as shown in Figure C: G-C (General Commercial), R-C (Recreation Commercial), R-M (Multiple Family Residential), and R-I-5 (Single-Family Residential). Other zoning districts surrounding the core area include P (Public) and R-I-7.5 (Single-Family residential) While intended primarily for commercial-oriented development, it should be noted, portions of the land within the G-C and R-C zones are presently used for residential (permanent and seasonal) purposes. Additionally, several vacant and underutilized lots exist throughout OceanLake.





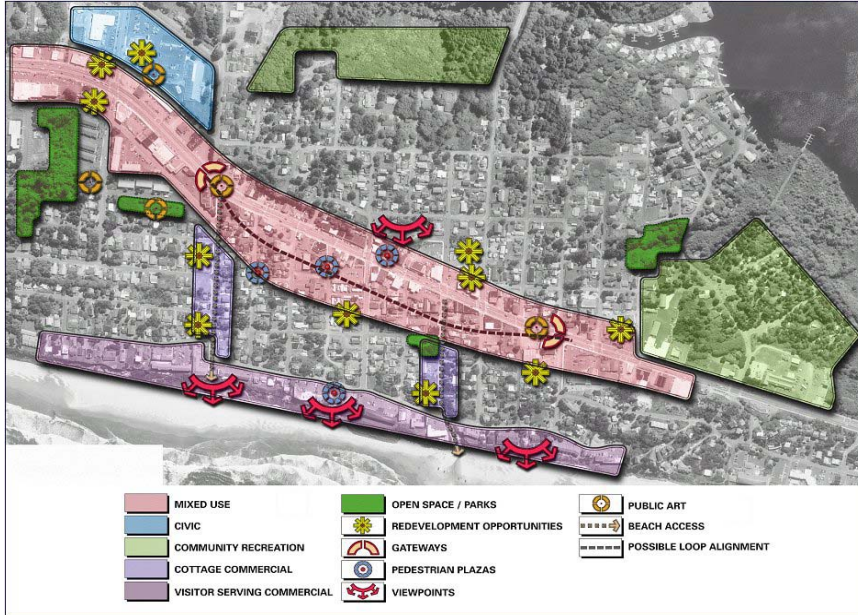
### 3. Urban Design Findings

OceanLake is largely organized by a grid system of streets, oriented North-South and East-West. Small lots and small buildings (1-2 stories) fill most every block within the community, with the exception being the larger scale development existing along NW Harbor and Highway 101 (see Figure D). The blocks vary in length and width, but collectively create a community that is generally compact in scale, making it easily navigable and generally very walkable. The topography slopes generally to the South and to the West (see Figure E), but OceanLake has only a limited number of unobstructed view opportunities to the Pacific Ocean. Highway 101 provides the primary access to OceanLake and also bisects the community into East and West halves. With the exception of NW 21st Street, none of the corridors in OceanLake include enhanced streetscape amenities. No notable landmarks or focal points exist within the OceanLake core area, nor does a clear transition (or edge) exist between Wecoma Beach (to the north of OceanLake) and DeLake (to the south of OceanLake). Opportunities abound to reinforce OceanLake's image and identity through urban design enhancements.





**FIGURE D:** Existing Building Footprints



**FIGURE E:** OceanLake Urban Design Framework



### 4. Circulation Findings

Like the other 5 districts comprising Lincoln City, OceanLake's vehicular circulation system centers largely on, but by no means exclusively, Highway 101. While this major transportation corridor 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 also produces challenges. During peak tourist season and holidays, it becomes a bottleneck. The absence of protected turning areas and other design deficiencies within the OceanLake core often contribute to traffic congestion as well as a higher than average potential for accidents.<sup>1</sup> Over OceanLake's history, a number of ideas and improvements have been explore and/or installed (and, in some cases, later removed) to improve the performance of the highway. A summary of Highway 101 conditions through OceanLake includes:

- ◆ Constrained US 101 Right of Way (60' curb to curb)
- ◆ Nominal Parkway Width (7' – 10')
- ◆ Closely Spaced Local Street Intersections (250 feet)
- ◆ Driveway Access Points Add Additional Conflicts
- ◆ Mid-block/Uncontrolled Crosswalks
- ◆ No Median/Turn Movements Impede Through Movements
- ◆ On-Street Parking
- ◆ No Bike Lanes
- ◆ High Percentage of Truck Traffic 15%+

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<sup>1</sup> According to the Lincoln City Public Works Department, between the years of 1995 and 2001, for example, the number of reported crashes between N. 22nd Street and N. 10th Street totaled 77 vehicle-vehicle crashes, 10 vehicle-pedestrian crashes, and 4 vehicle-bicycle crashes. Furthermore, according to the Lincoln City Police Department, the actual number of crashes is likely three times the number reported.



The local street network in OceanLake is often used by residents as an attempt to bypass to Highway 101. The street segments included in the bypass system generally used by locals include the following:

- ◆ N. 22nd Street
- ◆ Mast Place
- ◆ NW 21st Street
- ◆ Harbor Avenue
- ◆ NW 15th Street
- ◆ N. 14th Street
- ◆ NW 12th Street
- ◆ Inlet Avenue
- ◆ NW 2nd Street

Pedestrians and bicyclists are also affected by and dependent upon the streets and rights-of-way that accommodate vehicles. In general, the OceanLake core includes minimal improved sidewalks and pathways, with NW 21st Street, Highway 101, and the NW 15th Street beach access comprising the areas with the most sidewalks. No striped bike lane exists on Highway 101 through OceanLake, however local streets are used as bicycle routes.

## **5. Parking Findings**

OceanLake's existing public and private parking was analyzed during Spring Break 2002 to determine parking capacity and utilization. A substantial report was prepared that provides the details of the analysis, entitled "Oceanlake Core Treatment Area Parking Capacity and Utilization Analysis" (May 13, 2002). Summarized findings from that analysis are presented below.

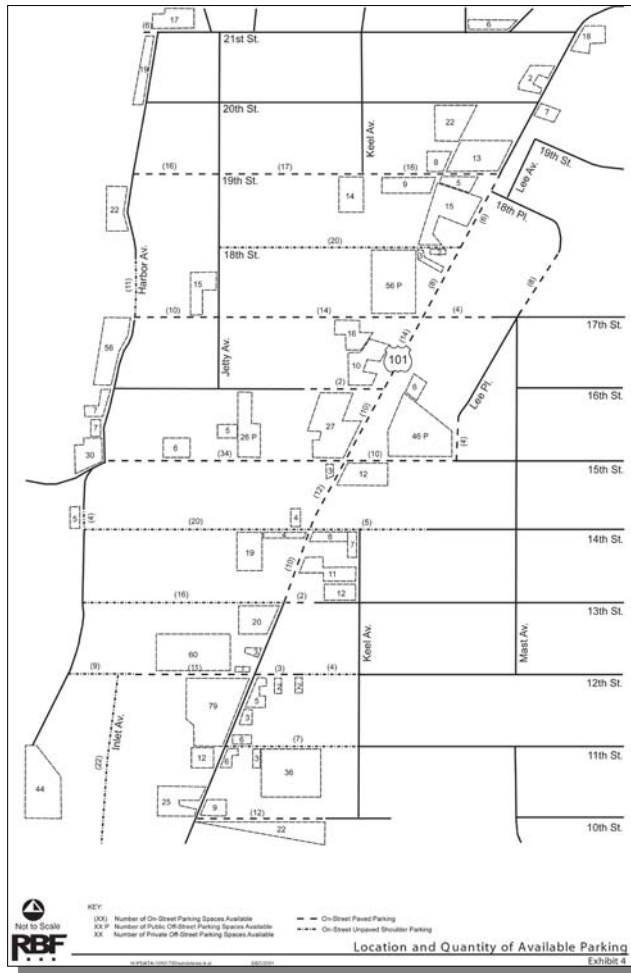
Parking in OceanLake is categorized by on-street parking and off-street parking. The on-street parking category is further broken down into on-street paved parking and on-street unpaved shoulder parking. The off-street parking is classified either public or private parking.



# OceanLake Redevelopment Plan

## Chapter 1: Foundation for the Revitalization of OceanLake

The core area of OceanLake has 1,269 parking spaces, which consist of 229 on-street paved parking spaces, 118 on-street unpaved shoulder parking spaces, 128 off-street public parking spaces, and 794 off-street private parking spaces.



Utilization of OceanLake's parking capacity was calculated by counting each study area on-street segment parking space and off-street parking lot space for parked vehicles between 8:00 a.m. and 6:00 p.m. every two hours.

### Existing Weekday Conditions

During weekday conditions, most of OceanLake's on-street parking spaces and off-street parking lot spaces are below 80 percent peak



parking utilization. One location, the Keel Avenue private off-street parking lot is at 100 percent utilization. The overall weekday peak parking utilization for the core area of OceanLake is 28 percent between 2:00 p.m. and 4:00 p.m. The overall peak parking utilization for each parking analysis category is:

- On-street Paved Parking - 27 percent between 2:00 p.m. and 6:00 p.m.;
- On-street Unpaved Parking - 12 percent between 10:00 a.m. and 12:00 p.m.;
- Off-street Public Parking - 35 percent between 2:00 p.m. and 4:00 p.m.; and
- Off-street Private Parking - 30 percent between 8:00 a.m. to 12:00 p.m. and 2:00 p.m. to 4:00 p.m.

All study area on-street parking spaces and off-street parking lot spaces are below 80 percent average parking utilization under existing weekday conditions. The overall weekday average parking utilization for OceanLake is 26 percent. The overall average parking utilization for each parking analysis category is:

- On-street Paved Parking - 24 percent;
- On-street Unpaved Parking - 10 percent;
- Off-street Public Parking - 25 percent; and
- Off-street Private Parking - 29 percent.

### **Existing Weekend Conditions**

During weekend conditions, most of OceanLake's on-street parking spaces and off-street parking lot spaces are below 80 percent peak parking utilization. The overall weekend peak parking utilization for OceanLake is 24 percent between 2:00 p.m. and 6:00 p.m. The overall peak parking utilization for each parking analysis category is:

- On-street Paved Parking - 26 percent between 12:00 p.m. and 4:00 p.m.;
- On-street Unpaved Parking - 11 percent between 12:00 a.m. and 2:00 p.m.;
- Off-street Public Parking - 52 percent between 2:00 p.m. and 4:00 p.m.; and





- Off-street Private Parking - 29 percent between 8:00 a.m. and 10:00 a.m.

All OceanLake on-street parking spaces and off-street parking lot spaces are below 80 percent average parking utilization under existing weekend conditions. The overall weekend average parking utilization for OceanLake is 23 percent. The overall average parking utilization for each parking analysis category is:

- On-street Paved Parking - 22 percent;
- On-street Unpaved Parking - 10 percent;
- Off-street Public Parking - 35 percent; and
- Off-street Private Parking - 23 percent.

Based on the utilization rates surveyed, the existing parking supply is adequate for the current mix of land uses, development intensities, and attractions in OceanLake.

## **D. COMMUNITY VALUES AND GOALS**

The Lincoln City community has expressed a number of values, goals, and objectives throughout the OceanLake Redevelopment Plan process. The following goals and objectives are based on community input received during Immersion Week as well as subsequent public meetings and hearings. These guiding principles were consulted during the development of the OceanLake Redevelopment Plan and should continue to be used to guide future development decisions in the OceanLake district.

### **◆ Vehicular Circulation**

Create a safer, more efficient, and visually pleasing highway and local street system that provides for continued economic development and adequate parking and that respects both the commercial and residential character of OceanLake.



◆ **Pedestrians and Bicycle Circulation**

Cultivate an environment with easy, safe, and attractive options and amenities for pedestrian and bicycle circulation and provides strong connections from the OceanLake core to the beach, lodging, neighborhoods, and public parking.

◆ **Land Use and New Development**

Encourage a mix of residential, commercial, lodging, office, and public uses throughout OceanLake and encourage new development opportunities that strengthen OceanLake as a center for unique shopping, dining, arts, culture, recreation, and living.

◆ **Image, Design, & Architecture**

Convey a positive and cohesive, yet uniquely “OceanLake”, image through appealing architecture, consistent streetscape features, attractive signage, and careful attention to design detail.

◆ **Public Space and Parks**

Promote OceanLake as the social “heart” of Lincoln City by fostering increased socialization and interaction through public plazas, parks, and other gathering spaces. Preserve and enhance natural environmental features including views to the beach, trees, and parks.

◆ **Public Art**

Increase visual interest and celebrate the story of OceanLake and Lincoln City’s local history, culture, and natural environment through unique public art, interpretive features, and through the involvement of local artists and youth.

◆ **Public Parking**

Create a commercial core that provides ample, easily accessed public parking that encourages a “park once and walk” mentality.



# *OceanLake Redevelopment Plan*

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## *Chapter 1: Foundation for the Revitalization of OceanLake*



## *Chapter 2:*



## *A Community Vision for OceanLake*



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## *Chapter 2:*

# *A Community Vision for OceanLake*

*“Vision without action is a daydream. Action without vision is a nightmare.”*  
– Japanese proverb

### **A. INTRODUCTION**

This chapter articulates the vision for OceanLake that is based on the multitude of ideas, information, values, and opinions gathered during the planning process (see Section B). This chapter also identifies key public improvements and programs – organized by projects planned for the next five years (see Section C) and projects that are planned beyond a five-year period (see Section D) – that will enhance livability and economic vitality in OceanLake.





## B. VISION STATEMENT FOR OCEANLAKE

The following vision statement is written to provide a description of “what can be” in OceanLake. It compliments the vision graphic illustrated in Exhibit 2-1.

**Imagine a renewed OceanLake . . .** OceanLake is an Oregon Coast destination that is diverse in recreational, tourist, artistic and community (civic) activities. OceanLake is the heart of Lincoln City with its historical downtown core that visitors can easily park once and walk to visit many unique shops, restaurants, beaches and parks. Tourists can come to the beach or attend arts workshops or stay the night in one of the many oceanfront hotels and take in a great movie at the historic Bijou Theater. OceanLake offers recreational activities ranging from hiking and boating at Devils Lake (just seconds from downtown) to beach-combing and tide pool exploration along a coastline with ample public beach access. OceanLake is an economically vibrant, attractive, safe and friendly community – a unique pearl in the string of Lincoln City villages.

**Imagine . . .**Walking and biking (or even driving) on an improved, calmed Highway 101 into the OceanLake downtown district and being greeted by a whale tail or breaching whale fountain gateway entrance monument (located at highly visible locations in the north and south). Visitors enter the core area and recognize that it is beautifully lined with trees and shrubs, street furniture and elegant light posts. The core area is filled with charming shops with wide, awning-covered sidewalks that provide pedestrians a comfortable walking environment and protection from the elements. The OceanLake downtown core has a strong mix of retail shops on the ground floors with offices and residential housing on the second floors. The historic buildings with revitalized facades cause passers-by to slow down to appreciate the architecture. Visitors and residents feel safe on the sidewalks, bike paths and on the streets in OceanLake. The scene is spectacular and inviting and travelers feel they must stop and spend some time.

**Imagine . . .** A core area loop system connecting the east and west sides of Highway 101 – utilizing NW 21st Street, NW Harbor Avenue, OceanLake Drive, and NE Oar Avenue – that enables pedestrians to make an easy walk from the beach, hotels, restaurants, parks, public plazas and public parking areas to the downtown core and



neighborhoods. On NW 21st Street (west of Highway 101) tourists can visit cottage shops, galleries and mom & pop delis that extend down the street to the public beach access stairway. On NW Harbor Avenue, intermingled with lodging opportunities are scenic ocean view nooks and a beachfront retail and restaurant village where visitors can enjoy the dramatic Pacific Ocean. A rare beach access driveway located at the west end of NW 15th Street provides public vehicular access onto the beach. This access is unique because it allows people of all abilities to enjoy the beach, while also providing emergency vehicle access. On NW 15th Street – a Great Street – extending from the beach to Highway 101 are various cottage shops (cottage commercial) like NW 21st Street intermittently mixed with a community “Peoples Park”. From NE Oar Avenue (to the east of Highway 101), pedestrians can enjoy parks and community activities at the Community Center and the new Creative Art and Activities Center. Elevated scenic views of downtown OceanLake can be seen at a view nook along NE Lee Place above the expanded public parking lot.

**Imagine . . .** The “Peoples Park” of OceanLake is a long-awaited feature of the community tied together with the core area, adjacent neighborhoods, and the beach by a series of public parks, a sculpture garden and open space areas that are abundant throughout the western and eastern side of Highway 101 between NW 17th Street and NW 15th Street. A civic plaza, which is the centerpiece of the core area, brings families and visitors together by providing a place to gather for community events, entertainment and festivals to celebrate the rain!

**Imagine . . .** Motorists park only once in OceanLake to visit many of the various businesses, restaurants and attractions. OceanLake provides plenty of on street parking and the public parking lots on the western and eastern side of Highway 101 are ample and easily found by visitors because of clear and distinct signage. The public parking lots are clean, well lit and beautifully landscaped. Some have public restrooms and offer wayfinding kiosks that enable visitors to quickly reach their destinations.

**Imagine . . .** Residents and visitors attending workshops at the Artist Live-Work Studio where artists work, live, learn and teach. Most of the public art throughout the core area, parks and plazas is created locally by Lincoln City artists. South of the Artist Live-Work Studio is another park exclusively for dogs. This “Bark Park” is a place for dogs to safely



run free in the open space of the park. OceanLake is also home to a museum and an indoor recreation complex featuring seasonal organized sporting leagues that offer indoor soccer, roller hockey, batting cages, miniature golf and a rock climbing wall to name a few.

**Imagine . . .** The renewed plan for OceanLake includes a comprehensive pedestrian and bike trail system that encourages modes of transportation other than vehicle use. Most of OceanLake’s amenities are only a quarter mile from the core area. This trail system makes it safe and convenient for residents and children to get to schools, the new youth center and other various destinations around the community.

**Imagine . . .** OceanLake is a district in Lincoln City that attracts visitors because of its attractive and thriving downtown district, beautiful coastline, artistic culture and friendly community. OceanLake is a place where residents and visitors can park once and safely walk to any of its various destinations. It’s a place that brings citizens and visitors together with its recreational, dining, lodging and shopping opportunities. There is no mistake when visitors and residents alike enter OceanLake that they have arrived in Lincoln City’s Downtown.

## C. EXPLORING THE VISION OVER THE NEXT 5 YEARS


The OceanLake Vision Statement conveys a singular point in the future that requires the implementation of many details to achieve “what can be.” Working toward the attainment of the OceanLake vision requires attention to and implementation of a number of details. These details include public and private projects and programs that embrace the four dimensions of successful community revitalization: physical and environmental improvements; economic development; organizational and social development; and, promotions and image building.

This section focuses on the public and private projects that are planned for OceanLake over the next five years. The OceanLake vision plan graphic for this time period (see Exhibit 2-1a) is built around improvements to be made over the next 5 years to enhance community vitality while also preparing for, and not precluding, the envisioned development of a Highway 101 Couplet. Exhibit 2-2 provides descriptions



of the elements contained within the vision plan graphic for the core area of OceanLake, and Exhibit 2-3 provides a regional perspective of improvements that help attain the OceanLake vision.

Following are summaries of many of the projects and programs that collectively work toward creating a renewed OceanLake. A location map follows each list of projects and programs. This map includes the Urban Renewal Boundary to help users determine which projects and programs fall within the purview of the Lincoln City Urban Renewal Agency.

 <b>Resource Toolbox</b>	
Section CI	Appendix
a.1.	N/A
a.2.	IV: 4, 32, 41, 42, 48, 49, 50A, 50B
a.3.	III: 5 IV: 4, 27, 45, 48, 49, 50A, 50B
a.4.	IV: 4, 27, 45
a.5.	Exhibit 2-4 III: 2 IV: 43, 44, 45, 46, 48, 49, 50A, 50B
a.6.	IV: 33, 35A, 35B, 36
a.7.	N/A
a.8.	N/A
b.1.	N/A
b.2.	IV: 4
b.3.	Exhibit 2-6 III: 2 IV: 4, 26, 48, 49, 50A, 50B
b.4.	IV: 4
b.5.	IV: 4, 48, 49, 50
b.6.	IV: 4, 48, 49, 50A, 50B

## I. Vehicular Circulation

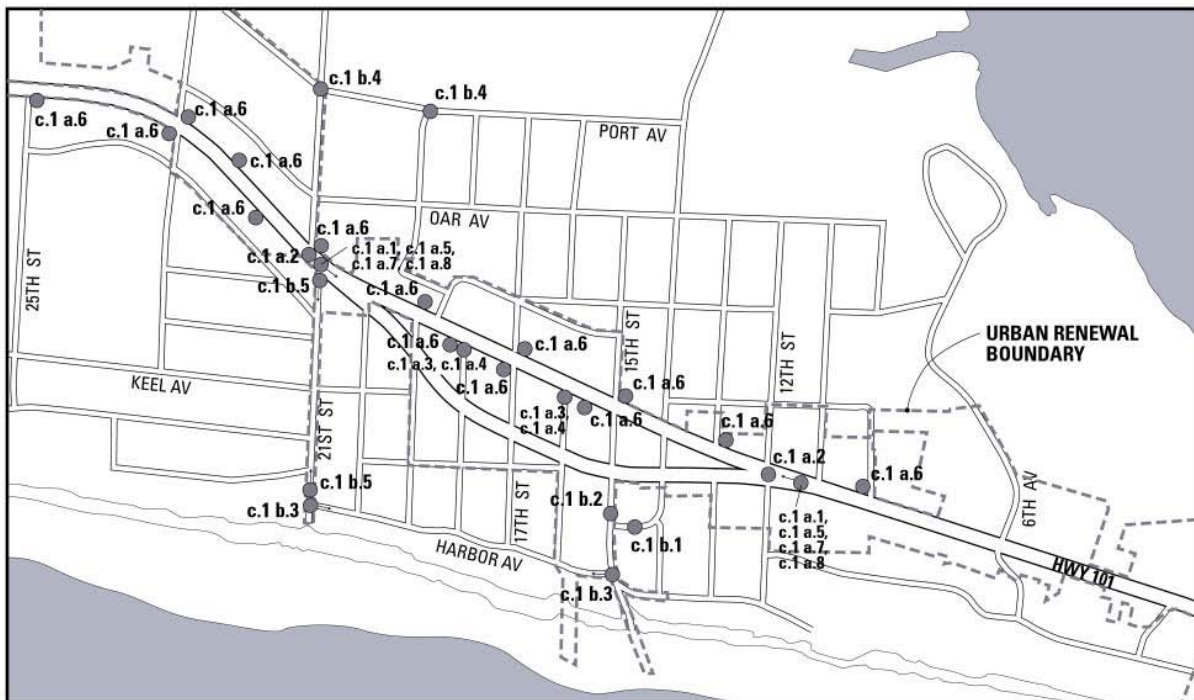
### Projects and Programs Over the Next Five Years

- a. Implement Key Short-Term Highway 101 Related Projects to help improve traffic flow, safety, and image in OceanLake.
  1. Underground Existing Overhead Utilities
  2. Install OceanLake Gateways and Special Paving at NE 21st and NE/NW 12th Streets
  3. Close NW 16th and 18th Streets at Intersections with Highway 101
  4. Install Landscape Planters at Closed NW 16th and 18th Streets at Intersections with Highway 101
  5. Install New Street Furniture Palette Elements on Existing Sidewalks (see Exhibit 2-4)
  6. Install Wayfinding Signs
  7. Consider Eliminating Mid-Block Cross Walks
  8. Pursue Relinquishment of Sidewalk Right-of-Way from ODOT to Lincoln City
  
- b. Implement Key Local Street Improvements to help improve local traffic flow, safety, and image in OceanLake.
  1. Acquire, Design, and Construct NW 14th to NW 15th Connection to Create OceanLake Drive
  2. Design and Build NW 15th Street to create a “Great Street”
  3. Improve Harbor Avenue with Sidewalks, Curb, Gutter, Bike Lane, and Bollard Street Lights (see Exhibit 2-5)



4. Design and Construct NE Port Avenue Connection to enhance access to and from the Community Center, NE 22nd Street, and OceanLake neighborhoods east of Highway 101
  5. Complete Improvements to the South Edge of NW 21st Street that compliment existing enhancements along the northern edge of the street
  6. Design and Construct Curb, Gutter, Sidewalk and Streetscape Improvements throughout remaining areas of the OceanLake core, including traffic calming measures as appropriate.
- c. Initiate project approval, funding, and preparation of the Environmental Impact Statement for the OceanLake Couplet (refer to detailed steps for the Highway 101 Couplet Phasing Concept in Chapter 3).

### Vehicular Circulation Projects and Programs Location Map



c.1 b.6 = District-wide (not shown)

### I. Vehicular Circulation



## 2. Pedestrian and Bicycle Circulation

### Projects and Programs Over the Next Five Years

- a. Design and Install a Connected System of Sidewalks throughout OceanLake (including both the core and the surrounding area) to create a safer pedestrian environment for residents, school children, seniors, visitors, and persons with mobility challenges (see Exhibit 2-3)
- b. Create New Pedestrian Connections, emphasizing mid-block connections between buildings, utilization of existing rights-of-way, and secondary pedestrian corridors behind commercial storefronts
  1. Work to create a mid-block pedestrian connection (generally located north of and adjacent to the Old Oregon Tavern) linking the Highway 101 sidewalk environs to the public parking lot accessed from NE 15<sup>th</sup> Street
  2. Coordinate with property owners of buildings fronting on Highway 101 (generally between 14<sup>th</sup> and 19<sup>th</sup> Streets) to create a safe and contiguous pedestrian walkway system in the rear areas of buildings
  3. Utilize the NE 18<sup>th</sup> Street right-of-way between Jetty and harbor to develop a pedestrian pathway, while also improving the vehicular access to adjacent residences
- c. Locate and Install Pedestrian Kiosks and Signage Stations throughout the OceanLake Core area, emphasizing the following locations:
  1. NW 15<sup>th</sup> Street and Highway 101 (at NW Corner)
  2. NW 17<sup>th</sup> Street and Highway 101 (at Public Parking Lot)
  3. NE 15<sup>th</sup> Street and Highway 101 (at Public Parking Lot)
  4. NW 15<sup>th</sup> Street and Harbor (at NE Corner)
  5. NW 21<sup>st</sup> Street and Harbor
- d. Design, Develop, Sign and Promote the OceanLake Shore to Shore Trail, connecting the Pacific Ocean with Devil’s Lake

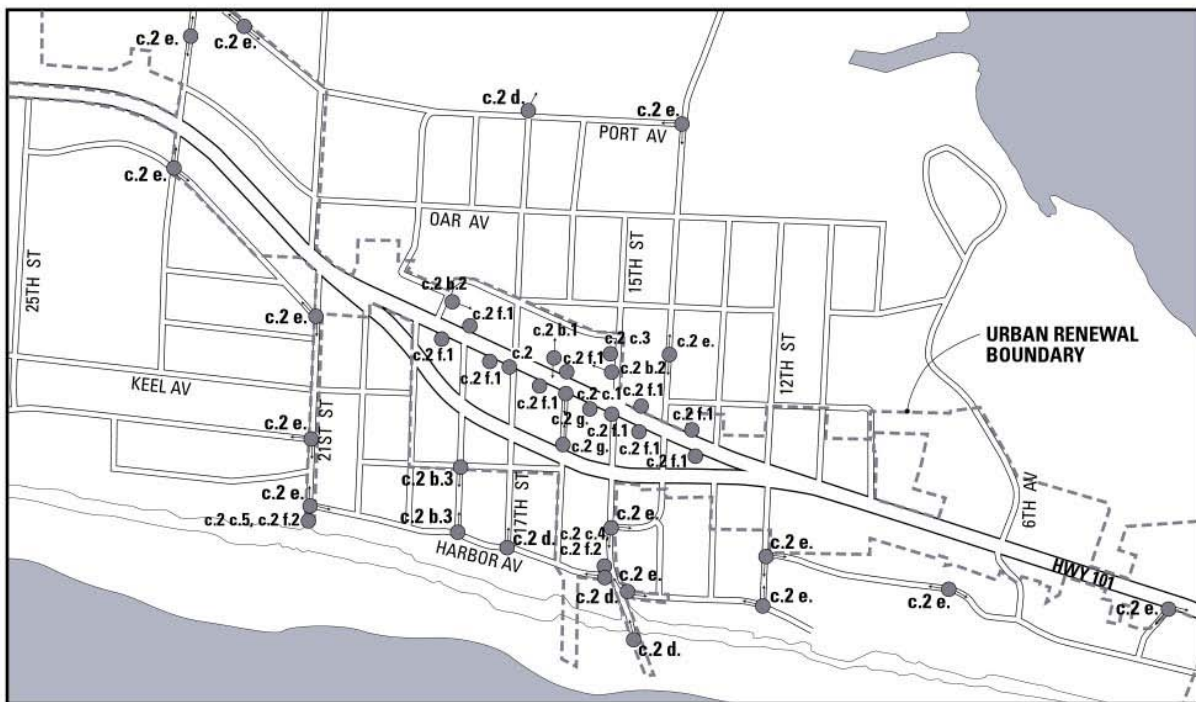
Resource Toolbox	
Section C2	Appendix
a.	IV: 4, 5, 6, 28, 32, 48, 49, 50A, 50B
b.	III: 5, 7 IV: 29, 30, 31, 48, 49, 50A, 50B
b.1.	III: 7 IV: 29, 48, 49, 50A, 50B
b.2.	III: 7 IV: 30, 31, 48, 49, 50A, 50B
b.3.	IV: 29, 30, 31
c.	Exhibit 2-4 III: 3 IV: 33, 35A, 35B, 36
c.1-5.	IV: 33, 35A, 35B, 36
d.	IV: 36, 37
e.	IV: 34, 37, 47
f.1.	III: 2, 3
f.2.	III: 2, 3





- e. Develop an Off-Highway Bicycle Route System through OceanLake
- f. Install Bicycle Racks at key locations throughout the OceanLake core area and near primary beach access points
  1. In general, centrally locate one (1) bicycle rack per Highway 101 block face within the OceanLake core
  2. Locate one (1) bicycle rack each at the NW 15<sup>th</sup> Street and NW 21<sup>st</sup> Street beach access points

**Pedestrian and Bicycle Circulation Projects and Programs Location Map**



c.2 a. = District-wide (not shown)

**2. Pedestrian & Bicycle Circulation**



### 3. Land Use and New Development

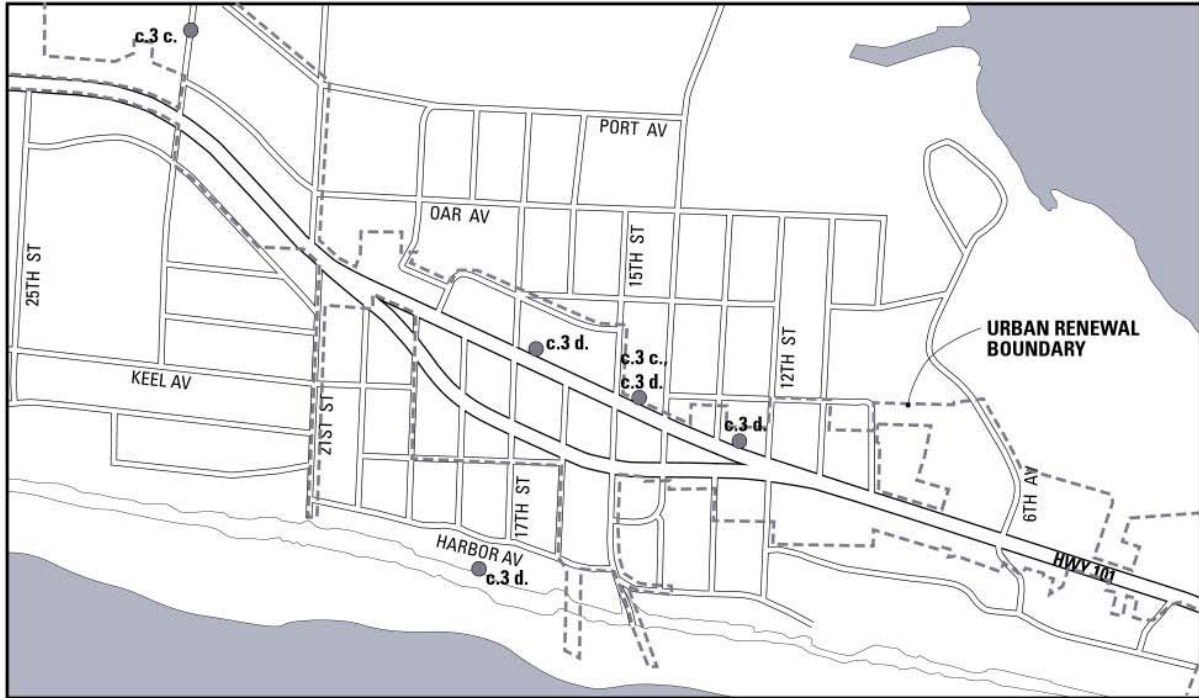
#### Projects and Programs Over the Next Five Years

Resource Toolbox	
Section C3	Appendix
a.	I IV: 28, 40
b.	I
c.	IV: 8, 9, 10, 11A, 11B, 18, 19, 20, 38, 39, 40
d.	III: 4 IV: 7A, 7B, 18, 19, 20, 38, 40

- a. Refine and Adopt New Zoning Ordinances for OceanLake to optimize future opportunities for new development that are consistent with the community’s vision for OceanLake and to facilitate the development of clusters of economic vitality by encouraging complementary and supporting land uses to locate near one another.
- b. Prepare and Adopt Amendments to the Lincoln City Comprehensive Plan and Zoning Ordinance to Incorporate the OceanLake Redevelopment Plan and related components into the City’s community-wide policy documents.
- c. Explore the Feasibility of and Implementation Steps (as appropriate) for the Envisioned Community-Based Development Projects for OceanLake (e.g. Fraternal Hall, Artist’s Live-Work Studios, a Creative Art and Activities Center, etc.).
- d. Collaborate with Property Owners of Infill Development or Redevelopment Sites (Unless Owned by the city of Lincoln City) to Define Desired Development Types and Market the Opportunity to the Private Sector to Encourage Reinvestment in OceanLake (including the issuance of Requests for Proposals to attract progressive, community-minded developers).
- e. Enforce compliance with City codes to optimize property maintenance and minimize blight. If necessary, implement aggressive mitigation measures to address persistent code violations.



**Land Use and Development  
Projects and Programs Location Map**



c.3 a., b., e. = District-wide (not shown)

**3. Land Use & New Development**



## 4. Image, Design and Architecture

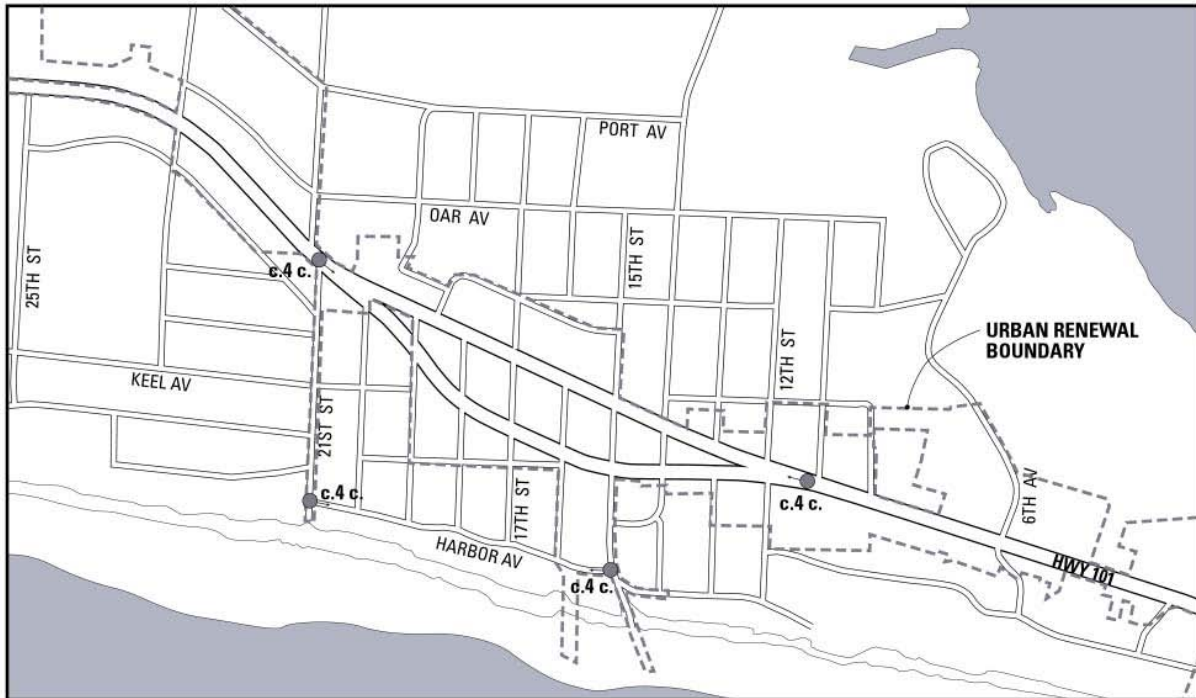
### Projects and Programs Over the Next Five Years

- a. Refine and Adopt New Design Guidelines for OceanLake to ensure that new development and rehabilitated buildings convey an image consistent with OceanLake’s history and the Oregon coastal environment.
- b. Incorporate OceanLake Streetscape Furniture Palette into all roadway and public space-related projects to improve the community’s image and create a more inviting pedestrian environment. Consider doing a streetscape demonstration project on one block to allow the community to “try it before they buy it”.
- c. Underground Utilities along Highway 101, Harbor Avenue, and in other areas (as applicable) of OceanLake to enhance the community’s image and reduce visual blight.
- d. Encourage Rehabilitation of Existing Buildings through the promotion of rehabilitation loan programs and a design assistance program to enhance the visual and physical qualities of private properties.
- e. Design and Install a Wayfinding and Identity Signage System throughout OceanLake to reinforce the district’s image and to enhance motorists and pedestrians’ ability to easily find their way to the beach, public parking, shopping areas, public spaces, and other destinations.

Resource Toolbox	
Section C4	Appendix
a.	II III: 3 IV: 40
b.	Exhibit 2-4 III: 2 IV: 43, 44, 45, 46, 48, 49, 50A, 50B, 51
c.	N/A
d.	II III: 3 IV: 21
e.	IV: 33, 35A, 35B, 36, 41, 42



### Image, Design, and Architecture Projects and Programs Location Map



c.4 a., c.4 b., c.4 d., c.4 e. = District-wide (not shown)


### 4. Image, Design & Architecture

## 5. Public Spaces and Parks

### Projects and Programs Over the Next Five Years

- a. Develop Key Public Spaces and Parks in OceanLake to provide the community with areas of important local meaning that can be used for gatherings, festivities, celebrations, family outings, and tranquility.
  1. Acquire, Design, and Build Peoples Park, along NW 15th Street as identified in the Lincoln City Urban Renewal Plan, to serve as the OceanLake community’s central park.
  2. Design and Build “Bark Park” near NE 6th Drive and Mast Avenue to provide Lincoln City residents and visitors with an attractive and safe dog park.



 <b>Resource Toolbox</b>	
Section C5	Appendix
a.	III: 5 IV: 12, 48, 49, 50A, 50B, 52, 56, 57
a.1.	III: 5 IV: 12, 48, 49, 50A, 50B, 52, 54, 56, 57, 77
a.2.	III: 6 IV: 13, 47, 55, 77
a.3.	IV: 12, 47, 48, 49, 50A, 50B, 52, 61
a.4.	IV: 14, 37, 47, 60
a.5.	IV: 12, 48, 49, 50A, 50B, 52, 58, 59
a.6.	IV: 37, 47
a.7.	III: 7 IV: 12, 48, 49, 50A, 50B, 52, 56, 57
a.8.	IV: 48, 49, 50A, 50B, 58, 59
a.9.	IV: 48, 49, 50, 58, 59
a.10.	IV: 12, 41, 48, 49, 50A, 50B, 52
b.	IV: 12, 53

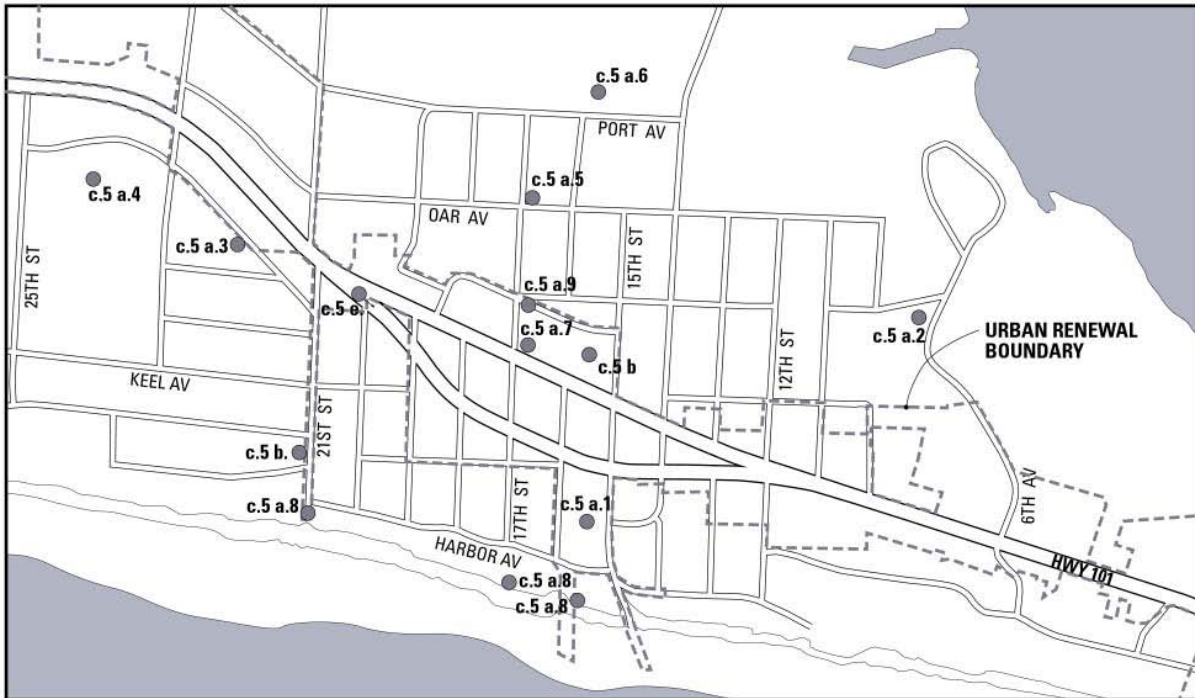
3. Acquire, Design, and Build the Mast Avenue Neighborhood Park, west edge of Mast Avenue between NW 21st Street and NW 22nd Street to provide the northern neighborhoods of OceanLake with a passive park that could accommodate a sculpture garden featuring the art work of local artists.
  4. Design and Create the OceanLake Wetlands Interpretive Center, generally east of Lee Avenue, west of Mast Place, north of NW 22nd Street, and south of NW 25th Street, to provide residents and visitors with a tranquil public space and one that can also serve environmental education purposes.
  5. Design and Construct Tower Park, east of the 17th Street and Oar Avenue intersection, to provide residents and visitors with a lookout area with vistas of OceanLake and the Pacific Ocean.
  6. Design and Create Spring Park Nature Trails, east of Port Avenue and generally north of NE 14th Street, to provide residents and visitors with an opportunity to hike in a natural setting near OceanLake.
  7. As a secondary option to infill development, acquire, Design, and Develop a Pocket Park on the vacant lot north of and adjacent to the Bijou Theater
  8. Design and Develop Pacific Ocean Bluff-Top Promontories (public access view points) utilizing existing public rights-of-way, generally located at the termini of (in order of preference) NW 21st Street, NW 17th Street, NW 15th Street, NW 20th Street, NW 19th Street, and NW 13th Street
  9. Design and Develop a Pacific Ocean Vista (public access view point) in conjunction with the new parking facilities, generally located west of Mast Avenue between NE 16th Street and NE 17th Street (a.k.a., Lee Place View Plaza)
  10. Design and Construct an “OceanLake Commons” as part of the OceanLake Drive project, to add an amenity to the adjacent neighborhoods and to provide an additional gateway element.
- b. Design and develop additional Public Restrooms throughout OceanLake to compliment the two existing public restroom [generally locate new public restrooms near the NW 21st Street





beach access (possibly at the envisioned public parking lot at NW 21st Street between Jetty and Inlet Avenues), at the public parking lot north of NE 15th Street and west of Lee Place, and in other areas as an integrated component of new infill development]

**Public Spaces and Parks  
Projects and Programs Location Map**




**5. Public Spaces & Parks**



## 6. Public Art and Heritage

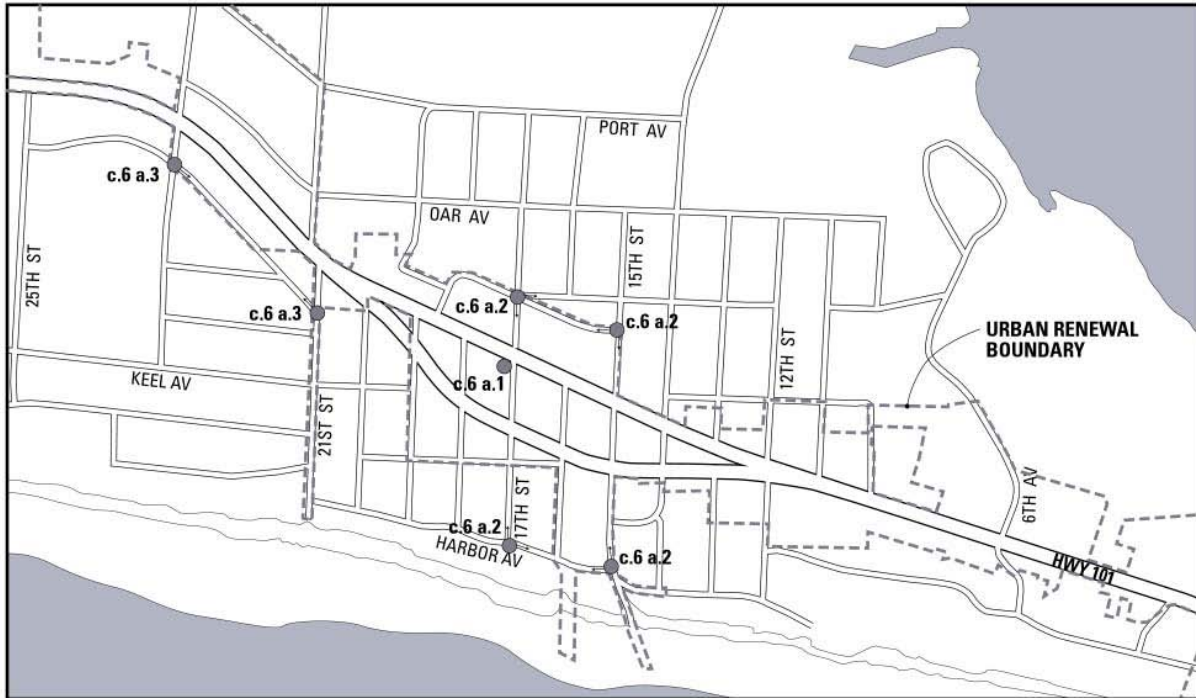
### Projects and Programs Over the Next Five Years

- a. Integrate Community-Based Public Art within public spaces (e.g. interactive and kinetic works) that allow residents and visitors to celebrate the local environment and heritage of Lincoln City
  - 1. As a first public art project, design and develop a public art project to anchor the northwest corner of NW 17<sup>th</sup> and Highway 101 (public parking lot)
  - 2. Consider creating a Rainbow Art Walk that includes a loop system of public art features along Harbor Avenue, 15<sup>th</sup> Street, Lee Place, and 17<sup>th</sup> Street
  - 3. Incorporate a Sculpture Garden and Walk along the west edge of Mast Place between NW 21<sup>st</sup> Street and NW 22<sup>nd</sup> Street
- b. Incorporate Historic Street Names onto street signs throughout OceanLake (e.g., 13<sup>th</sup> Street was Williams; 14<sup>th</sup> Street was Ocean Lake; 15<sup>th</sup> Street was Raymond Avenue; 16<sup>th</sup> Street was Summit; 17<sup>th</sup> Street was Broadway; 18<sup>th</sup> Street was Sunset; 19<sup>th</sup> Street was Lincoln; 20<sup>th</sup> Street was Hoyt, etc.)
- c. Celebrate Local People, Events, Buildings and Places, through the placement of historic markers throughout OceanLake (i.e. The First Tourists sign)

 Resource Toolbox	
Section C6	Appendix
a.	IV: 15, 16, 17, 62, 63, 64, 65, 66, 67, 68, 69
a.1.	IV: 15, 16, 17A, 17B, 50A, 50B, 62, 63, 64, 65, 66, 67, 68, 69
a.2.	IV: 15, 16, 17A, 17B, 50A, 50B, 62, 63, 64, 65, 66, 67, 68, 69
a.3.	IV: 17A, 50A, 50B, 61
b.	IV: 17A, 17B, 66
c.	IV: 17A, 66, 67, 68, 77



**Public Art and Heritage  
Projects and Programs Location Map**



c.6 b., c.6 c. = District-wide (not shown)

**6. Public Art & Heritage**

**7. Public Parking**

**Projects and Programs Over the Next Five Years**

- a. Develop Additional Public Parking Lots and expand existing public parking lots, in various key locations throughout the core area, to help transition the emphasis from on-site parking (which is generally not conducive to a village-scale character of development) to a public parking focus
  - I. Work with existing property owner of parcel on the north side of NW 21<sup>st</sup> Street between Jetty and Inlet Avenues to acquire, design, and develop a public parking lot that includes a public restroom and directional signage to lodging accommodations and beach access points



2. Acquire, Design, and Build a public parking lot as an integral element of Peoples Park, along NW 15th Street provide convenient off-street parking for beach visitors

3. Work with property owners of parcels between NE 15<sup>th</sup> Street, NE 17<sup>th</sup> Street, Lee Place, and Highway 101 to expand the existing public parking lot to the north to provide convenient parking, delivery, and loading access to adjacent businesses


4. Work with property owner of the parcel north of NE 19<sup>th</sup> Street and Highway 101 to acquire, design, and develop a small (25+/- space) public parking lot

5. Work with property owners of parcel(s) fronting Highway 101, between NE 12<sup>th</sup> and NE 13<sup>th</sup> Streets, to acquire, design, and develop a small (10+/- space) public parking lot, as identified in the Lincoln City Urban Renewal Plan, to the rear of an envisioned infill development opportunity

6. Design and build public parking lot adjacent to the north edge of OceanLake Drive (when constructed).

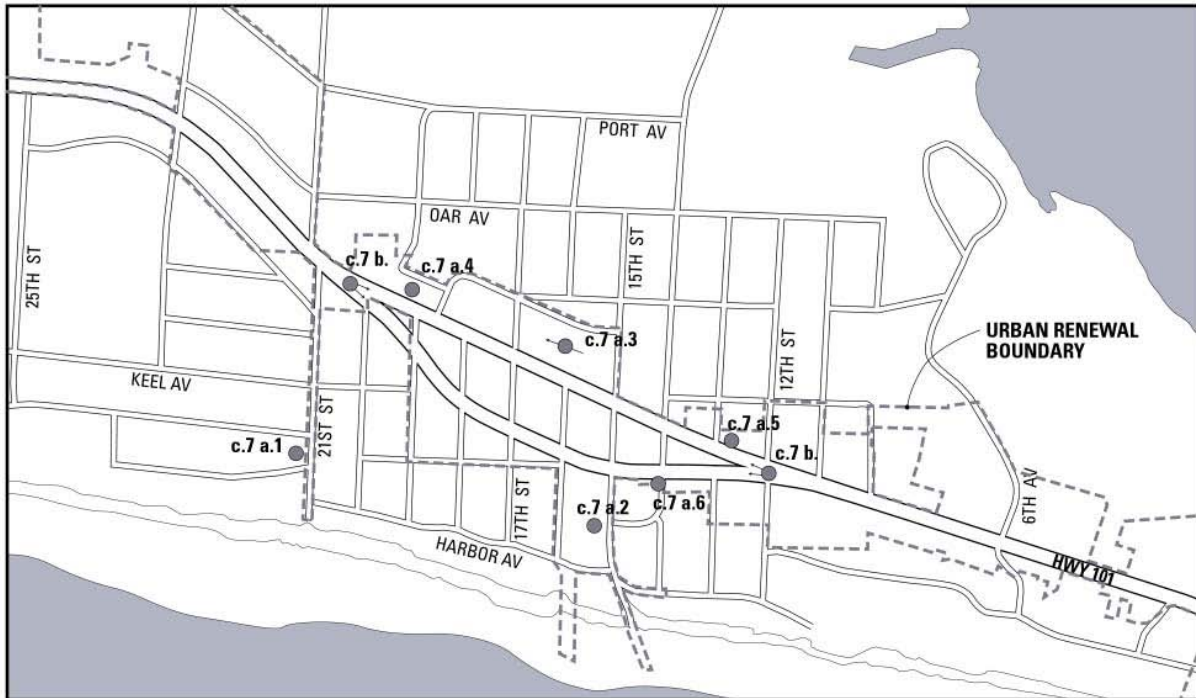
b. To the maximum degree possible maintain On-Street Parking on Highway 101 to contribute to a strong pedestrian environment, calm traffic, and reinforce business development of adjacent storefronts through convenient customer parking

c. Promote a “Park Once and Walk” strategy throughout the core area of OceanLake (through signage, direct pedestrian connections, promotions, and other convenience strategies) to encourage residents and visitors to park their car once and circulate throughout OceanLake by walking

 Resource Toolbox	
Section C7	Appendix
a.1.	III: 1 IV: 70, 71, 72, 73, 74, 75
a.2.	IV: 72, 73, 74, 75
a.3.	IV: 54, 72, 73, 74, 75
a.4.	IV: 72, 73, 74, 75
a.5.	IV: 72
a.6.	III: 7 IV: 72, 74, 75
b.	IV: 74, 75
c.	IV: 73, 74, 75



**Public Parking  
Projects and Programs Location Map**



c.7 c. = District-wide (not shown)

**7. Public Parking**

**8. Economic Development and Community Building**

**Projects and Programs Over the Next Five Years**

- a. Establish a Lincoln City Main Street Program to create a “downtown management” presence responsible for the economic and physical health of each of Lincoln City’s “pearls”
- b. Continue the publishing of the OceanLake Redevelopment Project Newsletter to continue dialogue and communication with the community as urban renewal activities unfold in the district
- c. Evolve the OceanLake Redevelopment Project Website into one that markets OceanLake, its businesses, and other attributes

Resource Toolbox	
Section C8	Appendix
a.	IV: 18
b.	IV: 22
c.	IV: 18, 19
d.	N/A
e.	IV: 18, 19
f.	IV: 21
g.	IV: 23, 76, 77
h.	IV: 18, 19, 20



- d. Finalize, reproduce, and distribute the OceanLake Promotional Pamphlet to promote OceanLake, its businesses, and other attributes of the district
- e. Identify and organize two (one off-peak and one peak) seasonal festivals or events to occur in OceanLake that provide residents with an opportunity to celebrate a sense of community, businesses with an additional economic development opportunity, and visitors with an added attraction along the Oregon coast
- f. Aggressively promote the incentives provided by Lincoln City and the Urban Renewal Agency for infill development within OceanLake (see Volume 4, Appendix IV, Reference 8 for a list of potential incentives to encourage infill development)
- g. Continue encouraging community-based working committees and groups that can help implement the ideas and concepts in this Redevelopment Plan (i.e., the OceanLake Merchants Association, the Public Art Committee, etc.)
- h. Work to implement the business and economic development recommendations included in the Taft Redevelopment Plan to further the City's – as well as its districts' – opportunities for entrepreneurship, job creation, and community economic development





## **D. EXPLORING THE VISION BEYOND THE NEXT 5 YEARS**

The OceanLake Vision Statement conveys a singular point in the future that requires the implementation of many details to achieve “what can be.” Working toward the attainment of the OceanLake vision requires attention to and implementation of a number of details. These details include public and private projects and programs that embrace the four dimensions of successful community revitalization: physical and environmental improvements; economic development; organizational and social development; and, promotions and image building.

This section focuses on the public and private projects that are planned for OceanLake beyond the next five years. The OceanLake vision plan graphic for this time period (see Exhibit 2-1b) is built around improvements to be made beyond the next 5 years to further achieve the community’s vision for OceanLake, including the envisioned development of a Highway 101 Couplet. Exhibit 2-2 provides descriptions of the elements contained within the vision plan graphic for the core area of OceanLake, and Exhibit 2-3 provides a regional perspective of improvements that help attain the OceanLake vision.

Following are summaries of many of the projects and programs that collectively work toward creating a renewed OceanLake. A location map follows each list of projects and programs. This map includes the Urban Renewal boundary to help users determine which projects and programs fall within the purview of the Lincoln City Urban Renewal Agency.



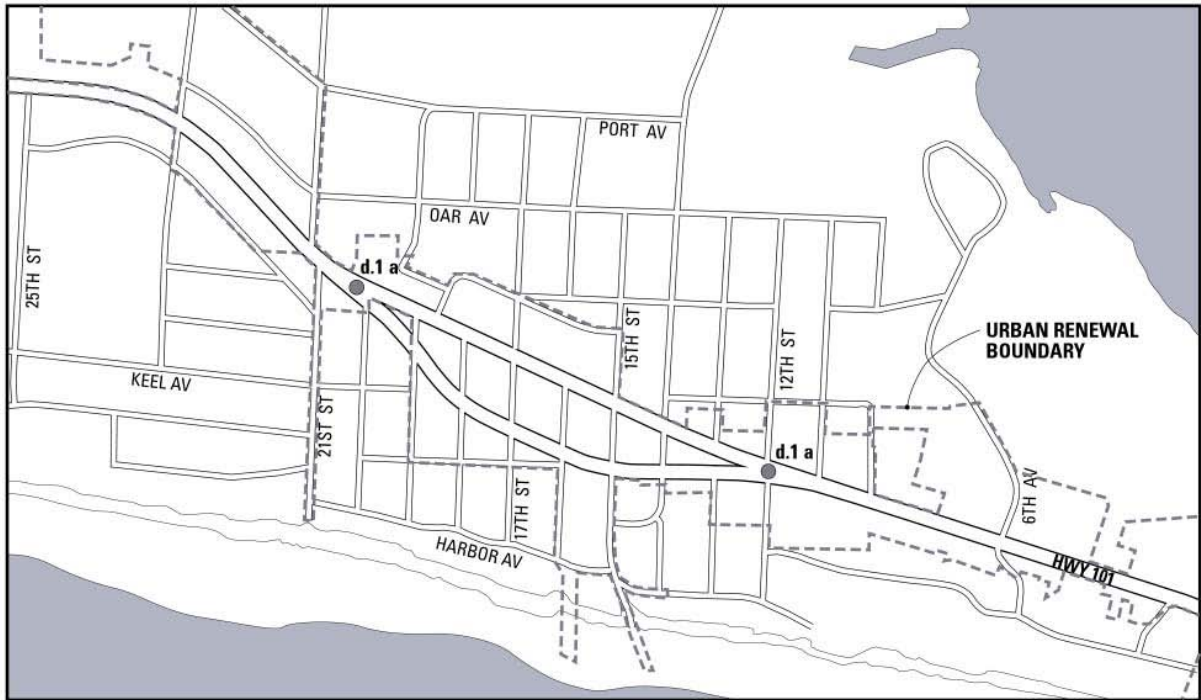
## I. Vehicular Circulation

### Projects and Programs Beyond the Next 5 Years

- a. Continue project approval and development of the partnership-based and phased implementation of a 2-lane OceanLake Highway 101 Couplet Project to optimize the long-term economic, physical, and community development potential of OceanLake (see Exhibit 2-6 and the Highway 101 Couplet Phasing Concept in Chapter 3 for more details).

Resource Toolbox	
Section DI	Appendix
a.	Exhibit 2-6 IV: 1, 3, 7A, 7B, 25

### Vehicular Circulation Projects and Programs Location Map



I. Vehicular Circulation



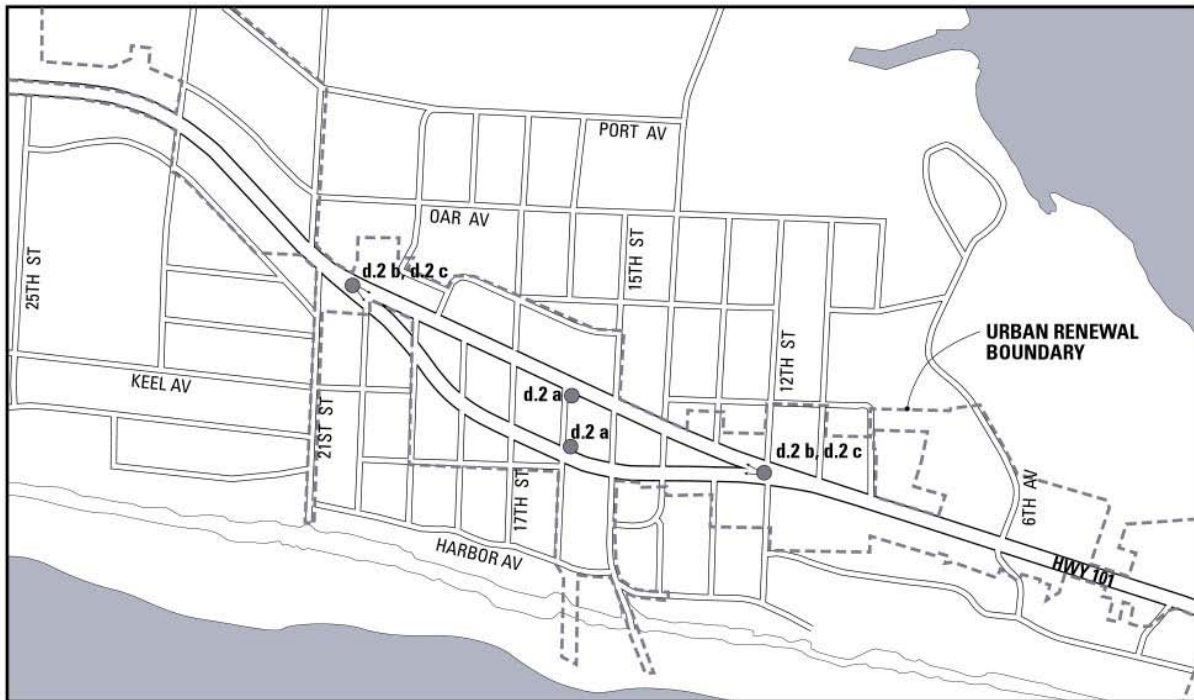
## 2. Pedestrian and Bicycle Circulation

### Projects and Programs Beyond the Next 5 Years

- a. Transform NW 16<sup>th</sup> and NW 18<sup>th</sup> Streets, between the northbound and southbound legs of Highway 101, into major pedestrian spines
- b. Include 14-foot sidewalks (typical), bulbouts, and highly visible and textured crosswalks within the Highway 101 Couplet design
- c. Integrate striped bike lanes within the northbound and southbound legs of Highway 101 between 12<sup>th</sup> and 21<sup>st</sup> Streets

Resource Toolbox	
Section D2	Appendix
a.	III: 5 IV: 48, 49, 50A, 50B
b.	IV: 26, 28
c.	IV: 34

### Pedestrian and Bicycle Circulation Projects and Programs Location Map



2. Pedestrian & Bicycle Circulation



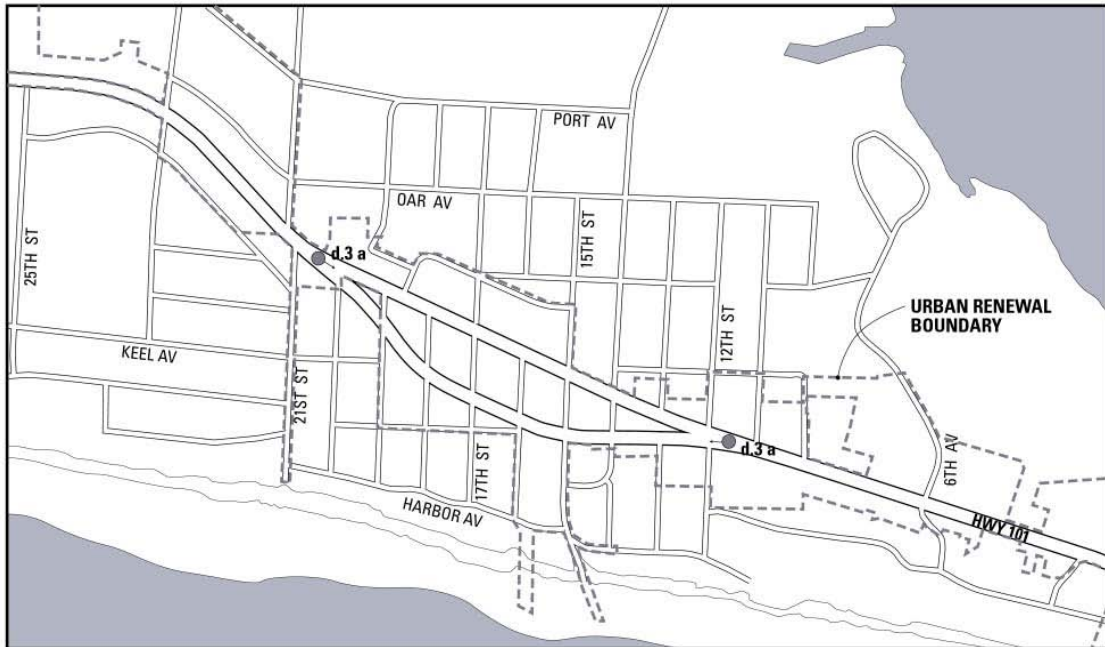
### 3. Land Use and New Development

#### Projects and Programs Beyond the Next 5 Years

Resource Toolbox	
Section D3	Appendix
a.	IV: 7A, 7B, 8, 9, 10, 11, 18, 19, 20, 38, 40

- a. For underutilized or vacant properties adjacent to the southbound leg of the OceanLake Highway 101 Couplet, collaborate with Property Owners of these properties (unless owned by the city of Lincoln City) to define desired development types and aggressively market the opportunities to the private sector to encourage reinvestment in OceanLake (including the issuance of Requests for Proposals to attract progressive, community-minded developers).
- b. Enforce compliance with City codes to optimize property maintenance and minimize blight. If necessary, implement aggressive mitigation measures to address persistent code violations.

#### Land Use and Development Projects and Programs Location Map



d.3 b = District-wide (not shown)

#### 3. Land Use & New Development



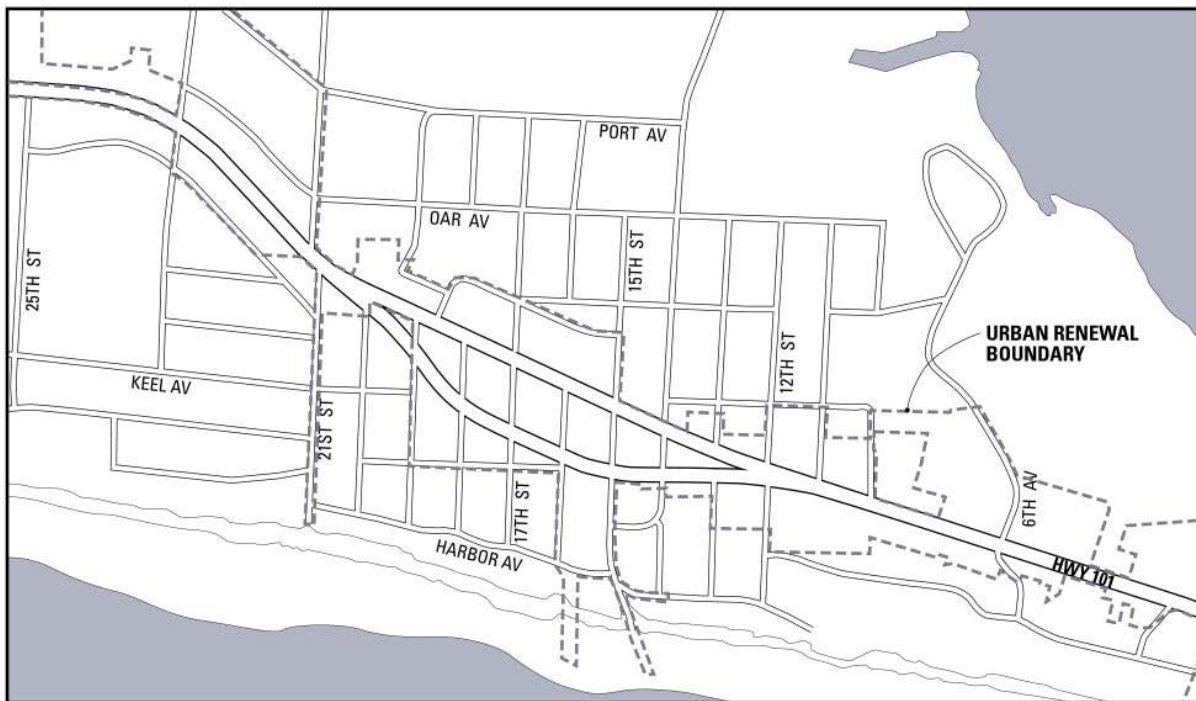
## 4. Image, Design and Architecture

### Projects and Programs Beyond the Next 5 Years

- a. Adjust and adapt wayfinding signage and the location of OceanLake streetscape furniture to account for the introduction of the OceanLake Highway 101 Couplet.

Resource Toolbox	
Section D4	Appendix
a.	IV: 33, 35, 36, 41

### Image, Design, and Architecture Projects and Programs Location Map



d.4 a = District-wide (not shown)

### 4. Image, Design & Architecture





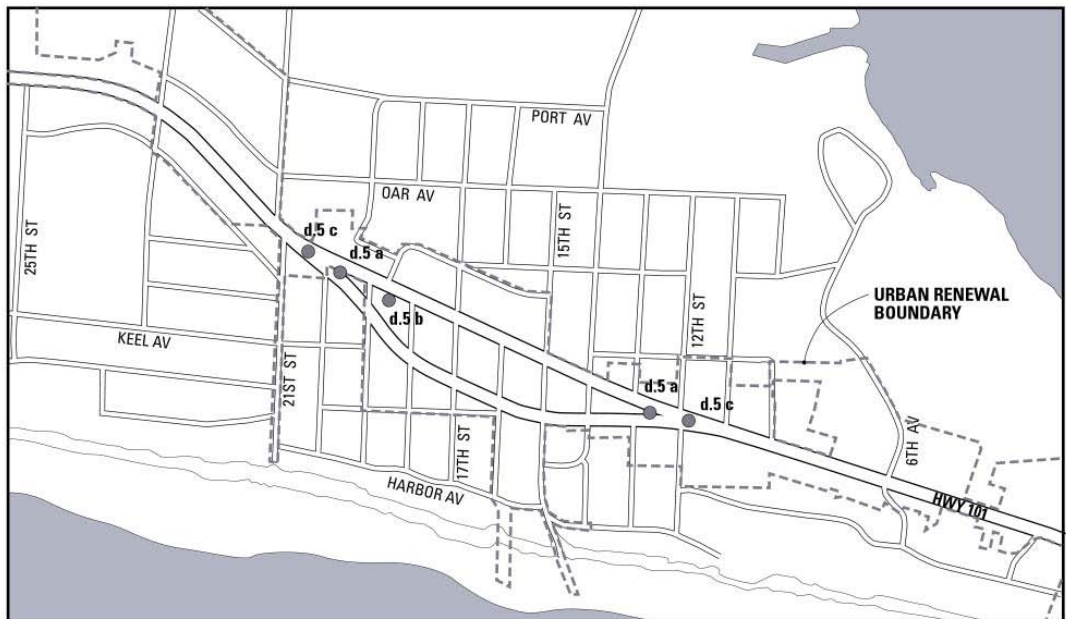
## 5. Public Spaces and Parks

### Projects and Programs Beyond the Next 5 Years

Resource Toolbox	
Section D5	Appendix
a.	IV: 12, 41, 48, 49, 50A, 50B, 52
b.	III: 5 IV: 12, 48, 49, 50A, 50B, 52, 56
c.	IV: 12, 48, 49, 50A, 50B, 52, 56

- a. As an integrated part of the OceanLake Highway 101 Couplet, design and develop a North Gateway “Triangle Park” (between NW 19th and 20th Streets at Highway 101) and a South Gateway “Triangle Park” (around NW 13th Street at Highway 101)
- b. Design and develop Lincoln City’s “First Tourists Plaza” as a downtown plaza for community gatherings located just north of the NW 18th Street alignment and centered between the northbound and southbound legs of the OceanLake Highway 101 Couplet (including significant pedestrian amenities, an amphitheater, a retractable canopy for cover, etc.)
- c. Design and develop “pocket plazas” along the southbound leg of the OceanLake Highway 101 Couplet as integral parts of infill development projects

### Public Spaces and Parks Projects and Programs Location Map



5. Public Spaces & Parks





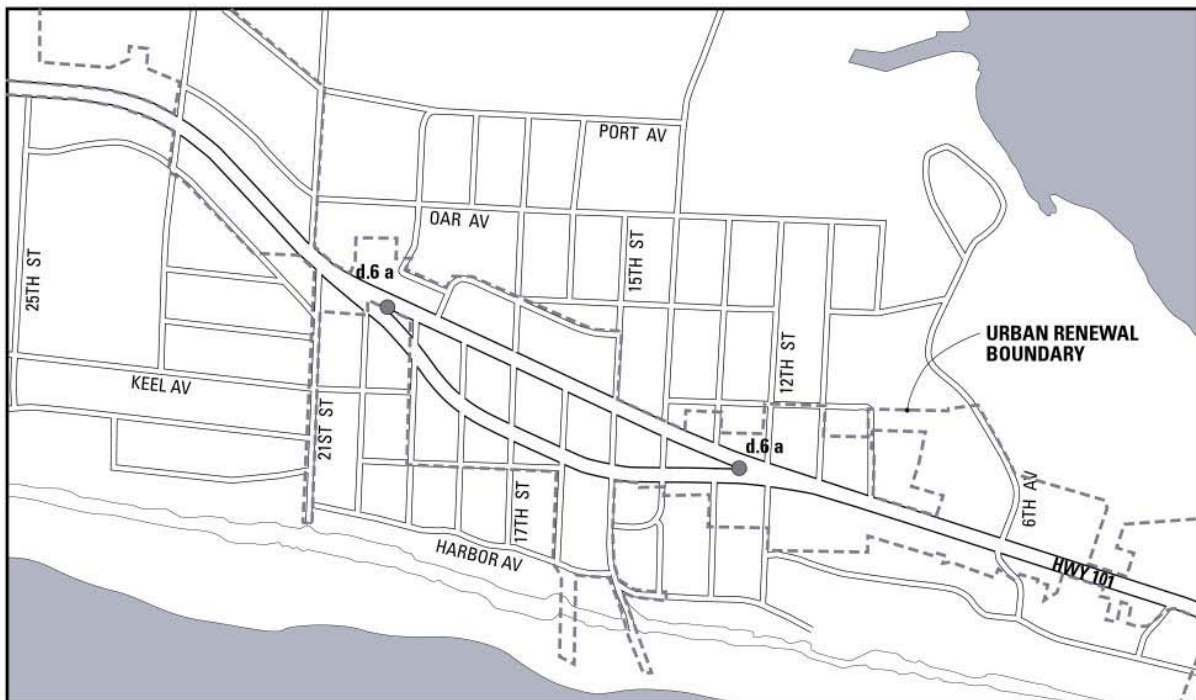
## 6. Public Art and Heritage

### Projects and Programs Beyond the Next 5 Years

- a. Integrate significant public art components as OceanLake gateway features, at the North Gateway “Triangle Park” and the South Gateway “Triangle Park”

Resource Toolbox	
Section D6	Appendix
a.	IV: 15, 16, 17A, 17B, 62, 63, 64, 65, 66, 67, 68, 69, 77

### Public Art and Heritage Projects and Programs Location Map



6. Public Art & Heritage



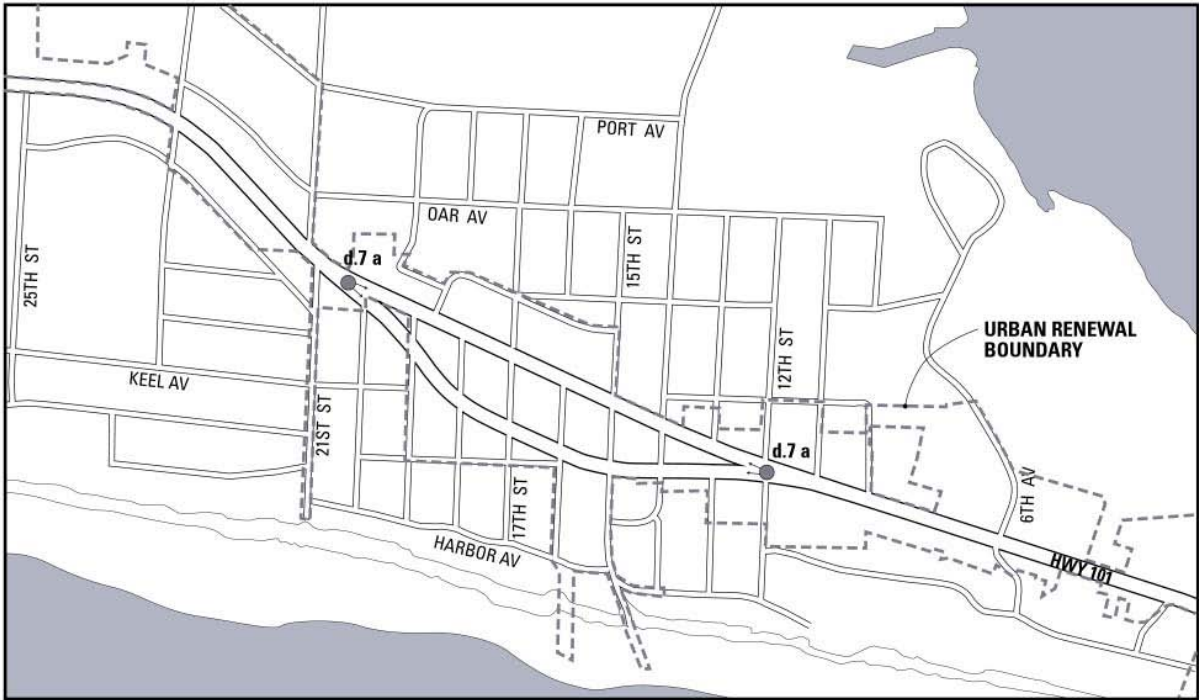
## 7. Public Parking

### Projects and Programs Beyond the Next 5 Years

Resource Toolbox	
Section D7	Appendix
a.	IV: 70, 71, 72, 73, 74, 75

- a. When designing and developing the OceanLake Highway 101 Couplet maximize on-street parking opportunities (on Highway 101) and consider providing additional on-street parking on lateral roadways to Highway 101

### Public Parking Projects and Programs Location Map




7. Public Parking



## 8. Economic Development and Community Building

### Projects and Programs Beyond the Next 5 Years

- a. Ensure that public involvement and awareness (including mediation and dispute resolution) is an integral component throughout future phases of the OceanLake Highway 101 Couplet planning, design, and development process.

 Resource Toolbox	
Section	Appendix
D8	
a.	IV: 22



## *Chapter 3:*



## *Implementation Program*



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

– Harry Emerson Fosdick

## Chapter 3: Implementation Program

### A. INTRODUCTION

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

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

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



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

◆ Section C – Highway 101 Phasing Strategy Concept

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

◆ Section D – Redevelopment Plan Administration

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

## **B. IMPLEMENTATION CHECKLIST**

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





## IMPLEMENTATION CHECKLIST: EXPLORING THE VISION OVER THE NEXT FIVE YEARS

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



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



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<p>■ = yes   □ = no   ◻ = portion</p>				
<p>√ = completed   ● = In process   x = eliminated</p>				
	■	5. Complete Improvements to the South Edge of NW 21st Street that compliment existing enhancements along the northern edge of the street	Appendix IV: 4, 48, 49, 50A, 50B,	F2, F6, F8, F10, F21, F48, F49, L4, L9, L10
	◻	6. Design and Construct Curb, Gutter, Sidewalk and Streetscape Improvements throughout remaining areas of the OceanLake core, including traffic calming measures as appropriate.	Appendix IV: 4, 48, 49, 50A, 50B,	F2, F6, F8, F10, F12, F14, F21, F48, F49, L1, L2,L3, L4, L6, L7, L9, L10
<p><b>C2. Pedestrian and Bicycle Circulation</b></p>				
	◻	a. Design and Install a Connected System of Sidewalks throughout OceanLake (including both the core and the surrounding area) to create a safer pedestrian environment for residents, school children, seniors, visitors, and persons with mobility challenges (see regional projects map)	Appendix IV: 4, 5, 6, 28, 32, 48, 49, 50A, 50B,	F2, F6, F10, F14, F18, F21, F43, F48, L2, L3, L4, L6, L7, L9, L10
	◻	b. Create New Pedestrian Connections, emphasizing mid-block connections between buildings, utilization of existing rights-of-way, and secondary pedestrian corridors behind commercial storefronts	Appendix III: 5, 7 Appendix IV: 29, 30, 31, 48, 49, 50A, 50B,	F2, F6, F10, F14, F18, F21, F43, F48, L2, L3, L4, L6, L7, L9, L10
	■	1. Work to create a mid-block pedestrian connection (generally located north of and adjacent to the Old Oregon Tavern) linking the Highway 101 sidewalk environs to the public parking lot accessed from NE 15th Street	Appendix III: 7 Appendix IV: 29, 48, 49, 50A, 50B,	F2, F6, F10, F14, F18, F21, F43, F48, L2, L3, L4, L6, L7, L9, L10



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



# OceanLake Redevelopment Plan

## Chapter 3: Implementation Program

Status	U/R	Recommended Projects and Programs	Implementation Resources (Vol. 2, 3, and 4)	Potential Funding (Vol. 4, Appendix VI)
<input checked="" type="checkbox"/> = yes <input type="checkbox"/> = no <input type="checkbox"/> = portion				
✓ = completed   ● = In process   x = eliminated				
	<input checked="" type="checkbox"/>	5. NW 21st Street and Harbor (at future view point access)	Appendix IV: 33, 35A, 35B	SAME AS ABOVE
	<input type="checkbox"/>	d. Design, Develop, Sign and Promote the OceanLake Coast to Coast Trail, connecting the Pacific Ocean with Devil's Lake	Appendix IV: 36, 37	F6, F10, F13, F14, F18, F19, F27, F37, F48, F49, F54, L4,
	<input type="checkbox"/>	e. Develop an Off-Highway Bicycle Route System through OceanLake	Appendix IV: 34, 37, 47,	F6, F10, F13, F14, F19, F18, F20, F21, F37, F48, F49, L4, L9, L10,
	<input type="checkbox"/>	f. Install Bicycle Racks at key locations throughout the OceanLake core area and near primary beach access points	Appendix III: 3	F6, F10, F14, F19, F20, F21, F37, F48, F49, L4, L9, L10
	<input checked="" type="checkbox"/>	1. In general, centrally locate one (1) bicycle rack per Highway 101 block face within the OceanLake core	Exhibit 2-4 Appendix III: 2	F6, F10, F14, F19, F20, F21, F37, F48, F49, L4, L9, L10
	<input checked="" type="checkbox"/>	2. Locate one (1) bicycle rack each at the NW 15th Street and NW 21st Street beach access points	Appendix III: 2	F6, F10, F14, F19, F20, F21, F37, F48, L4, L9, L10



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





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



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



# OceanLake Redevelopment Plan

## Chapter 3: Implementation Program

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



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



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



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





# Ocean Lake Redevelopment Plan

## Chapter 3: Implementation Program

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



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



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



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	◻	f. Aggressively promote the incentives provided by Lincoln City and the Urban Renewal Agency for infill development within OceanLake	Appendix IV: 21	F4, F7, F9, F11, F12, F18, F23, F35, F36, F38, F39, F48, F50, F55, F56, L4
	■	g. Continue encouraging community-based working committees and groups that can help implement the ideas and concepts in this Redevelopment Plan (i.e., the OceanLake Merchants Association, the Public Art Committee, etc.)	Appendix IV: 23, 76, 77	F2, F9, F10, F11, F12, F18, F35, F36, F48, F50, L4, N4, N5, N7, N13, N31, P10
	◻	h. Work to implement the business and economic development recommendations included in the Taft Redevelopment Plan to further the City's – as well as its districts' – opportunities for entrepreneurship, job creation, and community economic development	Appendix IV: 18, 19, 20	F4, F7, F9, F10, F11, F12, F18, F35, F36, F38, F39, F48, F50, F55, F56, L4, N7, N16, N31



## IMPLEMENTATION CHECKLIST: EXPLORING THE VISION BEYOND THE NEXT FIVE YEARS

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



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





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



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√ = completed   ● = In process   x = eliminated				
<b>D8. Economic Development and Community Building</b>				
	■	a. Ensure that public involvement and awareness (including mediation and dispute resolution) is an integral component throughout future phases of the OceanLake Highway 101 Couplet planning, design, and development process.	Appendix IV: 22,	F2, F9, F48, F50, L4, N5, N7, N13, N4, N31



### C. HIGHWAY 101 COUPLET PHASING CONCEPT

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

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

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

The Highway 101 Couplet also creates uncertainty, including:

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



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

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



## *OceanLake Redevelopment Plan*

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### *Chapter 3: Implementation Program*

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

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

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

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



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





## **D. REDEVELOPMENT PLAN ADMINISTRATION**

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

### **1. Statutory Authority In Case Of Conflicting Provisions**

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

### **2. Findings Regarding the Redevelopment Plan**

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

### **3. Site Plan Review and Approval**

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

### **4. Administrative Modifications**

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



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

## **5. Amendments to the Redevelopment Plan**

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

## **6. Redevelopment Plan Review/Update**

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