



Lincoln County Economic Development Strategies:

Long-Range Plan 2000-2020

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Economic Development Alliance of Lincoln County



**e-mail the Alliance
(the authors of this Plan)**

Preface

Five years ago at the request of the Lincoln County Board of Commissioners, the Economic Development Alliance of Lincoln County prepared *Lincoln County Economic Development Strategies: Long-Range Plan 1995-2015*. It was formally adopted by the Commissioners on February 7, 1996.

We continue to believe the goal of economic development should be an improved quality of life for Lincoln County's residents. Increasing the average income of Lincoln County residents is of key importance, but quality education, accessible health care, affordable housing, and protection of our natural environment are also components of the *Plan*. We need to strengthen and build upon our tourism and natural resource bases and to develop a more diversified economy that offers higher-income year-round jobs in our County.

Since the initial report, we have discovered that the term "economic development" is sometimes misunderstood. For the sake of clarity, the Board of Directors of the Economic Development Alliance of Lincoln County adopted the following definition of economic development, following considerable input:

Economic development in Lincoln County is activity that supports, enhances, or diversifies our county's economy. This includes:

1. Offering a quality "product" attractive to new businesses (sites, amenities, workforce, infrastructure, etc.)
2. Business recruitment (particularly businesses that offer wages equivalent to or greater than the average wage in the county).
3. Nurturing of new businesses.
4. The retention and expansion of existing businesses.
5. Sound planning for future development.

This revised plan is limited to goals and projects that meet the definition of economic development. There are many agencies in our county dedicated to improving the lives of our citizens. Our intent is not to compete with or duplicate the excellent efforts of these groups.

Any long-range plan for economic development in Lincoln County should not be a static plan. Planning is an ongoing process of revision and improvement as we better learn how to organize ourselves and manage change. The challenge is to respond to these changes in

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ways that improve both the standard of living and the quality of life in Lincoln County.
We welcome your comments. Please provide your comments regarding this draft plan by
Wednesday, September 6, 2000.

Thank you.

 [e-mail](#) **your responses to the Alliance
(the authors of this draft Plan)**

[Disclaimer](#)

Questions or comments about this Plan can be sent to the
[Economic Development Alliance of Lincoln County](#) and/or the
[Lincoln County Board of Commissioners](#)

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1. A Vision for the Future

- 1.1 Protect the natural environment that makes Lincoln County such a beautiful place to live in and to visit.
- 1.2 Plan carefully balanced and diversified economic growth that provides jobs for County residents at income levels comparable to the rest of the state, without creating urban sprawl and congestion.
- 1.3 Provide a lifelong education system that invests in the most precious resource of the County: its people, with educational quality equal to the best in the state.
- 1.4 Develop career opportunities in the County such that educated young people can find or create jobs in Lincoln County instead of seeking opportunities elsewhere.
- 1.5 Provide a health care system that enhances and supports the attractiveness of Lincoln County for its residents, workforce, employers, and for retirees.
- 1.6 Expand transportation infrastructure (highways, railways, airports, ports, mass transit) to handle the travel requirements of residents, visitors, and industry without congestion or environmental degradation.
- 1.7 Provide adequate clean water and sanitary disposal infrastructure to meet the requirements of a growing local and tourist population.
- 1.8 Use energy resources efficiently so that balanced economic growth can be supported with minimal increases in energy consumption and a reduction of environmental pollution.
- 1.9 Provide telecommunications facilities sufficient to connect County residents and businesses to the global economy by voice, video and data networks that are comparable to the best in the world, permitting telecommuting employment and trade without high energy and transportation costs.
- 1.10 Provide a business environment that supports the establishment and growth of entrepreneurial small businesses with training, financing, role models, and support services matched to their needs.
- 1.11 Provide adequate and coordinated public safety services, including law enforcement and fire protection.
- 1.12 Assist county and municipal governments to respond to an informed and active citizenry infused with pride in our local communities and respect for the uniqueness of each community.

2. Constraints and Barriers to Economic Development in Lincoln County

The geography of Lincoln County that makes it such an attractive tourist and retirement location is also a major constraint for other kinds of economic development. Nestled as we are between the Coast Range of mountains and the Pacific Ocean, we have limited land resources. State land use planning and local zoning requirements further limit the availability of land suitable for many types of businesses.

Less than eight percent of the total area of Lincoln County is available for commercial, industrial, or residential development. The continued development of comprehensive economic development plans for Lincoln County will be facilitated by an easily accessible database of the county's land and the governmental restraints on its use. Having such a database will be a prerequisite for intelligent dialog concerning what changes, if any, should be made in land use planning and zoning. Nevertheless, it appears that our land constraints will inevitably require an economic development plan based on small business development rather than large business recruitment.

The transportation network linking Lincoln County to the population centers of Oregon's Willamette Valley via winding two-lane roads puts Lincoln County at a major disadvantage compared to counties with access to the interstate freeway network. That disadvantage is unlikely to disappear anytime soon.

Like our land constraints, this transportation constraint points us in the direction of production and distribution of information rather than physical goods as a major focus of new economic development activities.

3. The Process of Economic Development in Lincoln County

Economic development is a multifaceted process requiring many interrelated actions. Civic pride and "boosterism" play an important role, but are not enough to implement the vision articulated above. There are four pillars necessary for sustainable economic development in Lincoln County:

3.1 Conserve the environment. Sustainable economic development requires stewardship of the natural environment. Our traditional economy, based on fisheries, tourism and forest products, is completely dependent on the natural environment. Enhancement and conservation of that environment will be essential to our future. Short term economic gain at the expense of significant depletion or reduction of environmental resources would result in longer-term disaster. Attracting more businesses, residents and visitors than can be sustained without environmental degradation would hurt more than it helped in the long run, harming our economy and quality of life.

3.2 Invest in human resources. Local economies cannot be isolated from the storm of change sweeping through the global economy. For Lincoln County to succeed in the global economy, we must skillfully leverage our natural advantages and become both more productive and more responsive to customer requirements. To improve the average income in the County will require more than working harder, it will require working smarter. We need the best education for children in our schools and the best system of lifelong learning for all County residents. Whether or not we like the changes being thrust upon us, our success will depend on how well we adapt to the inevitable changes. Learning may be our best offense and our only real defense. Investing in the minds of our residents through education and training may be the best investment we can make. Investment in our bodies, through

a first-class health care system, will also be essential. We need a healthy work force that works productively in drug and alcohol free workplaces. We need a health care system that prolongs the productive years of our elderly population. A good health care system will make Lincoln County a more attractive place to locate and grow businesses that generate higher incomes for residents and to attract retirees who will enrich the community with their wisdom and accumulated resources.

3.3 Invest in physical infrastructure. Economic development cannot take place without adequate water supplies and sanitation facilities. The transportation system within the County, linking it to the rest of the world, must be adequate to support an improved economy. Energy resources, particularly gas and electricity, must be available and affordable. Telecommunications networks are particularly important at this time, because of the on-going global revolution in information technology. All businesses are becoming more information-intensive, and information-intensive businesses offer the best opportunity for higher incomes. Lincoln County on-ramps to the global information superhighway will determine whether County businesses will be competitive in the future. Lincoln County may never have the land or transportation resources to be competitive in large-scale manufacturing businesses. But access to information and telecommunications infrastructure comparable to that of urban centers is both affordable and feasible. The emerging information economy is a two-edged sword for rural counties like ours. Used skillfully, equal access can eliminate the barriers of distance and lack of local economies of scale, thereby giving our businesses a level playing field with urban competitors. But if we have less than comparable access or fail to take the other steps necessary to make our businesses as productive as their urban competitors, then local businesses and the local economy may decline instead of developing. Telecommunications infrastructure, including access to the Internet, video teleconferencing, and high-speed data communications, will play a key role in developing Lincoln County's economy. This is where rapid change is taking place and therefore where many opportunities lie.

3.4 Develop a supportive social infrastructure. Protecting the environment, investing in human resources, and acquiring adequate physical infrastructure are all necessary, but by themselves won't bring about development. Development results from organizing ourselves to take advantage of our natural, physical and human resources in ways that enhance the quality of life for County residents. The most important economic development may result from the retention and expansion of businesses already here. We need to have training and advisory services to help local businesses make the transition to a more highly computerized and telecommunications-intensive economy. We need to have sources of financing for local businesses and entrepreneurs. We need to have role models and demonstration projects to show people what is possible with new technology and techniques. We need to recruit the kinds of new businesses that will support and complement what we already have or that will bring new strengths without harming our established economic base. We need to have local government services that are responsive to the requirements and the time schedules of local businesses and residents. We need local citizenry to show pride in their communities and their past while welcoming newcomers and shaping inevitable change in a way that supports an even better future.

4. Goals and Strategies

Goal 1. Improve Lincoln County's transportation systems.

Strategy 1.1 Work cooperatively with Cascades West Council of Governments and the Oregon Department of Transportation to improve transportation links both within Lincoln County and connecting Lincoln County to the Willamette Valley.

Provide at least one improved (meaning wide shoulders and passing lanes) highway connecting Lincoln County to Interstate 5 while retaining at least one scenic highway through the Coast Range. Improve Highway 101 to a four-lane highway through urbanized locations and provide alternate routes that avoid urban congestion. These improvements are needed to support Lincoln County tourism, and business and residential growth while protecting scenic values in the county. We must pursue options for improved, reliable, and safe transportation for Lincoln County's residents and visitors. We must seek legislative resolutions and partnerships to empower us, and gain the transportation improvements we need.

Strategy 1.2 Form a Lincoln County transportation coalition to focus on improvements to Highways 18, 20, 34, and 101. Such a group would have the ability to seek appropriate funding for the expensive transportation improvements needed, and could explore various financing options, including a local gas tax allocation (with limits tied to project completion), pilot funding sources from the federal government and private sources, toll roads, new vehicle fees, bonded projects, and weight/mile tax options.

Strategy 1.3 Explore alternative modes of transportation for Lincoln County's visitors and residents. "Non-auto" options need to be studied as technology is utilized to support alternative modes available, including rail, public transit, air, bicycle, pedestrian, and water transport. Public education campaigns about options to traditional transportation that are available should be explored.

Strategy 1.4 Make transportation safety a high priority. Vehicular and pedestrian accidents can be prevented by public education campaigns, use of mass transit, and improved roads. Our roads can be made safer by maintaining good surfaces, and highly visible striping. Enforcement of vehicle laws also promotes safety, as does improved road engineering.

Goal 2. Develop Lincoln County communities through appropriate planning, zoning, ordinances, and regulations, including provision of adequate housing and efficient public services.

Strategy 2.1 Support planned development of communities through zoning, ordinances, and demonstration projects.

Strategy 2.2 Create a publicly accessible computerized database of Lincoln County land, indicating topography, ownership, assessed value, local zoning restrictions, and state land use restrictions. Offering a geographic database with various overlays will help indicate what land may be available in the county for economic development and indicate where local governmental entities might consider possible zoning changes if needed to support economic development.

Strategy 2.3 Support development of appropriate affordable housing available at all price ranges. “Affordable” means households pay no more than 30% of total household income towards housing costs. “Appropriate” means housing that is safe, sanitary and accessible to persons regardless of race, color, religion, gender, disability, familial status or national origin.

Goal 3. Work cooperatively with local government entities and Cascades West Council of Governments to obtain an adequate water supply to accommodate projected county growth, and to provide appropriate wastewater treatment countywide.

Strategy 3.1 Provide adequate clean water to meet the needs of existing and new development in Lincoln County. Encourage coordination among affected parties when developing priorities, including salmon restoration plans. Obtain improved data on stream flows. Explore cooperative efforts among stakeholders to provide regional planning for services and facilities. Upgrade systems that lack quality and capacity. Provide public education on cost savings from efficient utilization of resources.

Strategy 3.2 Develop a regional water system. A shared water reservoir in the Coast Range of mountains bordering the County may be needed to ensure the availability of adequate clean water to support projected county growth. A regional water system operated by a regional service board could offer substantial cost savings, would facilitate other resource programs (including salmon restoration and forest aesthetics), develop reasonable funding alternatives for providing services, identify a regional impoundment site, and serve both incorporated and unincorporated areas. The regional service board would develop a minimum 20-year strategic plan that will gain state buy-in to insure that the water supply in Lincoln County will meet demand. Funding options include state/local long-term, low-interest loans and tax incentives.

Strategy 3.3 Promote conservation of water as a way to delay the need for expensive water supply improvements. Public education and increased cost of water may help Lincoln County reach this objective. Water recycling should also be pursued.

Strategy 3.4 Provide adequate waste water treatment to meet the needs of existing and new development in Lincoln County. Develop regional plans through an oversight board mandating consistent waste water treatment countywide, utilizing low interest financing options. Seek state support for facility improvements. Encourage and provide public education about the benefits of joint efforts in the collection and treatment of waste and storm water.

Goal 4. Facilitate the improvement of the appearance of Lincoln County and its communities, and offer incentives to businesses and individuals to improve the communities they live and work in. Improving the appearance of local communities, particularly in “downtown” or “main street” areas, should help both tourism and local business development. The principal goal is to make the appearance of each community more pleasing to the eye while performing all of the functions that a community must perform. Options to consider include: involving local artists or the art community in making development decisions, maintaining green corridors inland while maintaining ocean views along the coast, government funded volunteer coordinators for community beautification campaigns ensuring continuity and cooperation and “adopt-a-park or “community pride” campaigns for beach and road clean-ups.

Strategy 4.1 **Encourage the Central Lincoln People’s Utility District and Pacific Power to make power poles less conspicuous.** Burying lines when possible on public thoroughfares, attempting to make the poles shorter, and decorating of poles should be explored and encouraged for aesthetic benefit.

Strategy 4.2 **Encourage uniform sign ordinances, and the establishment of a “town theme” that should be considered when projects are developed, perhaps providing incentives for accommodating the theme concept.**

Strategy 4.3 **Preserve viewsheds.** Some activities that could lead to the accomplishment of this objective include: encouraging the purchase of view easements, government purchase of marginal land that offers a view when such land becomes available, the establishment of a fund with which to purchase such land, and offering incentives to developers to contribute to the fund or donate such land, or offer it at a reduced price to a government entity or non-profit trust or conservancy.

Strategy 4.4 **Change planning and zoning ordinances to encourage the consideration of aesthetics.** Rather than merely counting the number of restrooms and parking spaces, and making determination on that basis, encouraging the expansion of the conditional use process to include aesthetic considerations, such as landscaping, as a condition of approval for projects could help achieve this objective. Establishment of a “planners network” for exchange of ideas and experiences would be helpful, as would enhancement of activities to preserve local historic areas.

Strategy 4.5 **Encourage city, county, or chamber-sponsored aesthetic competitions.** Recognition of “most beautiful,” “best landscaping,” “best improvement,” etc., for businesses and homes could encourage value for aesthetics, using a citizen panel of

judges, recognizing finalists in local newspapers, and offering awards permanently displayed at properties.

Goal 5. Diversify the economy. Lincoln County can be an attractive living location for software developers, and high technology small business entrepreneurs, among other types of business not prevalent on the Oregon Coast. With the addition of needed telecommunications infrastructure and support services, we should be able to attract these and other business services to the County. The Economic Development Alliance of Lincoln County serves as a key contact for businesses interested in locating in Lincoln County, working in concert with economic development professionals in the county and with the Small Business Development Center of Oregon Coast Community College. Chambers of Commerce receiving relocation inquiries, but lacking the staff or resources to handle such inquiries, may route them to the Alliance for assistance.

Strategy 5.1 Support the recruitment of home-based businesses. Home-based businesses minimally impact existing infrastructure while creating new jobs. By encouraging “friendly” city ordinances within Lincoln County, we can work to create an environment in which home-based businesses can grow. Incorporated and unincorporated communities in Lincoln County should remove any licensing and zoning barriers to home-based businesses that do not substantially increase vehicular traffic in their neighborhoods.

Strategy 5.2 Support the recruitment of telecommuters. Workers that work out of their homes or from telecenters minimally impact infrastructure, and generally earn higher pay than those who work at traditional workplaces. Telecommuters can live in Lincoln County, yet work for employers anywhere in the world. This type of “export activity” is desirable because telecommuters bring income into their communities and generally spend it locally, thus building wealth in a community.

Goal 6. Develop the computer and telecommunications capacity to support and recruit information-intensive businesses and public information services. Much of the economic transition reshaping the global economy stems from the technical revolutions taking place in computing and telecommunications. Corporate downsizing and use of outside consultants causing urban layoffs from large businesses can be economic opportunities for rural locations with attractive physical and social environments. With adequate telecommunications capability throughout the county and connections to the rest of the world, Lincoln County can become a “telecommuting” location where people live and work, using high-speed data communication and video conferencing to reach their employers and clients in other parts of the world. Business consultants with clients in other parts of the world could live and work here comfortably if telecommunications services are upgraded to the level of those available in major urban centers.

Strategy 6.1 Make high-speed data and video communications available throughout the county with the CoastNet project. CoastNet, a consortium of 37 public sector and non-profit participants, led by the Economic Development Alliance of Lincoln County, will utilize fiber optic communications capacity installed and owned by the Central Lincoln Peoples’ Utility District. CoastNet is aimed at making capacity accessible to private sector users at reasonable rates, and has contracted with Casco Communications to be CoastNet’s service provider. Making broadband communications, including Internet access, widely available throughout the County should support the establishment and expansion of software, high technology, and other information-intensive businesses on Oregon’s Central Coast.

Strategy 6.2 Work with the Lincoln County School District, Oregon Coast Community College and other appropriate organizations to improve the readiness of the Lincoln County work force for jobs requiring computer and information technology skills. Much of the new job creation in Lincoln County is likely to require a work force with strong computer and information technology skills. To ensure that present Lincoln County residents have good opportunities for higher-paying jobs, local residents should have local access to the training and services needed to prepare them for such jobs.

Strategy 6.3 Offer on the Internet all public information held by county and local government agencies in Lincoln County, including application forms for such items as permits. Offering this information via modem will save the costs of postage and government

agency staff time by enabling the public to access information and documents without county staff having to locate, and in many cases, copy the desired information. This service will save time and energy costs by allowing members of the public to get the information needed without having to visit city halls, the county courthouse or other public agencies.

Goal 8. Expand and add value to our tourism base. Sustainable tourism is the foundation of Lincoln County's economic base. Tourism accounts for more than thirty percent of the county's employment opportunities. Expanding year-round visitor events and attractions, particularly if they further stretch out the tourist season will further the economic impact of the industry countywide. Tourism supports the County's restaurants, shops, recreation opportunities, and the arts, which also make Lincoln County an attractive retirement destination. In addition, attractive locations supporting sustainable tourism development and retirement can be used as a selling point to recruit people with appropriate businesses to relocate or expand their businesses here to take advantage of our quality of life and recreational opportunities.

Strategy 8.1 Develop and maintain regional sustainable development tourism and destination marketing opportunities. Pooling limited marketing resources on a regional level in Lincoln County will benefit all areas of the county that participate, better enabling the tourism industry in Lincoln County to compete for a finite visitor base. The Central Oregon Coast Association (COCA) will support spearheading this effort when possible and appropriate along with the Depoe Bay, Lincoln City Newport, Toledo, Waldport, and Yachats chambers of commerce, Lincoln City Visitor and Convention Bureau, the Oregon Coast Visitors' Association (OCVA), the Oregon Tourism Commission, the Oregon Lodging Association, and the Oregon Parks and Recreation Department, the Bureau of Land Management, and the US Forest Service.

Strategy 8.2 Develop and support a Lincoln County Tourism Strategy. Tourism planning, particularly for marketing efforts, is usually only done on a local and annual basis. Long-term strategic sustainable tourism development planning allows for improved planning for use of available resources, and expanded economic impact.

Goal 9. Expand and add value to our natural resource base. The natural resource base of the coastal economy, including both wood products and fisheries, should be protected and expanded by additional processing and product development. The Georgia-Pacific Pulp and Paper Mill in Toledo is the largest manufacturing employer in the county, as well as the largest private employer. Protection and expansion of natural resource-based jobs should remain a critical part of the Lincoln County economy.

Strategy 9.1 Work with appropriate organizations from the agriculture, forest products, and ocean products industries to find ways to protect, diversify and add value to natural resource products harvested within Lincoln County. Any value that can be added to Lincoln County natural resource products through additional manufacturing, packaging or marketing techniques will help create or retain jobs in Lincoln County. We need to cooperate to find creative opportunities to add local value to natural resource products.

Strategy 9.2 Create expanded opportunities for tuna processing. This fishery has potential for value-added processing and the creation of jobs. Form a local committee to identify what needs to be done to grow this industry, including market research, cold storage for holding large volumes of fish, and dealing with fish waste.

Strategy 9.3 Create expanded opportunities for aquaculture. This fishery has growth potential for job creation. A local committee should be formed to identify what needs to be done to expand this industry, including market research and assessment of appropriate farming locations.

Goal 12. Improve the county's health care system.

Strategy 12.1 Recognize Lincoln County's health care system is necessary infrastructure for continued economic growth in order to promote:

- The health care industry as economic development in and of itself
- Improved community livability
- All aspects of business recruitment and retention

Strategy 12.2 Educate and assure citizens of the availability of quality health care services in Lincoln County by working with all care providers to:

- Assure collaboration
- Provide information, referrals, and education
- Avoid fragmentation of health care services

Strategy 12.3 Encourage collaboration and partnering to assure health care availability to citizens of all age brackets and income levels. Expand an integrated health care delivery system to:

- Maintain the North Lincoln Health District and Pacific Communities Health District as efficient, effective, and financially viable local hospitals
- Support multiple providers
- Expand outpatient as well as inpatient services
- Expand home care options (including respite availability for care providers) for both children and seniors

- Expand school-based health systems (hours and ages)
- Support telecommunication utilization for health care delivery

Strategy 12.4 Improve the availability of health care insurance plans.

- Encourage the recruitment of employers who offer health care insurance benefits
- Explore and expedite the availability of affordable health insurance plans for small businesses, home-based businesses, and self-insured businesses
- Expand the availability of managed care health insurance plans and supplemental Medicare plans in Lincoln County

Goal 7. Increase support for small businesses. As Lincoln County does not have the land or the appropriate environment to recruit large manufacturing businesses, most of our economic growth will come from the retention and expansion of existing small businesses and from selective recruitment or start-up of compatible small businesses. The on-going computer and telecommunications technology revolution is both a threat and an opportunity for local small businesses. We need to increase support services available to help local businesses with their information technology transitions, both as a defensive necessity and an opportunity for competitive advantage.

Strategy 7.1 Expand the county's capacity to support small business establishment, retention and expansion. Oregon Coast Community College's Small Business Development Center (SBDC) provides support for small business start-ups, retention, and expansion. The College offers classes in business plan writing, computing, bookkeeping and other necessary business skills. The SBDC will also help local small businesses keep up with changing computer and information technology and offer coursework on how to use these technologies to become more productive and therefore more competitive with businesses located elsewhere. With the support of the Alliance, the Service Corps of Retired Executives (SCORE), a network of retirees with business skills, also offers support services to small businesses under the direction of the SBDC. The SBDC's home page on the Internet will also be a source of information for small businesses.

Strategy 7.2 Develop a business park or business incubator to provide a physical location and shared business services for emerging or relocating businesses. Providing suitable business locations and support services are likely to be critical to the development of local businesses that can raise the average income of county residents. Shared office space and shared clerical, accounting, computing and business planning services available to small start-up businesses in a business "incubator" facility should increase the success rate of new small businesses. The Newport Business and Technology Center, a joint project of the Port of Newport, the City of Newport, and the Newport Chamber of Commerce, that is currently in the planning stage may be the first operation in the county to offer shared business services, and support for start-up businesses.

Goal 10. Develop the arts as an economic resource. Lincoln County has thriving arts and cultural activities that support the tourism and retirement communities. Many artists and art galleries already constitute an important part of the present economy. We should recruit and expand graphic arts businesses, such as computer animation businesses aimed at national and global multimedia markets. The work of talented Pacific Northwest artists should also be marketed to the rest of world, not just local residents and visitors, through the Internet and other national and international marketing opportunities.

Strategy 10.1 Work with the Oregon Coast Council for the Arts to expand training and marketing resources to help local artists reach larger national and international markets. The thriving arts community in our County is a resource that can be used to improve the local economy. Helping local artists reach national and international markets through the Internet and developing local talent to meet new market opportunities, including computer animation business opportunities, should boost the local economy as well as the artists.

Goal 11. Support and expand local educational services for the community by encouraging the growth of educational infrastructure. Strong advocacy for adequate resources must ensure that Lincoln County educational service providers (including the Lincoln County School District, Oregon Coast Community College, and Oregon State University’s Hatfield Marine Science Center) are able to properly prepare our residents to meet current and emerging workforce requirements.

Strategy 11.1 Promote the importance that education has in expanding and adding to the quality of life in Lincoln County. Assist the local school district and community college in anticipating and meeting the community’s educational, technical and cultural enhancement needs. Because the County exists in a rural environment, championing the part education plays in economic development is critically important.

Strategy 11.2 Support the location and construction of dedicated facilities for Oregon Coast Community College. Creating campus centers with equipped facilities will assist in the delivery of instruction and training and facilitate economic development and advance the quality of life in Lincoln County. The absence of such facilities has severely hampered the college’s ability to keep pace with the social, economic, and personal needs of its local constituency.

Goal 1: Transportation Action Items	agencies responsible:	by June., 2002:	by June., 2005:	by June., 2010:	by June., 2010:	by June., 2020:
Continued support for Lincoln County's daily air service to PDX	Newport City Airport Committee, YBEF	Majority of flights booked at 70% of capacity or better	tba	tba	tba	tba
Increased ridership for Lincoln County Transit	Lincoln County Transit, Board of Commissioners, CWCOG	expand ridership by 3%	Expand transit system, improve connections to Willamette Valley	Develop car pool incentives, park and ride facilities, expand bike paths	Further expansion of system	Further expansion of system
Four-lane Highway 101 throughout the County, improved Highway 18, Highway 20, and Highway 34	ODOT, CWCOG, Lincoln County Board of Commissioners, cities	Highway 20 improvement work (Eddyville to Cline Hill) underway	Complete Highway 20 improvements, (Eddyville to Cline Hill)	Complete Highway 20 Eddyville to Pioneer Mountain improvement	tba	tba
Increase utilization of rail freight system to Valley	Alliance, CWCOG City of Toledo, industry, Willamette/Pacific Railroad	Financing secured for feasibility study for rail service to Newport	Toledo-Newport rail study completed	tba	tba	tba
Continuance of Harbor Facility Maintenance , including dredging and jetty	Port of Newport, Alliance, YBEF, Lincoln County, City of Newport, OCZMA and	Plan completed focused on recruitment of shipping activity to ensure dredging	tba	tba	tba	tba

Goal 1: Transportation Action Items	agencies responsible:	by June., 2002:	by June., 2005:	by June., 2010:	by June., 2010:	by June., 2020:
maintenance	fishing community	service				

Goal 3: Water Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Expanded wastewater and storm water treatment facilities	County, cities, CWCOG, DEQ, USDA/Rural Development, YBEF	Foster communication and raise communities' awareness of wastewater treatment needs and regulations	tba	tba	tba	tba

Goal 3: Water Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Stable water supply and storage capacity	County, city water districts, CWCOG, OEDD, USDA/Rural Development	Foster communication and raise awareness of water needs and issues among communities	tba	tba	tba	tba

Goal 4: Community Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Physical environment: improved maintenance/upkeep/look of buildings on main thoroughfares, and preserve our natural scenery	City and county governments, CWCOG	Encourage clean, well-maintained environments for public (parks, thoroughfares, natural scenery)	tba	tba	tba	tba
Develop and maintain community “personalities/identities”	chambers, merchants’ groups, CWCOG	tba	tba	tba	tba	tba
Maintain and enhance public	Lincoln Co. Sheriff’s Office,	Advanced interconnected	tba	tba	tba	tba

Goal 4: Community Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
safety and protection	OSP, fire districts, municipal police departments, city governments	telecomm systems available for enhanced comm. among public safety agencies				
Full range of recreational facilities for all ages	tba	tba	tba	tba	tba	tba
Attractive work environments/ facilities	tba	tba	tba	tba	tba	tba

	agencies responsible:	by June, 2000:	by June, 2003:	by June 2008:	by June 2013:	by June, 2018:
		tba	tba	tba	tba	tba
		tba	tba	tba	tba	tba

	agencies responsible:	by June, 2000:	by June, 2003:	by June 2008:	by June 2013:	by June, 2018:
		tba	tba	tba	tba	tba
			tba	tba	tba	tba

Goal 5: Economic Diversification Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Diversify employment opportunities/	Alliance, chambers of commerce,	facilitate job opportunities in high-tech,	creation of 500 new jobs in Lincoln County	creation of 250 additional new jobs in Lincoln	assess effectiveness of methods used;	creation of 250 additional new jobs in Lincoln

Goal 5: Economic Diversification Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
market	OCCC, LCSD, city councils	software, light/clean industry, and value-added products		County	refocus if findings reveal changes needed	County
Increase sales of Lincoln County products via export (including arts/handicrafts, information, and consulting)	Alliance with support from OCCC/SBDC, chambers of commerce	50 county businesses selling out of state	tba	tba	tba	tba
Recruit diversified industry that is environmentally sound, i.e., telecommuni- cations and software	Alliance, cities, chambers, Newport Business and Technology Center, CoastNet	two high-tech businesses recruited to Lincoln County	five support/ compatible businesses developed or recruited to Lincoln County	tba	tba	tba
Remove zoning and licensing barriers to home- based businesses	Cities and chambers of commerce	Chambers of commerce review local ordinances and zoning rules to identify barriers to home-based businesses.	All city zoning and licensing barriers to home- based businesses removed.	tba	tba	tba

Goal 5: Economic Diversification Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
						tba

Goal 6: High Technology Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Countywide information system , with	CoastNet, Alliance, OCCC, LCSD, chambers	Hubs and routers installed; capacity available to	15 businesses recruited to use CoastNet	tba	tba	tba

Goal 6: High Technology Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
broad band communications links to state, nation, world, facilitating telecommuter jobs/teleconferenc ing	of commerce	private sector				
Public access to county information and documents available to public via modem	Lincoln County	Expansion and enhancement of county's web page	tba	tba	tba	tba

Goal 7: Small Business Support Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Assist with business start-up and incubation services	OCCC-SBDC, Alliance, County, chambers of commerce, CWCOG, ONABEN	10 successful small business start-ups	First-Stop Start- Up events held on a quarterly basis with financing, permitting, and licensing info available	assess the effectiveness of the first-stop program, endeavor to solve glitches and provide service	75 successful small business start-ups	small business entrepreneurs find welcoming and supportive environment in Lincoln County

Goal 7: Small Business Support Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Quality and widespread child care options	LCIC, LCC&F, Extension, chambers, individual businesses, OCCC	service in place	tba	tba	tba	tba
Drug-free work- place (DFWP) policies, training, testings and EAP employment assistance program	Council on Drug and Alcohol Abuse	15% of Newport businesses designated DFWP	tba	tba	tba	tba
Workforce development/ one-stop effort	OED, AFS, CSC, OVR, OCCC, Workforce Investment Board, LCIC, Chambers, chamber members	Completion of one-stop effort to improve services to job seekers and employers	tba	tba	tba	tba

Goal 7: Small Business Support Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:

Goal 8: Tourism Support Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Develop and maintain regional tourism and destination marketing efforts	COCA, Lincoln City VCB, OCVA, OLA, OPRD, OCCA, OTC, USFS, chambers	Define/develop cooperative efforts; budget and implement promotions program (included in Tourism Strategy)	benchmark review--2nd year of implementation; update tourism economic impact study	benchmark review; update tourism economic impact study	benchmark review; update tourism economic impact study	benchmark review; update tourism economic impact study
Develop Lincoln County Tourism Strategy	COCA-driven with support from OCVA, OTC, BLM, USFS, OPR, HMSC, cities, chambers, Lincoln City VCB, regional attractions	Secure funding and firm to conduct primary research establishing base market and market feasibility study	Review completed plan, link to <i>Lincoln County Economic Development Strategies: Long-Range Plan 2006-2026</i>	benchmark review; regional tourism economic impact study.	benchmark review; regional tourism economic impact study.	benchmark review; regional tourism economic impact study.

Goal 9: Natural Resource Industry Support Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Improved commercial and recreational fishing opportunities and adequate marine management	OCZMA, HMSC, USFWS, Port Commissions	assess the Port of Newport's salmon smolt release project	tba	tba	tba	tba
Enhance Lincoln County's status as a top marine research community	HMSC, Oregon Coast Aquarium, Alliance, CoastNet, YBEF, chambers	Zoning issues for the Newport Business and Technology Center resolved	tba	tba	tba	tba
Expand value-added natural-resource-based products and industries	Alliance, fisheries management and research agencies	tba	tba	tba	tba	tba
Expand opportunities for value-added agriculture products	Alliance, Lincoln County Growers and Gatherers, Lincoln County Extension Service	First-ever growers and gatherers conference held in Lincoln County	tba	tba	tba	tba

Goal 11: Education Support Action Items	agencies responsible:	by Dec, 2002:	by Dec., 2005:	by Dec., 2010:	by Dec, 2015:	by June, 2020:
Full service OCCC with lifelong learning opportunities, and esthetically pleasing campuses	OCCC, with support from the Alliance and county taxpayers and the US Dept. of Commerce	Site for main hub of OCCC secured.	Groundbreaking for main hub facility has occurred.	tba	tba	tba
Adequately funded and supported community college services	OCCC with support from the Alliance and chambers of commerce	All OCCC centers will have internet access	tba	tba	tba	tba
Expand distance learning opportunities	CoastNet, LCSD, OCCC, with Alliance support	All LCSD schools will have Internet access	tba	tba	tba	tba
Adequately funded and supported K-12 educational system	LCSD, with legislative, taxpayer, and Alliance support	tba	tba	tba	tba	tba

Goal 11: Education Support Action Items	agencies responsible:	by Dec, 2002:	by Dec., 2005:	by Dec., 2010:	by Dec, 2015:	by June, 2020:

Goal 10: Art Industry Support Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Arts and cultural opportunities are integral part of county life	OCCA	Launch Invitational Sculpture Show; explore making a foundry in Toledo a reality; develop Web-based arts calendar program	Additional education about “art in public places” programs and the OCEAN program			
Elevate the arts to key industry status in Lincoln County	OCCA, Alliance, SBDC, YBEF	Newport School for the Arts with Thundering Seas component in Newport- construction underway; publish countywide cultural tourism piece	Align the arts industry with other industries in Lincoln County; offer educational opportunities for artist to market their art			
Develop long-range arts planning for Lincoln County	OCCA/OCEAN	Hold Lincoln County’s first countywide arts planning meeting; develop private/public arts partnership	Adopt a “percentage for art” campaign	Develop a slide registry of area artists’ work for interested parties (galleries, brokers, buyers) to view		
Develop art programs for	OCCA/OCEAN	Secure grant funding for youth				

Goal 10: Art Industry Support Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
youth		art programs in county				

Goal 12: Health Care Services Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Assure adequate and comprehensive health care services	PCH District and its Foundation, NLH District and its Foundation, Oregon Pacific AHEC, Lincoln County Health and Human Services, State of Oregon, Lincoln County School District, Lincoln County Extension Service District, chambers of commerce	Hold first-ever Lincoln County Health Care Summit	tba	tba	tba	tba

Goal 2: Land/ Development Planning Action Items	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:
Sufficient range of housing options , including affordable housing, assisted living, and support services	Lincoln CDC, Housing Authority of Lincoln Co., CSC, Habitat for Humanity of Yaquina Bay	tba	tba	tba	tba	tba
Computerized county land data base accessible by modem	Lincoln County Assessor's Office and Planning Department	Funding identified, and project underway for public access via modem	System fully functional	tba	tba	tba

Goal 2: Land/ Development Planning Action Items						
	agencies responsible:	by June, 2002:	by June, 2005:	by June, 2010:	by June, 2015:	by June, 2020:

