

**CITY OF COOS BAY**

**Resolution 22-16**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COOS BAY  
ADOPTING THE FRONT STREET BLUEPRINT**

**WHEREAS**, the City of Coos Bay was awarded a Transportation Management Grant to fund the creation of the Front Street Blueprint. Based on the City's 2017 Front Street Action Plan, the Blueprint robustly focuses on transportation and other improvements envisioned by the community along the Coos Bay waterfront.

**WHEREAS**, the Front Street Blueprint carries out the 2017 Front Street Action Plan objective to: "identify implementable actions in the Front Street area along the City's waterfront that increase connectivity, foster community access to the waterfront, attract private investment, and diversify Coos Bay's economy."

**WHEREAS**, as a result of Advisory committee and public engagement with stakeholder interviews, community survey responses and meetings with Front Street property and business owners, the Front Street Blueprint provides guidance for future public projects.

**WHEREAS**, the Front Street Blueprint builds upon the work of the Front Street Action Plan and the City's Transportation System Plan/Comprehensive Plan transportation/economic development policies and the City Council goal to "Evaluate traffic patterns and competing transportation uses of Front Street to develop a traffic/pedestrian safety plan.

**WHEREAS**, the Front Street Blueprint includes a strategy for improvements related to access/intersection, circulation connectivity, bike/pedestrian access and safety, public parking, wayfinding and the waterfront.

**WHEREAS**, the Front Blueprint lays the foundation for expanded economic vitality of Front Street building upon the waterfront commercial area as a key Coos Bay resident and visitor destination.

**NOW, THEREFORE, BE IT RESOLVED**, the City Council of the City of Coos Bay hereby adopts the Front Street Blueprint attached hereto as Exhibit 1.

The foregoing resolution was duly adopted by the City Council of the City of Coos Bay, Coos County, Oregon this 21st day of June 2022.

\_\_\_\_\_  
Joe Benetti, Mayor

ATTEST:

\_\_\_\_\_  
Nichole Rutherford, City Recorder

**EXHIBIT 1**  
**FRONT STREET BLUEPRINT**



# Front Street Blueprint

City of Coos Bay

June 21, 2022

## Acknowledgments

*Acknowledgment and thanks to Coos Bay citizens, property owners and business owners who participated in the creation of the Front Street Blueprint.*

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## Executive Summary

The Front Street Blueprint (Blueprint) is the consultant recommended Preferred Facility Design (PFD) for future improvements within the study area defined in Figure 1 below (Plan area). The Blueprint was created with strong engagement from the community and Plan area business and property owners. The Blueprint expands upon the City's vision with high priority opportunities identified to achieve the Blueprint's objectives, decision criteria for selecting the PFD, an implementation strategy with potential funding opportunities, timing for future improvements and key partnerships for Blueprint implementation.

## Guiding Factors

### Plan Area

The Front Street Blueprint Plan area is an industrial and commercial area within the city, bound on the west by US Highway 101 (US 101) and on the east by an active channel of the bay; the northern boundary is in line with Ivy Avenue and the southern boundary is in line with Market Avenue. Figure 1 shows the Plan area.

### Purpose

The purpose of this Front Street Blueprint is to address objectives for development of a cohesive, multimodal transportation loop through the Plan area that will enhance the economic development potential and safety of the Plan area.

### Objectives

The objectives of the Front Street Blueprint are:

- Address the public's (including area property and business owners) interests in parking, wayfinding, and waterfront improvements.
- Provide strategies to implement access, circulation, and connectivity improvements within the Plan area.
- Create a safe, balanced, and efficient multimodal transportation system that offers transportation choices.
- Reflect the historic and cultural significance of the Plan area through public art and streetscape improvements.



Figure 1. Plan Area

## Vision

As described in the 2017 Front Street Action Plan (FSAP), the vision for the Front Street Plan area is:

*Front Street will be a more bustling, vibrant, and inviting district with a mix of waterfront-related industrial employment, commercial, and limited residential uses. The area's amenities and transportation facilities are more safely and easily accessible to pedestrians and cyclists, making connections to the rest of the City seamless. The continuation of the Coos Bay Boardwalk will serve as an attraction and provide for the enjoyment of the revitalized waterfront.*



**South Gateway Montage:** Using elements from the existing Coos Bay Boardwalk, the Front Street Blueprint recommends signage, monumentation, paving, and planting enhancements.

## Design Objectives

Design objectives for Front Street, identified previously in the FSAP, are noted below. These perspectives include a commitment to the Blueprint Vision with flexibility regarding FSAP objectives in consideration of community, property owner, and state (ODOT) collaboration and funding availability.

**1. Bicycle and Pedestrian Safety:** Improve the existing network by accommodating bicyclists, pedestrians, and transit users. Provide additional connections and fill in gaps.

**2. Access/Intersection Improvements:** Increase safety, reduce congestion, and improve driver expectancy. Consider reducing the number of driveways, consolidating driveways for single parcels, and relocating poorly placed driveways; traffic calming; and speed reduction in the Plan area (tighter curb radii, curb extensions, truck aprons, and speed cameras).

**3. Wayfinding and Public Art:** Provide guidance and direction to major attractions and significant historical locations that will enhance the user experience. Identify locations for public art that reflects the aesthetics and history of Front Street.

**4. Pedestrian Pathways and Overlooks:** Provide pedestrian access to the waterfront and public overlooks along portions of the east side of Front Street, with consideration to working waterfront businesses.

**5. Circulation/Connectivity Improvements:** Support a balanced and well-connected transportation network for all modes, including safe connections from downtown Coos Bay across Highway 101. Encourage transportation choices and reduce reliance on automobile travel within and through the Plan area.

**6. Parking Management:** Provide a range of parking that takes into consideration shared parking, increased capacity of publicly owned facilities, overflow parking, and other parking options for the future.

**7. Future Projects of Interest:** Consider enhanced parking options, and collaboration with community partners, a variety of projects that may include a boat launch, relocation of the city dump station, shared project/parking opportunities, and temporary, low-cost improvements to showcase feasibility of future improvements.

## Development and Evaluation of Concept-Level Design Alternatives

### Concept-Level Design Alternatives

Two concept-level design alternatives were developed identifying infrastructure and amenities that could foster the vision of Front Street as a safe, vibrant, flexible district that better connects to downtown and retains its historic waterfront character:

- **Alternative 1:** Multiuse Path Emphasis
- **Alternative 2:** On-Street Parking Emphasis

### Criteria and Comparison

The two alternatives were compared and rated “best,” “fair,” or “poor” performance for the following seven criteria:

1. **Improves Access and Mobility** - Does the alternative support all modes of travel?
2. **Improves Plan area Safety** - Is the alternative safe for pedestrians, bicyclists, motorists, trucks, and rail users?
3. **Encourages Private Investment** - Does the alternative complement private development on adjacent parcels?
4. **Minimizes Cost and Implementation Complexity** - Is the alternative simple and affordable to implement? What level of property owner coordination does it require? How complex are the improvements?
5. **Supports Land Uses, District Vibrancy, and Flexibility** - Can the alternative adapt to denser development? Does it work better depending on who is occupying different spaces? Is there space near opportunity sites to allow for street activation (e.g., cafés)? Does the alternative draw visitors to/through the area, increase amenities, and improve access? Do improvements create a “place” and become a key destination in Coos Bay? Do improvements accommodate all users and include pedestrian connections from downtown?
6. **On-Street Parking** - Does the alternative add, remove, or maintain parking?
7. **Minimizes Environmental Impact and Supports District Resiliency** - Does the alternative support district resiliency?

Section drawings illustrating potential reconfigurations of Front Street with the main physical features (bikes and pedestrians, parking, rail treatment, traffic pattern, and landscaping) also aided in a qualitative comparison of the two alternatives.

Alternative 1, Multiuse Path Emphasis, rated “best” in five criteria and “fair” in minimizing cost/complexity and in parking. Alternative 2, On-Street Parking Emphasis, scored “fair” in more criteria and “poor” in improves safety.

## Community and Stakeholder Input

Community and stakeholder feedback informed and guided the selection of the preferred concept-level design alternative for refinement.

An on-line open house survey was conducted that received 149 responses and had a completion rate of 81 percent. Engagement with Front Street property and business owners included meetings and one-on-one interviews and discussion. Priorities of each group—open house responders and property/business owners—are ranked in order in the table below; additional information can be found in Appendix A.

On-line open house priorities	Property and business owner priorities
<ol style="list-style-type: none"> <li>1. Access and Mobility</li> <li>2. Plan area Safety</li> <li>3. Minimizing Environmental Impact and Supporting Resiliency</li> <li>4. On- and Off-Street Parking</li> <li>5. Encouraging Private Investment</li> <li>6. Minimizing Cost</li> <li>7. Supporting Land Uses, District Vibrancy, and Flexibility</li> </ol>	<ol style="list-style-type: none"> <li>1. Supporting Land Uses, District Vibrancy, and Flexibility</li> <li>2. Access and Mobility</li> <li>3. On- and Off-Street Parking</li> <li>4. Plan area Safety</li> <li>5. Encouraging Private Investment</li> <li>6. Minimizing Cost</li> <li>7. Minimizing Environmental Impact and Supporting Resiliency</li> </ol>

While differing in rank, the priorities of Plan area safety, access and mobility, and on- and off-street parking were in the top four priorities of each group. Most on-line participants (66 percent) preferred a multiuse path with parking on the east side of the entire Plan area only, a 14-foot-wide multiuse path and 8-foot-wide boardwalk north of Date Avenue, and a 16- to 18-foot-wide multiuse path south of Date Avenue. However, property and business owners presented concerns that identified a need for parking on the east side of Front Street to support their businesses by providing maximum business access and mobility. The Front Street Blueprint seeks to balance citizen comments and Front Street property and business owners’ needs for successful business operation by acknowledging that the Front Street Blueprint designs are fluid and the City of Coos Bay (the City) is open to discussion of design modifications to the preferred alternative. Taking into account these considerations, the following are the key Front Street Blueprint features:

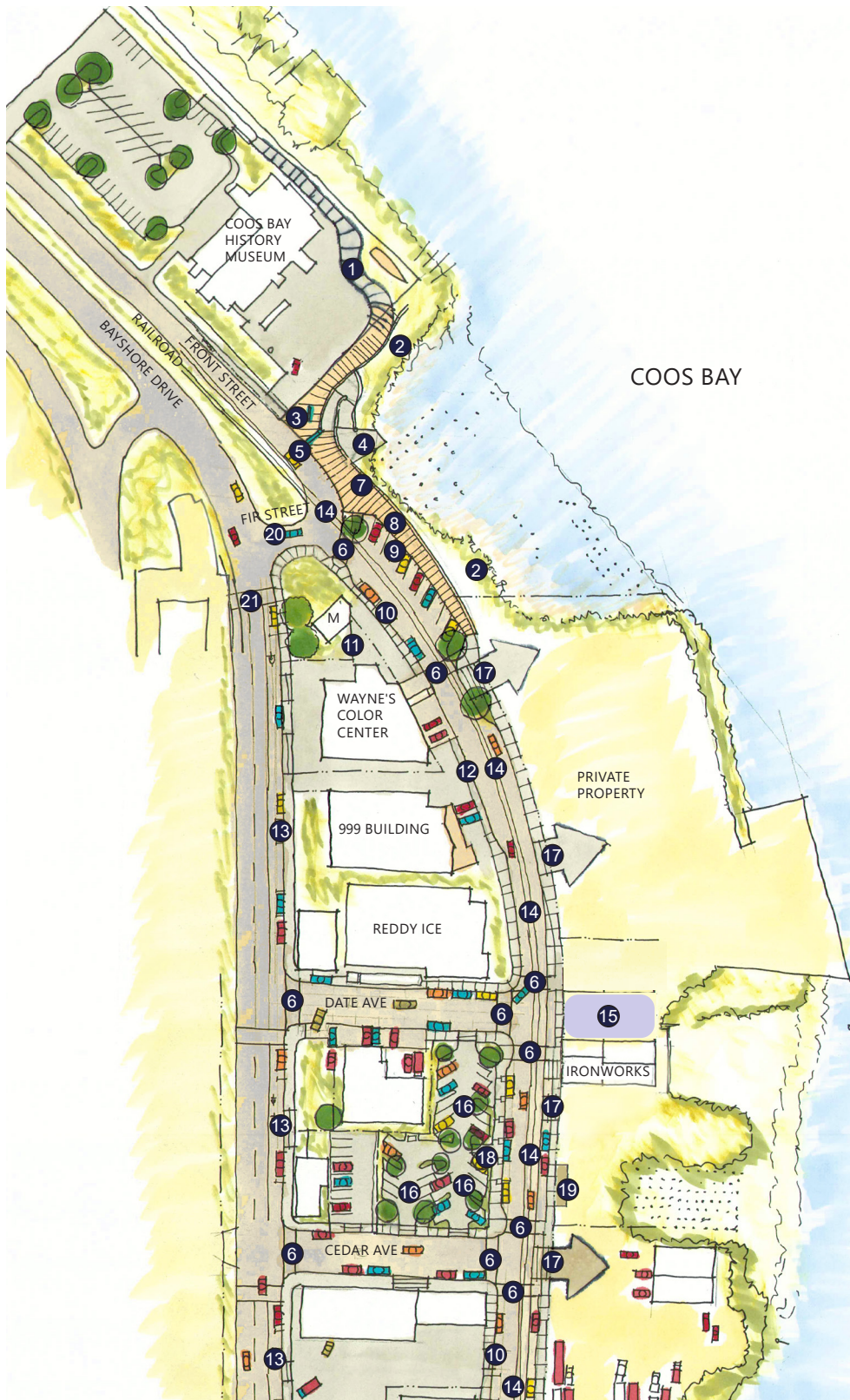
- A boardwalk and combination of parallel and diagonal parking adjacent to Front Street between Date Avenue and the end of the Plan area. Ultimately this boardwalk area can be connected to the public access way available at the Coos Bay History Museum.
- Striped parking on the east and west sides of Front Street from Date Avenue to Market Avenue, similar to what is in place now.
- An overlook or viewing area adjacent to the Front Street rear access to the Coos Bay History Museum over private property, subject to owner authorization for use of the property.
- Concurrent with a City-specified time, and with funding and collaboration with adjacent property owners, development of an overlook of the Date, Birch, and Alder Avenues stub street.
- Development of City policies and programs related to the Front Street Blueprint to address visitor and property owner/business needs.

## Survey Overview

In the fall of 2021, the City of Coos Bay launched an online survey to help determine the community's priorities and preferences for the two alternative transportation design concepts for the Front Street Plan area, between Market Avenue and Ivy Street. Front Street is a part of downtown and has a direct connection to the bay front with pedestrian, bicycle and vehicle access to the downtown commercial core, visitor amenities and proximity to Highway 101. Over time the area has changed and grown but the community's vibrant waterfront Front Street vision remains.

The goal of the survey was to help the project team understand which alternative transportation design concepts best meet the community's priorities and needs. The survey included project background information, design criteria, a look at Front Street today, and an in-depth look at two alternative transportation design concepts: "Multi-Use Path" and "Parking + Path." The survey then asked participants to rank their priorities for the future of Front Street and to choose which design concept they prefer. Participants were also given an opportunity to provide general feedback.

# North Area Schematic Plan



## PLAN KEY

- ❶ MUSEUM WALKWAY CONNECTION
- ❷ NATIVE PLANTING OR RIPRAP
- ❸ DIRECTORY SIGN
- ❹ LIGHT WATERCRAFT LAUNCH OPTION
- ❺ PEDESTRIAN GATEWAY FEATURE
- ❻ PEDESTRIAN CROSSWALK
- ❼ NORTH FRONT STREET OVERLOOK
- ❽ NORTH BOARDWALK
- ❾ ANGLED PARKING
- ❿ ON STREET PARALLEL PARKING
- ⓫ PUBLIC ART LOCATION
- ⓬ PAVEMENT INFILL
- ⓭ POTENTIAL STRIPED PARKING AND POTENTIAL BIKE LANE \*
- ⓮ RAILROAD AND CLEARANCE ZONE
- ⓯ STUB STREET AND FUTURE OVERLOOK
- ⓰ CITY PARKING LOT
- ⓱ DRIVEWAYS MAINTAINED
- ⓲ RELOCATED WINDMILL SCULPTURE
- ⓳ BOARDWALK VIEWS OF WATER AND INTERPRETIVE SIGNAGE
- ⓴ NORTH BOUND TURN LANE
- ⓵ POTENTIAL FUTURE ENHANCED CROSSING \*

\* SUBJECT TO ODOT APPROVAL

# South Area Schematic Plan



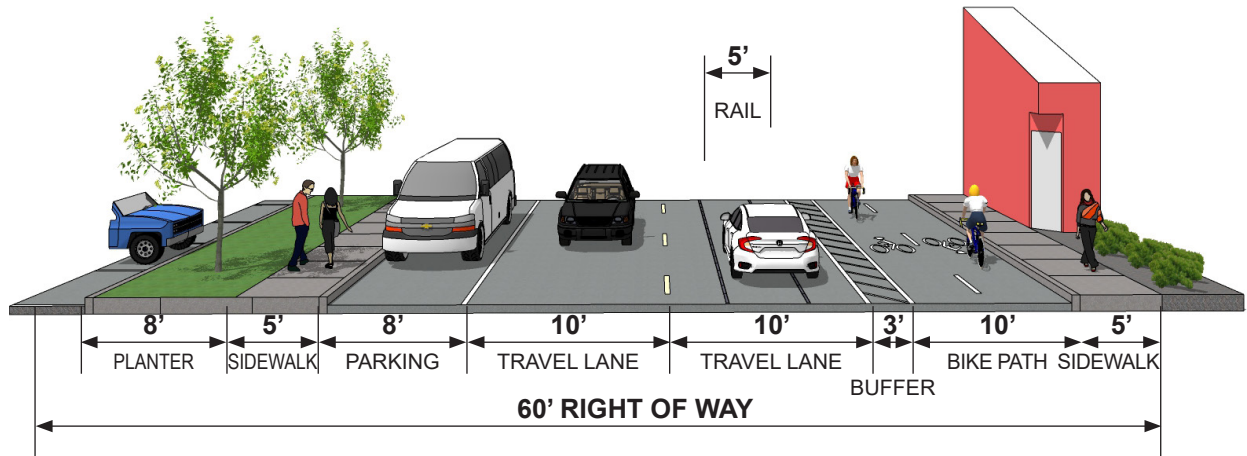
## PLAN KEY

- 1 POTENTIAL STRIPED PARKING AND POTENTIAL BIKE LANES \*
- 2 PEDESTRIAN CROSSWALK
- 3 STUB STREET AND FUTURE OVERLOOK
- 4 MID-BLOCK PEDESTRIAN CROSSING
- 5 DRIVEWAYS PRESERVED / MAINTAINED THROUGHOUT PLAN AREA
- 6 TWO-WAY / ONE LANE YIELD STREET AND PATH
- 7 MAINTAIN DRIVEWAY AND GATE ACCESS
- 8 TWO PARKING SPACES
- 9 SOUTH PEDESTRIAN GATEWAY FEATURE, DIRECTORY SIGN, BIKE RACK, AND ORNAMENTAL LANDSCAPING
- 10 POTENTIAL FUTURE ENHANCED CROSSINGS\*

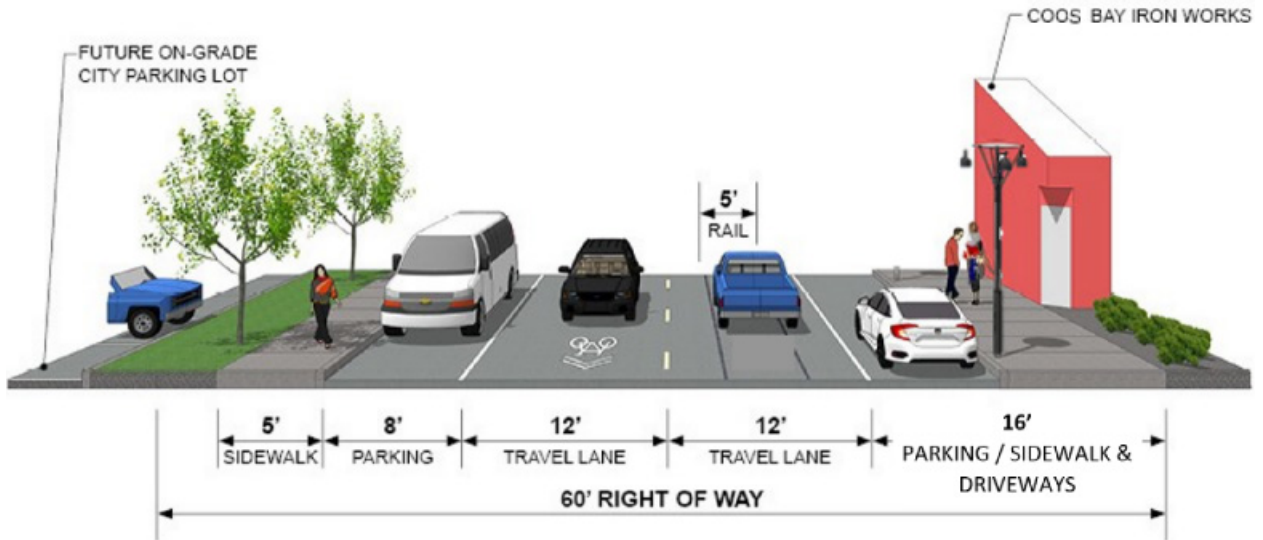
\* SUBJECT TO ODOT APPROVAL



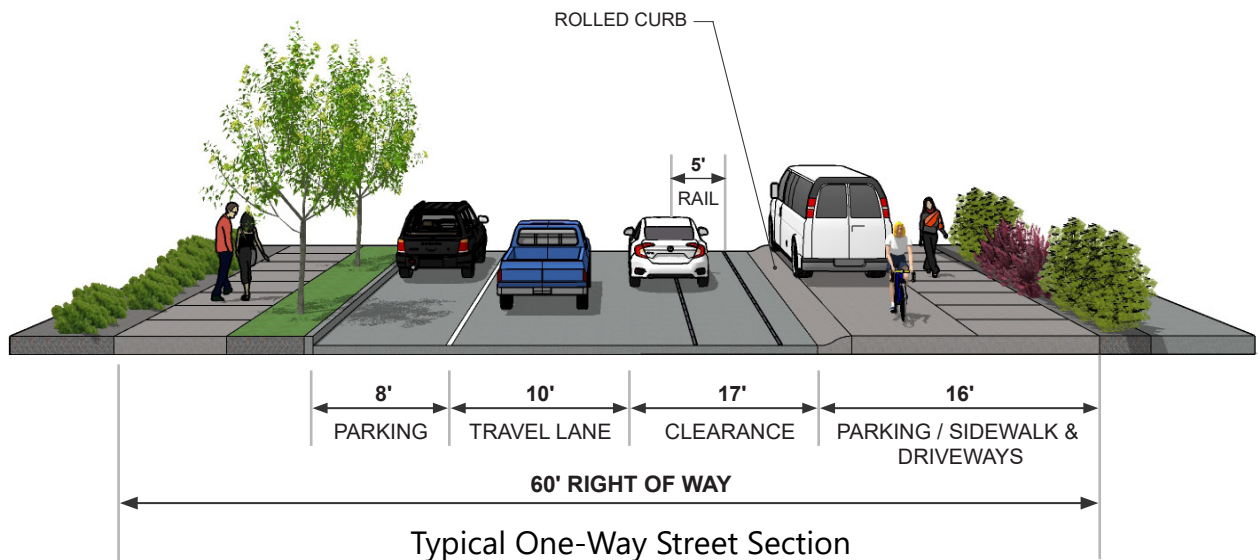
# Front Street Sections



Temporary Demonstration Project ('Sunday Parkway') Street Section



Typical Two-Way Street Section

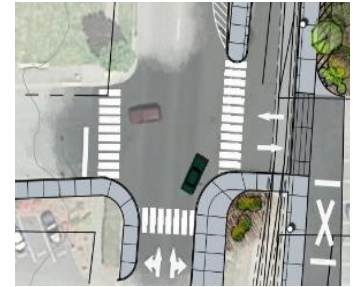


Typical One-Way Street Section  
(Northbound between Market Avenue and Alder Avenue)

## Bicycle and Pedestrian Safety

### US 101 (Northbound) Pedestrian Crossings

According to ODOT's *Blueprint for Urban Design* (BUD), US 101 is best classified as "Commercial Corridor". Commercial Corridors are characterized by commercial and industrial uses, large building footprints, large surface parking lots, large block sizes, and a disconnected or sparse roadway network. This corresponds to a target pedestrian crossing spacing of 500' to 1000'. Enhanced crossings may encourage more direct and safer pedestrian crossings, and a more direct connection between Front Street and downtown Coos Bay. The following measures can help improve pedestrian circulation and safety at the crossing. All suggested improvements must meet ODOT policies and standards.



- If feasible, extensions (or "bulb-outs") could extend curbing outward from the existing US 101 curb lines to narrow the pedestrian crossing width.
- A Front Street gateway entrance treatment (at both the south and north ends of the Plan area), along with other physical and textural changes within the US 101 streetscape, may help increase motorist awareness of the pedestrian crossings and provide identity to the connecting Front Street area.
- High-contrast crosswalks can also improve the safety of the pedestrian crossings. Use of Continental markings to demarcate crosswalks will alert motorists that they are entering pedestrian-friendly intersection areas. Crosswalks are envisioned at Market, Cedar, and Fir across Highway 101.
- Potential Future Enhanced Crossings may include the addition of Rectangular Rapid Flashing Beacons (RRFBs). RRFBs are signs with pedestrian-actuated lights (often solar-powered). RRFBs can result in greater motorist yield rates to pedestrian crossing activity, and they directly complement curb extensions and crosswalk features.

### US 101

The Blueprint identifies the potential for future pedestrian crossings and striped parking along US 101. ODOT will assess existing ramps, unmarked crosswalks and potential crosswalk closures in conjunction with an upcoming American with Disabilities Act compliance project in the area. The City and ODOT will continue to work together to develop treatments for crossing enhancements and parking on US 101.

## Access/Intersection Improvements

### Rail Safety Opportunities

The Preferred Facility Design will help improve rail operation safety by removing some on-street parking along the eastern edge of Front Street, reducing the level of rail-vehicle and rail-pedestrian conflicts and improving motorist and pedestrian sight lines of center-running railroad operations at crossings. This design includes the following rail crossing safety measures:

1. Posting of new intersection and rail crossing signs (stop sign and cross-buck signs) on the east legs of Alder and Birch Streets, that mirror existing signs on the west leg of each intersection;
2. Resurfacing the intersections and rail crossing on Front Street at Alder and Birch Streets, to include high-contrast pavement markings to enhance motorist and pedestrian presence and visibility.



## Public Art

Various opportunities exist to visually enhance and incorporate public art within the Plan area. These features are described below and labeled on the enlargement plans. Art would be installed so that it does not distract drivers, impair the view of drivers, or interfere with road signs.



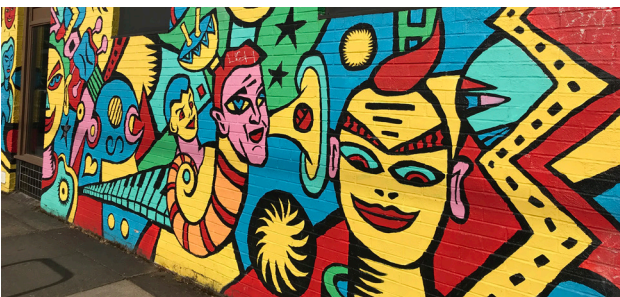
### Colorful Crosswalks:

Streetbond and paint offer low-cost ways to brighten up pavement.



### Fencing:

Future replacement of existing fencing and gates with wrought iron fence.



### Public Art Program:

Potential teaming with Coos Art Museum.



### Murals:

Blank walls may provide visual interest and historic references.



### Sculpture:

New and/or relocated art can reflect local culture and history, such as the preserved windmill proposed to be located adjacent to the new city public parking lot.

## Wayfinding

Several different features are proposed to assist users in their ability to navigate the Plan area. These features are described below and labeled on the enlargement plans.



### Gateway Monuments:

An architectural way to define and welcome users to the Plan area. The Blueprint recommends anchoring both the north and south ends with a gateway.



### Directory Signs:

Combined with Gateway Monuments, these signs provide an area introduction and overview. The Blueprint recommends anchoring both the north and south ends of the Plan area with a Directory Sign.



### Directional Signs:

Connecting with Directory Sign guidance, intermediate Directional Signs allow users to complete their journey to their destination.



### Interpretive Signs:

Continuation of Coos Bay Boardwalk interpretive signs will attract tourists and promote awareness of the local environment, culture, and history.

## Pedestrian Pathways and Overlooks

The PFD proposes completion of the pedestrian network within the Plan area. Subject to funding availability with adjacent property owner engagement, sidewalk gaps will be filled in with new sidewalk segments and over time, public overlooks over the water on city right of way may be achieved in partnership with private development. .



### **Birch Ave Public Overlook Concept Option:**

Business and pedestrian access need not be mutually exclusive and can be achieved with simple materials, human-scale detailing, and stakeholder partnership. Existing and new infrastructure can be part of public art and wayfinding programs.

## Circulation / Connectivity Improvements

In addition to filling missing sidewalk network gaps, the PFD will achieve increased circulation and connectivity through enhanced crossings of US 101. Subject to ODOT review and authorization, three locations are proposed for potential enhanced pedestrian and bicycle crossings of US 101 include Market, Cedar, and Fir in an effort to better connect the Front Street area with areas east of US 101. Through a partnership between the City and Oregon Department of Transportation (ODOT), a variety of signage devices and pavement markings could provide greater definition and clarity of east/west crossings between the Plan area and other areas.

## Parking Management

A cursory analysis of parking within the Plan area was performed to quantify the potential change between existing and future conditions; this parking analysis is summarized below. Additional parking may be realized with the implementation of Design Objective 7 (See page 15, Table 1).

### EXISTING ON-STREET (2021)

• Eastside Front Street	56 spaces
• Westside Front Street	30 spaces
• Side Streets	32 spaces
• Eastside Bayshore Drive	36 spaces
	154 Total Spaces

### PREFERRED FACILITY DESIGN

• North Angled Parking	13 spaces
• Eastside Front Street	0 - 20 spaces
• Westside Front Street	30 spaces
• Side Streets	32 spaces
• Eastside Bayshore Drive *	30 spaces *
• Westside Bayshore Drive *	TBD *
• Design Objective 7 *	TBD *
• City Parking Lot (2022)	40 spaces
	145 – TBD Total Spaces

\* Subject to ODOT review and approval

## Future Projects of Interest

The Front Street Blueprint is intended to be flexible and accommodate a range of possible public and/or private redevelopment opportunities, including special events related to history, the rail Plan area, water access, businesses, or public open spaces.

## Implementation Strategy and Investment Framework

### Investment Vision

The Front Street Blueprint (Blueprint) envisions the development of a cohesive, multi-modal connection to enhance the safety and vibrancy of Front Street. The Blueprint’s project components fall into six investment categories. These are in alignment with the design objectives and, along with potential project components, are summarized and described in Table 1.

Table 1. Investment Categories and Potential Project Components Summary

#	Investment Category	Project Components
1	<b>North / South Bicycle and Pedestrian Improvements</b>	Improvements to the transportation network for bicyclists and pedestrians by filling in multimodal gaps in the network and providing additional connections, including safe connections from downtown Coos Bay across Highway 101.
2	<b>Circulation, Connectivity, and Intersection Improvements</b>	Improvements that increase safety (making Front Street one-way from Market to Alder, filling in missing gaps in the sidewalk network, and adding a bike path), and improve driver expectancy (rethinking driveway locations and speed reductions in the corridor).
3	<b>Public Overlooks and Amenities</b>	Public overlooks along the east side of Front Street and other human scale amenities.
4	<b>Wayfinding and Public Art</b>	A wayfinding system to major attractions and significant historical locations throughout the Study Area. Public art locations to enhance aesthetics and the user experience.
5	<b>Development and Business Continuity</b>	Programs / projects that remove barriers to development, improve overall business continuity, and enhance visitor experience throughout the study area. These experiences may include but would not be limited to a range of possible public and/or private redevelopment opportunities, including special events related to history, the rail Plan area, water access, businesses, or public open spaces.
6	<b>Parking</b>	Signing and striping on-street spaces plus the potential use of vacant parcels as temporary gravel parking lots for automobiles and/or RVs.
7	<b>Future Projects of Interest</b>	A range of projects including potential parking enhancements or other features.

### Funding Partners

Successful implementation of the Blueprint will require time and energy from a variety of partners. The City of Coos Bay will pursue funding, coordinate with partners, and carry out most of the required actions. The following list (adapted from the Front Street Action Plan) identifies relevant partners.

#### Public Sector Partners Local

- **City Public Works Department:** Coordinate the alignment and construction of the new pedestrian pathway, along with restriping and eventual repaving of Front Street.
- **Oregon International Port of Coos Bay and Rail Link:** Work with the City to provide the requirements for utilities within the rail rights-of-way. Work with City to understand what measures are required to design for pedestrian safety, given that the boardwalk will be directly adjacent to 18’ railroad clearance area.

- **Coos Bay-North Bend Water Board:** Confirm the improvements are in accordance with planning and construction guidelines.
- **Coos Bay Urban Renewal Agency.** (URA) Work with other partners to appropriate funding for needed infrastructure improvements.

### Public Sector Partners: State and Federal Government

- **Oregon Department of Transportation (ODOT):** Work with the City on improving pedestrian and bicycle crossings of US 101 at the intersections of Market, Cedar, and Fir.
- **Oregon Department of Environmental Quality (DEQ):** Work with City to help facilitate any necessary remediation required as part of open space and/or boardwalk projects.
- **Oregon Parks and Recreation Department:** Provide grant funding for projects that are consistent with Statewide Comprehensive Outdoor Recreation Plan goals.
- **Travel Oregon:** May provide grants for tourism and economic development projects, such as but not limited to historical wayfinding and overlook development.
- **Oregon Department of State Lands:** Oversee permitting for capital projects with potential impact to the Bay, such as but not limited to storm drain improvements.

### Private Partners

- **Front Street Property Owners:** Work with City to assess environmental conditions, coordinate necessary infrastructure (stormwater, transportation) improvements, and collaborate on future boardwalk development.
- **Local Brokers and Development Financers:** Promote Front Street opportunities to potential developers and tenants

### Community Partners

- **Bay Area Chamber of Commerce:** Help City coordinate with local businesses on economic development projects.
- **Coos Art Museum and Supporters (e.g., Oregon Arts Commission, Oregon Cultural Trust):** Provide funding or in-kind labor for waterfront public art.
- **South Coast Development Council:** Work with City to develop brand and approach to wayfinding signage.
- **Coos History Museum:** Participate in efforts to develop and extend the boardwalk to the Museum boardwalk and other Museum amenities.
- **Marshfield Sun Printing Museum:** Engage with the City to feature the Museum as a key historical destination along the Front Street corridor.
- **Coos Bay Downtown Association:** Key partner in featuring Front Street as a part of the Coos Bay Main Street program with signature events in collaboration with property owners, the Coos History Museum and other community partners to attract new visitors to the waterfront.
- **Coos Bay-North Bend Visitor and Convention Bureau:** Work with City on future branding and wayfinding signage.



- **Coquille and The Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians and supporters (e.g., Three Rivers Foundation):** Work with the City to identify and implement historical reference opportunities in the Front Street corridor and as available and subject to eligibility, provide grant funding for Blueprint projects aligned with their priorities.
- **Local and State Grant Funding Organizations (e.g., Wild River Coast Alliance, Oregon Coast Visitors Association, Oregon Community Foundation, Braemar Charitable Trust):** Grant funding resources to support Blueprint parks and recreation, trails, transportation, economic development, and public infrastructure projects.

## Phasing

Because limited public funds are available for capital projects and programs, the City must phase its investments. Key phasing considerations are included below.

**Phase 1: Early Wins and Further Exploration (FY 2022-2023).** Even though funding for large-scale capital investments might not be available, the City can make key investments in “tactical urbanism” projects that can provide public benefit for the low amount of effort and funds to activate public use of the waterfront, enhance economic potential, and ensure safety. Phase I inclusion of the following will address community member calls over the decades to connect the boardwalks and increase public access to the waterfront. Key projects could include:

- **Birch and Alder Overlooks:** Seasonal public access to the water at these key overlooks using a low-cost approach that includes signage, gravel, and paint. City / business owners’ collaboration will serve limit impacts to adjacent businesses.
- **Signage / Maps:** Design of key wayfinding signage to show how to move through the area can be developed. This could include public art and historical interpretation approaches.
- **Public Events:** The Coos Bay Downtown Association (CBDA) could hold public events that show a commitment to activating the area.
- **Facade Improvements:** URA would partnering with businesses on Front Street private building and site improvements. While not public capital projects private development enhancement will continue to be reflective of the Front Street vision.
- **40 space Front Street Parking lot installation.** This is currently grant funded will provide near term parking for the Front Street corridor.

## **Phase 2: North / South Pedestrian Connection and Supportive Amenities (FY 2023-2025).**

Achieving a safe, pleasant connection through Front Street is the goal of this phase. In this phase, active identification of local match funds and potential grant opportunities will commence to support the full north/south multi-use connection. Key projects can include:

- **North / South Pathway-Boardwalk.** Amenities like lighting, street furniture, and trees can also be included as well.
- **US 101 Crossings at Market, Cedar, and Fir.** Three new bike/ped crossings can be included to link Front Street with rest of the downtown.
- **Public Art and Wayfinding.** Capital investments in the North / South connection will accommodate public art, historic interpretation, and wayfinding.

**Phase 3: Permanent Amenity Investments (FY 2026+).** This phase includes enhanced versions of the tactical investments made in earlier phases, once funding is available. It also includes enhancements to railroad crossings in the area - which may take longer to negotiate and fund, given the partnership needed with the railroad.

### Early Wins and Further Exploration

To build excitement for the project in FY 2022/2023 following Blueprint adoption, the City will invest in near-term investments that allow for better access to the waterfront and provide a more interesting experience for Front Street visitors.

**Table 2** provides an overview of possible early win projects. Cost estimates reflect a wide range and are meant to provide the City a menu of options to choose from given a varying budget. These improvements could generate excitement for the FSB and demonstrate the City’s commitment to longer term improvements.

**Table 2. Phase 1 Early Wins and Further Exploration**

INVESTMENT CATEGORY	EARLY WINS AND FURTHER EXPLORATION FY 2022/2023	COST ESTIMATE AND POTENTIAL SOURCES
<b>North / South Bicycle and Pedestrian Improvements</b>	Install Front Street bicycle racks	\$8,500 (URA, sponsors)
<b>Circulation, Connectivity, and Intersection Improvements</b>	Stripe crosswalks at Date and Fir Streets	\$2,000 (\$1,000/ea.)
	Paint south Front Street Ped/Bike connection	\$2,500
<b>Public Overlooks and Visitor Amenities</b>	Consider interim public overlooks for seasonal use May-Sept. (gravel, fence removal, signage)	\$15,000 - 50,000/ea.
	Investigate option for private land availability to create diagonal parking and boardwalk space north of Date. If successful, -survey of area, -DSL permits for shoreline protection - design & other admin requirements	Staff time/TBD
	Begin funding search for boardwalk improvements	Staff time/TBD
<b>Wayfinding and Public Art</b>	Commission sculptures	\$10,000 (URA, sponsors, general fund)
	Design wayfinding signs	\$2,000 (Staff time/TBD)
	Design and construct gateways	Staff time/TBD
	Begin discussion with interested art purveyors & with Art Museum for Front Street public art program	\$10,000 - \$50,000 (URA, sponsors)
<b>Development Incentives and Programs to Support Front Street Businesses</b>	URA commitment of specific dollars for Front Street building improvements through the Building Improvement program	\$TBD, up to \$500,000 (URA)
	Hold public events on public ROW on the waterfront (Sunday Parkways, 5k run, birdwatching, etc.)	CBDA

INVESTMENT CATEGORY	EARLY WINS AND FURTHER EXPLORATION FY 2022-2023	COST ESTIMATE AND POTENTIAL SOURCES
<b>Development Incentives and Programs to Support Front Street Businesses (Cont.)</b>	Collaborate with ODOT for Potential US 101 On-Street Parking Striping.	
	Investigate creating diagonal parking and boardwalk space north of Date, stripe diagonal parking west side of Front, Date and Fir. As needed, asphalt areas adjacent to Date on Front for additional parking. (Subject to outcome of private land availability discussions) Grant funded Front St parking lot installation.	\$ 1,500 (ODOT)  \$15,000
<b>TARGET EARLY WINS BUDGET</b>		<b>Up to \$500,000</b>

### Near-Term and Long-Term Projects

Table 3 outlines near-term and long-term investment priorities to implement the project vision. Near-term projects could be slated for FY 2023-2025 (pending funding) and later phase projects could occur thereafter.

**Table 3. Near-Term and Long-Term Projects**

INVESTMENT CATEGORY	Phase 1: Early Wins and Further Exploration (FY 2022-2023)	Phase 2: Near Term (FY 2022-2023 and FY 2024-2025)	Phase 3: Later Phase (FY 2025-2026 and onward)
<b>North / South Bicycle and Pedestrian Improvements</b>	<ul style="list-style-type: none"> <li>• Front St. bicycle racks</li> </ul>	<ul style="list-style-type: none"> <li>• Pedestrian and cyclist north-south multi-use path and sidewalk infill along Front St.</li> </ul>	<ul style="list-style-type: none"> <li>• Railroad crossing pedestrian improvements at Coos Bay boardwalk: a signal with reduced crosswalk distance</li> </ul>
<b>Circulation, Connectivity, and Intersection Improvements</b>	<ul style="list-style-type: none"> <li>• Crosswalk striping across Front Street at Date Avenue and Fir Street</li> <li>• South Front Street ped/bike connection (paint)</li> </ul>	<ul style="list-style-type: none"> <li>• Consider additional pedestrian/cyclist crossing improvements on US 101</li> <li>• Consider additional crosswalk striping and study area</li> </ul>	<ul style="list-style-type: none"> <li>• Improved rail crossing safety measures at Alder Avenue and Birch Avenue</li> </ul>
<b>Public Overlooks and Visitor Amenities</b>	<ul style="list-style-type: none"> <li>• Potential for temporary Alder and Birch Overlooks.</li> <li>• Investigate option for private land availability to create diagonal parking and boardwalk space north of Date. If private land is made available, survey of area, DSL permits for shoreline protection design, other admin requirements.</li> <li>• Begin funding search for boardwalk improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Concurrent with a City-specified time, and with funding and collaboration with adjacent property owners, development of an overlook of the Date Avenue stub street.</li> </ul>	<ul style="list-style-type: none"> <li>• Alder and Birch Overlooks (enhanced)</li> <li>• North and South Plazas</li> </ul>
<b>Wayfinding and Public Art</b>	<ul style="list-style-type: none"> <li>• Wayfinding sign design</li> <li>• Begin discussion with interested art purveyors &amp; Art Museum for Front Street public art program</li> <li>• Install sculpture at city parking lot</li> <li>• Design and construct gateways</li> </ul>	<ul style="list-style-type: none"> <li>• Remaining wayfinding elements</li> <li>• Finalize Public Art Master Plan w/Coos Art Museum</li> <li>• Public art, gateways, and other installations</li> </ul>	

INVESTMENT CATEGORY	Phase 1: Early Wins and Further Exploration (FY 2022-2023)	Phase 2: Near Term (FY 2022-2023 and FY 2024-2025)	Phase 3: Later Phase (FY 2025-2026 and onward)
<b>Development Incentives and Programs to Support Front Street Businesses</b>	<ul style="list-style-type: none"> <li>URA commitment to specific dollars for the Front Street corridor area.</li> <li>Public events on public ROW on the waterfront</li> </ul>	<ul style="list-style-type: none"> <li>Downtown Association programs with key businesses</li> </ul>	
<b>Parking</b>	<ul style="list-style-type: none"> <li>Stripe Highway 101 on-street parking subject to conferral and consensus with ODOT</li> <li>Front St. parking lot installation</li> <li>Subject to private land availability, create diagonal parking and board-walk space north of Date Ave., stripe diagonal parking west side of Front, Date Ave and Fir St</li> </ul>		

## Investment Criteria

The City evaluated each project against the project design objectives detailed below.

### **Alignment with Project Objectives**

The Project addresses objectives for development of a cohesive, multi-modal loop through the Study Area that will enhance the economic development potential and safety of the corridor.

- Address the public’s interest in parking, wayfinding, and waterfront improvements.
- Include strategies to implement access, circulation, and connectivity improvements within the Study Area.
- Create a safe, balanced, and efficient multimodal transportation system that offers transportation choices.
- Reflect the historic and cultural significance of the Study Area through public art and streetscape improvements.

### **Alignment with Design Objectives**

- Enhance bicycle and pedestrian safety
- Advance access/intersection improvements
- Improves sense of place through wayfinding and public art
- Promotes/improves pedestrian pathways and overlooks
- Enhances/improves circulation/connectivity
- Promotes parking management

After identifying projects that aligned with objectives and vetting those projects with stakeholders, the City identified phasing for improvements by considering funding available and the magnitude and timing of impact. Some projects span multiple phases and are designed to leverage resources as they become available while still creating near term tangible improvements.

## Project Costs

Table 4 provides an overview of planning level cost estimates for all phases of the Front Street Blueprint. If the project were to be phased, some of the construction and staging costs would be increased.

**Table 4. Planning-Level Opinion of Construction Cost (Total, Phases 1 and 2)**

#	DESCRIPTION	QUANTITY	UNIT <sup>1</sup>	UNIT PRICE		COST
<b>A Site Preparation</b>						
1	Mobilization	1	LS	\$ 25,000	\$	25,000
2	Construction survey	1	LS	\$ 40,000	\$	40,000
3	Erosion control	1	LS	\$ 20,000	\$	20,000
4	Demolition of existing pavement	79,000	SF	\$ 0.50	\$	39,500
<b>B Multiuse Path (16' Width)</b>						
1	Concrete walk and base	39,440	SF	\$ 12	\$	473,280
2	Curb and gutter	2,465	LF	\$ 20	\$	49,300
<b>C Concrete Sidewalk Infill</b>						
1	Pedestrian rated	2,716	SF	\$ 12	\$	32,589
2	Vehicular rated	905	SF	\$ 18	\$	16,295
<b>D Other Surfacing</b>						
1	Boardwalk	6,526	SF	\$ 90	\$	587,340
2	Curb extension treatments	16	EA	\$ 500	\$	8,000
3	Enhanced plaza paving	15,609	SF	\$ 20	\$	312,180
4	Asphalt repair	8,135	SF	\$ 70	\$	569,415
<b>E Lighting and Furnishings</b>						
1	Ornamental streetlight	46	EA	\$ 10,000	\$	460,000
2	Switching, conduit, and wiring	3,700	LF	\$ 50	\$	185,000
3	Pedestrian gateway feature	2	EA	\$ 10,000	\$	20,000
4	Interpretive signage	1	ALLOW	\$ 6,000	\$	6,000
5	Art to enhance existing fence	1	ALLOW	\$ 5,000	\$	5,000
6	Bike rack	2	EA	\$ 2,500	\$	5,000
7	Plaza benches	4	EA	\$ 2,000	\$	8,000
8	Railing (around north plaza)	238	LF	\$ 250	\$	59,500
<b>F Landscape</b>						
1	Street tree	21	EA	\$ 250	\$	5,250
2	Gateway ornamental landscaping	3	EA	\$ 3,500	\$	10,500
3	Native planting enhancement	1	EA	\$ 7,500	\$	7,500

#	DESCRIPTION	QUANTITY	UNIT <sup>1</sup>	UNIT PRICE	COST
<b>G Signage and Striping</b>					
1	Parallel and/or diagonal parking striping	145	ALLOW	\$ 1,500	\$ 1,500
2	Rectangular Rapid Flashing Beacon	2	EA	\$ 35,000	\$ 70,000
3	Railroad (cross buck) sign	2	EA	\$ 600	\$ 1,200
4	Concrete crosswalks	9	EA	\$ 6,600	\$ 59,400
5	Crosswalk striping	9	EA	\$ 1,000	\$ 9,000
6	Other striping/pavement markings	1	ALLOW	\$ 10,000	\$ 10,000
7	Pedestrian rail crossing	9	EA	\$ 50,000	\$ 450,000
8	Wayfinding sign	4	EA	\$ 1,000	\$ 4,000
9	Traffic signs	1	ALLOW	\$ 3,000	\$ 3,000
<b>H Utilities</b>					
1	Catch basin (adjust/relocate/add)	1	ALLOW	\$ 20,000	\$ 20,000
2	Adjusting meter/valve/vault lids	1	ALLOW	\$ 10,000	\$ 10,000
<b>Subtotal</b>					<b>\$ 3,582,749</b>
<i>Contingency</i>				<b>25%</b>	<b>\$ 895,687.25</b>
<b>Total</b>					<b>\$ 4,478,436.25</b>

<sup>1</sup> ALLOW = Allowance EA = each; LF = Linear Feet; LS = Lump Sum, SF = Square Feet

<sup>2</sup> Seat walls will be part of the construction costs for the parking lot

Because limited public funds are available for capital projects and programs, it is necessary to prioritize investments using a phased approach to implementation. Key questions and phasing considerations are discussed below. This phasing approach will be refined as specific projects and project costs are identified and as City and community priorities are refined through discussions.

## Potential Funding Sources

To implement the projects identified in this plan, the City will pursue a several funding sources. This section includes a list of currently available revenue sources and funding tools that Coos Bay could explore to fund Front Street improvements. This list was generated through research and conversations with City staff. It includes only the most promising funding sources and tools which this project will rely on to implement projects.

### Urban Renewal/Tax Increment Financing (TIF)

The Blueprint project area is within the Downtown Urban Renewal Area, which as of 2020, had approximately \$22.8 million in remaining indebtedness. Therefore, the City may use the District’s TIF to fund Blueprint capital projects consistent with project categories identified in the Downtown urban renewal plan. TIF revenues are generated by the increase in total assessed value in an urban renewal district, from the time the district is first established. When investments in the district are made, property values increase in the district, and the increase in total property taxes are used to fund projects in the district or to pay off bonds (taken out to pay for specific projects in the area).

Transportation enhancement projects along Front Street are currently identified in the urban renewal plan and are eligible to receive TIF revenues. The Building Improvement Program, funded through TIF revenues, could also be revised to include Front Street capital projects. As noted in Table 2, TIF revenues are likely to be a key funding source for early win projects, jump starting improvements and building momentum for additional investments in the study area. However, it is unlikely that TIF revenue will provide sufficient funding for later phases of the FSB projects, as the urban renewal plan lists many other priorities.

## Other Government Funds

Other potential funding sources for the City to explore include:

- **The General Fund** (limited – may support a few early wins or project elements)
- **The Oregon Department of Transportation (ODOT)** can help fund ADA and sidewalk connections if the City works within the department’s schedule for road improvements along Highway 101. The Infrastructure and Investment Jobs Act also provides ODOT with additional funding for transportation projects.
- **Environmental Protection Agency (EPA)** can provide grant funding for environmental assessment and remedial planning work.<sup>1</sup>
- **U.S. Economic Development Administration (EDA)** can provide grant funding for infrastructure and amenities to support economic development. Often these funds are for bigger ticket items and require local match.<sup>2</sup>
- **Infrastructure Investment and Jobs Act** – Oregon received more than \$5 billion in funding to improve transportation and other infrastructure. About \$300 million will go to local governments for transportation projects through 2027. Specifically, grants administered by ODOT could provide funding for multimodal and transportation safety improvements.

## Grants

Because currently available funding sources are limited, grants are likely to play an important role in project implementation. Grant monies are not typically included in funding forecasts because they are too project-specific and uncertain to predict. However, if the City is successful in receiving grant money, the Downtown Urban Renewal Area can use its funds as matching funding to leverage additional grant dollars.

A summary of fifteen (15) grants the City could consider pursuing given project eligibility and suitability are summarized by project category in Table 5. Appendix B provides additional detail.

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1 The EPA may have grants that could support the projects in this plan but during initial review no available grants were found to have a strong nexus to the project categories.

2 The EDA implemented several American Rescue Plan programs to help communities recover from the pandemic. Many of these are currently closed for applications or preferred deadlines have passed. It is recommended that communities reach out to their local Economic Development Representative to discuss availability of funds.

**Table 5. Grant Programs to Explore**

Note: Some of these grants fit into more than one project category

PROGRAM CATEGORY	ELIGIBLE GRANTS
<p><b>Placemaking and Historical Preservation</b></p>	<ul style="list-style-type: none"> <li>• Three Rivers Foundation Grants</li> <li>• Coquille Tribal Community Fund</li> <li>• Braemar Charitable Trust Grants</li> <li>• Arts Build Communities (<i>Oregon Arts Commission</i>)</li> <li>• Cultural Development Grant (<i>Oregon Cultural Trust</i>)</li> <li>• Placemaking Grant (<i>National Association of Realtors</i>)</li> <li>• Asphalt Art (<i>Bloomberg Philanthropies</i>)</li> <li>• Our Town (<i>National Endowment for the Arts</i>)</li> </ul>
<p><b>Parks, Recreation, and Trails</b></p>	<ul style="list-style-type: none"> <li>• Local Government Grants (<i>Oregon Parks and Rec</i>)</li> <li>• Oregon Parks Foundation Fund (<i>Oregon Community Foundation</i>)</li> <li>• AARP Community Challenge Program (<i>AARP</i>)</li> <li>• Oregon Community Paths Program (<i>ODOT</i>)</li> </ul>
<p><b>Economic Development and Tourism</b></p>	<ul style="list-style-type: none"> <li>• Strategic Investment Fund (<i>Oregon Coast Visitors Association</i>)</li> <li>• Large Competitive Grants (<i>Travel Oregon</i>)</li> <li>• Wild River Grants (small/large) (<i>Wild River Coast Alliance</i>)</li> </ul>
<p><b>Transportation</b></p>	<ul style="list-style-type: none"> <li>• AARP Community Challenge Program (<i>AARP</i>)</li> <li>• Oregon Community Paths Program (<i>ODOT</i>)</li> </ul>

**Philanthropic Resources**

Residents and organizations in Coos Bay may be passionate about investing in the community and have the financial means to do so. To gauge the community’s willingness to support projects in the Study Area, the City should consider asking for financial support to implement key projects which resonate with the community.

- Traditional capital fundraising campaign
- Crowdfunding campaign
- Business or corporate sponsorship program (limited – could support small visitor amenities)
- Naming rights and legacy gift program (limited – could support small visitor amenities)
- In-kind donations requests



## Potential Funding Tools

Table 6 provides an overview of the potential funding tools and the project categories they are likely to fund.

**Table 6. Funding Tool Suitability for Front Street Blueprint Project Categories**

	Applicability	N/S Bike & Pedestrian Improvements	Circulation, Connectivity, Intersection Improvements	Public Overlooks and Visitor Amenities	Wayfinding and Public Art	Development Incentives and Programs
<b>Locally Controlled Public Sector Funding Sources</b>						
<b>Urban Renewal Funding (TIF)</b>	YES	■	■	■	□	■
<b>General Fund Allocation</b>	YES	□	□	□	□	■
<b>Other Sources</b>						
<b>Advertising/ Naming Rights</b>	YES	□		■	■	
<b>Crowdfunding</b>	YES	□		■	■	
<b>State or other Grants/Loans</b>	YES	■	■	■	■	■

- Most suitable
- Somewhat Suitable

## Implementation Actions

### Consistency

Table 6 describes Blueprint consistency with applicable state and local plans, policies, and regulations.

**Table 6. Consistency with Plans, Policies, and Regulations**

Plan, Policy, Regulation	Blueprint Consistency
<b>State</b>	
Transportation Planning Rule (TPR), Oregon Statewide Planning Goal 12, Oregon Administrative Rules (OAR) 660-012	The City-adopted 2020 Transportation System Plan (TSP) is consistent. Proposed TSP amendments for Blueprint implementation are below.
Oregon Highway Plan (OHP) Policy 3A and OAR 734-051 highway access spacing standards for driveways and approaches	The Blueprint does not propose any specific changes to access to or on US 101. Please see "US 101" section, below.
Oregon Transportation Plan (OTP) and OHP safety, access, or mobility standards and targets	The Blueprint does not propose to affect US 101 safety or mobility standards and targets, or US 101's classifications.
<b>City of Coos Bay</b>	
City Council 2020-2021 Priorities	<b>The Blueprint has implemented Measure #1: <i>evaluate traffic patterns and competing transportation uses of Front Street to develop a traffic/pedestrian safety plan for the priority maintenance and repair of the City's streets, parking, and street lamp infrastructure.</i></b>
Coos Bay Comprehensive Plan (2010)	The Blueprint implements Economic Development Goal 2 (Policy 2.1 and Policy 2.2) and Goal 6 (Policies 6.1, 6.3, 6.4), and Recreation Policy R.5 within the Front Street area
Coos Bay TSP (2020)	The Blueprint refines and implements Projects 9, 12, 21, 28, and 43. Please see "Coos Bay Transportation System Plan" section, below.
Coos Bay Downtown Urban Renewal Plan (1998)	The Blueprint is consistent with Urban Renewal Plan Goals 1 and 3; implements the street, parking, and wayfinding projects; and facilitates the redevelopment projects within the Front Street area.

Plan, Policy, Regulation	Blueprint Consistency
City of Coos Bay	
Front Street Action Plan (2017)	The Blueprint addresses Investment Type 1 (open space and pedestrian connectivity) and Type 3 (improvements to the transportation network that improve multimodal safety), Key Theme 1 (pedestrian and bicycle access), and Key Theme 3 (wayfinding); supports Types 2 and 4 (waterfront-dependent employment and transit); and implements Development Supportive Project B1: Historical Wayfinding, and all of the Connectivity and Amenity Enhancements Infrastructure Projects (Projects C1 through C4).
City of Coos Bay Development Code—Waterfront Heritage District	Please see “Development Code” section, below.
Front Street Master Plan (1998)	The Blueprint implements the Master Plan’s design proposals(heritage gateway, waterfront boardwalk, and pedestrian enhancements) and its identified needs (better connectivity, wayfinding signs, and recognition of historic heritage). The Waterfront Heritage District implements the Master Plan—see below.
Coos Waterfront Park and Walkway Concept Plan (2012)	The Blueprint implements the vision and objectives. The Blueprint’s public art continues the plan’s aesthetic improvements. The Blueprint implements reducing conflicts with and appreciation of the working waterfront.
Oregon International Port of Coos Bay Strategic Business Plan (2015)	The Blueprint’s safety measures to avoid or reduce conflicts between pedestrians and vehicles and the Coos Bay Rail Link would neither interfere with the Port’s recently completed road, sidewalk, fence, and other safety improvements nor interfere with the plan’s strategies to increase revenue, leverage funding, and continue track rehabilitation.

## Coos Bay Transportation System Plan

**Goals and policies.** The Blueprint is consistent with the goals and policies of the TSP.

**Typical Roadway Cross-section Guidelines.** The TSP includes recommended Typical Roadway Cross-section Guidelines for various city street classifications. Front Street is classified as a Local city street. Given the unique rights-of-way and built environment constraints, and the mobility objectives outlined in the Blueprint, the Blueprint identifies a number of vehicle travel lane, parking space, and bicycle and pedestrian design features that vary slightly from the TSP Typical Roadway Cross-Section Guidelines.

**Tiered capital projects.** The TSP offers a menu of capital projects that can be selected as funding sources become available or as maintenance, or improvements are made. Recognizing that current funding resources are not sufficient for implementing all the city improvements, the TSP separates capital projects into two tiers:

- o Tier 1: Financially Constrained Improvements - are reasonably likely to be funded with existing sources.
- o Tier 2: Needed but Unfunded - require new funding sources for implementation (e.g., grants, new local revenue streams, or private development).

The capital projects within the Blueprint are:

### Tier 1

Project 9: US 101 Downtown Pedestrian Crossings: Improved bike/pedestrian crossings across US 101 to be consistent with Front Street Action Plan.

### Tier 2

Project 8: Coos Bay Boardwalk Railroad Crossing.

Project 12: Connect the Boardwalks, North Bend, Mill Casino and Coos Bay Boardwalks: Connect the area boardwalks to create a 5-mile uninterrupted boardwalk

Project 21: Front Street Bicycle Facilities: Identify opportunities for bicycle facilities on Front Street as development occurs

Project 25: Transit Shelters and Stops at Community Destinations.

Project 43: Market Avenue/Front Street Railroad Crossing Upgrade

Findings and recommendations in the Blueprint provide new and refined multimodal projects that are suited for an update to the TSP's tiered multimodal project list.

## City of Coos Bay Development Code

The Blueprint area is in the Waterfront Heritage District which has specific authorized land uses and development standards envisioned in the 1998 Front Street Master Plan. The Blueprint area is zoned Waterfront Heritage (W-H) with three zoning subdistricts: Core Area (WH-1) from Alder Avenue to Date Avenue, Transition Area (WH-2) from Commercial Avenue to Fir Avenue, and Central Dock Area (WH-3) from Fir to Ivy Street.

Provisions in the WH district that support the implementation of the Blueprint are:

- **Signs:** Signs are reviewed by the City of Coos Bay Design Assistance Team. The standards are not prescriptive, and specific standards pertain only to signs placed on buildings, not freestanding signs such as wayfinding proposed in the Blueprint. Signs must “emulate the historic period” and be “consistent with the character of the area.” The standards provide enough flexibility to allow for the signs envisioned as part of the Blueprint and the Design Assistance Team review helps ensure that signs will be of consistent character.
- **Architectural design:** The section encourages consideration of historic elements and emulating existing features but does not include specific prescriptive standards.

Provisions in the WH district that may not provide enough flexibility for the implementation of Blueprint objectives are:

- Prohibition of transportation services except rail and marine.
- Discouragement of curb openings (vehicular ingress and egress) onto Front Street and North Bayshore Drive for uses which are served by Alder, Birch, Cedar, and Date Avenue and Fir Street.
- In WH-1 and WH-2 off-street parking, to the maximum extent practicable, must be on the interiors of lots or behind buildings, as unobtrusive as possible, and screened so that it is not visible from adjacent streets or public pedestrian walkways.
- Commercial or civic non-water-dependent and non-water-related primary ground level uses on property adjacent to the waterfront must be water-oriented and provide goods and services to the general public.

## Public Outreach Summary

From March 2021 to June 2022, the City of Coos Bay worked with David Evans and Associates and JLA Public Involvement to implement stakeholder involvement during the development of the Front Street Blueprint Project.

### Purpose and Goals

The purpose of the public outreach program was to gather input from the community and share information on opportunities to provide feedback during the development of the Front Street Blueprint Plan. The goals included:

- Communicate complete, accurate, understandable and timely information to the public throughout the project and its purpose, need and benefit.
- Engaging Coos Bay properties owners, businesses, residents, and Title VI communities and populations.
- Publicize up-to-date information; project timelines; where and when decisions are being made; and identifying opportunities for public input.

### Approach

The outreach approach was to provide early notice of meetings and opportunities for the community to engage in the project at key project milestones. This schedule ensured that the public had the opportunity to give input and participate in the decision-making process, and that the concerns of all participants will be considered in the decision-making process. This approach included the following:

This approach included the following:

- 17-member Advisory Committee consisting of members of local and regional jurisdictions, the community, business owners and the project team.
- One-on-one interviews with key community and Title IV/EJ stakeholders in the community to gather qualitative data on design issues and possible improvements.
- Meeting with Front Street business and property owners to gather feedback on the design alternatives and outreach methods.
- Inviting the public to attend and give public comment at four planning commission meetings, to City Council and a meeting with Plan area property and business owners.
- Publicize the public meetings and survey through media releases and flyers.
- Website updates throughout the project. Updates included project announcements, memorandums and upcoming public feedback opportunities.
- An online open house with survey to help the project team understand which alternative transportation design concepts best meet the community's priorities and needs.

## Tools and Materials

### Advisory Committee

A 17-member Advisory Committee was assembled by the City to solicit comments on the completeness, accuracy, and findings of each project memorandum; provide feedback to the project team; and ensure the project met its deliverables and objectives. The Committee consisted of City leaders, ODOT, Coos County, the Port of Coos Bay, the Department of Land Conservation, the Coos Bay Downtown Association, Front Street business owners and the consultant team.

### Advisory Committee Members

First	Last	Title	Organization
Carolyn	Johnson	Community Development Administrator	City of Coos Bay
David	Hope	General Manager	Coos County Area Transportation District
Emily	Bradley	Economic Development Specialist	South Coast Development Council (SCDC)
Eric	Clough	Business Owner	Front Street Community Bike Works
Heidi	Sause	Business Owner	Front Street Provisioners
Holly	Boardman	Executive Director	Coos Bay Downtown Association
Hui	Rodomsky	South Coast Regional Representative	Department of Land Conservation and Development
Jenna	Stanke Marmon	Bike/Ped Staffer	ODOT Region 3
Jennifer	Wirsing	City Engineer	City of Coos Bay
Joe	Benetti	Mayor	City of Coos Bay
Lucinda	DiNovo	City Councilor	City of Coos Bay
Rich	Lopez	General Manager	Coos Bay Rail Line
Richard	Leshley	Board Member	Coos County Area Transportation District
Robert	Melbo	State Rail Planner	ODOT

The Committee convened four times over the course of the project in alignment with the development of each project memorandum. Draft memorandums were sent to the Committee approximately two weeks in advance. The Committee met the following times:

1. Tuesday, May 4, 2021 - Memorandum #1
2. Friday, August 13, 2021 - Memorandum #2 and #3
3. Thursday, Sept. 16, 2021 - Memorandum #4 Alternative Facility Designs
4. Tuesday, Jan. 4, 2022 - Memorandum #5 Preferred Facility Design + Survey Results
5. Tuesday, May 31, 2022 - Draft Front Street Blueprint

## Stakeholder Interviews

From the spring through the summer of 2021, the City and JLA conducted eight interviews with key stakeholders to gather qualitative data on design issues and possible improvements.

Stakeholders were provided with general project information including purpose, goals and schedule, and were asked about their vision for Front Street, priorities, concerns about access, circulation or parking, and their understanding of the project.

The list of stakeholders was created by the City and included representatives from the community, Front Street business owners, the public sector, and Title IV/EJ populations. The following stakeholders were interviewed:

First	Last	Title	Organization
<b>Janice</b>	Langlinais	Executive Director	Oregon Adventure Coast
<b>Marcia</b>	Hart	Executive Director	Coos History Museum
<b>Timm</b>	Slater	Executive Director	Bay Area Chamber of Commerce
<b>Margaret</b>	Barber	Director of External Affairs	Port of Coos Bay
<b>Crystal</b>	Shoji	Principle Planner	Shoji Planning, Inc
<b>Ralph</b>	Mohr	Board Officer	Marshfield Sun Printing Museum
<b>Bruce</b>	Thompson	Owner	Koontz Machine and Welding
<b>Judy</b>	Duffy	CEO	Tribal One

*A summary of each stakeholder interview is included in the Appendix.*

## Front Street Business Owner Outreach

The project team presented the design alternatives and survey results to a group of Front Street Business and Property Owners on Jan. 26, 2022. Additional City outreach included a second meeting with Front Street Business and Property Owners on April 1, 2022..



## Online Open House and Survey

In the fall of 2021, the City of Coos Bay launched an online survey to help determine the community's priorities and preferences for the two transportation design concepts for the Front Street Plan area. The goal of the survey was to help the project team understand which alternative transportation design concepts best meet the community's priorities and needs. Input from this survey helped inform decisions by the City on a preferred design concept to recommend to City Council.

The survey included project background information, design criteria, a look at Front Street today, and an in depth look at two transportation design concepts: Alternative 1: Multiuse Path Emphasis and Alternative 2: On-Street Parking Emphasis. The survey then asked participants to rank their priorities for the future of Front Street and to choose their preferred design concept. Participants were also given an opportunity to provide general feedback.

The three-question survey was open from October 28 to December 12, 2021. The survey received 149 responses and 72 comments, and had an 81 percent completion rate.

The survey was advertised through:

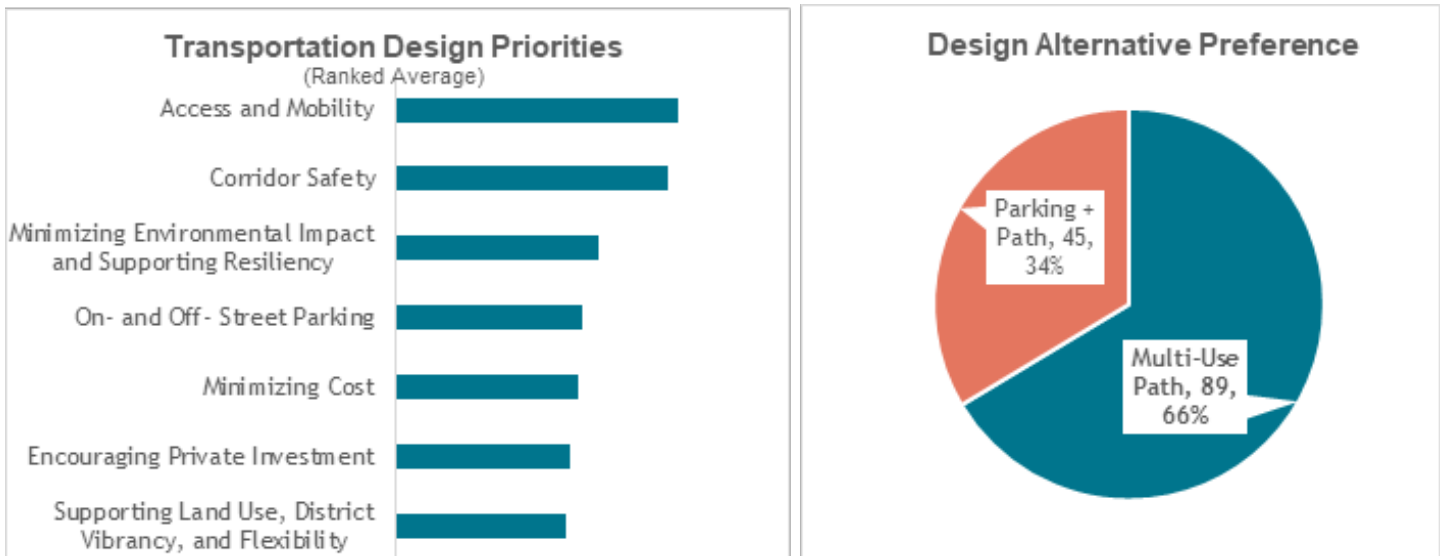
- The project website
- Planning Commission Meeting #2 publicity materials
- Digital city newsletter

Survey results were included in Project Memorandum #4 and presented at the following meetings:

- Advisory Committee Meeting, January 4, 2022
- Planning Commission Meeting #3, January 11, 2022
- Stakeholder meeting with Front Street business owners, January 26, 2022

## Key Survey Takeaways

The following charts and discussion summarize the key survey takeaways.



- Based on the survey responses, the top priorities for the future of transportation on Front Street were access and mobility, and Plan area safety.
- 89 participants (66 percent) preferred the “Multi-use Path” alternative design concept.
- Input from this survey will help inform decisions by the City on a preferred design concept to recommend to City Council in 2022.
- The survey feedback in the open-ended comments was in line with that from previous community outreach efforts. Top themes expressed by participants included support for existing industrial businesses, economic growth, a multi-use pathway along the waterfront, and better access and connections in the project Plan area.

## Front Street Business Owner Outreach

The project team presented the design alternatives and survey results to a group of Front Street Business and Property Owners on Jan. 26, 2022. Additional City outreach included a second meeting with Front Street Business and Property Owners on April 1, 2022.

## Website

JLA developed and hosted a project website with the vanity URL [www.coosbayfrontstreetblueprint.org](http://www.coosbayfrontstreetblueprint.org). The website provided project information, background, news, a library with project documents, an “Anticipated Project Schedule” timeline graphic, and contact information.

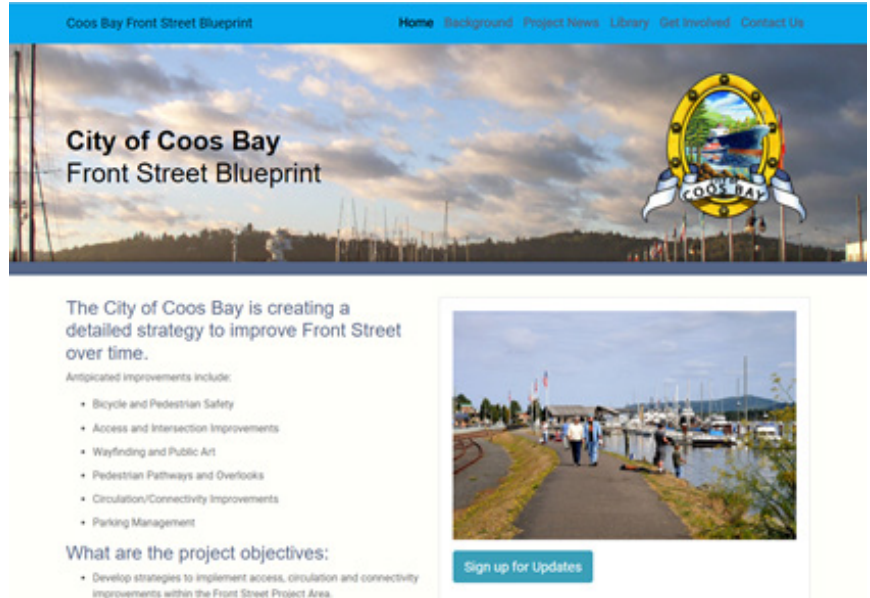
The “Upcoming Public Involvement Opportunities” section was updated throughout the project. For the library section, draft project memorandums were replaced with final project memorandums when available throughout the project.

The project website URL was included on all publicity materials and on the City’s website

## Publicity Materials

JLA developed four flyers and media releases—one for each outreach phase that culminated in a planning commission or City Council meeting. Publicity materials included information on upcoming public feedback opportunities, a brief description of the project and goals, a map of the project Plan area, and contact information.

Publicity materials were included on the City’s website and the digital city newsletter.



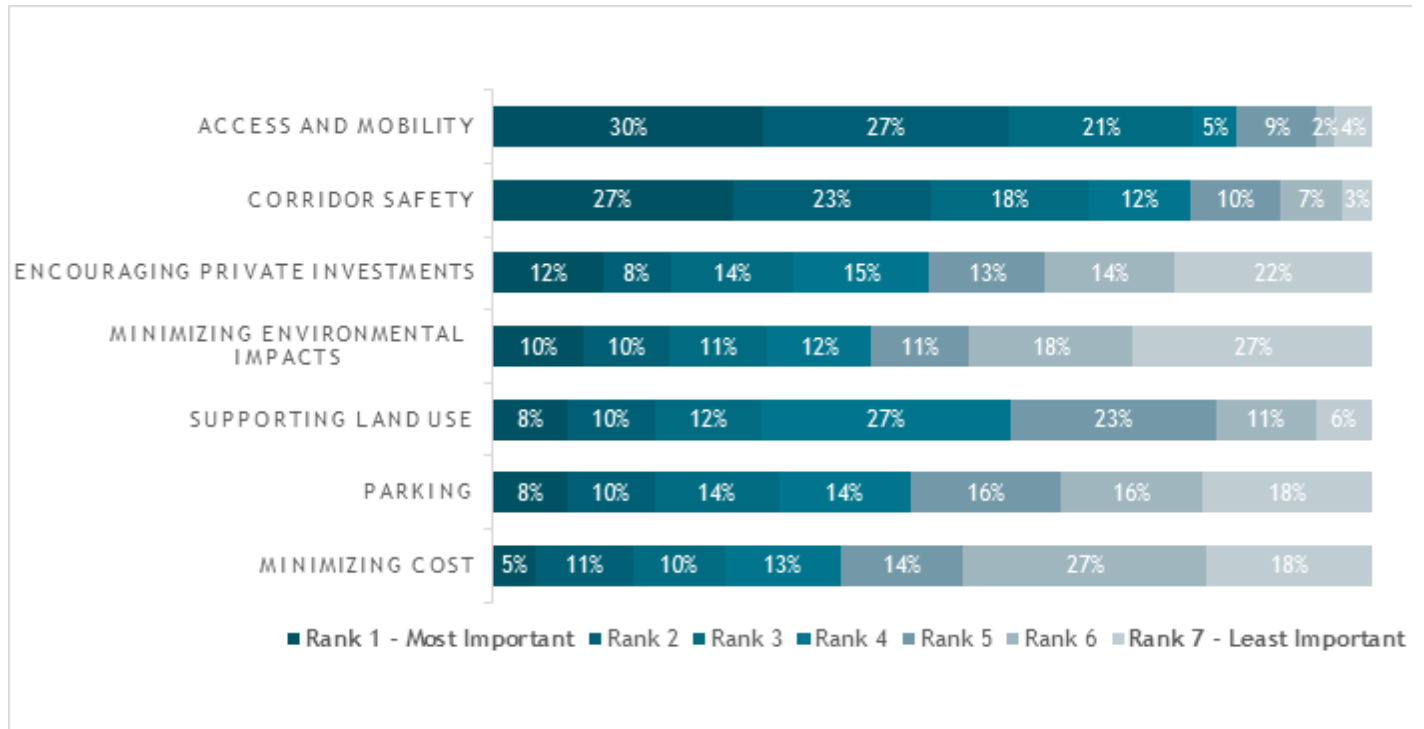
## Key Outreach Takeaways

- **Engage most impacted stakeholders early and often.**
  - Soliciting feedback from the wider community before engaging with the wider Front Street business community eroded trust and buy-in on the project vision.
  - Street business owner representation on the Advisory Committee was not a sufficient replacement for direct City engagement with the whole project area business community.
- **The future success of this project must balance the needs of existing businesses with development.**
  - There is strong interest in the success of this project in the Coos Bay community.
  - Access and Plan area safety and connections were top priorities for the community throughout the project, though the need to support existing businesses emerged as a top priority as the alternative concepts were presented.
- **Further education is needed about the railroad.**
  - The railroad continued and most likely will remain a point of contention within the community. The City might benefit from ongoing education and information about the limitations and safety surrounding the railroad.
- **The digital City newsletter is an effective communications tool.**
  - Analytics for the survey showed an uptick of participants corresponding with announcement in the City newsletter.
  - The future success of this project must balance the needs of existing businesses with development.
  - There is strong interest in the success of this project in the Coos Bay community.
  - Access and Plan area safety and connections were top priorities for the community throughout the project, though the need to support existing businesses emerged as a top priority as the alternative concepts were presented.
  - Further education is needed about the railroad.
  - The railroad continued and most likely will remain a point of contention within the community. The City might benefit from ongoing education and information about the limitations and safety surrounding the railroad.
  - The digital City newsletter is an effective communications tool.
  - Analytics for the survey showed an uptick of participants corresponding with announcement in the City newsletter.

## Appendix A: Outreach

### Survey Results

What is most important to you for the future of travel on Front Street? Rank the following with 1 as your top priority and 7 your lowest priority.

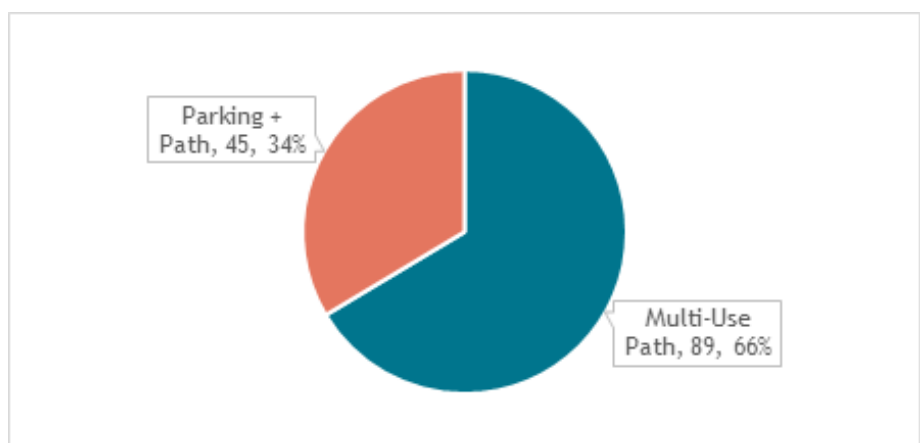


Participants were asked to rank seven priorities for the future of Front Street. The most common answer selected for the top priority (“Rank 1”) was “Access and mobility,” chosen by 44 (30%) participants; followed by “Plan area safety,” chosen by 40 (27%) participants. The most common answer for the lowest priority (Rank 7) was “Minimizing environmental impacts,” chosen by 39 (27%) participants; followed by “Encouraging private investments,” chosen by 32 (22%).

“Access and mobility” was the most common selection for the top three ranking positions.

### Which transportation design concept do you prefer?

Participants were asked to select which transportation design concept they prefer. Most participants selected “Multi-Use Path,” which was selected by 89 (66%) participants, compared to “Parking + Path,” which was selected by 45 (34%) of participants.



## Is there anything you'd like to tell us about the transportation design concepts or your vision for the future of Front Street?

72 participants wrote in their own comments. Themes from these comments are below.

### **Write-In Themes**

- Focusing on maintaining existing businesses, attracting new small businesses, keeping industrial businesses, and safe access to businesses. (19)
- A desire for a multiuse path or walkway that extends along the Plan area. (17)
- Better access and connections or extension of multiuse paths. (16)
- Improving safety for pedestrians and bicyclists, especially on roadways. (16)
- How to effectively mitigate parking in ways which promote access to the waterfront and businesses. (14)
- Safety related to traffic and speeding along Highway 101, including traffic calming and safe crossings for pedestrians and bikes. (10)
- Ways to attract tourism. (8)
- A focus on maintaining scenic views for residents and visitors. (7)
- Safety related to current trains, removing unused rail, and interest in getting the rail line running again. (7)
- Access for boats and watersports along the waterfront. (4)
- Clear markings and signage, including speed limit signs and wayfinding. (4)
- Incorporation of art and other aesthetics, including Indigenous culture. (3)
- Mitigation houseless issues. (3)

## Stakeholder Interviews

Timm Slater  
Executive Director, Bay Area Chamber of Commerce  
May 19, 2021

### Key Takeaways

- **Vision for Front Street:** Multi-use with modern day retail and foot traffic.
- **Vision for relationship to waterfront:** Active use and public access to the water; highlighting history; industrial tourism.
- **Greatest priority:** Walking accesses and people active on the waterfront; maintenance of the railroad line; highlighting history.
- **Greatest concern:** Pushing out current businesses.
- **Access, circulation, parking concerns:** Pedestrian access and sidewalks and traffic issues on 101.
- **Specific changes related to circulation:** Better access between downtown, Hwy. 101 and Front street; safer walking and biking option on the waterfront.

### What is your relationship or your organization's relationship with the City of Coos Bay and Front Street?

- o The Bay Area Chamber of Commerce (BACC) is a non-profit, professional organization made up of the Coos Bay, North Bend and Charleston business communities (Oregon's Bay Area).

### Are you aware of or were you involved with past planning efforts in the area?

- o I've been aware of them but not very involved. We're interested in seeing more outreach to businesses in the area about the plan, so this is great.

### What is your vision (or your organization's vision) for Front Street?

- o Multi-use with modern day retail and foot traffic.

### What is your vision for the waterfront and Front Street's relationship to the waterfront?

- o Active use of the waterfront with public access to the water.
- o Utilizing both the history and the future- working waterfront and tourism, walking history tour.
- o Museum in a key spot for an outside patio and gathering area.
- o Industrial tourism is Front Street's unique asset- boats tell the story of the working waterfront.

**With redeveloping Front Street, what is the greatest priority?**

- o Walking accesses and people active on the waterfront
- o Maintenance of the railroad line. Train offers support for the industrial businesses.
- o Highlighting Front Street and Coos Bay history.

**What is your (or your organization's) largest concern for the area?**

That the mixed-use plan and new businesses do not drive out current businesses. Many businesses have survived this past year. Not changing Front Street entirely into something else. We should also form relationship with tow-boat groups. Also, have interactive and interpretive historical signage would encourage people to walk the waterfront.

**Do you have specific access, circulation (vehicles, trucks, bikes, pedestrian, tourist), or parking concerns?**

Yes, pedestrian access and sidewalks. Separation between traffic and people. Some of the area is industrial and that can be hard for people who are walking or biking. Those who are walking should feel good about walking. Also, there are traffic issues with 101 and being able to access 101 safely from Front Street.

**What specific changes would you like to see in regards to circulation (traffic flow, bike, and pedestrian access)?**

We'd like to see better access between downtown, 101 and Front street along with safer walking and biking option on the waterfront. If these were easier for people to navigate, we would encourage foot traffic and more people to visit the business in the area.

**Any other thoughts you'd like to share about Front Street or the process for this project?**

No, but thank you for reaching out and including us. We're very interested in the area and look forward to further developments.



Bruce Thompson  
Owner, Koontz Machine & Welding, Inc.  
October 19, 2021

## Key Takeaways

- **Vision for Front Street:** Doesn't have a vision. Things are fine as they are.
- **Greatest priority:** Development that works with the business and doesn't hinder it.
- **Greatest concern:** Until the infrastructure (Highway 101 and railroad) changes, nothing will change.

### **What is your vision (or your organization's vision) for Front Street?**

Looked into changing the front of the building to make it more aesthetically pleasing, but it was too expensive and didn't produce income for the business.

### **With redeveloping Front Street, what is the greatest priority?**

Development that works with the business and doesn't hinder it.

### **What is your (or your organization's) largest concern for the area?**

- o Not a safe place for pedestrians.
- o Until the infrastructure (Highway 101 and railroad) changes, nothing will change.
- o Doesn't mind people asking questions about his work, but guidance and monitoring is needed, particularly in the dry dock area.

### **Do you have specific access, circulation (vehicles, trucks, bikes, pedestrian, tourist), or parking concerns?**

- o Parking is always a hassle, but they get by. Not a lot of parking.
- o City parking lot will help adjacent businesses and his business indirectly, but it's too far for employees to use.

### **What specific changes would you like to see regarding circulation (traffic flow, bike, and pedestrian access)?**

Coos Bay Village is not well designed. A lot of people can't figure out what side of the street to drive on. It makes traffic outside of their business less predictable.

### **Any other thoughts you'd like to share about Front Street or the process for this project?**

A walkway is a great idea, but it's very complicated to implement. Not against it, but people already walk here and it's a good thing.

Janice Langlinais  
Executive Director, Oregon's Adventure Coast  
August 2, 2021

## Key Takeaways

- **Vision for Front Street:** Doesn't have a vision. Things are fine as they are.
- **Greatest priority:** Development that works with the business and doesn't hinder it.
- **Greatest concern:** Until the infrastructure (Highway 101 and railroad) changes, nothing will change.

### What is your vision (or your organization's vision) for Front Street?

- o Multi-use development with the working waterfront preserved and room for new development.
- o New areas for restaurants; specifically, more restaurants on the bay.
- o Pedestrian access: more sidewalks for pedestrians and easier to access Front Street by foot.
- o Increased opportunities for recreation, including new docks, boat launches and bike paths.
- o Redevelopment should take advantage of and highlight the waterfront.

### With redeveloping Front Street, what is the greatest priority?

- o Increased parking
- o Pedestrian access and sidewalks
- o The city should prioritize rehabilitating derelict buildings. There are also brownfields that need mitigation.

### Do you have specific access, circulation (vehicles, trucks, bikes, pedestrian, tourist), or parking concerns?

- o Railroad track are currently an issue- conflict with rail and cars using Front Street.
- o Parking is currently limited. Street
- o There are circulation issues with accessing Front Street- hard to get to destinations and different locations.

### Any other thoughts you'd like to share about Front Street or the process for this project?

- o There is a lack of signage on 101 northbound to promote downtown.
- o Need for wayfinding and cohesive signage in downtown and Front Street- same look and feel.

Judy Duffy  
CEO, Tribal One Mith-ih-kwah Economic Development Corporation  
October 19, 2021

## Key Takeaways

- **Vision for Front Street:** Tourism that balances with a working waterfront.
- **Greatest priority:** Continuous walking path – get people there safely, get them walking.
- **Greatest concern:** Ensuring an appropriate and diverse mix of businesses.

### What is your vision (or your organization's vision) for Front Street?

- o Historically, the Tribe has supported waterfront development.
- o Incorporate the right kind of industrial: don't want to forget where we came from but want to keep it clean and aesthetically pleasing.
- o Private developers must collaborate with public agencies. Waterfront development is expensive, and the regulatory process is cumbersome.
- o Need to be realistic about our weather and amenities need to consider the rainy season.
- o Don't try to be something we're not. We're not Bend or Astoria, we're Coos Bay. Development must reflect our area and history.

### With redeveloping Front Street, what is the greatest priority?

- o Tourism that balances with industrial and a working waterfront.

### What is your (or your organization's) largest concern for the area?

- o Promoting tourism
- o Diversification – appropriate mix of businesses
- o Safe walking routes along the water

### Do you have specific access, circulation (vehicles, trucks, bikes, pedestrian, tourist), or parking concerns?

- o Continuous walking path – get people there, get them moving.
- o Would be nice to have a place for a small boat launch – maybe by the slough toward Edgewood.

### What specific changes would you like to see in regards to circulation (traffic flow, bike, and pedestrian access)?

- o Access from 101 and downtown is challenging and doesn't feel very safe; industrial traffic (log trucks) don't go the speed limit. Would like to alternate way to route traffic.

### Any other thoughts you'd like to share about Front Street or the process for this project?

- o Traffic circulation in Coos Bay Village is terrible. Doesn't understand how that happened.
- o Comes down to economics – waterfront development is time consuming and not easy.

Crystal Shoji  
Shoji Planning  
May 11, 2021

## Key Takeaways

- **Vision for Front Street:** Safe and accessible
- **Vision for relationship to waterfront:** Connect the boardwalk and downtown; access points to the water; and interpretive signage.
- **Greatest priority:** Access to our treasure- the working waterfront.
- **Greatest concern:** Disconnect for tourists; tourist often don't know how to get around and get lost.
- **Access, circulation, parking concerns:** Front Street needs all points of access and circulation clarified.
- **Specific changes related to circulation:** Signage; safety improvements – it's not a safe place to wander; ADA access considerations.

## What is your relationship or your organization's relationship with the City of Coos Bay and Front Street?

I worked with local architects on the first plan in 1998-1999. I've been a planner in Coos Bay since the late 70s when I worked on the estuary plan - the first plan for the bay. The plan involved technical and visionary planning, but the vision of the bay was different back then. It was an industrial bay surrounded by industry and the plan was structured to speak to that. The program was on a consensus model with state and federal agencies. But when it was over, consensus did not always lead to permit approval, so it was unfortunate, and all needed work to comply with the Statewide Planning Goals.

The first Front Street Plan was one of the first efforts to open the waterfront to everyday activities and accessible so people could enjoy the waterfront. It used to not be viewed as a safe place to go and was not community oriented. The 90s Front Street plan involved business owners – many were industrial businesses – but didn't include the big ships as they weren't coming in anymore because the bay wasn't deep enough.

It was a visionary project that involved local planners, instead of the usual firms from outside the area. It was very fun! I was the mayor of Coos Bay from 2010-2016 and another council member involved in the 90s plan wondered where the front street master plan was? We found out it was thrown away by one staff member "because it was 20 years old" and perceived as being out of date. Coos Bay never put many of the plans to the public, either - the only way the public could get one was to come to my professional business office because I was the planner and I had a downtown office right next to City Hall. I would copy one off for them or lend them my copy so that they could make a copy. That made the vision hard to sustain, though a few people did some things with their businesses. The history museum asked if they could be in the plans. Coos Bay said yes, so they were put in the Coos Bay Front Street Plan as a future use. Later when the History Museum wanted to build in Coos Bay, Board members came and borrowed my plan so that they would know where they stood with Coos Bay regarding the Front Street location. The City had new staff by that time.

The current City Manager helped bring the plan back to life by providing copies to the Council and staff and working with our Mayor and council to initiate updated planning in the decade between 2010 and 2020. We received money to clean up industrial sites and brownfield sites. Currently, they are developing Front Street, but more infrastructure is needed – better access, better parking, better walking facilities. I walk up there from town to get my coffee and it's not a nice walk – there is no continuous sidewalk, and you must walk in the street and watch for the train. I wouldn't want a family walking up there. It should be connected to downtown. Better connections would make all feel closer and more as a unit – not as though there is competition from two different areas in close proximity.

**Are you aware of or were you involved with past planning efforts in the area?**

See previous answer. The city did put up flowers when the original plan was done to announce the project, but the flowers were on the highway and not on Front Street, so it was more of a symbolic gesture. There wasn't really anything cohesive to promote about Front Street at the time.

**What is your vision (or your organization's vision) for Front Street?**

It needs to be **safe and accessible**, but it can be a bit funky. It's not that far from downtown to the history museum, but it seems like a long way – not too many walkers.

**What is your vision for the waterfront and Front Street's relationship to the waterfront?**

Front Street is our **only opportunity to connect the boardwalk and downtown** and it doesn't currently connect very well. There needs to be continuity with the boardwalk area in the center of downtown and Front Street. There should also be access points on the water where people can go and experience interpretation – and interpretation needs to be kept up. Funky is ok! Dirty and unkempt is not ok.

In the past, there was a business that collected scrap metal – people were not all happy with it, but it could have been cleaned up and messaged better. People would understand recycling and view the activity through peep-holes in a fence that has funky paint. You don't have to take out everything and make it a fake place. You can use what is there and explain it.

**With redeveloping Front Street, what is the greatest priority?**

**Access to our treasure: the working waterfront.** We're not there yet. It's hard thing to mingle people with a working waterfront. We also don't know how much longer it will be "working" – will there be future fish markets? Currently we have three areas of attraction in the Bay Area:

- Downtown Coos Bay – businesses, and many events happen here.
- Downtown North Bend – businesses and attractions, looking good.
- Charleston – the center of fishing industry, beaches and attractions.

The community is split up and tourist often don't know how to get around and get lost. Things are separate and work independently from each other. Connections are key.

**What is your (or your organization's) largest concern for the area?**

The **disconnect for tourists**. Locals know their way around, but assume there isn't anything for them on Front Street and don't visit. People who love the area know how to get around.

**Do you have specific access, circulation (vehicles, trucks, bikes, pedestrian, tourist), or parking concerns?**

All the above. **Front Street needs all points of access and circulation clarified.** Some need improvements – the train goes through, which is ok, but we need lots of reminders about how to safely cross. It needs to be explained. Same with parking – there isn't enough parking for events. Access is currently being improved, hopefully! Also access to the water is key.

**What specific changes would you like to see in regard to circulation (traffic flow, bike, and pedestrian access)?**

- Better signage, better understanding of what you can and can't do.
- Safety improvements – it's not a safe place to wander.
- ADA access considerations.

**Any other thoughts you'd like to share about Front Street or the process for this project?**

No.

Ralph Mohr  
Marshfield Sun Board Member  
May 11, 2021

## Key Takeaways

- **Vision for Front Street:** A place where small businesses can thrive for tourism.
- **Vision for relationship to waterfront:** Highlight working waterfront; connect the area with the Tribes.
- **Greatest priority:** Remove railroad tracks and create place for tourism, develop cultural and historical sites like the Museums.
- **Greatest concern:** Tourism.
- **Access, circulation, parking concerns:** Lack of parking.
- **Specific changes related to circulation:** Remove railroad tracks.

### What is your relationship or your organization's relationship with the City of Coos Bay and Front Street?

I've been in Coos Bay since 1968. I'm a concerned citizen, ran for city council, on the library board, and have a boat that I use on the bay. I look at Front Street from both the land and the water. I'm a member of the board of the Marshfield Sun Printing Museum and I'm very interested in the project because the museum is on Front Street. I have some suggestions on how to incorporate the Printing Museum with the front street design.

The Printing Museum is designated as one of the points of attraction on front streets. They received a grant to make the museum more user friendly – in the past they had docents to lead tours, but the grant will allow them to make it more interactive with information inside and outside the museum. This project is in collaboration with the Coos Bay Historical Museum. There are two museums along with the Coos Bay Village and this triangle of buildings is one of the anchor points of Front Street. People can walk from Coos Bay Village to the two museums.

The **RR should be removed** from Front Street entirely. It impedes traffic and is not necessary. It would open everything and allow a bicycle trail from North Bend to Coquille and safe ped access from Fred Meyer to the Mill Casino and the Coos Bay Village to the casino. Would open the whole bay to tourism, which is the future of Coos Bay.

### Are you aware of or were you involved with past planning efforts in the area?

Yes, I've been involved in the Parks commissions which has a plan for the development of what used to be Front Street down to Fred Meyer. Front Street used to extend from the Coos Bay village to Fred Meyer and that should all be included in the current Front Street Blueprint Plan.

Had a slogan "Walk the working waterfront" – all the businesses don't have to move but should put in windows to allow people to see inside and what they are doing. An old iron working building could be repurposed into "What was it like in the old days when they worked iron?"

Under no circumstances should a fishing boat ramp be put in on Front Street. If you do, the fisherman will take over the parking space. There is a need for kayak launching ramp near the Coos Bay Historical Museum. I'm also a member of Coos Bay boatbuilding center – the history of Coos Bay is in boats. Need boat access for kayaks and more boat and water-related activities.

### What is your vision (or your organization's vision) for Front Street?

A place where **small businesses can thrive for tourism**. Restaurants, boardwalk, small shops. Consider tourism instead of RR – Florence is a great example. If you run RR down the middle of Front Street, it will not attract tourist.

### **What is your vision for the waterfront and Front Street's relationship to the waterfront?**

- o Needs to include the **working waterfront with boats in the water**. Recently in Juneau, you could rent a kayak and paddle along the waterfront. You could put a cruiseship at the mill and 1,000 people coming into Coos Bay for a day and all the money they would spend. But they need activities – kayaks, wind surfing. (Coos Bay would be a great wind surfing – Port isn't interested in that at all.),
- o The **Tribes must be part of the plan** because Front Street goes to the mill and into North Bend. (Originally one street.)
- o Street side needs to open up to ped and parking. RR currently limits this.

### **With redeveloping Front Street, what is the greatest priority?**

**Take out RR.** Then entice people and businesses, restaurants to come in. Develop cultural and historical sites like the museum. Water taxis (used to have old log pushers in small boats). Historical tours from boats. Water related activities.

### **What is your (or your organization's) largest concern for the area?**

**Develop tourism.** It will create jobs and is good for the economy and will get people to come here. We have a water wonderland. I'm an open water swimmer – we have lots of water activities that people don't know about. That would be tangential to the Front Street project.

### **Do you have specific access, circulation (vehicles, trucks, bikes, pedestrian, tourist), or parking concerns?**

**Needs to be more parking** – museum parking is very limited. We pull off on the gravel to avoid the train tracks. There is also an ice company that parks large trucks on Front Street which will prevent adequate street parking.

### **What specific changes would you like to see in regard to circulation (traffic flow, bike, and pedestrian access)?**

Need all of those, but it's not going to happen unless the RR is gone.

### **Any other thoughts you'd like to share about Front Street or the process for this project?**

If we went to a tourism-based focus, Front Street would blossom. People haven't developed it like it could have been. We have marvelous, clean water with views. It's a beautiful bay. They have to be clean water activities because we don't want to pollute this great natural resource. Front Street is only part of this, but a huge one for the city.



## Appendix B

### Grants Program Evaluation Matrix

Exhibit 1 contains a list of grants that the City of Coos Bay and ECONorthwest identified as priority targets for the Blueprint improvements. This list includes the categories of projects these grants could help fund along with details on eligibility, evaluation criteria, and funding capacity.

ID	Grant Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity	Potential Success
Geographic Category: Local								
1	<u>Coquille Tribal Community Fund</u>	Historical Preservation, Public Health, Placemaking	Grants are available to benefit Southwestern Oregon residents. The funds seek to strengthen communities by improving opportunities and lives throughout the region.  <u>Funding Agency:</u> Mill Casino contributes 6% of net revenue toward the fund each year.	Grants focus on seven categories: Education, Public Safety; Arts and Culture; Environment; Historic Preservation; Health and Gaming	Fund will accept letters of inquiry for its upcoming grant cycle from organizations in all Coos County.	As confirmed via phone call there is no official list of criteria.  <i>Ineligible projects include</i> General operating expenses, including salaries and benefits; fundraising benefits or program advertising; funding of endowments; individual needs; medical or scientific research; recreation and sporting program sponsorship's; religious programs; residential care and medical clinics; scholarships or fellowships; governmental agencies, including public school districts outside of Coos County	No maximum - typically \$10,000 and in rarer cases \$20,000; Minimum: \$1,000. At times CTCF will commit to spending a larger amount (around \$100,000) on a multi-year project and grant  Unknown until closer to deadline. Each year, the funding pool has been between \$250,000 and \$275,000	High
2	<u>Strategic Investment Fund</u>	Economic Development	An annual Strategic Investment Fund (SIF) has been created to rapidly respond to high value destination, development, or management projects in critical moments of need to sustain their viability and/or momentum.  <u>Funding Agency:</u> The Oregon Coast Visitors Association	Applications must: 1. Directly address one or more Goals in the 2021-2023 RCTP Oregon Coast Plan (inclusive stakeholder engagement; sustainable tourism infrastructure, strategies, and marketing; and business support 2. Support a community, nonprofit, or business effort toward a more inclusive Oregon Coast	Non-governmental organizations, Tribe, or private business operating on the Oregon Coast. This could include the Coos Bay downtown association and local tribes.	Based on whether the project fits the eligible project requirements. Other criteria are not defined.  Applicants that are an organization or businesses that is led by people or communities that identify as an underserved population that speak/work in those same communities will be prioritized.	No max grant limit, but projects between \$10,000 and \$20,000 are ideal.  Total available funds: \$90,000 annually	Medium

ID	Grant Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity	Potential Success
3	<u>Wild River Grant Fund</u>	Economic Development, Tourism	<p>This program funds community projects on the South Coast of Oregon that are committed to triple-bottom-line results (conservation, community, and economy) and prioritize approaches that blend innovative ecological initiatives while driving economic opportunity. It offers two types of grants – small and large.</p> <p>Funding Agency: Wild River Coast Alliance</p>	<p>Priorities include supporting and promoting healthy fish and species habitats, working landscapes and seascapes, sustainable tourism, community collaboration, and sustainable businesses and nonprofits.</p> <p>Those serving communities in the Coquille Watershed, south through the Winchuck Watershed (Southern Coos &amp; Curry Counties) are eligible to apply for a WRCA grant.</p>	<p>Small Grants: Organizations and businesses servicing communities in the defined area are eligible to apply.</p> <p>Large Grants: Within the defined area, if an organization or business's mission aligns with Wild Rivers Coast Alliance, that organization is encouraged to formally introduce themselves at any time.</p>	<p>Small grants support a variety of capacity or project work, but specific evaluation criteria were not defined. Grants should be responsive to the needs that make a positive impact on South Coast of Oregon communities.</p> <p>Large Grants: Because the large program is invite-only, organizations must start with a letter-of-intent process. They then invite several organizations who have projects that meet the triple bottom line (conservation, economy, community on the South Coast) to apply for a grant. Other than that, there is no specific list of evaluation criteria that they use.</p>	<p>Small Grants: up to \$5,000</p> <p>Large Grants: Varies; Invite only</p> <p>In 2022, the funding capacity is around \$950,000. Funding capacity varies by year, as the pool of money comes from the net proceeds of Manor Preserve golf course.</p>	Low
Geographic Category: State								
4	<u>Three Rivers Foundation</u> (Of the Confederated Tribes of the Coos, Lower, and Siuslaw Indians)	Historical Preservation, Public Health, Placemaking	<p>Grants are given across a broad spectrum of charitable areas to organizations that play vital roles in the social and economic wellbeing of Oregon.</p> <p>Funding Agency: Three Rivers Foundation</p>	<p>Projects must be in Coos County, part of the Confederated Tribes ancestral homeland and address at least one of the following foundation priorities: Education; Health; Public Safety; Problem Gambling; The Arts, The Environment; Cultural Activities; Historic Preservation</p>	501(c)(3) organizations or governmental organizations located in Coos County.	Unclear from the grant program website; no response via email.	<p>No minimum or maximum grant limitations.</p> <p>Total capacity unclear from program website; no response via email.</p>	High

ID	Grant Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity	Potential Success
5	<a href="#">Local Government Grants</a>	Parks and Recreation, Trails	A voter approved, State lottery funded grant program administered by the Oregon parks and Recreation Department  Funding Agency: Oregon Parks and Recreation Department.	Land acquisition, development, and major rehabilitation projects consistent with Statewide Comprehensive Outdoor Recreation Plan (SCORP) goals.	City of Coos Bay and the Coos Bay Port District.	(Each criteria have sub-criteria) 1. Consistency with Statewide Priorities 2. Consistency with Statewide Issues 3. Local Needs and Benefits 4. Non-motorized, bicycle and Pedestrian Trail Projects 5. Physical Activities Benefits 6. Major Renovation 7. Community Support 8. Financial Commitment 9. Accessibility Accommodations 10. Universal Design /Inclusive Outdoor Recreation 11. Discretionary Committee Criteria	Small Grants: Maximum \$75,000 Large Grants: Maximum \$750,000  Grant Match: 40%  \$5 million awarded annually	High
6	<a href="#">Cultural Development Grant</a>	Placemaking	Cultivating, growing and valuing culture as an integral part of communities with an annual cultural grants fund.  Funding Agency: Oregon Cultural Trust	Projects should address opportunities to advance, preserve or stabilize cultural resources, invest in new resource development, have a broad cultural impact, and identify culture as a priority within the organization mission.	Non-profit Oregon organizations with a current IRS 501(c)(3) federal tax-exempt status or a cultural entity within a federally recognized Oregon Indian Tribe.	1. Quality of project and project design. 2. Significance of project. 3. Community impact and public benefit. 4. Project evaluation. 5. Organization and project management.	Grants generally range between \$5,000 and \$40,000. Max grant is \$50,000  Grant Match is 1:1	Medium
7	<a href="#">Arts Build Communities</a>	Placemaking	Support is provided to arts and other CBOs to form local partnerships to strengthen communities by connecting the arts with local challenges, issues, needs, and opportunities.  Funding Agency: Oregon Arts Commission	Must support integration of the arts with community goals; may include new initiatives, new program development, cultural tourism and the expansion of existing arts and community development projects. Pre-development, design fees and community planning activities are eligible in this program.	City of Coos Bay, Coquille and Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians.	1. Project quality and community impact. 2. Organizational capacity and project partners 3. Access and Evaluation (project outcomes, who the project benefits, inclusive access, responsibility)	Grants range between \$3,000 and \$7,000  Dollar-for-dollar match with earned, contributed, or in-kind support.	Medium

ID	Grant Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity	Potential Success
8	<a href="#"><u>Oregon Parks Foundation Fund</u></a>	Parks and Recreation, Trails	<p>The purpose of the Fund is to support acquisition, preservation, and restoration of Oregon’s native landscape, and assist with environmental, recreational, and educational improvements to Oregon’s public parks.</p> <p>Funding Agency: Oregon Parks and Recreation Department</p>	<p>1. Projects that support the acquisition of natural parks, the restoration of native habitat, and act to strengthen educational opportunities, such as ecological interpretive programs, within Oregon parks.</p> <p>2. Projects that enhance the outdoor experience, such as trail construction and interpretive signage.</p>	Private, tax-exempt nonprofits and public agencies within the state of Oregon, with a preference for smaller community-based organizations.	<p>1. Strong connection to parks and/or publicly accessible and undeveloped native land.</p> <p>2. Strong park-related educational component for youth and/or adults.</p> <p>3. Promote connectivity (land acquisition/trail projects).</p> <p>4. Strong community-based support (e.g., participation from other donors; volunteers; in-kind donations; collaboration with other agency partners, school districts, etc.)</p> <p>5. Provides park opportunities and access for underserved communities (e.g., low-income, minority and rural populations).</p> <p>6. A project where the grant will clearly make a difference (e.g., close funding gap or leverage support).</p>	Grants range between \$1,000 and \$5,000. Larger grants may be considered for unique or special applications.	Medium
9	<a href="#"><u>Braemar Charitable Trust</u></a>	Historical Preservation	<p>The Trust contracts with Trust Management Services, LLC to evaluate grant requests submitted by Oregon nonprofit organizations. The program funds three regions each year on a rotating basis. The Southwestern Oregon Region Application Deadline is August 2023.</p> <p>Funding Agency: Braemar Charitable Trust</p>	Projects that prioritize education, community service, arts and culture, youth activities, historical preservation.	Relative to the Front Street Blueprint project, non-profit organizations in Coos Bay like the Coos Bay Downtown Association.	No official criteria. If the project is compelling and meets the priorities of the grant program, the trustees are more likely to approve it. If they aren't compelled, by the application, then they won't go for it. Applications containing an educational factor will receive special consideration.	Funding requests are limited to \$15,000 of a maximum \$75,000 project budget and project must be completed within one year of funding	Medium

ID	Grant Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity	Potential Success
Geographic Category: National								
10	<a href="#">AARP Community Challenge Program</a>	Parks and Recreation, Transportation	<p>Provides small grants to fund quick-action projects that can help communities become more livable for people of all ages.</p> <p>Funding Agency: American Association of Retired Persons (AARP)</p>	<p>Projects that create vibrant public places; deliver transportation and mobility options; support a range of housing options; ensure DEI while improving the built and social environment, support efforts to build engagement and leverage funding; other.</p> <p>Project types include:</p> <ol style="list-style-type: none"> <li>1. Permanent physical improvements</li> <li>2. Temporary demonstrations that lead to long-term change</li> <li>3. New, innovative programming</li> </ol>	501(C)(3), 501(C)(4) and 501(c)(6) nonprofits and Government entities. Other organizations are considered on a situational basis.	<p>Assessment Criteria:</p> <ol style="list-style-type: none"> <li>1. Impact (60 points): addresses a clear need for positive change and demonstrates ability to overcome barriers and accelerate, grow and/or sustain the community's efforts to become more livable for residents — especially those age 50 or older with focus on DEI.</li> <li>2. Execution (30 points): demonstrates the capacity to deliver the project on time and within the budget while effectively engaging residents and key stakeholders and leveraging volunteers — especially those age 50 or older.</li> <li>3. Innovation (10 points): demonstrates creativity or unique design or engagement elements that will contribute to impact on residents — especially those age 50 or older</li> </ol>	<p>Grants range from several hundred dollars to tens of thousands of dollars.</p> <p>Since 2017, 76% of grants have been under \$15,000. The largest ever was \$50,000.</p>	Medium
11	<a href="#">Large Competitive Grants Program</a>	Tourism, Economic Development	<p>Large grant awards are intended to create regional or statewide impacts. Eligible projects must provide for the improvement or expansion of the tourism economy in Oregon by showcasing the state on a national or global stage or is a world-class asset.</p> <p>Funding Agency: Travel Oregon</p>	<p>Must increase the likelihood of out-of-state and international visitation, with an impact to multiple regions or statewide. The project will lead to an increase of overnight stays in multiple regions or statewide. Partnerships with tourism entities and businesses, economic development and/or government entities are favorable and strengthen application.</p>	<ol style="list-style-type: none"> <li>1. Local government</li> <li>2. Port districts</li> <li>3. Federally recognized tribes</li> <li>4. Non-profit entities registered with the Oregon Secretary of State's Office</li> </ol>	<p>Assessment Criteria:</p> <ol style="list-style-type: none"> <li>1. Degree to which grant project aligns with and furthers the identified key initiatives.</li> <li>2. Includes intended outcomes and return on investment for positive economic impact across multiple regions of the state or statewide as a direct result of the project.</li> <li>3. Demonstrates clear viability and long-term sustainability of the project.</li> <li>4. Demonstrates how project is a world-class asset or showcases Oregon on a national or global stage;</li> <li>5. Demonstrates that applicant and project meet the eligibility requirements, is complete and contains all required information.</li> </ol>	<p>Grants should be greater than \$100,000</p> <p>Grant match: 50%</p>	Low

ID	Grant Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity	Potential Success
Geographic Category: National								
12	<a href="#">AARP Community Challenge Program</a>	Parks and Recreation, Transportation	<p>Provides small grants to fund quick-action projects that can help communities become more livable for people of all ages.</p> <p>Funding Agency: American Association of Retired Persons (AARP)</p>	<p>Projects that create vibrant public places; deliver transportation and mobility options; support a range of housing options; ensure DEI while improving the built and social environment, support efforts to build engagement and leverage funding; other.</p> <p>Project types include:</p> <ol style="list-style-type: none"> <li>1. Permanent physical improvements</li> <li>2. Temporary demonstrations that lead to long-term change</li> <li>3. New, innovative programming</li> </ol>	501(C)(3), 501(C)(4) and 501(c)(6) nonprofits and Government entities. Other organizations are considered on a situational basis.	<p>Assessment Criteria:</p> <ol style="list-style-type: none"> <li>1. Impact (60 points): addresses a clear need for positive change and demonstrates ability to overcome barriers and accelerate, grow and/or sustain the community's efforts to become more livable for residents — especially those age 50 or older with focus on DEI.</li> <li>2. Execution (30 points): demonstrates the capacity to deliver the project on time and within the budget while effectively engaging residents and key stakeholders and leveraging volunteers — especially those age 50 or older.</li> <li>3. Innovation (10 points): demonstrates creativity or unique design or engagement elements that will contribute to impact on residents — especially those age 50 or older</li> </ol>	<p>Grants range from several hundred dollars to tens of thousands of dollars.</p> <p>Since 2017, 76% of grants have been under \$15,000. The largest ever was \$50,000.</p>	Medium
13	<a href="#">Large Competitive Grants Program</a>	Tourism, Economic Development	<p>Large grant awards are intended to create regional or statewide impacts. Eligible projects must provide for the improvement or expansion of the tourism economy in Oregon by showcasing the state on a national or global stage or is a world-class asset.</p> <p>Funding Agency: Travel Oregon</p>	<p>Must increase the likelihood of out-of-state and international visitation, with an impact to multiple regions or statewide. The project will lead to an increase of overnight stays in multiple regions or statewide. Partnerships with tourism entities and businesses, economic development and/or government entities are favorable and strengthen application.</p>	<ol style="list-style-type: none"> <li>1. Local government</li> <li>2. Port districts</li> <li>3. Federally recognized tribes</li> <li>4. Non-profit entities registered with the Oregon Secretary of State's Office</li> </ol>	<p>Assessment Criteria:</p> <ol style="list-style-type: none"> <li>1. Degree to which grant project aligns with and furthers the identified key initiatives.</li> <li>2. Includes intended outcomes and return on investment for positive economic impact across multiple regions of the state or statewide as a direct result of the project.</li> <li>3. Demonstrates clear viability and long-term sustainability of the project.</li> <li>4. Demonstrates how project is a world-class asset or showcases Oregon on a national or global stage;</li> <li>5. Demonstrates that applicant and project meet the eligibility requirements, is complete and contains all required information.</li> </ol>	<p>Grants should be greater than \$100,000</p> <p>Grant match: 50%</p>	Low

ID	Grant Program	Program Category	Program Description	Eligible Projects	Eligible Applicants	Grant Program Criteria Evaluated	Funding Capacity	Potential Success
14	<u>Asphalt Art</u>	Placemaking	Grant program is designed to fund visual art interventions on roadways, pedestrian spaces, and public infrastructure with the goal of improving street and pedestrian safety, revitalizing and activating underutilized public space, and promoting collaboration and civic engagement in local communities.  Funding Agency: Bloomberg Philanthropies	The initiative focuses on "asphalt art," including visual interventions on roadways (intersections and crosswalks), pedestrian spaces (plazas and sidewalks), and vertical infrastructure (utility boxes, traffic barriers, and underpasses).  <i>*Generally open to U.S. cities but 2022 is targeted toward European cities of 100,000 people or more</i>	Cities, local government.	Projects must clearly demonstrate 1. Impact – addresses a relevant and meaningful challenge; chosen site has high likelihood of success; consistent with project goals; benefits and engages the local community 2. Viability – implementers have authority and expertise; demonstrated support from stakeholders; budget, timeline and maintenance plan are realistic 3. Quality and Visual Interest – artist selection and design development are well-defined; surface being repainted is in good repair or plan in place to fix area.	Max grant \$25,000 in 2022	Low
15	<u>Our Town</u>	Placemaking	Program supports projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes.  Funding Agency: National Endowment for the Arts	1. Economic Change: Economic improvements of individuals, institutions, or the community 2. Physical Change: Design of physical improvements to the built and natural environment 3. Social Change: Improvements to social relationships, civic engagement, community empowerment, and/or community identity. 4. Systems Change: Improvements to community capacity	These projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. The city could partner with CBDA.	Review criteria include: 1. Artistic excellence of the project (quality) 2. Artistic merit of the project - Importance and appropriateness of the project - Ability to carry out the project - Potential to serve and/or reach individuals whose opportunities to experience the arts are limited - Appropriateness of the performance measures - Plans for documentation - Evidence of direct compensation to artists - As applicable, engagement with underserved communities a	Max grant is \$150,000  Dollar for dollar share/match equal to the grant amount	Low