



City of Coos Bay

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Table of Contents

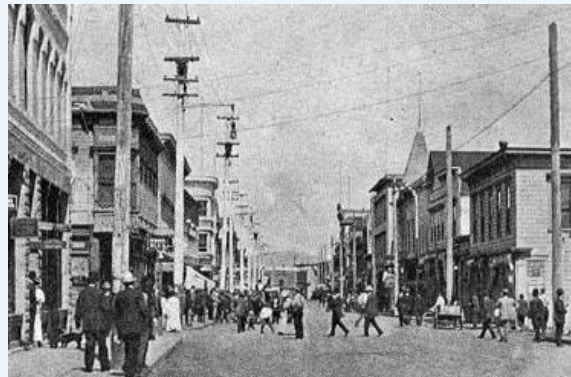
Plan Purpose and Background	1
Vision	8
Development Framework	10
Investment Framework	13
Implications	22
Appendices	23

Plan Purpose and Background

Like most coastal communities in Oregon, Coos Bay has been working to diversify its traditionally resource-based economy toward a service-based economy. Though it is the largest of the coastal cities, with a population of over 16,000, its location far from the major Oregon population centers in the Willamette Valley means it has seen less overall economic growth and tourist activity replacing its industry base than other coastal communities. The City has focused its energy on economic development initiatives, and continues that effort through this Front Street Action Plan (Action Plan) focused specifically on the Front Street area on the waterfront. The City has long envisioned Front Street as a more vibrant and integrated part of the City's fabric, and a more active contributor to its economy and tax base.

In that context, **the Action Plan's purpose is to identify implementable actions in the Front Street area that increase connectivity, foster community access to the waterfront, attract private investment, and diversify Coos Bay's economy.**

Coos Bay's diversifying economy creates an opportunity for Front Street. The City and its partners can commit to improving the area's economic performance, leveraging the area's authentic identity to attract tourists, and continuing to explore other types of job growth opportunities that benefit from the area's waterfront location. The City has long envisioned that the area could be a catalyst within its economic development strategy. However, private redevelopment in Coos Bay is a risky undertaking, given the



A History of Front Street

The City of Marshfield was founded in 1853 by James Tolman at "the point designated by nature as the future emporium of the bay." Its name was changed to Coos Bay by special election on December 28, 1944. Front Street was occupied by hotels, saloons, and retail and served as the City's hub until a fire destroyed a major portion of it in July, 1922. During rebuilding of the City, a new hub evolved centered around Central Avenue and Broadway Street.

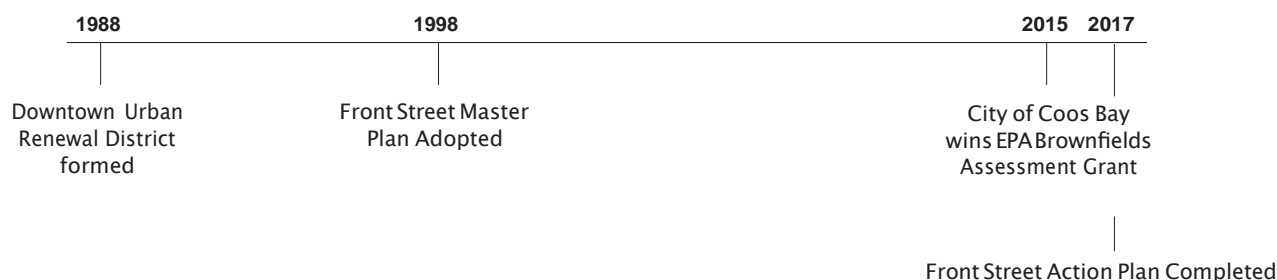
The first industry in Coos Bay was a sawmill constructed in 1867. By 1930, the City boasted a population of 5,287, and its major industries included fishing, timber, dairy, and produce.

relatively low achievable rents in the area and other infrastructure challenges which have limited redevelopment potential. This situation, coupled with the major infrastructure investments needed in the area, suggests a need for a thoughtful, creative strategy for Front Street reinvestment.

The Action Plan complements previous planning efforts including the Waterfront Park and Walkway Plan (2012) and the Front Street Master Plan (1998). These plans have each furthered the City’s aim of supporting redevelopment on Front Street, as laid out in the Downtown Urban Renewal Plan (1988) and Coos Bay’s update to the Comprehensive Plan (2010).

However, the Action Plan is intended to advance improvements in the area to enable redevelopment of available sites. Grounded in financial and market analyses, and supported by a range of ideas from public and stakeholder input, this Plan details a set of actions for the City of Coos Bay, along with other partners, to encourage private investment on Front Street.

Timeline of Front Street Planning Efforts



Front Street Master Plan

Completed in 1998, the Front Street Master Plan is a 20-year vision plan to reclaim the City’s waterfront heritage through redevelopment. Many of the challenges identified in the 1998 Plan remain the same: infrastructure deficiencies, vacant properties, and a need to mitigate potential conflicts between existing active businesses and future redevelopment. The plan includes goals to increase public access to the waterfront, encourage development (including increasing the number of allowed uses), and support a diversified economy. Design proposals in the plan included heritage gateways, a waterfront boardwalk, pedestrian enhancements (e.g. bulb outs, crossings), and two piers at Alder and Date Avenues. While the goals and objectives

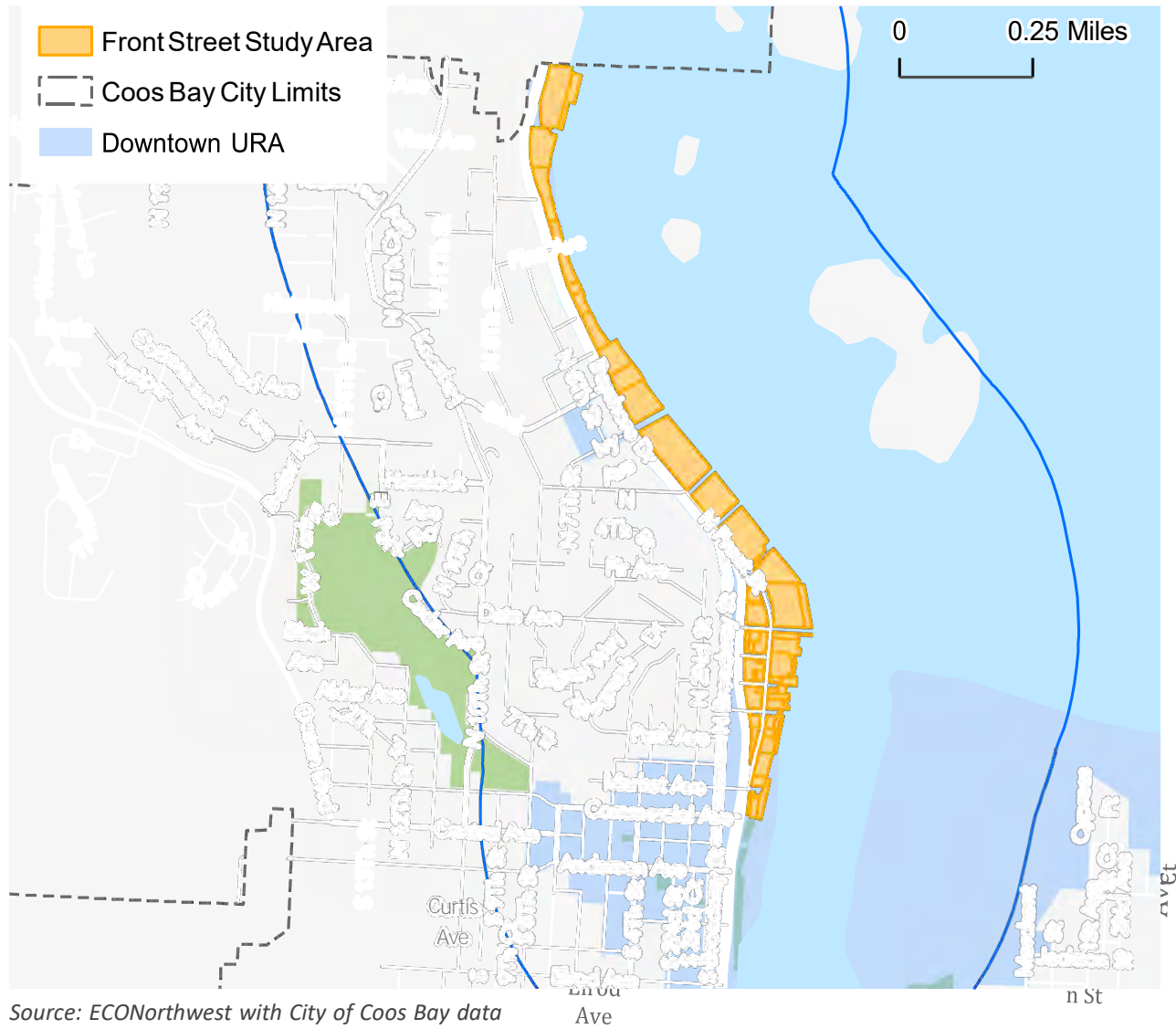


in this Action Plan remain consistent with the Master Plan, the key difference is that the Action Plan recommends greater partnerships with community organizations and a more incremental approach to Front Street investments.

Study Area

The focus of this Action Plan is the study area identified in the Brownfield Assessment Grant (see Exhibit 1) with a specific focus on parcels surrounding Front Street.

Exhibit 1. Study Area



Public Outreach

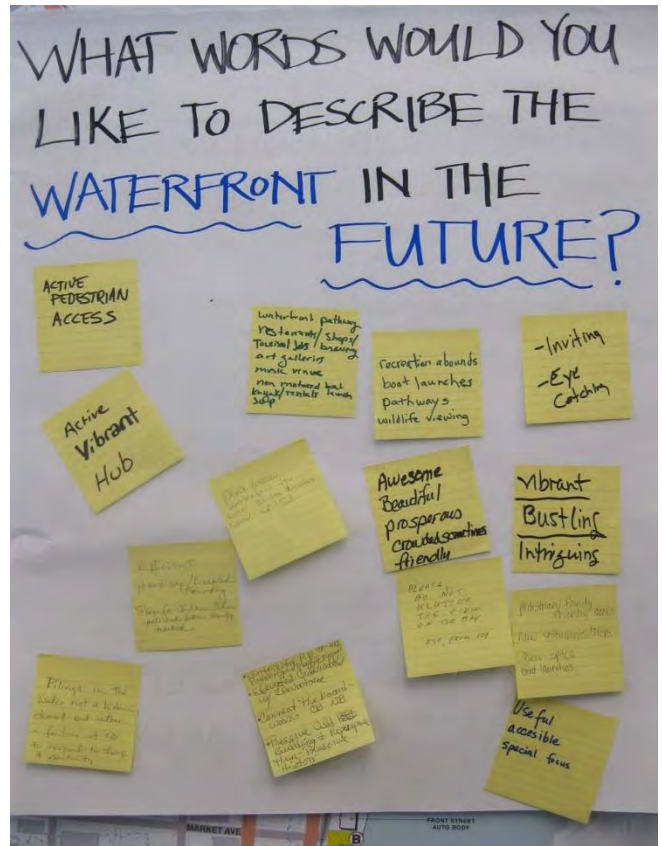
This Action Plan is in part a result of several years of community outreach and input. Following on the heels of the work performed by the Brownfields Advisory Committee (BAC) as part of the EPA Brownfields Community-Wide Assessment Grant, the BAC continued to meet to advise the consulting team and City staff on issues that required careful consideration.

BAC members included members from the City Council, the City’s Design Assistance Team (DAT), a CONNECT! the Boardwalks representative, real estate professionals, architects, citizen activists, and an area property owner representative.

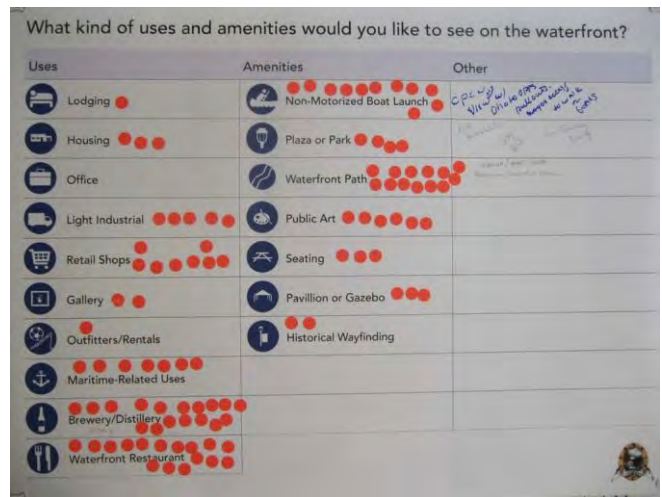
Additionally, two public meetings were held in Coos Bay regarding the Front Street Action Plan. One was a public meeting around the time of the project’s inception, and was attended primarily by members of the BAC. The second was an Open House held on September 15, 2016, which provided flipcharts where attendees could write other comments and suggestions. Approximately 40 people attended the event.

The BAC and participating members of the community were the key contributors to the Action Plan’s vision statement, actions, and priorities.

Coos Bay community members made their interests clear during the outreach portion of this Plan: they are aware that Front Street was once a vibrant, public place and want to see it resume that function.



Open House activity, September 2016



Envisioning the waterfront, September 2016.

Opportunities and Barriers

This Action Plan seeks to create a competitive advantage for Front Street by identifying and overcoming development barriers, and strategically targeting investments to attract new shoppers and businesses. As a foundation for action, this section describes the current development market and retail opportunities

in the area, identifies demand segments for new development, and provides information about the financial capacity of the Front Street area. Exhibit 2 provides an overview of opportunities and constraints on Front Street and within the City of Coos Bay.

Exhibit 2. Opportunities and Constraints

Opportunities That Support Front Street Redevelopment

City-wide

Coos Bay is well-positioned for economic growth.

- The rental housing market has low vacancies and increasing rental rates.
- Oregon’s coastal communities have seen an increase in tourist activity, and the City is positioned to capture a larger share of it. The City has been working on a marketing strategy to increase tourism.
- An attractive downtown that has benefited from an active business association and some new investment in businesses, including a grocery store, an event space, and a fitness club.
- The real estate and development community recognize the City’s interest in finding workable compromises and solutions to development roadblocks.

Front Street

The Front Street area has many unique characteristics that make it a working waterfront district.

- The Front Street area has bay views, transportation access, and visibility from Highway 101 and is among the very few waterfront segments not adversely affected by highway traffic noise.
- There are no competing downtown waterfront sites; this, coupled with the general lack of available waterfront land, increase the marketability and attractiveness of the Front Street area.
- The community supports continued work to connect the existing public boardwalk through the area to destinations beyond, which could be transformative and bring greater activity in the area.
- The analysis identified several underutilized adjacent parcels within the Front Street area that represent an opportunity for a focus of new activity and these should be priority properties for development.
- The existing mix of industrial and other businesses creates a strong foundation for a working waterfront.
- Recent investments bring new energy into the area, including the Coos History Museum and other potential waterfront projects on vacant land north of the museum.
- The City’s existing Downtown Urban Renewal Area (URA) provides some funding for investments in the area. The City has remaining maximum indebtedness of \$34 million for projects throughout the URA.

Constraints That May Challenge Front Street Redevelopment

City-wide

Despite the many opportunities, conditions in Coos Bay suggest that redevelopment could be limited without coordinated action.

- Coos Bay has not experienced the population growth of other coastal communities and has lower incomes.
- Funding capacity in the City is limited, and there are competing needs. For example, the City's sewer system is due for major upgrades, which will be costly.
- Despite recent new investments in downtown, there are many vacant storefronts. These could serve as incubator spaces for retail businesses with building improvements and property owner interest.
- There is a mismatch between the types of retail properties available for lease or redevelopment and the downtown's market demand. There are many vacant storefronts downtown that could serve as incubator spaces for retail businesses with adequate investment and property owner interest.
- Existing housing is not affordable to low-income and some middle-income families.

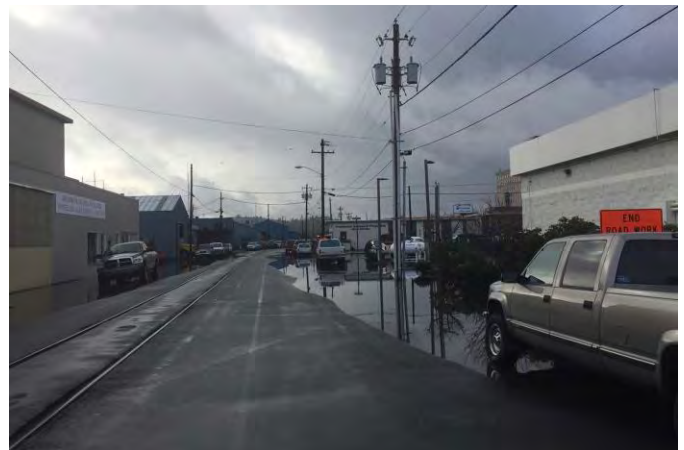
Front Street

Redeveloping the Front Street area will not be easy.

- The area's stormwater and sewer infrastructure is aging and in need of significant and costly repairs.
- A rail-line runs through the center of the area, creating conflict with all other modes of traffic and limiting the options available for redesigning the streetscape.
- Many parcels have a long history of industrial use, and this legacy may increase redevelopment costs because of the need to assess the environmental condition of these industrial properties.
- The area sits in the City's floodplain and the tsunami inundation zone, limiting development options and requiring the inclusion of safety measures in any major waterfront development projects.
- The prior use of fill material and the need for seismic construction standards increases construction costs and processes.
- Some of the existing uses in the area are not dependent on water access, and have business-related activities that create conflicts for parking, traffic, and pedestrian activity.
- Public transit to the area does not presently exist.



Inadequate and aging stormwater infrastructure needs upgrades. Credit: Aaron Speakman

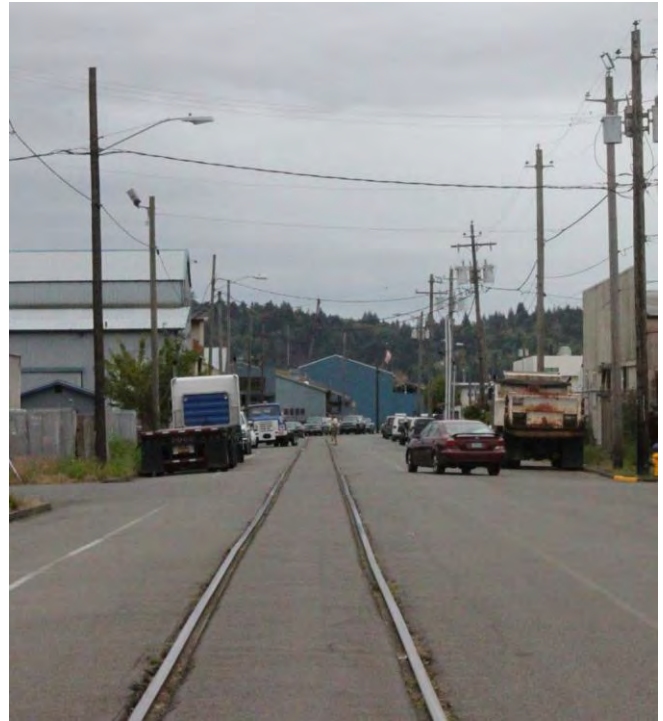


Seasonal inundation from the Bay creates localized flooding along Front Street.

The area's greatest opportunities—waterfront views and access plus an authentic working waterfront environment—could be desirable for private developers. The combination of opportunities and constraints in the area suggest that redevelopment will be a challenging endeavor, and is unlikely to occur in a coordinated way that achieves public goals without planning and direct public investment. Partnerships between the public and private sectors will be necessary. Development will need to capitalize on the amenity of the waterfront in a way that considers the floodplain, recognizes the challenge of transportation access in a rail corridor, and addresses other site constraints. Some infrastructure investments are necessary regardless of the kinds of development that will occur in the area.

This Plan prioritizes the following types of investments to set the stage for successful redevelopment and implementation:

1. **Open space and pedestrian connectivity**, which creates access to the waterfront and reduces the amount of development in the floodplain.
2. **Employment uses that require access to the waterfront for success.**
3. **Improvements to the transportation network that improve multi-modal safety.** Reflecting market challenges and the City's fiscal position, implementation should be phased in a way that limits the near-term investment in anything but the most critical of infrastructure investments.
4. **The need for public transit of some kind to the area.**



An active rail line runs down the middle of Front Street. Credit: Kim Parducci-Walker

Vision

Front Street, located near downtown and with direct connection to the bay front is unique within the City of Coos Bay. Located just across Highway 101 and the downtown commercial core and visitor amenities, Front Street is well-positioned to accommodate a greater mix of uses while still celebrating and maintaining its industrial heritage and utility for water-dependent businesses.

Using statements made by community members as they described their preferred future for the area, the team developed a vision statement. It is an aspirational, long-view description for Front Street that could result from the successful implementation of this Plan:

In the future, 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.

Through public street improvements, redevelopment of vacant or underutilized sites, and repurposing of key structures where possible, Front Street can become an accessible and welcoming place for all users, including community members, visitors, and employees of Front Street businesses. Front Street can become a more active and attractive part of the City that provides varied



Extending the Coos Bay Boardwalk is key to creating an amenity that will attract visitors and future mixed-use development.

Credit: Sheila Sund

amenities and programming, improved infrastructure and multimodal access, and opportunities for people to have better access to the water's edge.

Revitalization of Front Street should incorporate three key themes:

- **Pedestrian and bicycle access to the waterfront.** The Coos Bay Boardwalk should be extended along the east side of Front Street as a 14-foot-wide multi-use path, providing continuous pedestrian and cyclist access to the Coos History Museum (“Museum”). Along this path, City-owned right-of-way parcels along the waterfront can provide overlooks and places to sit and enjoy the view. The boardwalk alignment is shown in Exhibit 3 (page 11), Front Street Framework Map. Crossings of Highway 101 should be added to strengthen Front Street’s connection to downtown, and traffic flow along Front Street should be reconfigured to safely allow access for all modes of travel. A preferred concept for traffic configuration is shown in Exhibit 5 (page 13), Preferred Traffic Configuration Concept.
- **Programming and amenities.** Through the planning process, community members expressed a strong desire for waterfront restaurants and breweries, as well as for pedestrian and boat access by extending the existing boardwalk north to a new light watercraft launch at the Museum. Other preferred uses include retail shops, water-dependent light industrial uses, and a park, plaza, or amphitheater with seating. Public open spaces should include places to sit, lighting, and shelter from the elements.



Celebrating the working waterfront is an important facet in redeveloping Front Street.

- **Celebrating Front Street’s history.** Redevelopment along Front Street should celebrate its working waterfront heritage and the beauty inherent to its natural and industrial context. Some buildings are candidates for preservation and repurposing, such as the Coos Bay Iron Works. New buildings will be subject to the design standards of the Waterfront Heritage district, which evoke the historical appearance and industrial history of the waterfront. Additionally, public restrooms should be provided to support activities such as a non-motorized boat launch.

Development Framework

This framework map is a general outline that focuses on identifying the most important public improvements that will form the basis for future public-private redevelopment. It shows general alignments for public access ways, outlines areas for future development, and defines the connective pathway through the area. The map will guide future, more detailed development plans on specific sites, to be prepared by separate development, design, and engineering teams as property improvements take place. The City Council adopted the map as part of the Action Plan, thereby guiding future qualitative assessment of more detailed plans for individual properties and buildings.

Redevelopment is likely to occur in phases over time, but development of the north-south boardwalk and boat launch area (shown in Exhibit 3) south of the Museum should be prioritized as short-term projects. As an interim use, the City should explore the possibility of using the existing gravel area (the site of the future Museum plaza) as parking for active water users and visitors. The City should prioritize improvement of the Date Avenue right-of-way between Front Street and the bay as a destination so that the public has unimpeded access to, and views of, the bay. Exhibit 4 (page 12) shows examples of the types of buildings that could be located on Front Street.



Redevelopment of the area just south of Coos Bay History Museum to Date Avenue should be prioritized.

Credit: Top: Jeanne Hart; Bottom: Lance V. Nix

Exhibit 3. Front Street Framework Map



COMMERCIAL AVE

Exhibit 4. Precedent Images



New development can be of a contemporary aesthetic while still relating to the historic context of Front Street.



New development should allow and preserve the view through to the bay front.



Where possible, pedestrian access along the water's edge should be encouraged in new development.



Pedestrian access and views of the water can be provided from within new development.

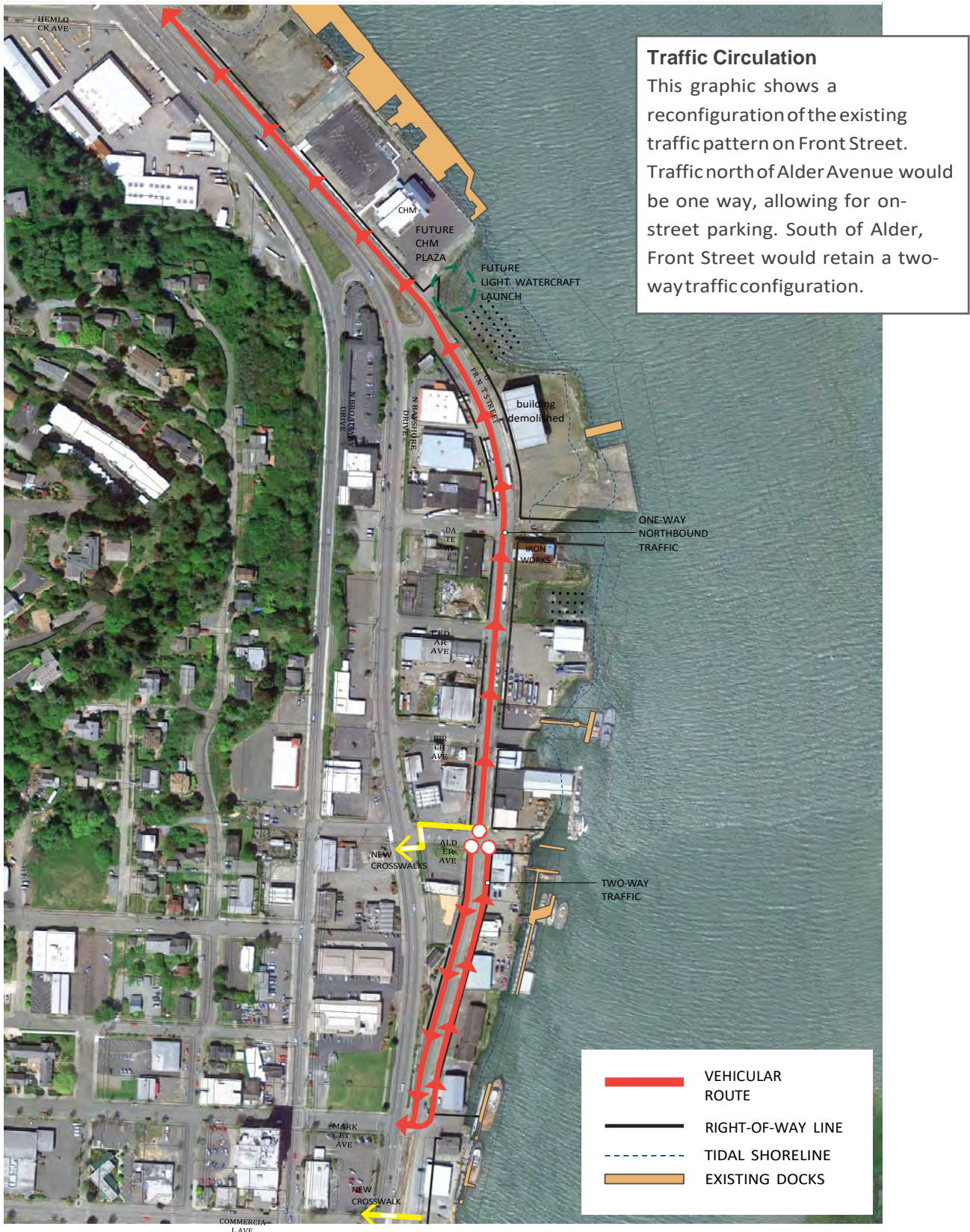


Buildings along Front Street, particularly commercial or retail uses, should create an attractive and comfortable pedestrian environment along the new north-south multi-use path.



Existing historic structures, such as the Coos Bay Iron Works and the Marshfield Sun Printing Museum, should be preserved, rehabilitated, and celebrated as new development occurs.

Exhibit 5. Preferred Traffic Configuration



Investment Framework

Throughout the Action Plan process, residents and property owners expressed their desire to improve business opportunities, livability, recreation and economic conditions in the area. This assessment leads to the need for carefully planned and strategic public investments, to catalyze private development that aligns with the community's vision for the area.

This section provides a framework for action. It identifies partners for waterfront revitalization and the role each will play in implementation. It also summarizes the projects that require partner investment, and the criteria and process that the BAC and project team used to prioritize each project for implementation. A full list of projects is included in Appendix A.

Successful implementation of the Action Plan will require an investment of time and energy from many partners within the City. A key goal of this Action Plan is bringing new private investment into the community. The City will work with a variety of partners to track progress toward the goals identified in this plan.

Partners

Some of the projects necessary to spur development and improve conditions on Front Street will not be led by the City, but by other partners. Each of these partners plays a critical role in implementation. A key goal of this Action Plan is to attract new private investment into the community. The City will coordinate and work with these partners and will track progress toward the goals identified in this plan. The following page outlines potential partners for the Action Plan.



Strategic public investments can spur private development that can improve opportunity, livability, and recreation on the waterfront.

Credit: Pat Kight

Private Partners

- **Front Street property owners.** Work with City to assess environmental conditions and coordinate necessary infrastructure (stormwater, transportation) improvements. The City could work with the proprietors to work out a lease agreement or easement for the boardwalk continuation.
- **Local brokers and development financiers.** 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.
- **Coos Waterfront Walkway.** Continue to generate support.
- **South Coast Development Council.** Work with City to develop brand and approach to wayfinding signage.
- **Coos History Museum.** Participate in efforts to build programming along boardwalk in effort to attract anchor restaurant or brewery to Front Street.
- **Marshfield Sun Printing Museum.** Historical building that has never been used for anything other than producing and printing a weekly newspaper, The Marshfield Sun.
- **Coos Bay Downtown Association.** Help consider Front Street's role in current signature events to find ways to attract new visitors to the waterfront.
- **Brownfield Advisory Committee.** Provide an ongoing oversight and advisory role.
- **Coos Bay-North Bend Visitor and Convention Bureau.** Work with City to help develop a brand and approach to wayfinding signage.

Public Sector Partners: Local

- **City Public Works Department.** Coordinate the alignment and construction of the new pedestrian pathway, along with restriping and 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.
- **Urban Renewal Agency.** Work with other partners to appropriate funding for needed infrastructure improvements.

Public Sector Partners: State

- **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.
- **U.S. Environmental Protection Agency (EPA).** Provide grant funding for environmental assessment and remedial planning work.
- **Oregon Department of Transportation (ODOT).** Work with the City on the Front Street realignment and other transportation access and safety projects.
- **Travel Oregon.** May provide grants for historical wayfinding projects.
- **Oregon Department of State Lands.** Oversee permitting for storm drain improvements.

Project Phasing and Prioritization Criteria

Targeted investments and partnerships will be necessary for the City to achieve its vision for a more active waterfront. Besides advancing a specific project, these investments will show the City's commitment to the area and increase private sector confidence. Some projects also provide a bridge for pioneering development projects to overcome development barriers. This section describes the projects and their prioritization.

Because limited public funds are available for capital projects and programs, it is necessary to prioritize these investments in a phased approach to implementation. The Action Plan recommends three distinct categories of projects as a way to organize use of public money:

Near-term catalytic projects (Exhibit 6, page 18)

These are projects that meet the BAC criteria for near-term investment (described on page 17), and are advanced in this Plan as important priorities in the near-term (next 5 years). Many projects do not require substantial upfront capital investments, but do require coordination and dedication from City staff and partners at other organizations.

Development supportive programs and investments (Exhibit 7, page 19)

These projects generally have high community support and enhance the environment for successful redevelopment of the area. Some of these projects can be advanced through the activities of other (non-City) partners.

Infrastructure Improvements: (Exhibit 8, page 20)

These projects include the following:

- **Connectivity and Amenity Improvements:** Area enhancements to support Front Street redevelopment.
- **Utility Infrastructure Enhancements:** These are critical improvements to address failing or insufficient infrastructure that is physically located in the Front Street area, but serves areas outside of Front Street in the City of Coos Bay. Investments in this infrastructure are prioritized based on system need in the City as a whole, but should be coordinated with Front Street investments.

Within these three categories, the BAC developed a set of specific criteria to determine which projects fall into the near-term priorities for resource expenditures and partner activities. The criteria incorporate the opportunities and constraints findings, community input, and BAC priorities. Implementation will take time, and require attention from partners and stakeholders over many years. Overtime, as the financial situation stabilizes and if the feasibility for new development changes, different criteria can guide the next set of investments for Coos Bay.

The criteria articulate a set of considerations that the City should evaluate when investing in new projects. Any project that the City invests in during the near-term should:

1. Be simple and affordable to implement.
2. Support development on underutilized or vacant sites.
3. Improve public access and pedestrian mobility.
4. Celebrate the history and natural environment of Coos Bay.
5. Promote economic growth that generates property tax revenue.
6. Support resiliency for the district.

The remainder of this section provides a summary of the projects and their categories.



Coos Bay hosts an annual Festival of Sail in May, which brings thousands of visitors to see the tall ships on their way to Tacoma.

Credit: David K, via Flickr.

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BAC-identified Catalytic Projects

The BAC agreed that immediate results need to come from the Action Plan. Exhibit 6 summarizes the projects that the group prioritized for the near-term. In particular, the group prioritized enhanced access to the bay (Project A1) and providing immediate improvements to programs to support property owners interested in investing in their properties (Project A5).

Exhibit 6. Near-Term Catalytic Projects

Project	Description	Rationale
A1: Public Waterfront Access Improvements	Install boat launch near the south side of the Museum; consider using existing gravel area for parking as an interim use before the Plaza is built. Improve the Date Avenue right-of-way between Front Street and the bay as a destination.	Make initial steps to enhance experience for visitors, including enhancements to access and views of the bay.
A2: Food Truck Attraction Strategy	Explore regulations on food carts/trucks to be parked, on occasion, in the area.	Provide an attractor to the area for visitors and existing Front Street employees.
A3: Facade Improvement Program Enhancements	Increase the financial amounts of the façade improvement grants program.	Leverage significant building upgrades to improve Front Street aesthetics.
A4: Track Opportunity Sites	Maintain a property database that tracks property activity; work with property owners to improve buildings and recruit potential tenants.	Barriers to development and strong community desire for revitalized waterfront.
A5: Funding Toolkit and Partnerships	Identify funding sources to support priority projects (especially infrastructure and programmatic efforts).	Development market creates barriers on vacant and underutilized sites in the area. Targeted partnerships can address these barriers.
A6: Floodplain Mitigation	The City will provide information and technical assistance to property owners who may be affected by floodplain mitigation requirements.	The presence of the floodplain creates uncertainty for property owners and developers who are considering investments within the floodplain.

Development Supportive Projects

Exhibit 7 describes a specified set of projects identified through the Action Plan Process that would help to attract new users to vacant and underutilized sites, and provide a more welcoming environment for visitors to the area. Appendix A provides details on each of the projects described below.

Exhibit 7. Development Supportive Policies

Project	Description	Rationale
B1: Historical Wayfinding	Initiate a wayfinding master plan for the Front Street waterfront area.	No current signage in the area, and limited information about the history of Front Street. Increase visitor engagement and historical interest.
B2: Restaurant Recruitment Strategy	Outline outreach activities and identify opportunities to recruit businesses that meet the community's vision.	Strong community desire for waterfront restaurants.
B3: Environmental Assessment and Cleanup	Explore a strategy for selective removal of existing piles within Coos Bay, and work with property owners to evaluate and address potential soil, sediment, and/or groundwater contamination.	Environmental hazards may hinder feasibility for future development.
B4: Create Supportive Environment for Public Events	Make near-term programmatic changes to encourage events on the waterfront, with longer-term infrastructure improvements to better accommodate events.	Community support to re-embrace the waterfront, providing more opportunities for community gatherings. Attract tourists.
B5: Public Parking Management Strategy	Develop a parking management strategy that outlines policies and programs that result in more efficient use of parking resources on Front Street.	Limited on-street parking creates barriers for redevelopment. Coordinating a parking strategy could allow for shared parking solutions.

Infrastructure Projects

Exhibit 8 shows the infrastructure investments needed to support development in this area. Investments in these projects will take significant funding, and should be evaluated by an updated set of criteria.

Exhibit 8. Infrastructure Projects

Project	Description	Rationale
Connectivity and Amenity Enhancements		
C1: Pedestrian North-South Connection (Coos Waterfront Walkway)	Complete a north-south pedestrian pathway along the eastern side of Front Street.	Active community support. Mixed-use development will require enhanced pedestrian access.
C2: Improved Bicycle/Pedestrian Crossings across Highway 101	Install two crosswalk improvements.	New development will require better crosswalks and safety features across U.S. 101.
C3: Circulation and Connectivity Improvements	Complete road configuration changes to better serve new development.	A well-connected street network would make the area attractive to the public.
C4: Access/Intersection Improvements	Complete access management improvements.	Improves safety, reduces congestion, and makes circulation more efficient.
Utility Infrastructure Enhancements		
C5: Sewer Collection System Enhancements	Replace the sewer collection system on Front Street.	Meets future needs of the area and addresses aging infrastructure.
C6: Storm Drain Improvements	Replace the storm drain system on Front Street.	Aging infrastructure that is prone to surcharging during tidal events. Requires upgrade to support new development.

Appendix A: Detailed Project Sheets

A1 Public Waterfront Access Improvements	
Project Description	Lead
<p>The Action Plan identified two public access projects:</p> <ul style="list-style-type: none"> • Non-motorized boat launch. Use available public space (ROW) land near the south side of the Museum for the boat launch and the nearby existing graveled area could be explored as an area for parking. Outdoor projects need to consider the elements (wind, sun, rain). • Public viewpoints: Improve the Date Avenue right-of-way between Front Street and the Bay as a public access improvement. 	<p>City of Coos Bay, City of Coos Bay Public Works and Community Development Dept.</p>
Rationale	
<p>These improvements will make initial steps to enhance the experience for visitors, including improvements to access and views of the bay. Aside from the existing Coos Bay Boardwalk, Front Street has no public waterfront open space for people to enjoy views of the water. The City's Parks Master Plan states that "the City should always be seeking parkland especially waterfront property, to work toward the vision of the Coos Waterfront Park and Walkway Plan."</p>	
Implementation Steps	<ul style="list-style-type: none"> • Conduct piling removal (if needed) south of museum site for new light watercraft launch. • Determine extent of contamination and cost for remediation. • Conduct outreach with private parties that could work in tandem with the boat launch, attract people, and activate adjacent properties (for example, café, brewery, etc.) • Use the Coos Waterfront Walkway and other channels to generate support and solicit input on desired amenities at new waterfront access points. Work with Oregon DEQ to understand necessary remediation.
Phasing	<p>Medium-term: The light watercraft launch may require permitting for removal of pilings, creating uncertainty in terms of time frame. However, this project should be prioritized as a relatively low-hanging fruit that does not require property acquisition.</p> <p>Medium-to Long-term: The access points will require capital project funds for improvements and possible cleanup of contamination will also add time and cost to the project.</p>
Partners	<p>Coos Waterfront Walkway, BAC, Sause Brothers, Oregon DEQ.</p>
Estimated Cost	Funding Considerations
<p>TBD</p>	<p>Urban renewal (kayak launch and boardwalk extension), state historic preservation grants.</p>

A2 Food Truck Attraction Strategy

Project Description	Lead
The City of Coos Bay is interested in attracting food trucks/carts to the waterfront once redevelopment occurs. Food trucks/carts could be parked, on occasion, on the museum site or on other private property, but not in public rights-of-way unless legally parked.	City of Coos Bay
Rationale	
Provide an attractor to the area for visitors and existing Front Street employees.	
Implementation Steps	<ul style="list-style-type: none"> • Work with the Downtown Association to determine the quantity and type of food trucks that would best on the waterfront. • Clearly delineate and define areas where mobile vending is allowed. Work with property owners to determine appropriate locations with shared amenities. • Set time limits for vending in one location at four hours or more. • Provide a forum for collaboration and communication between new mobile vendors and brick and mortar restaurants and other established businesses. • Consider establishing a partnership between mobile vendors and the city in which vendors can gather and sell in one, consistent location (Example: Portland, Oregon)¹. • Revise the mobile units section of the Coos Bay website to consolidate information on permitting and regulatory information. • Consider launching a social media campaign to publicize waterfront amenities and Coos Bay's favorable conditions for mobile vendors. • Simplify City webpage².
Phasing	Short- to medium-term: Coos Bay already has the necessary legal infrastructure for food trucks and provides relatively favorable regulatory conditions. However, boosting public awareness of existing food truck regulations and waterfront amenities would help to attract mobile vendors to the area.
Partners	TBD
Estimated Cost	Funding Considerations
TBD	Urban renewal

¹ National League of Cities. "Food on Wheels: Best Practices for Integrating Food Trucks into City Life." 2013.

² City of Coos Bay

A3 Façade Improvement Program Enhancements

Project Description	Lead
<p>Coos Bay’s Façade Improvement Grants program is designed to help revitalize buildings within Coos Bay’s two urban renewal districts. Improvements may include paint, awnings and other exterior enhancements. Currently, eligible properties may receive as much as \$25,000 (minimum grant: \$1,000) in matching grants to cover up to 50 percent of the cost of eligible improvements. Projects under \$2,000 are not eligible for funding.³ The City of Coos Bay aims to increase the financial amounts it is currently able to offer under its Façade Improvement Grants Program.</p>	<p>City of Coos Bay</p>
Rationale	
<p>Leverage significant building upgrades to improve Front Street aesthetics.</p>	
Implementation Steps	<p>Explore changes to façade improvement program.</p>
Phasing	<p>TBD</p>
Partners	<p>TBD</p>
Estimated Cost	Funding Considerations
<p>TBD</p>	<p>Urban renewal, state historic preservation grants</p>

³ City of Coos Bay

A4 Identify and Improve Opportunity Sites for Development

Project Description	Lead
<p>The City can support the area by maintaining a property database that tracks property activity in the Front Street area. This involves compiling a detailed property database for opportunity sites within the area with owner contact info, information on brownfield remediation, etc. The City should identify buildings that are appropriate for adaptive reuse and work with property owners to improve buildings and recruit potential tenants.</p>	<p>City of Coos Bay</p>
<p>Rationale</p>	
<p>Technical analysis and outreach point to an opportunity for new development on the Coos Bay's waterfront (See Exhibit 3: Front Street Framework Map of Action Plan). In open houses and community surveys, community members discussed a strong desire for a more vibrant waterfront that includes more active uses and open space that provides better public access to the water. New development generates revenues needed to support future investments. A proactive approach could assist potential investors by providing timely information.</p>	
<p>Implementation Steps</p>	<p>Staff time to convene local developers and put together systems to track development opportunities. Specific incentive levels will be determined through negotiation on individual development proposals.</p>
<p>Phasing</p>	<p>Short-term</p>
<p>Partners</p>	<p>Urban Renewal Agency</p>
<p>Estimated Cost</p>	<p>Funding Considerations</p>
<p>TBD</p>	<p>Urban renewal, state main street revitalization grants, state historic preservation grants</p>

A5 Funding Toolkit

Project Description	Lead
<p>A comprehensive funding toolkit will enable the City to be receptive to development opportunities and to create ongoing relationships with developers. The City can apply for applicable grants/loans to support priority projects (especially infrastructure and programmatic efforts) and work with a developer or property owner to assist with typical due diligence issues (site design or engineering, property consolidation, market analysis, permitting, financial analysis), to help catalyze redevelopment.</p>	<p>City of Coos Bay</p>
<p>Rationale</p>	
<p>The Coos Bay development market creates barriers to site development and reduces development feasibility. A targeted funding toolkit will help to remove development barriers and focus investments on the Waterfront and create a more vibrant market that may not need as much support in the future. Findings from outreach and analysis will provide fodder for attracting new private investment.</p>	
<p>Implementation Steps</p>	<ul style="list-style-type: none"> • Identify grant sources to pursue for specific projects. • Gauge how much might be available in the next fiscal year from urban renewal to help to pay for near-term infrastructure to support development. • Identify potential private or nonprofit partners who might be interested in investing in community projects (i.e. Coos Waterfront Walkway, historic wayfinding, or a park).
<p>Phasing</p>	<p>Short-term</p>
<p>Partners</p>	<p>Developers, property owners, brokers, development financiers, Chamber of Commerce</p>
<p>Estimated Cost</p>	<p>Funding Considerations</p>
<p>Staff time and materials</p>	<p>TBD</p>

A6 Floodplain Mitigation

Project Description	Lead
<p>Front Street, like all of downtown Coos Bay, is prone to flooding. The entire study area is within the 100-year floodplain, classified by the Federal Emergency Management Agency (FEMA) as a Zone AE floodplain. The City has adopted FEMA's minimum floodplain requirements so that property owners can be eligible to participate in the National Flood Insurance Program (NFIP). FEMA requires that property owners take mitigation measures if they make a substantial improvement to their property. A substantial improvement is any improvement of a structure that equals or exceeds 50 percent of the structure's existing market value. These requirements differ for residential and non-residential uses.</p> <ul style="list-style-type: none"> ▪ Non-residential Buildings. FEMA allows the lowest floor to be below the Base Flood Elevation, provided that a professional engineer or architect certifies that the design and construction methods are dry floodproofed.⁴ ▪ Residential Building. These more stringent requirements stipulate that the finished floor must be elevated above the Base Flood Elevation (BFE), ideally at least one foot. <p>In 2016, the National Marine Fisheries Service (NMFS) delivered a biological opinion to FEMA that concluded that development in floodplains displaces important habitat, which salmon utilize during flood events, and contributes to instream water quality and hydrologic conditions that are unfavorable for fish.⁵ Oregon's Department of Land Conservation and Development recently issued a technical memorandum⁶ that provides information on alternative mitigation measures, which could include limiting new development in the 10-year floodplain. For the Front Street area, the 10-year floodplain elevation is 11.7 feet (NAVD88 Vertical Datum).</p> <p><i>The City of Coos Bay has not developed an official policy to respond to the NMFS opinion, so this information could be subject to change.</i></p>	City of Coos Bay

Rationale

The presence of the floodplain creates uncertainty for property owners and developers who are considering investments in the floodplain. Most property owners do not factor in floodproofing costs when considering development on their property.

Implementation Steps	<ul style="list-style-type: none"> • The city will provide information about development requirements in the floodplain for downtown property owners including Front Street. • Once development applications are submitted, the City of Coos Bay will determine if a substantial improvement was made. If so, the City will relay the necessary requirements to the property owners.
Phasing	Rolling, requirements at time of construction
Partners	Private property owners and City of Coos Bay
Estimated Cost	Funding Considerations
Staff time	Façade grant program, limited to façade-related improvements.

⁴ Additional information can be found at FEMA's Floodproofing website: <https://www.fema.gov/floodproofing>

⁵ http://www.oregon.gov/LCD/Pages/NFIP_BiOp.aspx#Biological_Opinion

⁶ http://www.oregon.gov/LCD/docs/Alternative_approach_to_interim_measures_tec_memo_4_19_17.pdf

B1 Historical Wayfinding

Project Description	Lead
Initiate a wayfinding master plan for the Front Street waterfront area to provide directions to major attractions, including new development on the Central Dock as it occurs. Signage could include information on the cultural and architectural history of the area (including historic building plaques) and the natural history of the area.	City of Coos Bay

Rationale

As it currently exists, there is no signage informing visitors or people driving through Coos Bay on Hwy 101 of any nearby attractions on Front Street. Residents are very interested in preserving specific buildings on Front Street, such as the Coos Bay Iron Works. There were also suggestions for pedestrian bridges over Highway 101, as well as a strong desire for public access to the waterway through a boardwalk or walkway connection. Incorporating these attractions into a cohesive wayfinding plan may drive an increase in engagement with the waterfront area and incent redevelopment.

Implementation Steps	<ul style="list-style-type: none"> • Determine destinations and locations for wayfinding facilities. • Identify local funding partners to help implement the project. • Work with the South Coast Development Council and Coos Bay-North Bend Visitor and Convention Bureau and other partners to develop a brand and approach to wayfinding.
Phasing	Short term
Partners	Coos Bay-North Bend Visitor and Convention Bureau, Bay Area Chamber of Commerce, Travel Oregon, SDC, Coos History Museum
Estimated Cost	Funding Considerations
TBD	Grants from a variety of sources, such as Travel Oregon or Preserve America. <ul style="list-style-type: none"> • Travel Oregon grants are competitive grants that can fund signage and development projects. A 10% match from the receiving entity is required. Grant projects that involve signage require approval letters from each organization or entity involved in permitting or approving the signage⁷. • Preserve America Grants provide competitive matched grants that range from \$20,000 to \$250,000 and require a 50% match⁸.

⁷ Travel Oregon Small Competitive Grants Program 2017 guidelines

⁸ Preserve America Grants 2016 Summary and Project Descriptions

B2 Brewery/Restaurant Outreach and Recruitment Strategy

Project Description	Lead
<p>The community envisions amenities, including a brewery or waterfront restaurant, on Front Street to help to draw residents and visitors to the entire area. The City can work with the South Coast Development Council (SCDC) to outline outreach activities and identify opportunities to recruit businesses the meet the community’s vision. To attract a brewery or restaurant, the City will need to assemble a clearly articulated commitment to infrastructure investment, as well as provide possible technical assistance in storefront improvements.</p>	<p>South Coast Development Council</p>

Rationale

At the community workshop, residents expressed a strong desire for waterfront restaurants, particularly a brewery, during community forums.

<p>Implementation Steps</p>	<p>The City should consider the following actions:</p> <ul style="list-style-type: none"> • Discuss needs with downtown business representatives, including existing restaurant operators. • Identify and work with possible brokers or consultants to position Coos Bay for restaurant attraction. There are consultants that work exclusively with restaurants and breweries to help to identify potential growth opportunities and manage the brewery startup process. The BAC could consider working with one of these consultants to identify potential restaurant or brewery partners and market the area’s offerings. • Based on these conversations, identify sites that meet needed requirements. These include truck loading and adequate power and water supply. • Promote improved real estate tracking. The City can point interested parties to information about waterfront parcels that have the highest potential. • Consider the role of Front Street in the City’s existing signature events, including the Oregon Coast Music Festival, Festival of Sail, and the Blackberry Arts Festival. In addition, there may be other ongoing events that could help support quality of life in the area and attract new visitors to Front Street, such as organized walks from the Boardwalk to the Coos History Museum. • Publicize facade enhancement program. • Reach out to Downtown stakeholders, potential developers, property owners
<p>Phasing</p>	<p>Medium-term</p>
<p>Partners</p>	<p>Coos Bay Main Street Association, Coos Bay-North Bend Visitor and Convention Bureau, Bay Area Chamber of Commerce, Travel Oregon, SDC, Coos History Museum</p>
<p>Estimated Cost</p>	<p>Funding Considerations</p>
<p>TBD</p>	<p>Urban Renewal</p>

B3 Environmental Clean-up

Project Description	Lead
<p>The City should explore a strategy for selective removal of existing pilings within Coos Bay, and work proactively with property owners to address soil, sediment, and/or groundwater contamination to facilitate real estate transactions and redevelopment in the area. Five area sites are known to have unresolved regulatory issues that would impede their redevelopment. Phase II ESAs conducted at several Front Street Area properties in the early 2000s revealed various environmental concerns at six additional sites. The status of these environmental concerns is unknown. Environmental concerns in the area may threaten human health and the environment (i.e. ecological receptors in the bay).</p>	<p>City of Coos Bay</p>
<p>Rationale</p> <p>Front Street faces several environmental challenges. Old creosote-treated piles and upland environmental concerns may contribute to the contamination of Coos Bay. In addition to environmental concerns, several members of the community mentioned that removing the existing piles and remnants of old docks would aesthetically improve the Front Street area as well as provide recreational opportunities, such as kayaking and canoeing. Furthermore, clean-up of contaminated sites would facilitate and incentivize redevelopment.</p>	
<p>Implementation Steps</p>	<p>The City has funds available for site assessment and remedial planning through an EPA Community-Wide Assessment Grant until September 2018. Property owners need only to express interest in the conducting of a site assessment or in remedial planning at their property to access these funds, provided their site is found to be eligible.</p>
<p>Phasing</p>	<p>In the short-term, funding is available for site assessment and remedial planning. This funding source expires in September 2018. Following expiration of this funding source, site assessment and remedial planning activities must be privately funded. Site assessment and remedial planning work is best done to position a property for redevelopment. Environmental issues identified during redevelopment projects often result in significant construction cost overruns.</p>
<p>Partners</p>	<p>Front Street Area property owners. Brownfield Advisory Committee and Oregon Department of Environmental Quality. For in-water pile removal activities, the U.S. Army Corps of Engineers, National Marine Fisheries Service, and Oregon Division of State Lands.</p>
<p>Estimated Cost</p>	<p>Funding Considerations</p>
<p>\$5,000 - \$30,000 per property</p>	<p>Site assessment and remedial planning projects of the scale typical of the Front Street Area would range in price from \$5,000 to \$30,000. The City's current EPA grant can fund 5-10 such projects.</p>
<p>\$3,000 - \$10,000 per pile</p>	<p>The cost to remove piles varies based upon the scale of the projects. For small projects (<20 piles) the cost per pile may be as much as \$10,000/pile. The cost per pile decreases incrementally as the size of the project increases.</p>

B4 Create Supportive Environment for Public Events

Project Description	Lead
<p>Bringing more people to the waterfront will increase its vitality and opportunity. The City of Coos Bay will need to address questions related to insurance and work with the history museum for the project to be feasible. Suggestions at the September 2016 community workshop included: (1) constructing a concert pavilion or amphitheater, (2) holding a tall ship festival, (3) providing additional seating, lighting, and public restrooms in the waterfront area.</p> <p>The City could provide supplemental information to its existing special event application for community members interested in holding events that addresses known barriers.</p>	City of Coos Bay

Rationale

Participants at the community workshop showed strong support for more community events, but noted that there are many barriers to holding events along the waterfront. Participants commented on the area's existing dangerous conditions and described Front Street as "not child-friendly." Some of the concerns expressed were the rail line running down the middle of the road, a lack of pedestrian access across Highway 101, as well as doubts that public events in the area could be insured, which might present a barrier to programming and events.

Implementation Steps	Convene a meeting to discuss current barriers to holding events, and identify ways to address those barriers.
Phasing	Short-term
Partners	Downtown Association, Visitor's Bureau
Estimated Cost	Funding Considerations
TBD	TBD

B5 Public Parking Management Strategy

Project Description	Lead
<p>The City will develop a parking management strategy that outlines policies and programs that result in more efficient use of parking resources on Front Street. Possible strategies can include: shared parking, metered parking, increasing the capacity of existing facilities, overflow parking plans, and possibly the investment in additional City-owned parking facilities to serve as a development incentive for larger mixed-use development. For example, the City could evaluate the creation of a distinct Front Street parking district to finance the cost of a shared lot.</p>	<p>City of Coos Bay</p>

Rationale

In the medium-to long-term, a strategy can help to provide certainty for developers as they consider new investments in the Front Street area and other sites near the Boardwalk. According to the Victoria Transport Policy Institute, these programs can sometimes reduce parking requirements by 20-40 percent when compared to conventional planning requirements.⁹

Implementation Steps	<ul style="list-style-type: none"> Hire a consultant that specializes in parking management strategies.
Phasing	Short-term
Partners	Front Street business owners, property owners, brokers
Estimated Cost	Funding Considerations
TBD	Urban renewal

⁹ Litman, Todd. Parking Management Strategies, Evaluation and Planning. 2016. Victoria Transport Policy Institute. http://www.vtppi.org/park_man.pdf

C1 Pedestrian North-South Connection (Coos Waterfront Walkway)

Project Description	Lead
<p>Work with the Coos Waterfront Walkway, property owners, and other stakeholders to complete a north-south pedestrian pathway along the eastern side of Front Street and to reclaim and improve any City-owned right-of-way parcels between the new walkway and the water's edge as pedestrian overlooks. The north-south walkway will connect the current terminus of the Coos Bay Boardwalk at the south end of Front Street to the Coos Historical and Maritime Museum at the north end of Front Street (See Exhibit 3 in the Action Plan: Front Street Framework Map of Action Plan).</p>	<p>City of Coos Bay Public Works and Community Development Dept.</p>
Rationale	
<p>Development and activation of Front Street will require safe, continuous, and attractive pedestrian access along the street, which is currently challenging for pedestrians. Community support is high for a continuous pedestrian pathway. Community members have long advocated for the extension of the Coos Bay Boardwalk farther north, and the study area contains a key piece of the overall north-south connection.</p>	
Implementation Steps	<ul style="list-style-type: none"> • Determine the preferred future cross-section of the full Front Street alignment with public and technical input. • Conduct detailed survey to determine alignment of 14' wide path from the future Commercial Street crossing of Hwy 101 at the south to the Coos History Museum at the north (approximately 2,000 lineal feet of pathway, depending on alignment). This will require partnerships with adjacent property owners. Survey will also determine number and location of utility poles and potentially other elements that may need to be relocated to construct the path. • Work with property owners that may be utilizing City-owned right-of-way to reclaim the land for improvement to develop paved and landscaped pedestrian connections. Develop design for overlooks at the water's edge. • Engage local artists to explore opportunities for public art along the boardwalk and/or at the public overlooks. • Work with Coos Bay Rail link to understand what measures are required to design for pedestrian safety, given that the boardwalk will be directly adjacent to 18' railroad clearance area. • Design and build full alignment of pedestrian pathway. This should happen concurrently with the project to repave and re-stripe the roadway to create the preferred Front Street cross-section. • Outreach to property owners should be prioritized to build partnerships around safe, public pedestrian access along Front Street. • Work with the Coos Waterfront Walkways group to tap their network of community members who support the boardwalk connection.
Phasing	<p>Medium-term: Given the complexity of the right-of-way, the need for property owner partnerships, and the relocation of utilities, timing will likely depend upon these considerations, making this a medium-term project. Short-term actions could include conversations with owners and a survey to determine precise alignment.</p>
Partners	<p>Coos Waterfront Walkway, Front Street property owners (especially Sause Brothers), BAC, City Public Works Department, Coos Bay Rail Link, Coos Art Museum and supporters (e.g. Oregon Arts Commission, Oregon Cultural Trust) for potential partnerships on public art</p>

Estimated Cost ¹⁰	Funding Considerations
<p>Medium to High, \$400,000 for entire north-south pedestrian connection</p> <p>\$300,000 for public art (TBD - depending upon final project design)</p> <p>Additional cost considerations: approx. \$150,000 each for overlooks in reclaimed ROW</p>	<p>Pathway cost estimate includes concrete paving, lighting, and street furniture.</p> <p>Potential sources/partners for funding: Coos Bay Urban Renewal Agency, City System Development Charges (SDC), FHWA Transportation Alternatives grant funding, state and local arts organizations (to fund public art)</p>

¹⁰ Notes from Walker Macy from Feb, 14: “The cost for the boardwalk takes into consideration only the 14’ walkway cross-section and includes allocation for some furnishings and lighting. The undergrounding of utilities presents a cost uncertainty. The ballpark cost for the park is based on a recent waterfront project with similar size and amenities that also dealt with soil remediation. However, each project is unique, and cost would vary depending on design and site conditions.”

C2 Improved Bike/Pedestrian Crossings across US 101

Project Description	Lead
<p>Anderson Avenue and Commercial Avenue provide east-west, one-way couplet connections from the downtown central business district to the waterfront area. Two crosswalk improvements have been identified along Bayshore Drive to provide additional pedestrian/bicycle connections.</p> <ul style="list-style-type: none"> • Crosswalk at Commercial Avenue / Bayshore Drive on the north side of the intersection. • Crosswalks at Alder Avenue / Bayshore Drive on south, east, and west approaches (See Exhibit 5: Preferred Traffic Configuration of Action Plan). 	<p>ODOT / City of Coos Bay Public Works and Planning Department</p>
Rationale	
<p>Redevelopment of Front Street has multi-modal challenges regarding adequate pedestrian and bicycle connections. Getting pedestrians and bicyclists safely across Bayshore Drive (US 101 northbound) is necessary to reduce reliance on the automobile and to encourage alternate modes of transportation along Front Street. The success of the Front Street redevelopment is dependent on a balanced and well-connected multimodal network. The nearest US 101 northbound crossing to Front Street occurs at Anderson Avenue through a signalized intersection roughly three City blocks (approximately 800 feet) south of the beginning of the re-development area. The next crossing to the north does not occur for nearly two miles and is well past the re-development area (See Exhibit 5).</p>	
Implementation Steps	<ul style="list-style-type: none"> • To accommodate crosswalks on Bayshore Drive at Commercial Avenue and Alder Avenue, on-street parking would need to be removed along Bayshore Drive within the vicinity of the crosswalk connections and adequate illumination would need to be provided for nighttime safety. Coordination with and approval from the Oregon Department of Transportation Department (ODOT) would also be required. • Coordinate with ODOT, City Council, Urban Renewal Agency, Brownfield Action Committee
Phasing	<p>Short- to Medium-term:</p> <ul style="list-style-type: none"> • Commercial Avenue / Bayshore Drive crosswalk and illumination – short term • Alder Avenue / Bayshore Drive crosswalks and illumination – medium term
Partners	<p>ODOT, Urban Renewal Agency</p>
Estimated Cost	Funding Considerations
<p>\$25,000 to \$30,000</p>	<p>ODOT All Roads Transportation Safety (ARTS) grants, Coos Bay Urban Renewal Agency, City System Development Charges (SDC)</p>

C3 Circulation and Connectivity Improvements

Project Description	Lead
<p>The mixed-use Front Street development concepts incorporate repurposed and proposed new buildings within a multi-modal transportation environment. This concept would attract a wide range of users, reduce reliance on the automobile, and make circulation and connectivity important for all modes. The challenge of providing adequate connectivity on Front Street occurs with a constrained right-of-way, the need for wider pedestrian paths, and the physical barrier of a train running down through the center.</p> <p>The proposed circulation plan would change traffic from Hemlock Avenue to Alder Avenue to one way traffic, and Alder Avenue to East Market Avenue would continue to host two-way traffic. The benefits of this traffic configuration are that it would:</p> <ul style="list-style-type: none"> • Eliminate southbound traffic at E. Market Ave. that has limited throat distance • Provides the same two-way traffic benefits as stated above north of Alder Ave. as well as one-way benefits from the south terminus to Alder Ave (See Exhibit 5: Preferred Traffic Configuration of Action Plan). 	<p>ODOT / City of Coos Bay Public Works and Community Development</p>
Rationale	
<p>Creating a well-connected street network makes an area attractive to the public and attractive to businesses. Both one-way and two-way street sections provide benefits to the user, but determining which option to use should consider aspects such as the type of development, the rate of turnover for the user, the importance of on-street versus off-street parking, and how far people are willing to walk to get their destination. If a use is reliant on deliveries and doesn't have much room for off-street parking, Option 1 should be considered. In contrast, if a use relies more heavily on automobile traffic and connectivity and off-street parking can be adequately provided, Option 2 should be considered.</p>	
Implementation Steps	<ul style="list-style-type: none"> • Discuss impacts with businesses or property owners that could be most affected. • Striping and signage improvements will be necessary. • Coordinate with rail and the Port of Coos Bay. • Coordinate with ODOT, City Council, Urban Renewal Agency, BAC, Rail, Port of Coos Bay
Phasing	<p>Medium-term: Striping and signage improvements.</p>
Partners	<p>ODOT, City of Coos Bay, Urban Renewal Agency</p>
Estimated Cost	Funding Considerations
<p>\$60,000 to \$70,000</p>	<p>ODOT All Roads Transportation Safety (ARTS) grants, Coos Bay Urban Renewal Agency, City System Development Charges (SDC)</p>

C4 Access / Intersection Improvements

Project Description	Lead
<p>The City of Coos Bay is interested in implementing access management strategies to improve safety, reduce congestion, and enhance overall traffic flow as redevelopment occurs on Front Street. Front Street includes several local street connections that form a grid system of 250-foot block lengths. There are numerous access points on both sides of the street with little to no access management or driveway width consistency. Access management will become particularly important as the waterfront redevelopment project could increase the amount of traffic trips by as many as 2,500 per day on Front Street.</p>	<p>City of Coos Bay Public Works and Community Development</p>
<p>Rationale</p>	
<p>Properly implemented access management techniques reduce congestion, increase driver expectancy, and promote efficient circulation by reducing the number of driveways, consolidating multiple driveways for single parcels, and relocating poorly placed driveways. Safety will also improve if the number of locations where drivers slow down or speed up to exit or enter the system is limited.</p>	
<p>Implementation Steps</p>	<ul style="list-style-type: none"> • To provide access management improvements, optimal driveway locations need to be identified and unnecessary driveways need to either be removed or consolidated when possible. • Distance between driveways should be considered as well as their proximity to intersections. Coordination with property owners will be required to understand the traffic circulation needs of each business. • Coordination between City of Coos Bay Public Works and Community Development staff and property owners will be necessary
<p>Phasing</p>	<p>Short-term: Access removal, consolidation, or relocation of driveways along Front Street should be performed in conjunction with sidewalk and roadway improvements.</p>
<p>Partners</p>	<p>City of Coos Bay, Urban Renewal Agency, property owners</p>
<p>Estimated Cost</p>	<p>Funding Considerations</p>
<p>TBD, requires further study</p>	<p>Coos Bay Urban Renewal Agency, City System Development Charges (SDC)</p>

C5 Sewer Collection System Improvements

Project Description	Lead
This project would replace the sewer collection system in the Front Street Project area. New gravity sewer lines, manholes, and sewer laterals would be included in this project.	City of Coos Bay
Rationale	
<p>Reconstruction of public infrastructure including roads, sidewalks, and other utilities is a very costly improvement project. If significant investments are to be made in the redevelopment of the roads and public access, the utilities such as the sewer collection system should also be upgraded to meet the anticipated future needs of the development and to address the aging infrastructure. New sewer systems have a typical design life exceeding 20 years and the sewer system in this area is rapidly approaching the end of its intended design life. It is recommended that the sewer collection system in the project area be upgraded as part of the redevelopment effort to prevent costly reconstruction efforts that would be needed if the replacement was not coordinated with the road restructuring.</p>	
Implementation Steps	<ul style="list-style-type: none"> • The City of Coos Bay would need to coordinate with the Port of Coos Bay regarding all sewer crossings at the railroad • Temporary shutdowns of Front Street and or sections of Highway 101 would be anticipated during construction of new sewer infrastructure. • The Port of Coos Bay will need to provide the requirements for utilities crossings within the rail rights-of-way. The Oregon Department of Transportation will need to be involved for any work within their rights-of-way.
Phasing	The phasing of the sewer system improvements should be coordinated with other developments such as water, storm, railroad, and road improvements. The improvements should be reviewed with the City's Sewer Master Plan and be approved by the Oregon DEQ prior to construction. Funding sources may require environmental reviews and or environmental crosscutters which may impact schedules and phasing.
Partners	Area property owners, Port of Coos Bay
Estimated Cost	Funding Considerations
\$2.1 Million	Infrastructure Finance Authority (IFA) Loans and Grants DEQ State Revolving Loan Fund Revenue and General Obligation Bonds Community Development Program

C6 Storm Drain Improvements

Project Description	Lead
<p>This project would replace the Storm Drain System in the Front Street Project area. Storm drain culverts, catch basins, tide gates, and storm drain outfalls to Coos Bay would be included with this project.</p>	<p>City of Coos Bay</p>
<p>Rationale</p>	
<p>Reconstruction of public infrastructure including roads, sidewalks, and other utilities is a very costly improvement project. If significant investments are to be made in the redevelopment of the roads, and public access, the utilities such as the storm drain system should also be upgraded to meet the anticipated future needs of the development and to address the aging infrastructure. The storm drain system in this area is approaching the end of its intended design life. Many of the existing tide gates and culverts entering the bay have degraded and been lost, leaving a storm drain system that is surcharged during tidal events. It is recommended that the storm drain system in the project area be upgraded as part of the redevelopment effort.</p>	
<p>Implementation Steps</p>	<ul style="list-style-type: none"> • The Port of Coos Bay would need to be consulted regarding all storm water railroad crossings. • Temporary shutdowns of Front Street and or sections of Highway 101 would be anticipated during construction of new storm drain infrastructure. • Environmental permitting should be anticipated for the construction of new storm drain outfalls. The outfalls terminate in Coos Bay, a salmon bearing waterway, and the Army Corps of Engineers, Oregon State Division of State Lands, EPA, local tribes, and the National Marine Fisheries service will need to review all planned improvements and be included in the permitting process. Flood plain evaluations, environmental reports, and environmental impact studies may be required for storm drain improvement projects in this area. • The regulatory agencies will most likely require storm water treatment and or mitigation efforts. Costs for the treatment and or mitigation efforts have not been factored into the cost estimates. • Many of the existing storm drain culverts are more than 50 years old. The Oregon State Historic Preservation Office will require permitting for the removal of the infrastructure over 50 years in age. • The Port of Coos Bay will need to provide the requirements for utility crossings within the Coos Bay Rail Link rights-of-way. • The Oregon Department of Transportation will need to be involved for any work within their rights-of-way.
<p>Phasing</p>	<p>The phasing of the storm drain system improvements should be coordinated with other developments such as water, sewer, rail road, and road improvements.</p>
<p>Partners</p>	<p>Neighboring Property Owners, U.S. Army Corps of Engineers/National Marine Fisheries Service, Oregon Division of State Lands</p>
<p>Estimated Cost</p>	<p>Funding Considerations</p>
<p>\$4.5 Million</p>	<p>DEQ Sponsorship Program (Project must be associated with a point source loan) Revenue and General Obligation Bonds Infrastructure Finance Authority (IFA) Loans and Grants Community Development Block Grants (CDBG) Storm Water Fees (Currently the City does not have Storm Water Fees)</p>

Figure 2: Cost Estimate – Front Street Improvements (Storm)

C7 Water Distribution System Improvements

Project Description	Lead
<p>This project would replace the water distribution system in the Front Street Project area. New main line water piping, hydrants, and water services would be constructed in this project.</p>	<p>Coos Bay-North Bend Water Board</p>
Rationale	
<p>Reconstruction of public infrastructure including roads, sidewalks, and other utilities is a very costly improvement project. If significant investments are to be made in the redevelopment of the roads and public access, the utilities such as the water distribution system should also be upgraded to meet the anticipated future needs of the development and address the aging infrastructure. It is recommended that the water distribution system in the project area be upgraded as part of the redevelopment effort, and coordinated with road restructuring.</p>	
Implementation Steps	<ul style="list-style-type: none"> • The City of Coos Bay would need to coordinate with the Coos Bay-North Bend Water Board, who is the owner of the water distribution system. The Port of Coos Bay would need to be coordinated with to ensure the new water distribution system improvements were in accordance with their engineering department, which oversees the Coos Bay Rail Link. • Temporary shutdowns of Front Street and/or sections of Highway 101 would be anticipated during construction of new water line infrastructure. • The Port of Coos Bay will need to provide the requirements for utilities within the rail rights-of-way. The City will need to coordinate with the Coos Bay-North Bend Water Board to confirm the improvements are in accordance with their planning and construction guidelines. The Oregon Department of Transportation will need to be involved for any work within their rights-of-way.
Phasing	<p>The phasing of the water system improvements should be coordinated with other developments such as sewer, storm, railroad, and road improvements.</p>
Partners	<p>Oregon International Port of Coos Bay, Coos Bay-North Bend Water Board</p>
Estimated Cost	Funding Considerations
<p>\$1.5 Million</p>	<p>Infrastructure Finance Authority (IFA): Loans and Grants Revenue and General Obligation Bonds</p>

Figure 3: Cost Estimate – Front Street Improvements (Water)

Cost Estimate - Front Street Improvements (WATER)					
No.	Description	Qty	Unit	Unit Cost	Total Cost
1	Construction Facilities and Temporary Controls	1	LS	\$105,700	\$ 105,700
2	Misc. Demolition and Site Preparation	1	LS	\$63,400	\$ 63,400
3	1" Water Service Connection	32	EA	\$1,500	\$ 48,000
4	Fire Hydrant	5	EA	\$8,000	\$ 40,000
5	8" Valve	27	EA	\$3,000	\$ 81,000
6	6" PVC Class C Backfill	230	LF	\$100	\$ 23,000
7	8" PVC Class C Backfill	2510	LF	\$125	\$ 313,750
8	Rail Road Crossing	240	LF	\$600	\$ 144,000
9	Rail Road Flagging Time	96	HRS	\$110	\$ 10,560
10	Asphalt Repair (4 inch thickness)	432	TON	\$150	\$ 64,815
11	Landscaping	1	LS	\$10,000	\$ 10,000
12	Sidewalk (5 feet wide)	1675	SF	\$20	\$ 33,500
13	Misc. Appurtenances (ODOT Flagging, Road Striping)	1	LS	\$76,900	\$ 76,900
					Project Subtotal
					\$ 1,014,600
					Contingency (25%)
					\$ 253,700
					Engineering (20%)
					\$ 202,900
					Legal Admin (3%)
					\$ 30,400
					Rail Road Permitting
					\$ 20,000
					Project Total
					\$ 1,521,600