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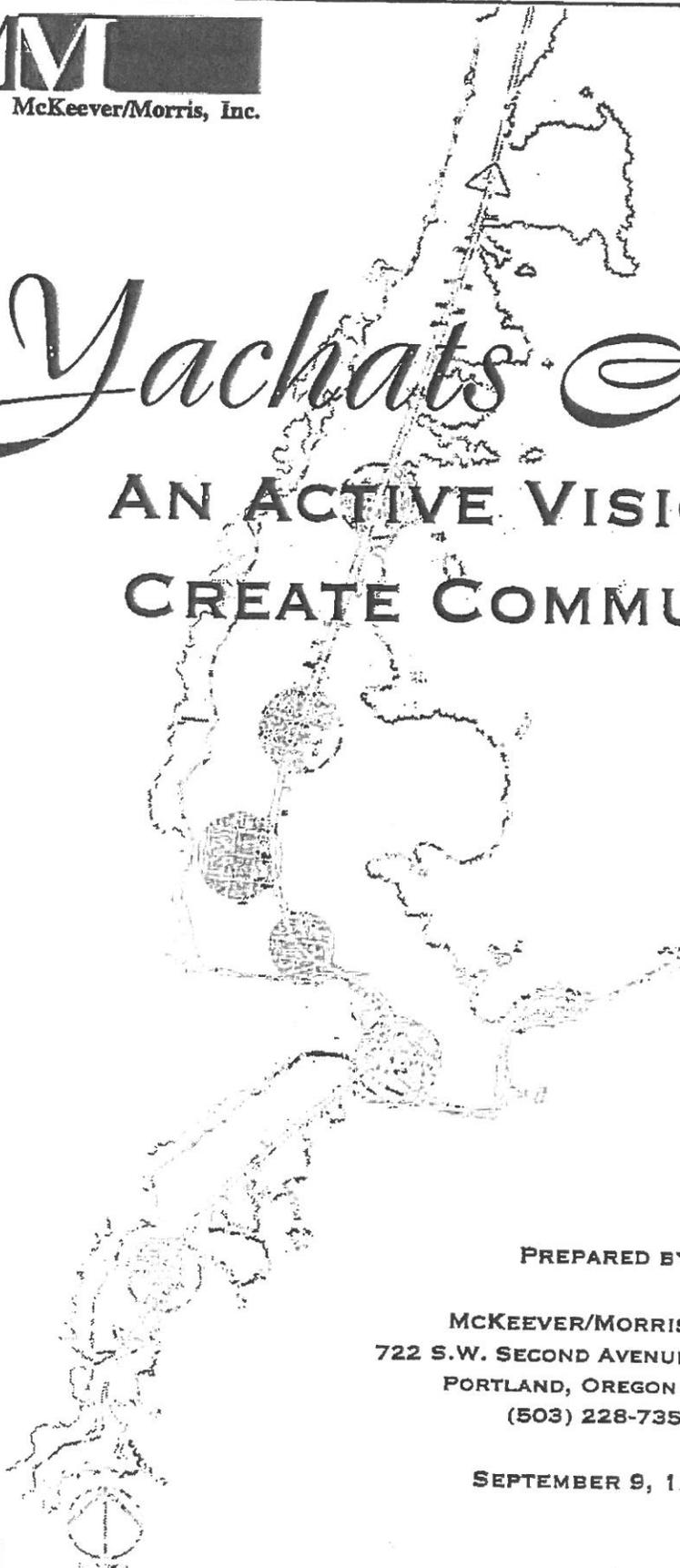
Yachats Area

**AN ACTIVE VISION TO
CREATE COMMUNITY**

PREPARED BY

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MM ■ INTRODUCTION

*We shall not cease from exploration; And the end of all our exploring will
be to arrive where we started; And know the place for the first time.*

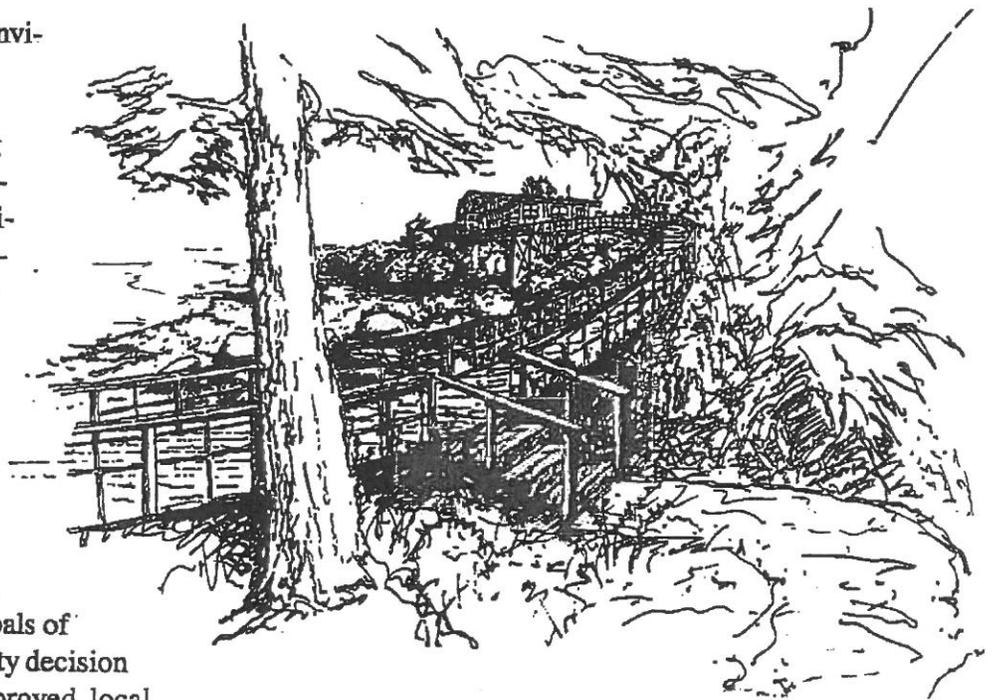
T. S. Eliot

Yachats is an exciting and beautiful place!

The community is filled with creative, articulate and capable people who care passionately for the other persons and the natural character of the area. But Yachats faces serious challenges. The area is growing rapidly and existing services are no longer adequate to meet the expanding needs. New people have moved into the city and nearby area. Very often there has been tension and hostility between community members and projects that are needed and should have gone forward have not been able to do so, or did proceed only with substantial difficulty.

The Yachats City Council recognized that in order for the community to prosper the human and physical resources of the area needed to be brought together in an effective manner. Further, that Yachats needed to be viewed as more than the people and land inside the city limits. With the help of the U.S. Forest Service and the Oregon Department of Land Conservation and Development they obtained funding for this project. Their first action was to hire a consultant to assist the staff in preparing a strategic plan.

The Strategic Plan envisioned by the City was to contain a summary of existing conditions and a description of local priorities, as well as a series of strategies for achieving identified community goals. As the project proceeded it became apparent that Yachats needed more than a strategic plan if it was to achieve the overall goals of an effective community decision making process, improved local service delivery, preservation of the local



landscape and fostering of the area's quality of life. Working with the Task Force appointed by the City Council the project consulting team and City staff recognized that there was not sufficient consensus in the community about what was to be achieved in order to prepare a plan to achieve it. Nor was there adequate trust to allow people to work together and obtain agreement about that final outcome. As a result, early in the process the project changed. To address the issue of insufficient clarity about the

desired future, extra effort and time was allocated to developing a Community Vision Statement based upon the values and priorities of the local residents. The Vision had always been planned as part of the process but to provide the needed focus for later activities more resources to achieve the consensus were provided.

The Vision was based upon discussions that occurred at several focused workshops and two community workshops where a broad representation from the community provided input into the final Vision Statement. The initial effort to create the Vision was based upon the Community Values Statement. That basic document was then supplemented with the information and priorities developed at the workshops. The Task Force played a key role in this work by refining and guiding the structure of the document and its contents.

But having an image of the future is not enough. It is also important that the community have an effective process for working together. To achieve that result a Community Covenant was created that outlined an effective process for empowering the involvement of all local citizens. That Covenant recognized, that to succeed, everyone had to have access to the process and the information used in making decisions. Further, that people had a right to be treated with respect, whether they are testifying or on the official body hearing their comments. The Covenant is a first step in creating the environment that will allow effective decisions to be made, as well as establishing the trust and commitment needed to carry out the many local projects needing community involvement and resources. The Principles document contained in the Covenant Section summarizes the basic approach that is needed to obtain a long-term solution to Yachats' needs.

The Strategic Plan section contains strategies for achieving the six highest priorities identified by the Task Force and City Council. The focus on six elements allows for a more efficient use of resources and, therefore, improves the probability for success. Also within this section is the list of Action Items identified during the process. This listing is a tremendous resource for the community. It outlines a great number of beneficial activities that could and should be undertaken. Persons interested in any of these tasks should be encouraged to take them on and succeed. Given the history of insufficient trust and uncooperative behavior the best strategy for the near term may be to simply spend time "getting things done together." Once a history of success and mutual respect has been achieved more complex tasks can be undertaken.

Yachats is a truly beautiful place, with people who are the real riches of the community. But if they are to be a true community then the people must be brought into the process and all made to feel they will be valued for the commitment they make and the ideas they contribute.

Yachats 20/20 Community Values Statement

(Final Draft)

5/21/96

SENSE OF PLACE. WE value our sense of place and the distinct perspective it gives us as a community. We view this sense of place as a common bond and a bridge of understanding between our differences.

NATURAL ENVIRONMENT. WE value the natural environment and beauty of our surroundings – the ocean, forests, rivers, hills and beaches. We strive to protect and restore our physical environment and the natural and human habitat it provides.

SMALL TOWN ATMOSPHERE. WE value our small town atmosphere and the friendly, slower-paced quality of life it offers. We see our community as a “coastal village” and seek to maintain and enhance its village character and scale.

WELCOMING SPIRIT. WE value our welcoming spirit. We openly invite visitors to share in our community’s natural beauty and attractions, while encouraging them to respect the character and values that distinguish us from other places.

INDEPENDENCE. WE value independence of thought, mind and creativity. We cherish our privacy, individuality and rights as individuals, but balance them with respect for the rights of others and a sense of responsibility to the community as a whole.

COOPERATION. WE value our community’s spirit of cooperation. We believe in lending a hand to neighbors in need, volunteering our time and energy for the betterment of our community, and working together for the common good.

UNIQUENESS. WE value our uniqueness as a community. We honor the diverse backgrounds and talents of those who live here, the unique values and perspectives we share, and our ability to develop creative solutions to the challenges that face us.

AN ACTIVE VISION TO CREATE COMMUNITY FOR THE YACHATS AREA

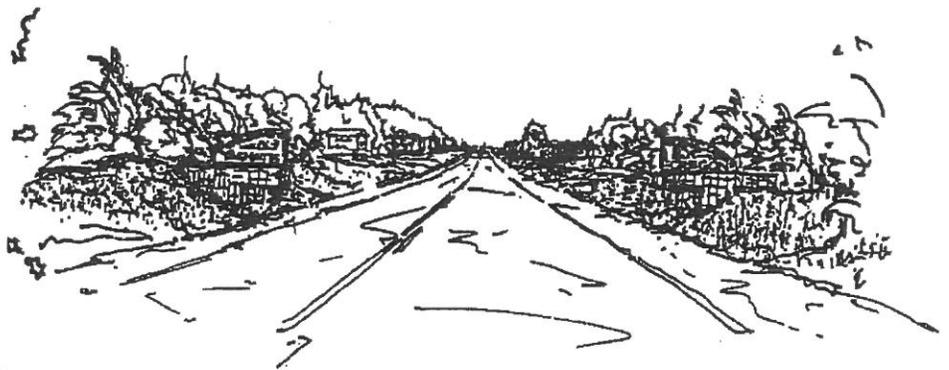
An Image of the Future, As Seen in the Future

The year is 2020.

The waves still pound on the rocky shoreline of Cape Perpetua, the tides keep their regular cycle on the beach at Smelt Sands State Park, the water of the Yachats River continues to flow bright and clear down to where the seals fish for their dinner, and the winds blow clean and vigorously across the tree clad ridges and valleys of the area. But those winds also touch new additions to the area. Many people have chosen to add their lives to the community that calls itself Yachats. Some are people who have retired from a busy life other places. Others are families who have sought out this place as a positive environment to raise children. There are those who have found economic opportunities, and more than a few who seek only spiritual awakening and nurturing. All these in addition to the many who were born and stayed, sacrificing personal or professional opportunities elsewhere to maintain a lifestyle that could be found few other places.

Almost 25 years have passed since the people of the Yachats Area gathered to discuss, debate, then support a vision statement that described a shared image for what their community should be by 2020. To make that image a reality has taken hard work by many people and the establishment of new processes to keep the vision alive and useful.

There has developed an understanding, through work performed together, that all who live in the area share important values and common needs that must be met by people working together. To make that process function effectively required trust,



but that trust only occurred where there was **mutual respect and predictability**. Experience taught that respect was most often reflected in **courteous behavior** to each other and a caring **consideration for the ideas and feelings** of everyone no matter what was the final decision.

Predictability has been provided both by the creation of this vision, as well as the annual update then approval of the associated action plan, and the establishment of an effective system for communication. **Good communication** occurred when all people were willing to speak candidly and openly because they understand that their ideas would not only be considered, but actively sought out. Fur-

ther, that when disagreement occurred there was effective and fair means, such as mediation, used to resolve the important issues without attacks on persons or personalities.

The result was that **Yachats has much to celebrate** on a regular basis and they take the time to do just that. Each year those who participate in community activities are given special recognition. **People who are involved** with city, county, special district governing and appointed bodies are given special respect and understanding. Those who contributed as part of local service groups or as individuals are also acknowledged and public **appreciation expressed**.

Fostering Community

It took more than good processes to guide Yachats to the year 2020. People had to be willing to **build on the best of what existed**, while also **adding new activities and facilities consistent with Yachats' identity**.

A clear image of Yachats as a community of people committed to their own unique blend of quality of life has kept growth and change "on-track" with the basic values so important to local residents. There continues to be a recognition of the special quality provided by the local **natural environment** - ocean, forest, streams, hills and beaches, and that they all play a critical role in defining the community and its life.

However, there is also a recognition that the Yachats Area is more than the natural environment. It also values its small town atmosphere. A friendly place where life is slower, people know each other and the general atmosphere is that of a **Coastal Village**. A place where visitors are invited to share the community's natural beauty and attractions, while respecting the local character and conditions that make it so attractive.

That character includes a strong commitment to the **independence of thought, mind and creativity** that is so important to community members. There is an understanding of the uniqueness of the community's residents. That they come from **diverse backgrounds** and bring **special values and perspectives**. Yet, "Yachatians" recognize they must **work together cooperatively**, volunteering their time and resources for bettering the community and promoting the common good. They find that their diversity allows the community to bring to bear a level of **experiences and skills unavailable in many places of a similar size**.

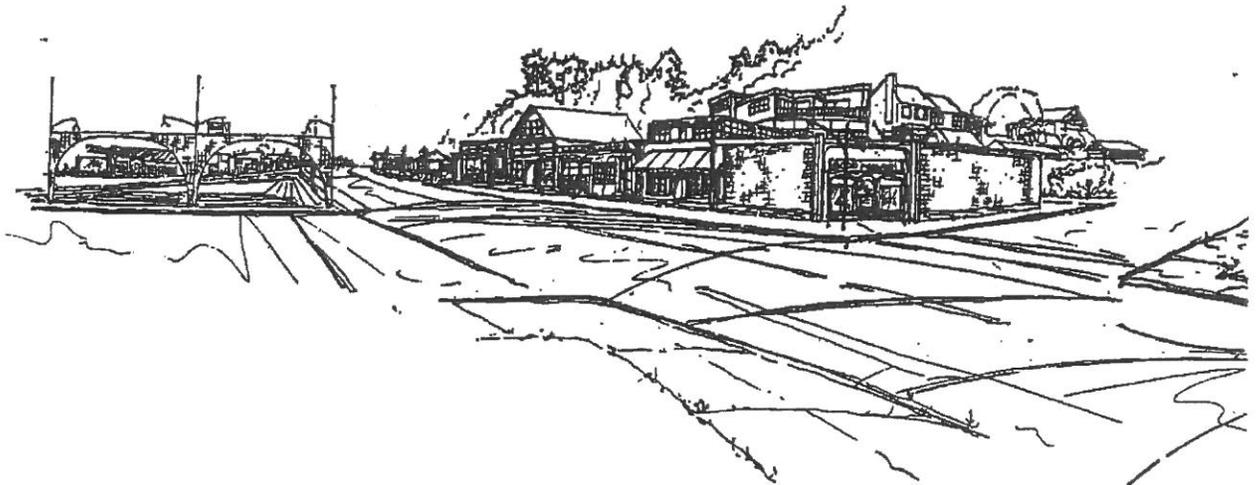
The **Commons** is a focus for events that build a sense of community, such as an **environmental education** site, as well as a **gathering place** to discuss other important issues. To assure the effectiveness of the facility the Commons diversified its resources by developing electronic ties to libraries and other information sources, then making that data available electronically and by other means. Becoming recognized as an **information resource** it was possible to expand those services to include such activities as a rider board to match persons needing a ride to those with vehicles already planning to travel in a compatible direction. This is in addition to serving as a focus for **expanded transit services**. Regular community potlucks and local improvement projects coordinated and/or conducted at the Commons **give people a chance to talk together and reach agreement while learning to know each other better**. Of course all this activity requires the help of a director that helps to assure events take place as planned. The value of the Commons is so recognized that residents beyond the city limits created a recreation district to fund the Commons and its activities.

Celebrations and festivals are such a regular part of Yachats that the community is known for the quality and variety of its events, which has helped to spread the effect of the tourist influx so that the peak is not as great in the summer months. Those events are also used to **recognize the efforts of local volunteers**, while becoming part of Yachats' unique **identity**, as well as providing an **effective economic development tool**. The artistic community benefits from the use of the celebrations to highlight their work and to promote the public display of their creations.

To help the area's **young people play an effective role** a Youth Council has been created and special events are scheduled that obtain their involvement and commitment. Much of the initial energy and resources to establish the Youth Council comes from the Residents Involvement Committee (RIC) and the associated neighborhood councils. RIC is appointed by the City Council and County Commissioners and provides a **community-wide coordination function**, regularly contributing to the city newsletter, appointing an official neighborhood representative to coordinate with the city, while assuring local volunteers have useful activities to perform and at the same time receive the recognition they deserve. Much of their membership is drawn from the neighborhood councils that function throughout the area as forums for discussion, training grounds for potential leaders and neighborhood mediators, as well as providing effective places for community outreach effecting a wide variety of local services. One of the interesting results has been greater gender parity in those occupying local elected and appointed positions.

Guiding Growth

While many of the natural resources of the community remain untouched, there is substantial growth and change. **Predominantly the community is a residential area**, but to provide more affordable housing and to trade some density in the central area for more open spaces elsewhere the community has seen some two-story apartments added as part of **mixed-use developments** near the Commons.



The area around the Commons has seen significant change as business opportunities have expanded, next to the attractive new public parking area, along with the increased residential density. To assure

the **construction is of acceptable quality**, design standards have been created after substantial involvement by the community, and are now enforced through the city processes. Malls have been left for other localities to provide. **Cottage industries** have sprung up in homes where the family provides all the employees and those involved are willing to keep the activities and their impacts small.

One of the more creative aspects of the Yachats Community has been the **establishment of the area as a center for healing**. Facilities have been added to attract people from all over the world who are seeking balance and renewed vitality. This has been a useful connection between the services along Highway 101 and the new ventures that have grown in the Yachats River and 10 Mile Creek Valleys. Local bed and breakfasts and small motels have also benefited from this new "industry."

While **economic development is recognized as important to the local quality of life**, there is also a recognition that too much, or development of the wrong type, will damage the **long-term viability of the area and its economy**. **Small, family-owned businesses** are encouraged to provide useful diversity and to keep construction at a more human scale. The theme of **human scale** is used consistently in guiding local development decisions. The use of a more **extensive pedestrian network** throughout the area has also emphasized the need for small scale development and facilities.

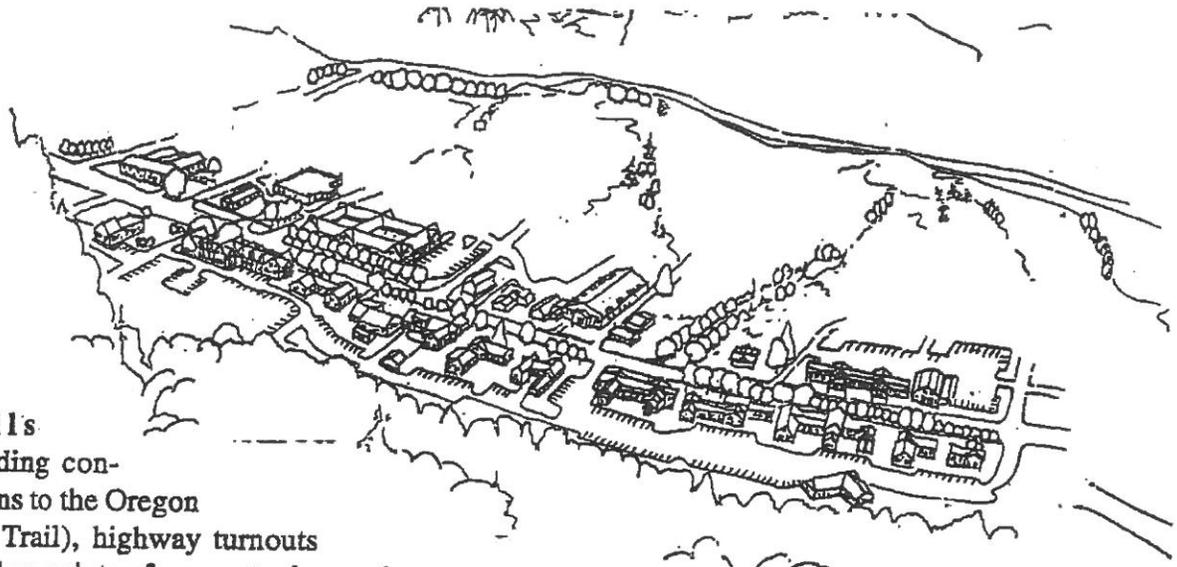
It has been this emphasis on human scale, healing, artistic and architectural quality, as well as protecting **sacred places** and significant natural resources that has kept the spiritual character of the community pre-eminent. **The result has been that while great physical change has taken place, the overall character of Yachats is unchanged.**

Stewarding the Landscape

It is the landscape that sets the context for Yachats and provides much of the reason for the community's existence. The natural riches provided to the area in terms of scenic views, forested hillsides, picturesque streamways, clean air and water, a diversity of wildlife and many other less dramatic, but equally important resources, not only creates economic benefits but provides the spiritual environment that gives meaning and purpose to so many of the community's residents and visitors. The value of the land as a resource to be preserved, rather than just used, is recognized throughout the community. Stewardship is seen as a responsibility to nurture the land, not to possess it.

Protecting the landscape has taken on a variety of forms. One of the initial efforts that provided great benefit later was the creation of a comprehensive inventory of the entire ecology. Included within that work was identification of wetland areas, streamways, watersheds, fish habitat and resources, viewscapes (in all directions) and other significant resources. While the inventory was not complete initially, it was added to regularly as part of an on-going commitment to the community. The available data served as an effective information base, or at least an early warning system for potential problems that would need to be resolved.

Tree ordinances, cut-and-fill regulations, identification of important ecology sites and greenways (including gateways) interpretive signs and a variety of educational programs to encourage selective logging, protection of fish resources and the community landscape all serve to **protect local resources**. The establishment of a metropolitan planning area allows the community to address resources that go beyond the limits of the city's incorporated boundary.



Trails
(including connections to the Oregon Coast Trail), highway turnouts and other points of access to the area's scenic resources all are planned with care and the involvement of the community's interested citizens.

Citizens also recognize that it is important to celebrate their successes in protecting the natural environment and in working together. Earth Day celebrations and other similar events not only help bring the community together, but also encourage more value be placed on the natural environment in everyday activities. Regulations on dumping lawn clippings were created, but the educational program that followed has just as much impact. Just as the creation of a surface water storage system was made possible by city planning, but implementation took place when private property owners made decisions to construct the needed facilities on their own land.

To keep people involved and informed a variety of techniques are used to assure that people know when to get involved and who to contact.

Urban Services

The link between a healthy environment and adequate urban services is better understood in the community, as is the connection between a healthy economy and financing those services. Creative funding solutions has become a specialty in the area's projects.

Important local services such as the fire district have been retained in the central area while improved roadways have assisted in their service to more remote areas. Emergency preparedness is a major emphasis for this group. Their community outreach and education program is a model for other areas.

Yachats is recognized for establishing creative alternatives for urban services. Innovations such as composting toilets, effective alternatives to lawns, consolidated water storage and rain water cisterns have all given new options to the community. At the same time the importance of maintaining a healthy economy required effective compromises be made to assure that sufficient water and other resources are available to support community activities. These choices were made after study has been given to likely impacts and reasonable options.

Other innovations such as private businesses providing public restrooms, with public assistance, have fostered innovative public services while building an effective working relationship between private owners and public agencies.

That cooperative attitude is extended into more effective working relationships between the various local jurisdictions and other service providers. County services are better known and used as the community has developed a more regular and effective contact with county agencies.

This new spirit of cooperation is helping to find other creative solutions, such as transportation alternatives that meet local environmental concerns while providing needed services. Rider boards and electric carts for transportation services, when combined with an improved pathway system (much of it based on an improved 804 trail) and local transit services, give many more people access to other needed urban services like medical, childcare, recreation and social services.

Urban gardens and other open spaces are retained as an important aesthetic quality while providing needed services.

Concluding Statement

There were no easy solutions to finding the correct pathway for Yachats' future. **Every community must find its own unique solution.** For the people of the Yachats Community those answers were based not upon a specific technology or the work of one agency or group. It was the **commitment to working together. To nurturing the natural environment** that sustains all who live within it. **To caring for each other and finding effective solutions** to meet community-wide needs. To using the many special talents and gifts available within the people of Yachats in order to **guide growth and foster the community** everyone needs and wants.

MM ■ YACHATS COMMUNITY COVENANT

CREATING A PROCESS FOR BINDING TOGETHER THE PEOPLE OF THE YACHATS COMMUNITY

INTRODUCTION

To every community there comes a time when it must become more than it has been in the past.

Sometimes change is thrust upon the residents by outside forces that are beyond local control. At other times incremental adjustments take place over time without a rational and comprehensive review of the impacts and alternatives. In the best circumstance the people of a community recognize the reality of the changes they face, from whatever source, and move together to address the adjustments needed. That is what should be happening in Yachats, but is not -yet. It can happen, if people agree that they need to agree, and develop a covenant for working together.

The first part of the process has happened. People have recognized that there is a need to work together, and that is why the community visioning process has gone forward. However, it is clear that while the vision will contain the ideas required for the community's success, there will be no progress unless the people who make Yachats a community can agree about how they can work together.

A first step in that process is to determine if success is actually what the community wants. While supposedly we all want to succeed, the reality is that success is normally the penultimate goal, while happiness is the real outcome desired. If success can be defined as "getting what you want," and there are a lot of "you's" to be satisfied, the likelihood of success is small because only one, or at most a few, will ever achieve it. If, as some say, happiness can be defined as "wanting what you get," then perhaps there is hope. If our expectation is that it is our attitude that can make the difference, then maybe we can find agreement about how we treat each other, how we will reach agreement, and how we will enjoy our community. That agreement may ultimately be more important than the specific actions we want to achieve.

It is clear that if Yachats is to move forward it needs the involvement that comes from the commitment of its people to one another. Commitment requires trust. Trust occurs when there is respect and predictability. Respect is based upon courtesy, caring and good (clear, honest and mutual) communication. Predictability happens when there is involvement and commitment.

So where do we intervene in this cycle to the community's best advantage? The solution is to create an environment for discussion and decision-making that provides the basic ingredients of courtesy, caring, good communication, effective involvement opportunities and a commitment to working together. The environment can be created by the city and other governmental agencies, but it is all the people that will have to make it work.

THE CREATION OF THIS COMMUNITY COVENANT REQUIRES AGREEMENT BY A MAJORITY OF THE COMMUNITY THAT THEY WILL ABIDE BY THE PROVISIONS OF THE MUTUAL PROMISES MADE IN THIS CONTRACT.

INVOLVEMENT AND COMMITMENT

IT IS THE PEOPLE that make Yachats, and all other small communities work. The thousands of hours of free time committed each year to serving on boards, committees, service clubs and other local activities (whether on projects, ad hoc committees or as part of on-going groups) is what makes the community work. **Equal opportunity** in recruitment, **courtesy** to those who are serving (whether you individually agree with them or not), and **recognition** that each persons involvement makes the decision process better all help. Also, an understanding that productive involvement has a condition- it requires the participation be done in a respectful and responsible manner. **Responsible involvement** also requires that persons who join a committee or group must recognize that it is part of their duty to conduct themselves openly and honestly with an attitude that their job is best done when everyone has access to the facts and reasoning that is being used to make the decisions. Non-committee members should accept the decisions made openly and in a caring manner, moving on once a decision has been reached, to deal with other issues and problems that need to be resolved; not dwelling on the past, personalities or personal differences.

It is important to **celebrate the contributions** of the many volunteers, appointed and elected, that make the community work. That recognition should be in terms that reflect the individual's character and perspective. Some will want a public celebration with speeches and a party, while others will be satisfied with a handshake and a certificate in a quiet meeting of their peers. Some will deserve (particularly those that serve on unpopular boards or in controversial posts) special privileges or awards (e.g., pictures on walls, facilities named after them, ride on a fire truck for themselves or a relative or friend, etc.). Each token of appreciation should be fitted to the character of the recipient.

In Yachats part of the decision about involvement must also concern the **definition of community**. Is community limited to those people that live within the geographical boundary created by the city limits. Or is community the people who may or may not live in the city limits, but contribute to the economic, social and spiritual activities that take place in the area? In this instance the broader perspective seems most appropriate. It is those **linkages** to one another that are the real boundaries of the community, not the geographical definition. Mechanisms to obtain funds for services provided to those who live outside the incorporated boundary can be found (e.g., special districts, fees, fund-raising events, etc.). Participatory methods can also be found, such as County Citizen Participation Organizations, Area of Influence designations for participation, modifications to city committees to add a certain number of non-city-resident members, etc. The important issue is the recognition that everyone has a useful role to play in the life of Yachats. Further, recognition of an individual's contribution to the community not only helps the individual but also everyone else in the "Yachats Community."

It is also important to remember a number of the federal, state and local agencies function within the Yachats Community. The involvement of staff from these agencies can be an important source of information, support and funding. Agencies, such as the U.S. Forest Service, can and do (as this project demonstrates) bring together important resources, create effective decision making environments and foster true community participation. Also, State Legislators, County Commissioners and others who are effective sources of resources needed by the community should also be regularly informed and involved with local activities and meetings.

GOOD COMMUNICATION

Good communication contains several elements. First, communication must be clear. **Clarity in communication** requires that people make an effort to express themselves in a manner that reflects thoughtful consideration of the issues, impacts and implications. This would be made easier if the community sponsored **annual or semi-annual town hall meeting(s)** designed and facilitated to identify and discuss local topics of interest. This discussion would be in terms of **listing and fact-finding**, rather than final decisions, which would come after more formal review and completion of both involvement activities and legal processes. But a process to define concerns and identify important aspects of the debate would help to provide a more informed and less emotional consideration of the issues. The result leading to a more positive community-wide discussion. This annual meeting would be a good time to review the progress of the Vision and the Action Plan. While the Vision is unlikely to change very much, it is quite likely the Action Plan would be regularly adjusted and improvements made as appropriate.

Often it will be the board or commission members that will have to help those participating from the audience for the first time, since they are not likely to know the procedures and options, in addition to being nervous about making a public presentation. **Efforts to make people feel at ease** and that their comments are appreciated will do much to assure the communication is less clouded by unnecessary emotions. **Common courtesy** is all too often uncommon, but does much to make public discourse possible and productive. **Efforts to assure everyone feels treated the same** will help maintain the credibility of the process. To keep people involved, new and creative ways to reach out to them will continually have to be found. Different people will be attracted by different methods; some will like electronic bulletin boards, others will want a newsletter, some may require the personal effort of a telephone call by a community phone tree, and some may respond only to personal visits to obtain their comments or suggestions. Each community issue will need to have a **specific involvement strategy** determined when the project is proposed to assure that effective involvement and useful communication is part of the process.

For issues where there is substantive disagreement clarity may require the meetings be facilitated by persons with special training. **Meeting facilitation skills** can be taught, and it would be useful to create a cadre of trained facilitators who would be on-call for meetings within the Yachats District, in addition to having outside facilitators for times when a non-community member is required. **Mediation** abilities may also be needed (Oregon provides such resources through the Department of Land Conservation and Development and Oregon Dispute Resolution Commission).

It is possible that the annual town hall meeting could also be the right time for an **annual Leadership Training Program** for interested citizens. Those persons could learn about meeting facilitation, effective public decision-making, local governmental finance law, leadership skills and practical project management.

A **regular monthly work party, round table discussion or potluck** might be useful means to foster communication, improve understanding and generally foster better dialogue between local residents. Choosing a variety of methods, rather than repeating the same activity each time is more likely to maintain a better level of interest over the long term than conducting what would become a repetitive process.

A system of "straw polls" conducted by objective community volunteers is another method to check on community perceptions and priorities. This tool should not be seen as voting on an issue, but is simply a method to sample local ideas and/or the popularity of various options.

For communication to be truly effective it must be honest. In this instance **honest communication** means that opinions are courteously, but candidly, expressed. Decisions are made in public, although some discussion of options and facts may occasionally be necessary between members (not a quorum) without the emotional intensity of public debate. When a determination is made the facts and reasoning are listed with the decision so that people can understand why decisions were made the way they were. People may not agree but at least they know the reasoning.

All people in the process must be treated with respect and the decisions adhered to without constant after-the-fact revisiting of the initial determination, unless new facts are available. Second-guessing and reliving the debate on past issues may feel good, but it does little to promote progress and healthy discussion of current concerns. It is the issues, not the personalities, that are important and in need of resolution. This concern will be most effectively addressed with a commitment to consensus decision making that focuses on agreement, with involvement by all interested parties.

Good communication also requires that the commitment be to a process where communication is a mutual activity conducted in a caring manner. In villages the people who are today's decision makers are tomorrow's testifiers, and vice versa. There is no nameless, faceless, bottomless well of community participants. Everyone knows those involved and there is a need to remember that **the relationship must be an on-going one**, not just dictated by the concerns of the present issue. That means people will need to be brought into the process because they have a history of being interested in a particular topic or area, as well as those who have legal rights to notice and are notified for that reason. Further, once involved they will need to be listened-to in an active manner that demonstrates they are being heard. That is not to say their views will prevail, only that they will be involved. It also requires the citizens to be responsible. They must provide courteous, issues-oriented, factually-based testimony, with an attitude of working together to find mutually acceptable results. We all must recognize that there are times when the individual must step aside to allow the community's needs to be pre-eminent.

ROLE OF THE VISION

The Community Vision will play a key role in the **creation of a more effective and efficient community**. Much of that benefit will result from the identification of specific images and goals to be achieved by the community members in the future. Those images provide a powerful focus for public action and the means to sort local priorities from the many options that are proposed in every community each year. This **predictability** is a key element in establishing an increased comfort level within the community about growth, change and the resulting impacts on individuals lives. People like to know what the future holds, recognizing that no one and no process will ever make the future completely predictable. Giving the people of Yachats a clear image of what is envisioned will make the desired result much more likely and increase the community's comfort with discussion about that future.

Some improvement will also result from the increased political and social consensus that will exist in the Yachats Community for a period following the completion of the **Action Plan**. However, that

agreement will not stay in place for long unless there is an on-going commitment to the maintenance and revitalization of the Yachats Vision on a regular basis. There must also be a means for reporting and celebrating the successes fostered by the vision and plan so that people will see their efforts are producing results. To assure that the progress continues will require a dialogue that continues to keep the document a living and useful tool.

CONCLUSION

There are no simple answers in community issues. Groups of humans always contain great opportunity and great potential for problems. It is the people that can agree to work together with trust and a caring attitude that makes the difference. That commitment will occur if:

- people have a vision for their common future
- they know they will be treated with respect and courtesy
- there is an on-going commitment to “good” communication.

The following summary of the basic principles contained within this covenant provide a simple and concise list of the important elements within this document, and is an effective means by which to communicate those elements to others.

Yachats Community Covenant

PRINCIPLES FOR FOSTERING COMMUNITY

IT IS THE PEOPLE: the first and foremost principle that guides the activities of the Yachats Community is that a community is created by and for all the people.

COMMUNITY IS CREATED BY THE COMMITMENT OF ITS PEOPLE TO THE VALUES AND NEEDS OF THAT COMMUNITY. The creation of this community covenant requires agreement by the majority of the community that they will abide by the provisions of the mutual promises made by this contract.

THE YACHATS COMMUNITY IS DEFINED AS THAT AREA WHERE PEOPLE REGULARLY CONTRIBUTE TO THE ECONOMIC, SOCIAL AND SPIRITUAL ACTIVITIES OF THE AREA. Generally this is the area from Big Creek at the north to 10 Mile Creek on the south, and as far inland from the Pacific Ocean and the coastal plains as full-time residents regularly live in the local creek and river valleys.

The community shall honor the following **PRINCIPLES:**

- **COMMUNITY COMMITMENT** requires **TRUST**, which occurs when there is **RESPECT AND PREDICTABILITY**, that is based upon **COURTESY, CARING AND GOOD COMMUNICATION;**
- **EQUAL OPPORTUNITY** for all community members to be involved;
- **RESPONSIBLE INVOLVEMENT** and **COURTESY** is treating others as you would like to be treated;
- **SUSTAINING A CONNECTION TO THE BROADER COMMUNITY** includes involvement with federal, state and local agencies as needed for the conduct of each activity;
- **GOOD COMMUNICATION** requires a thoughtful consideration of issues, impacts and implications and **REGULAR COMMUNITY DISCUSSION FORUMS;**
- **MEDIATION SKILLS** are available and used when needed;
- **HONEST COMMUNICATION** requires courteous and candid opinions be expressed in a caring manner and decisions are always accompanied by the facts and conclusions upon which they are based;
- **A REGULAR SYSTEM OF POLLING COMMUNITY ATTITUDES** exists to help elected and appointed decision makers understand public views;
- **COMMUNITY GOALS AND A COMMITMENT TO PLANNING AHEAD** help to effectively guide growth and change, while helping to assure efficient use of local resources;
- **THE COMMUNITY VISION AND ACTION PLAN** is updated annually and the results distributed to all members of the Yachats community;
- **RECOGNITION** is given to all those who participate local activities; and
- **CELEBRATING COMMUNITY ACTIVITIES AND THOSE WHO PARTICIPATE** is a regular community activity and is done in a way that reflects each persons need for recognition.

YACHATS STRATEGIC PLAN

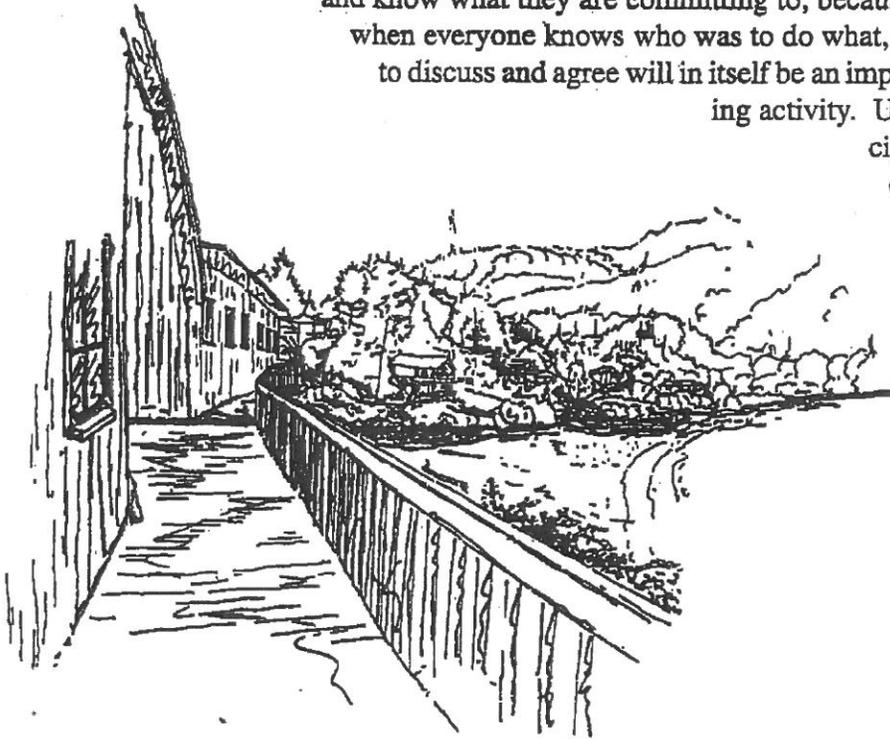
Just as important as the preparation of a clear vision of what the community should be by the Year 2020 is an effective and reasonable program of activities to achieve the desired future. It should not be assumed that this list of activities will be all-inclusive or unchanging. Undoubtedly there will be activities by individuals and organizations that are not within this plan. Certainly, time and changing circumstances will necessitate changes to the actions, timetable, priorities and costs. The need to make these adjustments should be anticipated and a process created to involve the community with that annual adjustment. In this way the plan will be kept current and people will have an opportunity to be involved and make the commitments required to get the work completed.

People are the real key to effective action plans, particularly in a small town. Their commitment to volunteer time, money and other resources will spell the difference between success and failure. One of the weaknesses of small town living is that resources are often scarce and attitudes or personalities often lie in the way of effective communication. However, one of the great benefits of small towns is that communication on a one-to-one level is still possible, and when it happens great things can take place.

This section has two primary elements. The first is a listing of the many action items suggested by the community over the course of four focus group meetings and two community workshops. The list is impressive, lengthy and incomplete. Incomplete because there needs to be a final identification of who will be responsible to do the work and when is the activity to be complete. That portion of the listing must be the result of extensive discussion and commitments within the community. It is the mutual review and final commitment to complete the work that is so important. That effort will take time, and it should. Commitments are very important, particularly in small communities where there are few if

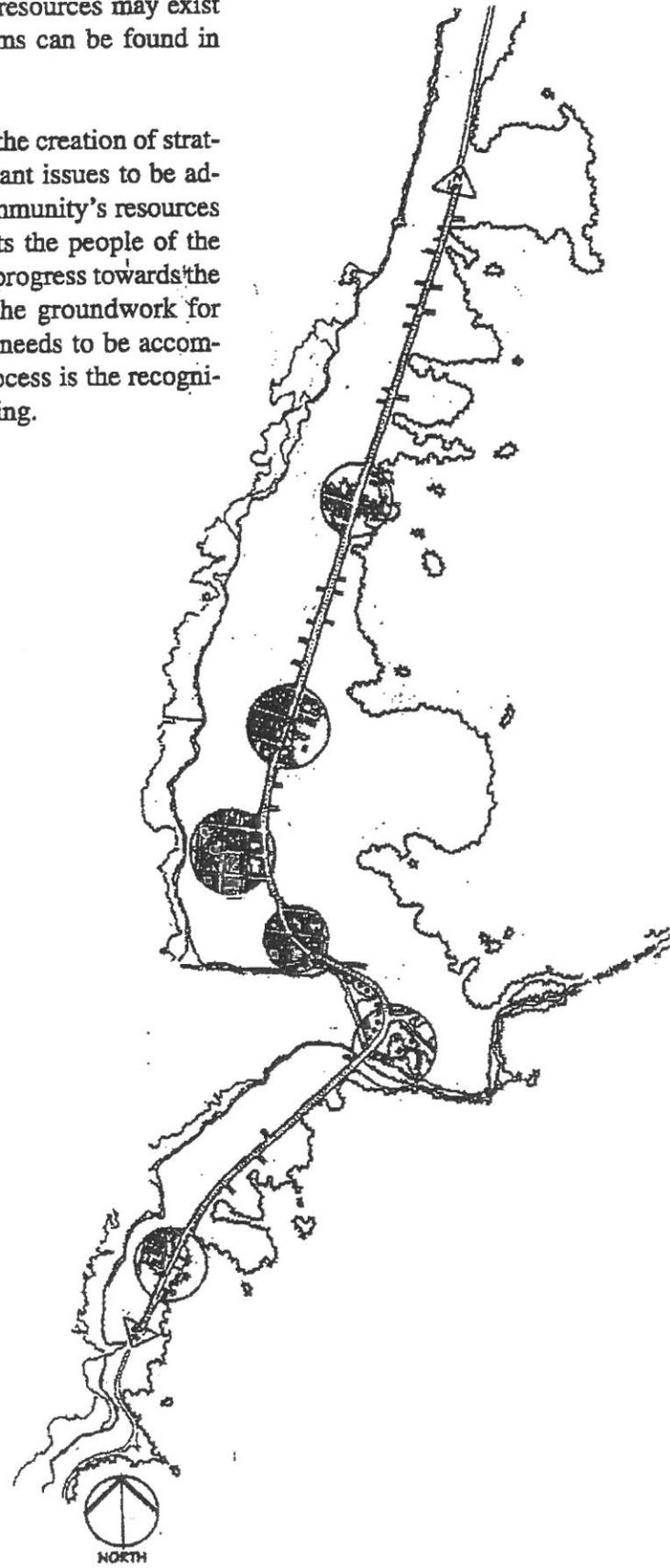
any alternatives for making things happen. People need to share the work and know what they are committing to, because accountability is easy when everyone knows who was to do what, when. Taking that time to discuss and agree will in itself be an important community building activity.

Using the Covenant Principles and developing the community tools, such as a facilitators group to help the process work, and identifying appropriate outside consulting assistance, are methods for reaching the desired future the people of the Yachats Area want and have identified in the Vision and Action Items.



Some suggestions for where resources may exist to address various action items can be found in Appendix A.

The second major element is the creation of strategies for the six most important issues to be addressed. By focusing the community's resources on these five critical elements the people of the Yachats Area can make great progress towards the future they desire, and lay the groundwork for much of the other work that needs to be accomplished. Important to this process is the recognition that this is only a beginning.



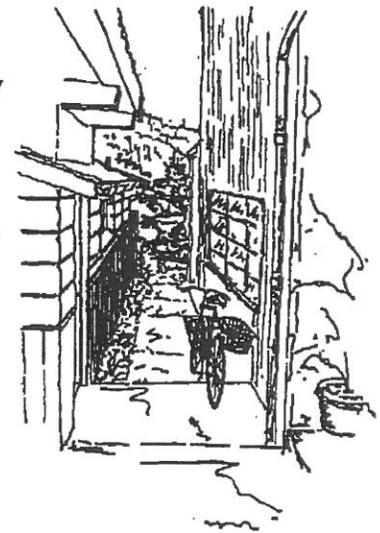
ACTION ITEMS

I. FOSTERING COMMUNITY

An "*" indicates an item where the action can be completed quickly and thereby create an early success for the community.

Action

- *1.1 Create on-going community participation process
- 1.2 Establish neighborhoods & appoint neighborhood representatives
- 1.3 Create electronic (phone tree) or other community communication system (newsletter)
- 1.4 Create year-round schedule of community events
- 1.5 Establish monthly community potlucks, round tables, projects or other activities to foster dialogue
- 1.6 Create Residents Involvement Committee (RIC) to foster participation throughout entire Yachats Area
- 1.7 Use the RIC to coordinate neighborhood rep.s, volunteer recognition and to foster communication
- 1.8 Seek ways to encourage a diversity in elected positions
- 1.9 Set ground rules for public participation and public decision making
- *1.10 Hire a director for The Commons
- 1.11 Create an easily accessible mediation process to resolve neighborhood issues
- 1.12 Use the state mediation programs to resolve community scale issues
- 1.14 Develop a Community Skills Bank to better use the many skilled people who live locally
- 1.15 Place The Commons and Library "on-line"
- *1.16 Communicate the Yachats Sense of Place by distributing the Vision and Community Covenant to residents as well as visitors
- 1.17 Maintain an on-going dialogue about the vision and plan (town hall forums)
- 1.18 Create a system to obtain financial support for city services used by non-city residents
- 1.19 Foster a Youth Council to provide effective youth involvement and activities
- 1.20 Create a Rider Board to help people share rides
- 1.21 Complete Community Strategic Plan (promote Yachats for "the things we love")



2. GUIDING GROWTH

becoming more comfortable with tourism by keeping it to activities that reflect Yachats character and values

Action

- | | | | |
|------|---|-------|--|
| *2.1 | Identify the "Sacred Places" | 2.12 | Add pedestrian/bike trails along the Yachats River, at Cape Perpetua, on ridge and throughout the area, and tie into the 804 Trail |
| 2.2 | Foster Yachats as a world-class healing, environmental & arts community/center (newsletter, hot tub rentals, pool, innovation) | 2.13 | Use the presence of people to keep crime levels down |
| 2.3 | Create a village feeling and scale (human scale/foster spiritual growth as well as physical and economic) | 2.14 | Create an annual forum on development |
| 2.4 | Encourage the public display of art | *2.15 | Use The Commons as a center for environmental education & other activities |
| 2.5 | Provide for diverse, mixed use development (single & multi-family residences as well as commercial) | 2.16 | Use rights-of-way near The Commons for appropriate development |
| 2.6 | Keep development and transportation at a human scale (e.g., small businesses, and family businesses (including cottage industry) rather than malls & trails instead of roads) | 2.17 | Develop a commercial center using private and public land near The Commons |
| 2.7 | Seek flexibility for land use decisions, such as using pro-active design review, commercial building criteria and other performance standards | 2.18 | Create attractive public parking |
| 2.8 | Involve private owners in setting standards | | |
| 2.9 | Trade-off increased density in Yachats to retain open area elsewhere | | |
| 2.10 | Use City rights-of-way to promote desirable development | | |
| 2.11 | Recognize tourism as part of Yachats and allow for appropriate scale tourism along the Yachats River Area (e.g., North Fork covered bridge), as well as | | |

3. STEWARDING THE LANDSCAPE

Action

- *3.1 Know the "essence of the landscape." Create a comprehensive inventory of the entire ecology (GIS if possible). Include wetlands information
- 3.2 Develop a history of, and mark, the old cemeteries
- 3.3 Compile information about local and Oregon Coast trails. Distribute maps at local restaurants and B&B's
- 3.4 Create a planning district from Big Creek to 10 Mile Creek so that common problems can be addressed (see Action Item 1.6)
- 3.5 Form a joint committee with local, state and federal representatives to coordinate action about natural resource concerns
- 3.6 Have more Earth Day celebrations
- 3.7 Identify and preserve ecological sites and greenbelt gateways
- 3.8 Preserve the City watershed, including no pesticide spraying
- 3.9 Create a program to provide information to private property owners on how to protect and restore creeks
- 3.10 Encourage "valuing the land" in all local plans and programs
- *3.11 Create a directory of State and Federal officials for programs effecting the area
- 3.12 Create an integrated tree protection system that recognizes the life cycle and purpose of trees. Include a tree permitting system within the city and sustainable tree cutting elsewhere
- 3.13 Identify, protect and designate viewsapes; in all directions, not just towards the sea
- 3.14 Establish a representation pool to provide input to Oregon Dept. of Transportation, including input about turnouts and signs
- *3.15 Work with the Port of Alsea to improve the Yachats River boat ramp, without increasing power boat or fishing use
- 3.16 Create interpretive signs for history, cemeteries, parks etc.
- 3.17 Work with ODF&W to improve no angling signing
- 3.18 Regulate the dumping of yard clippings, and provide a site
- 3.19 Improve trail signage

4. URBAN SERVICES

Action

- 4.1 Water is a key resource: conduct EIS evaluation before diverting water from the Yachats River. Include an alternatives analysis
- 4.2 Develop a surface water storage system, including possible storm water cisterns, pumped storage, consolidated water storage, lawn alternatives, urban gardening, and composting toilets. It may be appropriate to consider these factors in the river EIS.
- 4.3 Create a committee to study how best to provide public restrooms. Consider alternatives such as private providers with public assistance. This should be part of the community mixed use development strategy
- 4.4 Obtain City ownership of County land around the City watershed.
- 4.5 Transportation is important to the community residents for social, economic and identity reasons. Mass transit to the Valley and other cities must be improved
- 4.6 Mini-transit services (electric carts, pedicabs, etc.) are needed in town
- 4.7 Improve the trail system, using the 804 Trail as the main stem. Focus on access between Ocean View Dr., and the 804, purchase of the 10+ acres between Aqua Vista and Marine Drive. Assure there is walking access between all parts of town and all parking areas, as well as to the Oregon Coast Trail
- 4.8 Use the logging trail on the south side of the Yachats River for hiking
- 4.9 Use open areas such as cemeteries for recreation when appropriate
- 4.10 Find creative funding sources for local projects, such as investor funded services
- 4.11 Use Retain fire services in town
- 4.12 Create a regular County service presence in Yachats
- 4.13 Consolidate services and programs where efficiency and effectiveness will be fostered (consider partnering with other governments as part of that process)
- 4.14 Where appropriate Yachats should use the services of other governments (such as public safety)
- 4.15 Use The Commons to foster understanding and to provide services
- 4.16 Create a respite or assisted care facility
- 4.17 Seek flexible approaches to providing services
- 4.18 Strategically locate trash containers around the city
- 4.19 Prepare an emergency preparedness plan
- 4.20 Purchase sites needed for significant community purposes as soon as possible, before they are lost or more expensive
- 4.21 Vote for mass transit

PRIORITY STRATEGIES

#1 FOSTERING COMMUNITY

Creating an effective sense of community was seen as the most important activity for the people of Yachats. The current alienation, lack of effective involvement and history of non-cooperation, are all symptoms of the problems facing the people of the Yachats Area. The following strategies are designed to begin the community building process and will create the needed foundation for much of the other work that needs to be completed.

- 1A Create an on-going role for a Yachats Area Coordinating and Involvement Team Effort by January, 1997. Using as the initial membership the Task Force members, foster their commitment and energy to create this program. This entity should be legally created by ordinance and an intergovernmental agreement between the City and Lincoln County. Associated with the ordinance should be a funding commitment that will be determined based upon each year's work program.
- 1B Establish a Facilitators Cadre of local residents who will commit to facilitating local meetings of YACITE and other community activities. This will help assure more effective meetings and substantive progress. Ask for volunteers by January, 1997 and complete training by June, 1997. Have available an outside facilitator for use as needed by January, 1997.
- 1C Complete the Community Directory so everyone who is interested will know where they can access useful community resources. This will foster more action items being completed and more people brought into the process effectively. Using the people who are already working on this document a draft should be ready by January, 1997.
- 1D Assign YACITE to create a community mediation process by December, 1997. Include in that program an outside mediator who is on-call as needed (Letter of Agreement between City and mediator by June, 1997). In addition, a Neighborhood Mediation Program based upon those used in Multnomah County and the City of Gresham should be created by December, 1997.
- 1E Assign YACITE to conduct a Leadership Forum annually for City and County elected and appointed officials. The purpose of the training would be to familiarize local officials with adopted plans, visions and programs. At the same time it would teach decision-making, public hearing process and consensus building skills. Have the initial program in-place by January, 1998, and expand it to allow any interested citizen to attend by 1999.
- 1F Adopt formal meeting process ground rules by the City and YACITE by June, 1997.
- 1G To foster a greater sense of community encourage the public display of local art by providing locations for such art at The Commons and other public places. Approval by June, 1997. To guide the selection of the art and to create an on-going public art program the Yachats City Council will create a self-supporting Arts Council by June, 1997.
- 1H Integrate the activities of the City Citizen Involvement Committee with YACITE by appointing CIC members as YACITE members prior to the beginning of Periodic Review in 1997.

- 1I Assign YACITE to produce a report on how well the Yachats Area is achieving its vision on an annual basis; A State of Yachats Review. Use this as an opportunity to focus local energy and resources on important concerns and to keep the strategic plan active and up-to-date. First report should be June, 1998.
- 1J Have YACITE consider the value of creating a Friends of Yachats group and provide their recommendation to the City, County and community-at-large by June, 1997.
- 1K City create a Yachats Phone Tree as a rumor control method and public information tool by June, 1997. Ask YACITE to obtain volunteers.

Measure Of Success: • Tasks completed on time.
 • Community survey indicates increased local satisfaction with local government.

#2 URBAN SERVICES WATER

- 2A Water is the most critical natural resource and political issue facing the community. There is considerable concern about how well the community can meet its future water needs and even greater concern on how those needs should be met. Ultimately it must be recognized that the City has a legal responsibility to meet the urban service needs of its residents and businesses. How best to meet those needs can provide an opportunity for creativity and the fostering of Yachats unique character. A Blue Ribbon Committee to review options should be created by the City Council by December, 1996. This balanced group should seek to review and report on all options available. The City should proceed with its water service facilities as it determines appropriate in the interim, with a minimum of actions that would preclude options being considered by the Blue Ribbon Committee, who must finish their work by December, 1997.
- 2B The City should work with the U.S. Forest Service, Lincoln County and private property owners to assure that pesticides and other pollutants do not enter the city's watershed. Building on the initial program have the needed IGA's (intergovernmental agreements) approved by June, 1997 and a program such as River Rangers (as created by the Unified Sewerage Agency in Washington County) established by June, 1998.
- 2C YACITE study the creation of an on-going water quality commission created by IGA with the City, county and USFS. Recommendation to the City, County and USFS by December, 1998.

Measures of Success: • Tasks completed on time.
 • Adequate water available as needed for domestic purposes.
 Survey indicates overall satisfaction will solutions found.

#3 URBAN SERVICES - BIKE/PEDESTRIAN PATHS

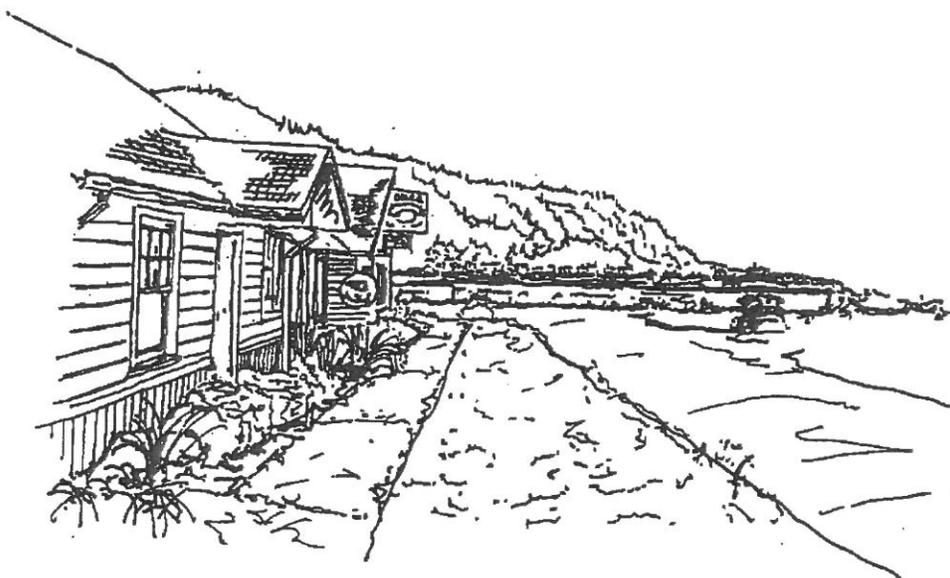
- 3A To meet the current needs of residents and visitors, as well as the anticipated needs created by the on-going growth in the area, establish an effective network of pathways for bicycles and pedestrians. The City will be responsible for adopting a Bike/Pedestrian Plan by June, 1997. Land purchases will be budgeted in the City Capital Improvement Program for each year until the complete system is available. A goal of 25% of the needed land will be set and all land in public ownership by the Year 2000.
- 3B Purchase of connections of the Bike/Ped. System to the public parking in the Yachats central area will be complete by June, 1999. Construction by December, 2000.

Measure of Success: • All tasks completed on time.

#4 STEWARDING THE LANDSCAPE - INVENTORY THE LAND

- 3A To provide needed information and develop credible data for better decision making, delegate to YACITE the responsibility to create an inventory of landscape resources (e.g., water, trees, soils). City will assist with information and grant-writing for funds for studies and computer needs. YACITE will recruit local volunteers by February, 1997. City will provide staff resources as-needed and approved by City Council. The information gathered will be made part of a Geographic Information System to be administered by Lincoln County no later than June, 1999. In exchange for the information Lincoln County will make maps and information available to the City on an as-needed basis.

Measures of Success: • Tasks completed on time.
• Materials available and used.



#5 STEWARDING THE LANDSCAPE - INTEGRATED TREE PROTECTION

- 5A The protection of trees is important to the preservation of Yachats' character and is of primary concern to those interested in maintaining a Yachats sense of place. Inside the City a Tree Ordinance should be adopted protecting significant trees from cutting except for safety reasons. All development on new lots will be expected to demonstrate why any tree not in the building envelope area should be cut. This ordinance should be in-place by December, 1997. To assist in administration a Tree Committee composed of persons knowledgeable about trees (e.g., landscape architects, arborists, silvaculterists, nurserypersons) should be created. One of the initial tasks of the committee would be a guidebook on tree planting and preservation.
- 5B Outside the City the Tree Committee will work with Lincoln County to identify important treed vistas to be protected under the state's Land Use Goals. It should not be expected that this will stop all tree cutting, but cuts will be modified. Program adopted by January, 1999.

#6 GROWTH MANAGEMENT - COMPREHENSIVE PLAN HAZARDS UPDATE

- 6A The City will adopt existing information on flooding and Tsunamis as part of Periodic Review. New public construction will only be allowed above the 50' level. Existing public development below that level will continue, but if modified must be protected from water effects to the extent reasonable. Ordinance in place by December, 1999.
- 6B A study of wind hazards will be initiated by the City as part of Periodic Review and appropriate protection standards in place by December, 1999.

This is a beginning, but it is a feasible and important place to start. A beginning that will have important consequences for the people of the Yachats Area. It will set the stage for the many other important tasks the community needs to accomplish. It is only a partial list of what can be done, what will be done and what must be done.

**722 S.W. SECOND AVENUE, SUITE 400
PORTLAND, OREGON 97204**

From GY/2020 Meeting 10/8/97

STRATEGIC ACTION items addressed as of this time. Sources of actions are not indicated--whether by City, State, citizen groups, or the GY/2020 Group itself, as I think the strategic planning did add incentive towards these achievements.

FOSTERING COMMUNITY

- 1.1 Create ongoing community participation process.
- 1.4 Create year-round schedule of events.
- 1.10 Hire a director for The Commons.
- 1.19 Foster a Youth Council to provide effective youth involvement and activities.

GUIDING GROWTH

- 2.2 Foster Yachats as a world-class healing, environmental, and arts community/center...
- 2.5 Provide for diverse, mixed-use development... (The Planning Commission has promoted a mixed use for business and residential building.)
- 2.7 Seek flexibility for land use decisions, such as using proactive design review, commercial building criteria, and other performance standards.
- 2.13 Use the presence of people to keep crime levels down.
- 2.15 Use The Commons as a center for environmental education & other activities.

STEWARDED THE LANDSCAPE

- 3.3 Compile information about local and Oregon Coast trails...
- 3.5 Form a joint committee with local, state, and federal representatives to coordinate action about natural resource concerns.
- 3.8 Have more Earth Day celebrations.
- 3.14 Establish a representative pool to provide input to Oregon Dept. of Transportation, including inputs about turnouts and signs.
- 3.15 Work with the Port of Alsea to improve the Yachats River boat ramp without increasing power boat or fishing use.
- 3.20 City-wide recycling.

URBAN SERVICES

4.1 Water is a key resource: conduct EIS evaluation before diverting water from the Yachats River. Include an alternative analysis.

4.7 Improve the trail system... Assure there is walking access between all parts of town and all parking areas, as well as the Oregon Coast trail.

4.11 Use/retain fire services in town.

4.14 Where appropriate Yachats should use the services of other governments (such as public safety).

4.15 Use The Commons to foster understanding and to provide services.

4.21 Vote for mass transit.

.....

The following items are in the process of being addressed, but not nearing completion.

FOSTERING COMMUNITY

1.15 Place the Commons and Library "on-line."

1.17 Maintain an ongoing dialogue about the vision and plan (Town Hall forums).

GUIDING GROWTH

2.3 Create a village feeling and scale (human scale/foster spiritual growth as well as physical and economic).

2.4 Encourage the public display of art.

2.8 Involve private owners in setting standards.

2.10 Use City rights-of-way to promote desirable development.

2.12 Add pedestrian/bike trails...at Cape Perpetua, on ridge, and throughout the area, and tie into the 804 Trail.

2.18 Create attractive public parking.

STEWARDING THE LANDSCAPE

3.17 Work with ODF&W to improve NO ANGLING signing.

URBAN SERVICES

4.6 Mini-transit services (electric carts, pedicabs, etc.) are needed in town.

4.13 Consolidate services and programs where efficiency and effectiveness will be fostered (consider partnering with other governments as part of that process).

4.16 Create a respite or assisted care facility

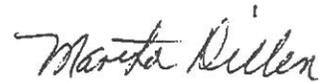
4.17 Seek flexible approaches to providing services.

4.18 Strategically locate trash containers around the city.

4.19 Prepare an emergency preparedness plan.

4.20 Purchase sites needed for significant community purposes as soon as possible, before they are lost or more expensive.

Note; This is my interpretation as heard at the GY/2020 meeting last night. I couldn't take accurate notes fast enough. I welcome any changes or amendments.



Martha Dillen
Oct. 9, 1997