



Bay Area Hospital Opportunity Site Feasibility Study

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Prepared for:
Bay Area Hospital
The City of Coos Bay
Oregon Transportation and
Growth Management Program

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Executive Summary

The Bay Area Hospital (BAH) in Coos Bay recently completed a campus master-planning process and identified a 16-acre parcel it owns south of the hospital as surplus land. BAH worked with the Department of Land Conservation and Development (DLCD) and City of Coos Bay to secure a Transportation and Growth Management (TGM) grant to study the feasibility of developing the surplus parcel. The study explores how the site could help meet the community's need for housing while also incorporating TGM smart-development principles, such as promoting the efficient use of land resources, the full utilization of urban services, a mix of land uses and transportation options, and human-scale design. This report describes the results of that study, covering the site's existing conditions, community input collected, design development concepts considered, and approaches for maximizing financial feasibility.

Key Findings

The “Through Hike” – A Development Concept for the Site Created to Reflect Community Input and Maximize Feasibility

The Through Hike site concept calls for a walkable neighborhood in the woods and a design that supports a unique way of life for residents. In the concept, homes of various styles and types follow the site’s rising slope and link directly into a network of trails and green spaces. Residents step outside and see stands of established pines. They walk their dogs—or perhaps walk to the hospital for a day of seeing patients—passing ravines hung with ferns and flowing with the previous night’s rain. They drop

in at the small retail hub and see a mix of their neighbors, hospital staff and visitors, and other members of the Coos Bay community. They enjoy convenient access to Woodland Drive and the rest of the Bay Area via a new bridge that allows them to move east-to-west through the site rather than having only one way in and out. Residents enjoy the best of both worlds: a natural respite from urban surroundings, but also connections to the broader community and to the hospital, the region’s largest employer.



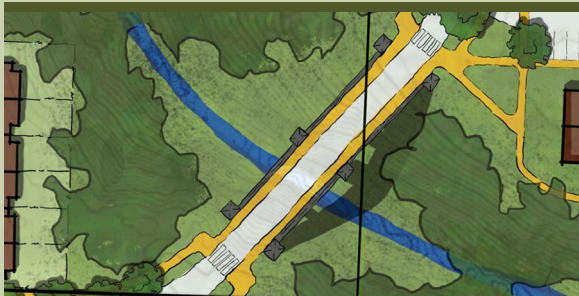
BAY AREA HOSPITAL THROUGH HIKE SITE DESIGN



The Through Hike concept is a strong, useful fit for the site for a few reasons:



It creates a unique value proposition for residents: a chance to live at a trailhead. In order to be feasible to develop, the site likely needs to transform its characteristics that are traditionally obstacles to development (e.g. slopes, ravines, woods) into assets that make the real estate valuable. Through Hike does this by offering direct access into natural areas and forging a neighborhood identity around them, while also taking seriously the interest some community members have in preservation and leaving about half the site as recreation and green space.



It leverages a streamlined approach to infrastructure that adds to neighborhood identity. The site presents two major engineering challenges: it currently abuts a single road but needs two access points, and its slope means a lift station or ravine crossing is needed to connect into the City's sanitary sewer system. The Through Hike concept cost-effectively solves those two engineering challenges with a single piece of infrastructure—a bridge along the site's southwestern edge—which can also serve as a visual symbol of the neighborhood's unique identity.



A mix of housing types and retail. The site's Medical Park zoning designation allows up to three stories of housing with no density restriction if a mix of uses is present on site. Through Hike leverages that code provision by providing a small retail hub. This strengthens financial feasibility by maximizing the allowed housing while reflecting community input in favor of a small commercial element like a coffee shop. Affordable apartments are included in Through Hike's housing mix in response to community input in favor of a variety of housing types and pricepoints. For those apartments to be financially viable, they would need to unlock access to additional financial support (e.g. housing and infrastructure funds) that more-than-offset the profit foregone by not building market-rate housing.

Even with Through Hike’s solutions, the obstacles explored below hinder near-term feasibility

Residential development is not likely to be feasible in the near term, though market conditions will evolve and future opportunities may arise. At that point, this study’s technical findings and the Through Hike concept may be useful for interested parties and development partners.



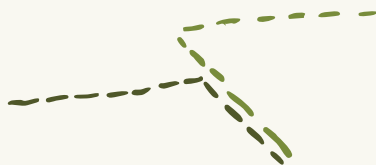
Slope and ravines. These reduce the developable area and necessitate costly grading and infrastructure (i.e. a bridge or lift station) to connect the site to the City’s sanitary sewer system. It’s a literal uphill battle.



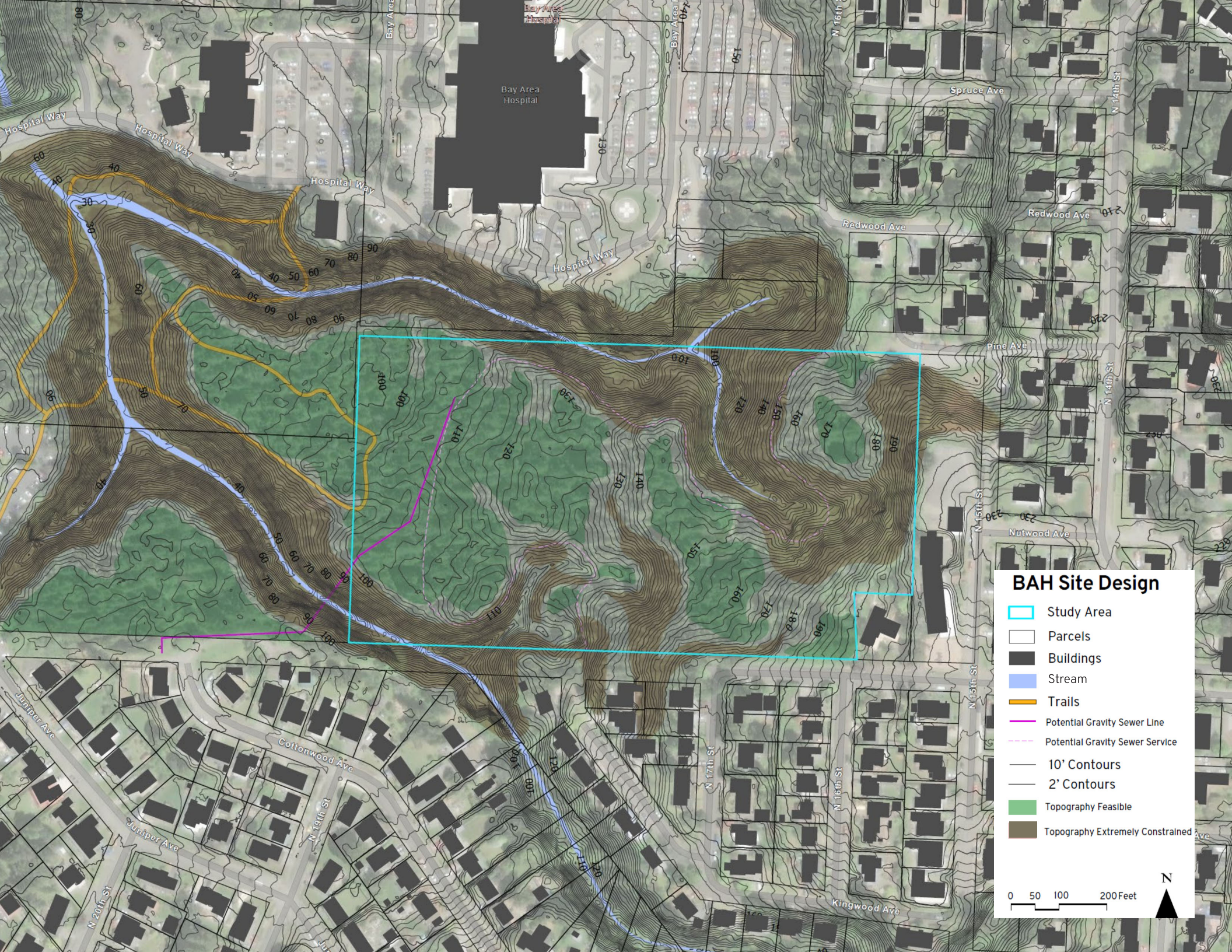
Competition. Two major developments are underway to provide homes that would compete with the Through Hike concept for market absorption in the near-term: Timber Cove, a 400-unit for-sale project in Coos Bay, and North Bend Family Housing, a 176-unit affordable housing development in North Bend. The surplus hospital site will also face competition from other vacant land parcels that are similar or simpler to develop.



Difficult market conditions. Since 2020, the cost of construction has risen substantially, largely due to increased interest rates and material costs. This, combined with the fact that the Bay Area has modest incomes and relatively modest housing prices, dampers the feasibility of building new market-rate housing. Nationally, housing starts have fallen since 2021. Coos Bay is experiencing those market conditions too.



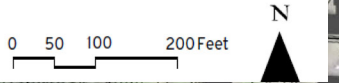
North Bend Medical Center (NBMC) ownership. The Through Hike concept creates a connection through the site to the surrounding neighborhood via a bridge to the southwest toward Woodland Drive. This bridge requires access to the parcel to the west of the site, which is owned by NBMC. NBMC is open to a sale of that portion of the parcel, but the exact price and the ability for the parties to agree on sale terms are uncertain and pose key risks to the concept.



Bay Area Hospital

BAH Site Design

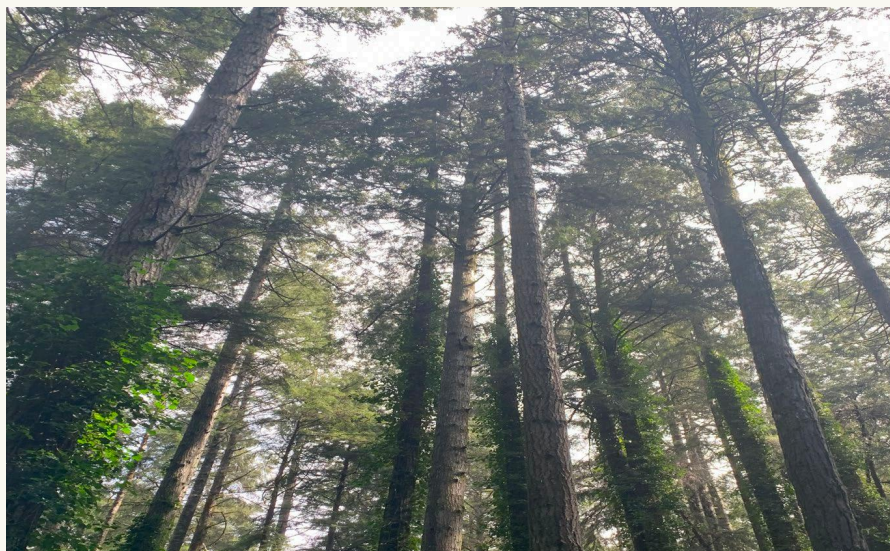
- Study Area
- Parcels
- Buildings
- Stream
- Trails
- Potential Gravity Sewer Line
- Potential Gravity Sewer Service
- 10' Contours
- 2' Contours
- Topography Feasible
- Topography Extremely Constrained



Key Recommendations

The BAH Health District is at a crossroads for its long-term strategic direction. Remember that the surplus property is a long-term asset that may one day have a role in that strategy, even if not right away.

Unfortunately, this study has not concluded that an immediate use of BAH's surplus land for residential development is financially feasible or would significantly improve BAH's financial situation. However, as the BAH redefines its way of operating and perhaps even its role in the community, decision-makers should remember the availability of the surplus land and be creative in considering what part it might play in the district's or broader community's future.



Find a long-term champion to assess development opportunities and coordinate partners as the market improves.

A champion inside or connected with the BAH organization can continue the work of assessing development opportunities and coordinating with partners as market conditions change. The most important moment to have such a champion would be if the region's economic and growth trajectory seems very likely to move in a strong new direction, such as if key funding and approvals are granted for the Pacific Coast Intermodal Port project.

Conduct developer and contractor outreach and use this study’s findings to inform them regarding existing conditions, community desires, and design possibilities.

Developers and contractors are ultimately the team members that would implement a vision like the Through Hike concept. This study contains information useful to them on the site’s existing conditions and potential. The City, DLCD, and BAH should continue to have informal conversations with the development community to inform them of these findings and stay apprised to changing conditions that might unlock future development feasibility.



Monitor legislature for infrastructure funding. Infrastructure is often a last-remaining obstacle to achieving financial feasibility for a housing development, particularly on challenging sites like this one.

The City should seek to understand how to qualify for, apply for, and win such existing funds and any approved by the legislature in the future. The City and BAH should communicate the prospect of infrastructure funds—and the requirements that come with them—when conducting outreach to developers.

01

Introduction

Background

The Coos Bay region needs housing, and this study explores the development potential of a site owned by the region's largest employer

In 2020, the City of Coos Bay's Housing Needs Analysis determined that the City will likely need at least 604 housing units by 2040 to meet the community's needs. The need could be even larger depending on the economic development and growth of the region. However, large-scale housing development has not been common in the region in recent decades. The identification of the expected housing needs paired with the existence of several large, unique economic development initiatives—the potential development of the Pacific Coast Intermodal Port as well as renewable energy along the South Oregon coastline—have raised public officials' urgency in promoting and preparing for housing development.

Figure 1. Bay Area Hospital, via Bay Area Hospital Website



In 2023, the Bay Area Hospital (BAH)—the region’s largest employer—completed a Facilities Master Plan and determined that a 16-acre parcel it owns south of the hospital is not needed to accommodate future expansion plans. BAH subsequently began exploring possible uses for the site and connected with representatives from the City and the Oregon Department of Land Conservation and Development (DLCD). In 2024, DLCD was awarded a grant from the Transportation and Growth Management (TGM) Program to complete this study.

The TGM Program aims to integrate transportation and land use planning to encourage efficient land uses that support model choice and walkable design. The study aims to evaluate the development potential of BAH’s surplus parcel, particularly for residential use, and engage the community and civic partners regarding the site’s future. The study is intended to articulate a vision for the site’s development shared by BAH, the City, and the community, and gather information future development partners will need to implement that vision.

Figure 2. Opportunity Site in Coos Bay



Study Approach

The project team—comprised of representatives from the City, BAH, DLCD, Cascadia Partners, and APEX Companies LLC—undertook the following study approach.

Assess the site’s existing conditions

First, the team sought to understand the existing conditions on and around the site. The team:

- Interviewed local utility providers, hospital facilities staff, and City officials
- Reviewed available imagery and site-conditions data (e.g. topography, wetlands)
- Reviewed City zoning and development code
- Walked the site to corroborate the data and interviews
- Prepared high-level assessments of the core engineering challenges to developing the site

Start a community conversation about the site’s future

Next, the team conducted a series of engagement activities to surface new ideas and public opinion regarding the site’s future. The team:

- Convened a virtual meeting of key civic partners and partner governments, who represent various aspects of the region’s community and economy, introducing them to the site and identifying shared goals for the site’s future use
- Convened an in-person meeting of the key partners and

representatives of BAH and its Board of Directors to discuss ways to use the site in line with the shared goals established in the prior meeting. At the meeting, the project team shared two high-level approaches to developing the site based on the existing conditions assessment, gathering reactions and new ideas.

- Presented at the City’s public Planning Commission meeting and heard public comment
- Conducted an online public survey to solicit opinions about the site’s future use and preliminary site concepts created so far

Assess the feasibility of two development concepts

Finally, the team examined the feasibility of different approaches to developing the site, exploring several different aspects of feasibility. The team:

- Designed two development concepts, exploring uses, access and circulation, utilities, and parcelization.
- Tested the two concepts for financial and physical feasibility.
- Explored sources of public funding that might be available to financially assist with the site’s development.

The project team concluded the study by creating this report and delivering the findings to the BAH Board of Directors and the City Council.

The remainder of this report offers a detailed review of study findings in the order described above.

02

Existing Conditions

In This Chapter

The purpose of this chapter was to gather and analyze all the background information available about the site so that the project team could create realistic and informed concepts for the site's development. The chapter contains the following components:

1. Key findings regarding the site's existing conditions
2. Overview of the site
3. Analysis of the site's current zoning allowances
4. Engineering assessments

Key Findings

- The site has mature tree cover, with two drainage ravines at the north and southwest edges.
- The steep terrain and ravines will complicate development and the ability to provide access to all areas of the parcel.
- The site is in the Medical Park zone, which allows housing without a density restriction if the development is mixed-use.
- The sanitary sewer network is not well positioned to serve the majority of the site. To realize full development potential, a sewer lift station or a bridge to support gravity flow will be needed.
- Under state fire code, a secondary emergency access point will be needed to unlock the site's highest density and financial potential.

Site Overview

A promising, yet challenging parcel beside the region’s largest employer

The site is a 16-acre parcel owned by the Bay Area Hospital (BAH) Health District, located south of the hospital and roughly 1-mile northwest of downtown Coos Bay. The site has no existing development. It is bordered by Myrtle Ave to the south, parcels owned by North Bend Medical Center and the BAH to the west, Christ Lutheran Church and residential homes along Pine Ave to the east, and an intermittent stream and BAH to the north.

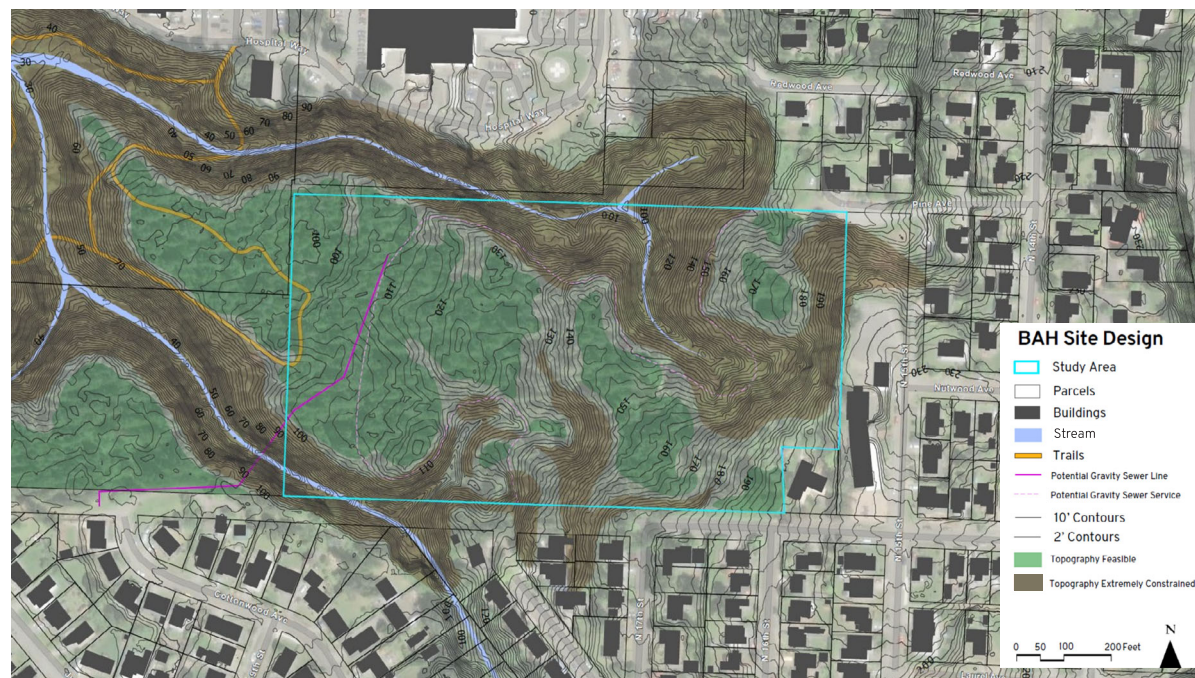
The site has several obvious impediments to development. It is fully forested and maintains an average 9% uphill grade from its western edge (low) to eastern edge (high). It has several significant ravines that channel intermittent streams to Pony Creek and ultimately the bay. Adjacent roads (Myrtle and Pine Avenue) are several blocks deep into existing neighborhoods, removed by a ¼ or ½ mile from larger collector or arterial roads including Broadway Avenue/Woodland Drive and Coos Bay Boulevard. Despite these impediments, the site’s development

potential is supported by its proximity to existing infrastructure, amenities, and the BAH, the region’s largest employer and the largest hospital on the Oregon Coast.

In 2023, the BAH completed a Facilities Master Plan that explored future facilities reinvestment scenarios, such as a hospital

rebuild, significant expansions, or the addition of one or more medical office buildings. That exercise led to this 16-acre site being deemed surplus. Other plans for hospital expansion may move forward in the years to come.

Figure 3. Basemap of the Opportunity Site and Surrounding Area



Zoning Analysis

The Site’s Medical Park zoning allows for multiple likely uses

The site falls within the Medical Park (MP) zone. The zone allows for “desirable mixtures of medically-related professional, limited complementary commercial, administrative business offices, and residential uses.” Single-unit dwellings are permitted, multi-unit

dwellings are permitted (subject to supplementary standards), and non-residential uses “deemed to be compatible with MP district and adjacent land uses” are conditionally permitted.

Table 1. Development and Lot Standards Table

Standard	Nonresidential	Multi-Unit Dwellings	Single-Unit Dwellings	
			Attached	Detached
Dwelling units per gross area	No minimum and no maximum as a part of a mixed use project. Noncommercial uses must comprise a minimum of 30% of the lot coverage.	Maximum 12 dua	Maximum 10 dua	
Minimum lot size	NA	3,360 sf	4,300 sf	
Maximum lot coverage	50%			
Maximum height	35' and not greater than three stories			
Minimum parking requirements	1-2 spaces per 400 sf of floor area (depends on exact use)	1.5 spaces per unit	2 spaces per unit	

Medical Park zoning allows dense mixed-use development, but limits density for single-use residential developments

The MP zone limits residential unit density for single-family and multi-unit dwellings to 10 and 12 units per acre, respectively. In contrast, mixed-use developments face no limit to the allowed density, with the caveat that non-commercial uses (such as residential) must comprise at least 30% of the parcel’s lot coverage area. A brief summary table of those standards and other basic dimensional standards is included on the previous page.

The City also offers affordable housing density bonuses and maintains supplementary standards for multi-unit developments. Even accounting for those nuances, there are still two main paths forward for site development: 1) low density single-use residential or 2) higher density mixed-use. A mix of those two development typologies may be possible, depending on how the site is parceled. Horizontal mixed-use meets the intent of the code and is generally less costly to build than vertical mixed-use, so should be pursued as the primary approach for achieving mixed-use designation and higher housing density.

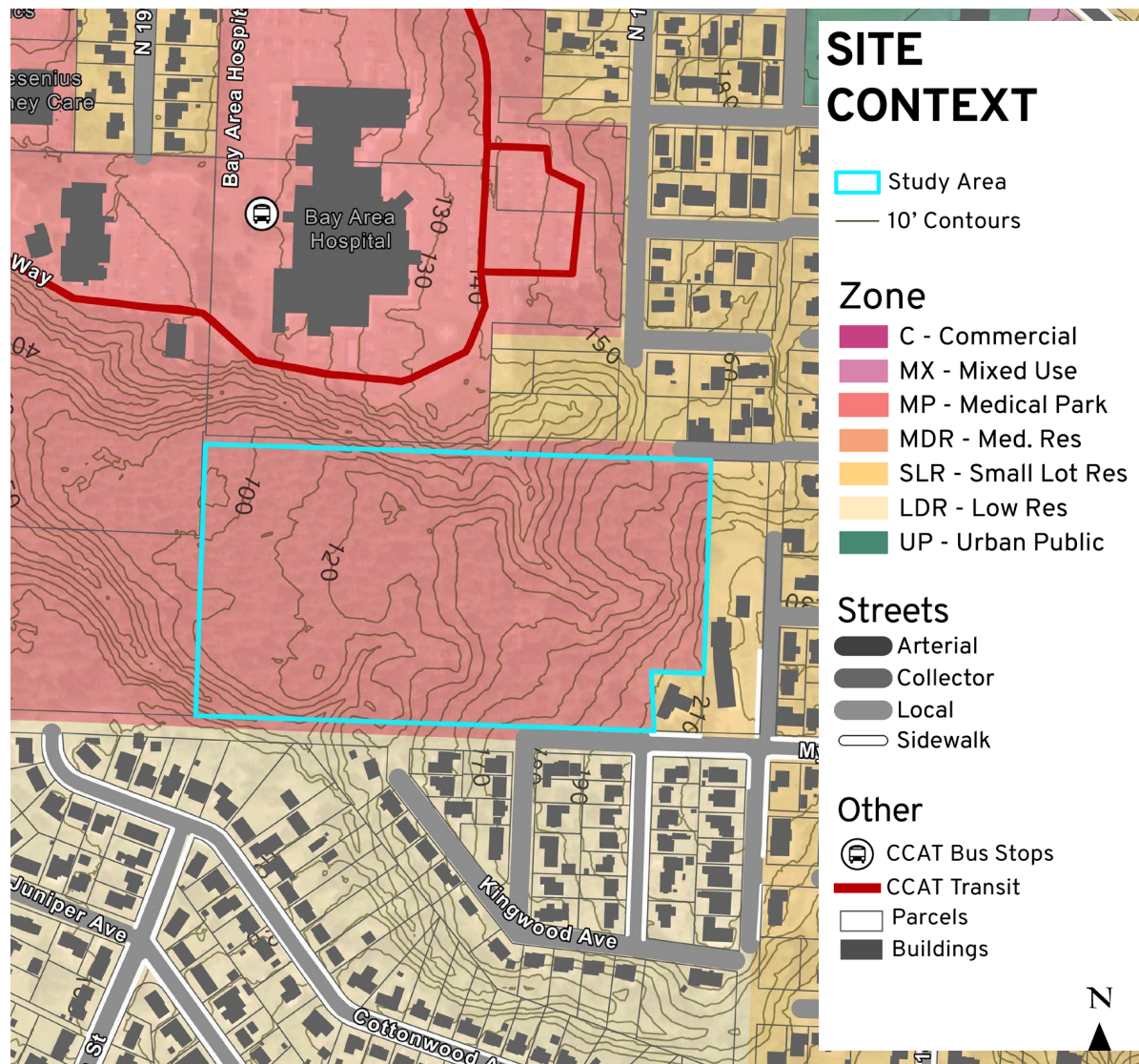


Figure 4. Land Use Designations of the Study Area

Supplementary standards require that large sites be developed as complete blocks, which impacts potential subdivision and street configuration

Multi-unit and mixed-use developments are subject to supplementary standards, though those standards do not immediately appear so restrictive as to prevent development. However, one supplementary standard that could constrain how the site is developed is the complete blocks requirement, which stipulates that multi-unit developments of 8 or more acres shall be developed as a series of complete blocks no greater than 4 acres in size. Blocks must be bounded by public right of way or private drive aisles or streets. Natural areas, waterways, high voltage power lines, and other substantial physical features may form up to two sides of a block. Careful arrangement of the site's street network will be required to abide by this standard.

Additional development-standard flexibility is available for income-restricted affordable housing developments or developments that utilize an adjustment review process

Multi-unit dwellings that include affordable housing can qualify for bonuses for density, lot coverage, height, and lot area and dimensions, plus a parking reduction. The two most impactful bonuses appear to be:

- A height bonus, which allows an additional one or two stories, depending on whether the residential or commercial zone district bonus is applied
- Parking reductions, which require only 1 space per affordable unit

Developments may also utilize an adjustment review process to request deviations from specific zoning standards that create practical

difficulties. Potential adjustments include up to five percent increase in allowed density or increases or decreases to any numerical development standard. Adjustment review may not be used to modify allowed uses or definitions.

Conceptual plans in this report aim for high-level compliance with the MP zone standards described above

Conceptual plans described in the Executive Summary and Chapters 4-6 are designed to be consistent with the City's current zoning and development standards. The recommended development concept adheres to the mixed-use density requirement, minimum lot sizes, height standards, and parking standards for various uses, including the reduced parking standard of 1.0 space per unit for multi-unit developments that are affordable. There are no recommended deviations, variances, or zoning changes at this time. In the future, a development partner may find that various details of the development code—including code provisions not reviewed in this report—inhibit financially viable or otherwise good design. The City should remain open to the possibility of providing variances or another form of regulatory flexibility in order to facilitate the site's development.

Traffic Engineering Assessment

Access and Circulation

Access represents a significant development issue, but it remains early in the process to fully understand how this will affect development potential. Several key issues stand out:

Multiple access points will be needed to allow significant housing unit density

Fire officials have indicated that Myrtle Avenue, classified as a local street, is the only existing improved street adjacent to the site capable of accommodating a fire vehicle. Subdivisions with one access point are limited to 30 detached units and 100 multifamily units or commercial buildings under 62,000 square feet. Sprinklering all buildings in the development can increase the allowance to 200 multifamily units with a single access. If a second access is provided, the unit limits are waived, but the second access must be separated from the main access by a specified distance (Oregon Fire Code D104.3). The engineering team identified physically feasible and compliant secondary accesses to consider, the most attractive ones crossing the ravine to the southwest toward Woodland Drive or heading northeast to Redwood Ave (Figure 5). A conversation with the neighboring property owner—North Bend Medical Center—is required to understand the possibilities for the access to the southwest of the site.

Using Myrtle Avenue's existing right of way as the primary access creates traffic concerns.

A connection to Myrtle Avenue would likely route traffic through the existing residential neighborhood east to N 14th Street, then either north to eventually connect with Koos Bay Boulevard or south to

eventually connect with Ocean Boulevard SE. Both Koos Bay Boulevard and Ocean Boulevard SE are classified as arterials.

Alternatives to the existing Myrtle Avenue may be even more challenging to realize.

Community preference appears to lean towards most vehicle trips being directed westward along Myrtle Ave to a direct connection to Woodland Drive, which is classified as an arterial roadway by the City. This is technically achievable, given that Myrtle Avenue has an existing unimproved ROW; however, topographical challenges, a need to acquire property from the North Bend Medical Center for the drainage crossing and local residential encroachment in the right of way pose obstacles for direct westward access. Establishing a primary connection to Hospital Way to the north, while favorable for fire access, would necessitate easements from the Hospital and a crossing of the stream channel. It is also possible to build a road to the site's northeastern corner, then build a culverted new road along 16th Avenue connecting Pine and Redwood Avenues, which then connect to 14th Avenue. This is shown in Figure 5, which confirms this route also fulfills the fire code's requirements for an emergency access and egress. Like other options, this comes at considerable expense. At this stage, it is premature to definitively determine how to navigate the difficulty of providing secondary access. As described in the financial feasibility section, providing secondary access via a bridge westward along Myrtle Avenue to Woodland Drive is likely the most cost-efficient approach. Future investigation should confirm the costs and viability of providing a westward access to Woodland Drive and City approval to provide primary access to the south and east via Myrtle Avenue.

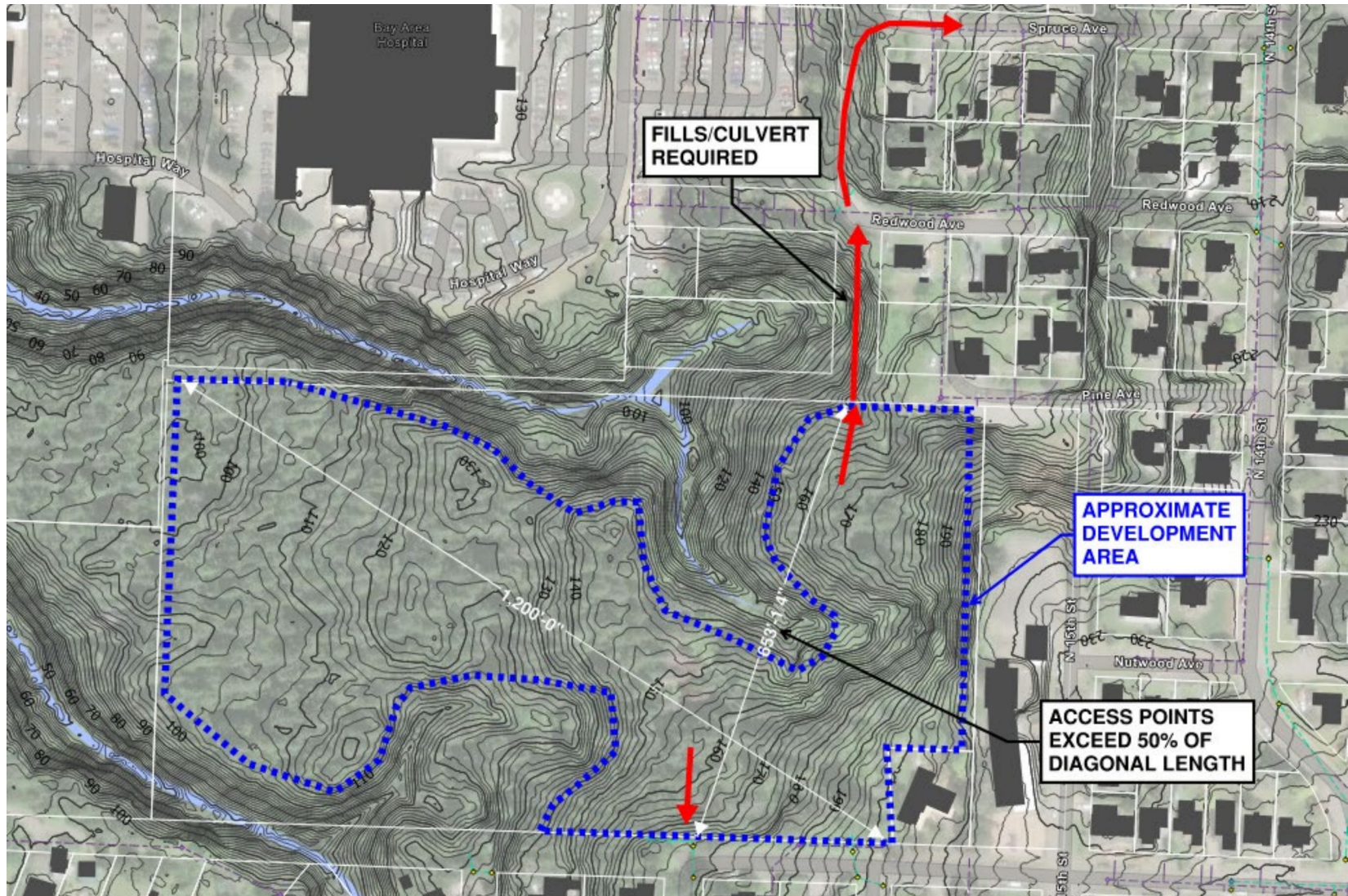


Figure 5. Engineering Study for Potential Fire Code Compliant Accesses to the South and North

Utilities Assessments

Sanitary Sewer Service

The majority of that site can be served either with a pressurized sewer system or a gravity-sewer system *with* a ravine crossing

A gravity-fed sewer system cannot serve the majority of the site without doing one of two things: crossing the ravine on the west side of the site or crossing two private residences' backyards. Without doing either of those things, a pressurized sewer system will need to be built in order to serve areas of the site below the approximate elevation of 190', leaving a very small area of the subject parcel served by gravity sewer. With a gravity sewer extension and a drainage crossing to the west or southwest, the site could be gravity-served to an approximate elevation of 110' and above—a majority of the site (Figure 6). Portions of the site below 110' will require a pressure system in any scenario. A pressurized system that serves only one legal parcel could be private, but would still be expensive. If the pressurized system would serve two or more parcels, it would have to be a public system, approved and built to state standards, and maintained by the city. This would typically be more expensive to install than a private system. A private system would be maintained by the parcel owner via a Home Owner Association (HOA) or similar legal agreement.

Storm Sewer Service

No major concerns to providing service to the site

We note no unusual or major concerns noted for storm sewer infrastructure. Typical stormwater treatment for both water quantity

and quality would be expected onsite prior to discharge into the two existing drainage areas on the site.

Water Service

Site's northeastern corner would require a water main extension

For water service, we note no major concerns but a few minor obstacles. There are some water main extensions that would need to occur to serve the site but they should not be a significant obstacle to development. Serving just the northeastern portion of the site accessible off of Pine Street would require an extension of a sufficiently pressurized water main from the nearby neighborhood to serve new homes and a new hydrant at the bottom of the hill at Pine Street. This would require roughly 700' of water main extension through existing street ROW. If the whole site is being developed, an alternative to explore is providing water service to the northeastern portion of the site through the site from Myrtle Ave.

Electricity, Telecom and Natural Gas Services

No major concerns providing service to the site

We note no major concerns serving the site with electricity, telecommunications or natural gas.

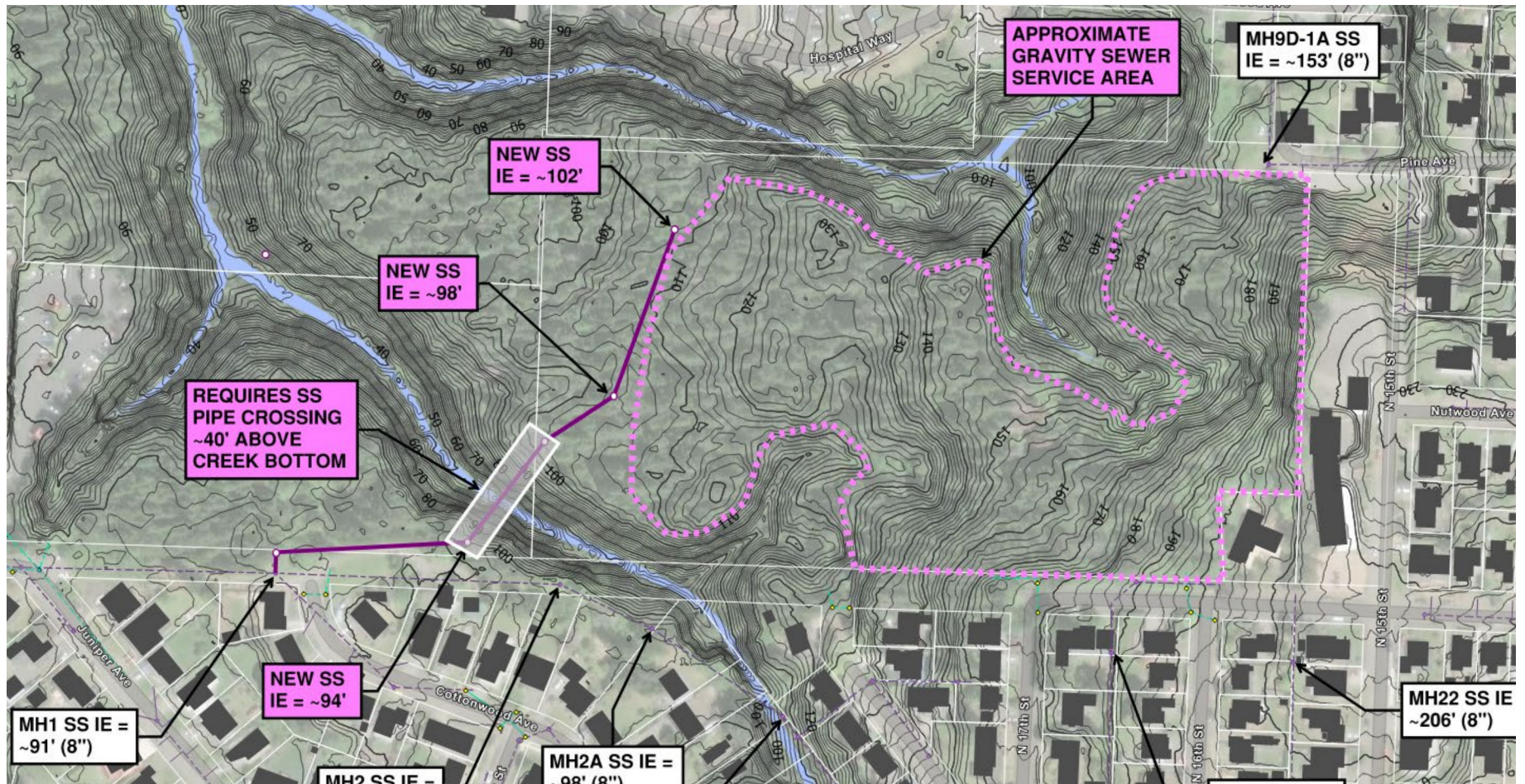


Figure 6. Potential Gravity Sewer Service Area

Natural Features Assessments

Slopes, Drainages and Trees

Slopes and potentially fish-bearing streams will complicate development and raise costs

The two major concerns are steep slopes and two onsite drainages. The steep slopes will add site work and complicate infrastructure design, as detailed in the Access and Sewer sections above. The drainages may be fish-bearing despite their urban location and degraded habitat quality. Any crossings will likely require State and potentially Federal permits. A bridge spanning the drainage would be the easiest option to gain approval for, though it is also the most expensive. Additionally, the community may be sensitive to tree removal on this site, though it is allowed by code with a development meeting approval standards. See Appendix A for more information.

Soil Conditions

Ground testing will be needed in the future

The steep slopes and drainages may also bring complexities to prepare the existing soils sufficiently for development of roads, infrastructure and buildings. Steep terrain may be subject to localized landslide risks. Future on-the-ground testing and investigation will be needed in order to understand the existing soils and to determine what types of soil conditioning may be needed for the areas of the site to be developed.



Figure 7. On Site Stream



Figure 8. On Site Foliage

03

Community Engagement

In This Chapter

This chapter describes the community engagement progress undertaken in this study and its findings. The chapter contains the following components:

- Overview of the engagement process
- Takeaways from engagement events
- Takeaways from the community survey

Key Findings

- Both the public community survey and meeting with key civic partners and partner governments identified “supporting a variety of housing options” as the highest priority site-development goal.
- Both the public community survey and meeting with key civic partners and partner governments concluded that a site development concept with a bridge and multiple access points was the preferred approach for developing the site.
- Traffic impacts and environmental preservation are the largest potential concerns related to the site’s development.

Overview of the Engagement Process

The project team completed a series of community engagement activities in March and April 2025. The activities sought to establish shared goals for the site’s future and solicit ideas and public perspective on potential development approaches for the site. The series of activities drew from collaboration between City and DLCD staff on a Public Involvement Plan, which identified underserved populations, strategized on engagement to reach potentially affected and interested collaborators, and complied with civil rights, social equity goals, and Title VI requirements.

Engagement Events

- **Key Partners Meeting (March 25):** The project team held a virtual meeting of key civic partners and partner governments. The 90-minute meeting introduced attendees to the site and led an exercise to identify shared goals for the site’s future use.
- **Site Walk (March 31):** The project team convened at BAH to walk the network of informal and hospital-maintained trails into and adjacent to the site. The purpose of the site walk was to gauge whether ground conditions on the site matched those present in the available data on elevations, slopes, and streams. The site walk also provided the opportunity for staff representatives from the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians (CTCLUSI) and the Coquille Indian Tribe to visit the site.
- **Design Workshop (April 2):** The project team reconvened for a design workshop at BAH, attended by roughly local civic leaders

and representatives from BAH. The event explored ways to develop the site in line with the goals identified at the Key Partners meeting, including a discussion of possible uses, challenges and opportunities expected when developing, and the design approaches.

- **Public Meeting at City Planning Commission (April 8):** The project team presented to the City Planning Commission regarding the study’s background, the site’s existing conditions, and potential development approaches. Attendees were given the opportunity to offer public comment on the study and future vision for the site.

Community Online Survey

The project team administered an online survey from April 8, 2025 through May 1, 2025. The survey was housed within an ArcGIS StoryMap, an interactive tool used for visual storytelling through a mix of text and media. Storymaps are accessible on phones, tablets, and computers. The StoryMap—titled “Bay Area Hospital Opportunity Site”— provided background on the project and TGM grant, outlined the project’s goals and priorities, and provided detailed information about the opportunity site. It included context on the site’s location, surrounding land uses, environmental conditions, and development opportunities and constraints. After reviewing the site’s context, the StoryMap, introduced two site concepts and the seven-question, five-minute survey. The survey aimed to collect input on the community’s future development priorities for Coos Bay, and how these priorities relate to the BAH site and the two design concepts. The survey collected 47 responses.

Takeaways from Engagement Events

Key Partners Meeting

Supporting a variety of housing options is the highest priority site development goal

The Key Partners completed a goal-setting exercise, building atop goals already shared by BAH, DLCD, and the City. The group's input on goals fell into six high-level categories:

1. Supporting a variety of housing options
 - Various price points, types, and tenures
2. Promoting livable and sustainable communities
 - Human-scaled design and architecture that aligns with nature
 - Recreational opportunities
 - Retail/third spaces
3. Supporting residents at various life stages
 - Supporting youth, education, job training and access
 - Supporting seniors and aging with housing suited to life stage
4. Promoting health and healthcare
 - Healthcare facilities and jobs training
 - Promoting mental and physical health
 - Creating a healthy environment
5. Supporting active transportation
6. Emphasizing feasibility
 - Financial sustainability and stability
 - Community partnerships to support the work to fruition



Figure 9. Goals Identified in the Key Partners Meeting

The group identified the first goal—supporting a variety of housing options—as the highest priority goal, with nearly all participants identifying it as their number one goal for the site. The next highest priority goal was promoting a livable and sustainable community on the site.

Site Walk

On-the-ground conditions matched available data

The site walk confirmed that on-the-ground conditions—such as elevations, slopes, ravines, streams, tree cover, absence of structures, and available access points—generally matched the information described in the Existing Conditions chapter and mapped in Figure 3. The site walk helped emphasize the significant scale and depth of the ravines, the value they offer to the site through their uniqueness and beauty, the challenge of building within the difficult terrain, and the challenge of crossing any of the streams or ravines with roads or other infrastructure.

In separate conversations in the lead up to the site walk, a representative from DLCD shared a map of the site with staff representatives of CTCLUSI and the Coquille Indian Tribe. Staff representatives of the tribes did not indicate the site was of known tribal significance during those lead-up conversations or when the representatives attended the site walk itself.



Figure 10. Site Walk (Right)

Design Workshop

The design workshop—attended by roughly 15-20 local civic leaders and key partners—yielded the following high level takeaways:

Workshop attendees expressed strong support for housing of various types and pricepoints

The group voiced the following ideas:

- Support for a continuum of housing types and price points
 - A mix of units, from townhomes and tiny homes
 - A mix of incomes
 - A variety of housing models, owner and renter, as well as land trust models
 - Concern that exclusive or high-end-only development could reduce housing access
- Support for workforce housing:
 - Hospital employee recruitment and retention hinges on housing availability and affordability. The site provides a good opportunity to provide needed housing for the local workforce, particularly workers at BAH
- Support for a mix of uses on site:
 - Such as residential, commercial, and even civic uses.
- Interest in shorter-term leased housing:
 - Finding housing as a new arrival to the community is difficult, there's a need for "landing pads" for new arrivals.
 - Residents, traveling nurses, and other temporary staff at BAH are an example of such arrivals.

Attendees preferred a site development concept with a bridge and multiple access points

"Through Hike," a site development concept with two points of access connected via a bridge, was generally the preferred urban design concept for the site. Attendees felt the bridge could add to the neighborhood's identity as well as improve traffic and circulation issues.

The site's potential is best realized by leveraging infrastructure and environmental opportunities

The group voiced interest and support for the following opportunities:

- Infrastructure
 - Bridges across the ravine to connect neighborhoods
 - Use of elevation and slope creatively
 - Possibility to create an emergency access to N 16th and Redwood Ave (which, on the flipside, would require a culvert and significant soil fill)
- Environment
 - Natural features are assets to preserve and highlight (e.g. creeks)
 - Consider environmentally beneficial approaches such as invasive species removal, stream restoration, hillside stabilization, native planting

Other creative ideas and inspiration

- Attendees felt the following could be useful models for the site
 - Bandon Dunes, Sunriver, Mingus Park in Coos Bay, Kincaid Park in Anchorage
- Attendees believed providing a unique experience/aesthetic would maximize value, sharing ideas such as:
 - Building with landscape in mind—e.g., stilts, treehouse aesthetic – to create unique experiences.
 - Resort, camp-style layouts, clustering, and even recreational features (e.g. exercise amenities, a zipline)
 - Walkable, bikeable communities without heavy car dependence and with access to trails. Homes could even front homes.
 - Third spaces: All-weather public gathering areas such as civic or arts spaces, parks and recreation areas, small-scale commercial, like grocery stores.
 - Training/lab areas for workforce development
- Attendees emphasized the importance of partnership:
 - Engagement of local institutions (hospital, schools, government) to ensure development meets resident and workforce needs



Figure 11. Site Map with Community Comments



Figure 12. Current Stream Crossing

Public Meeting at City Planning Commission

Traffic impacts were the largest potential concern of the site's development, though the need for housing was also recognized

The project team presented background on the project, site, and potential development approaches to the Planning Commission. Commission discussion and public comment:

Raised traffic concerns:

- One attendee indicated that Myrtle may not be wide enough for more traffic. The project team indicated the Fire Marshal had indicated the road was wide enough for a fire truck.
- One attendee indicated support for the project and bicycles across town, noting that this site could be a good connector for cross-town cycling
- One attendee recognized that two nearby neighbors are a church and daycare and wondered how they would be impacted. The project team indicated that they were already within a neighborhood of hundreds of homes, so development would add into that existing ecosystem. One possible outcome is that, because of the slopes on the site, some or perhaps even a majority of development might be visually screened from neighbors by trees and natural areas
- Another attendee suggested that traffic could perhaps be directed to flow through the hospital's circulation network to the larger roads

Discussed the need for housing:

- One attendee described the housing need they experience in the community and expressed support for the project
- A commissioner asked how many units would be built. The project team indicated that no specific amount had yet been identified, but any eventual developer will need to create enough financial value and they do that by including more units and creating a unique product (e.g. homes fronting trails)

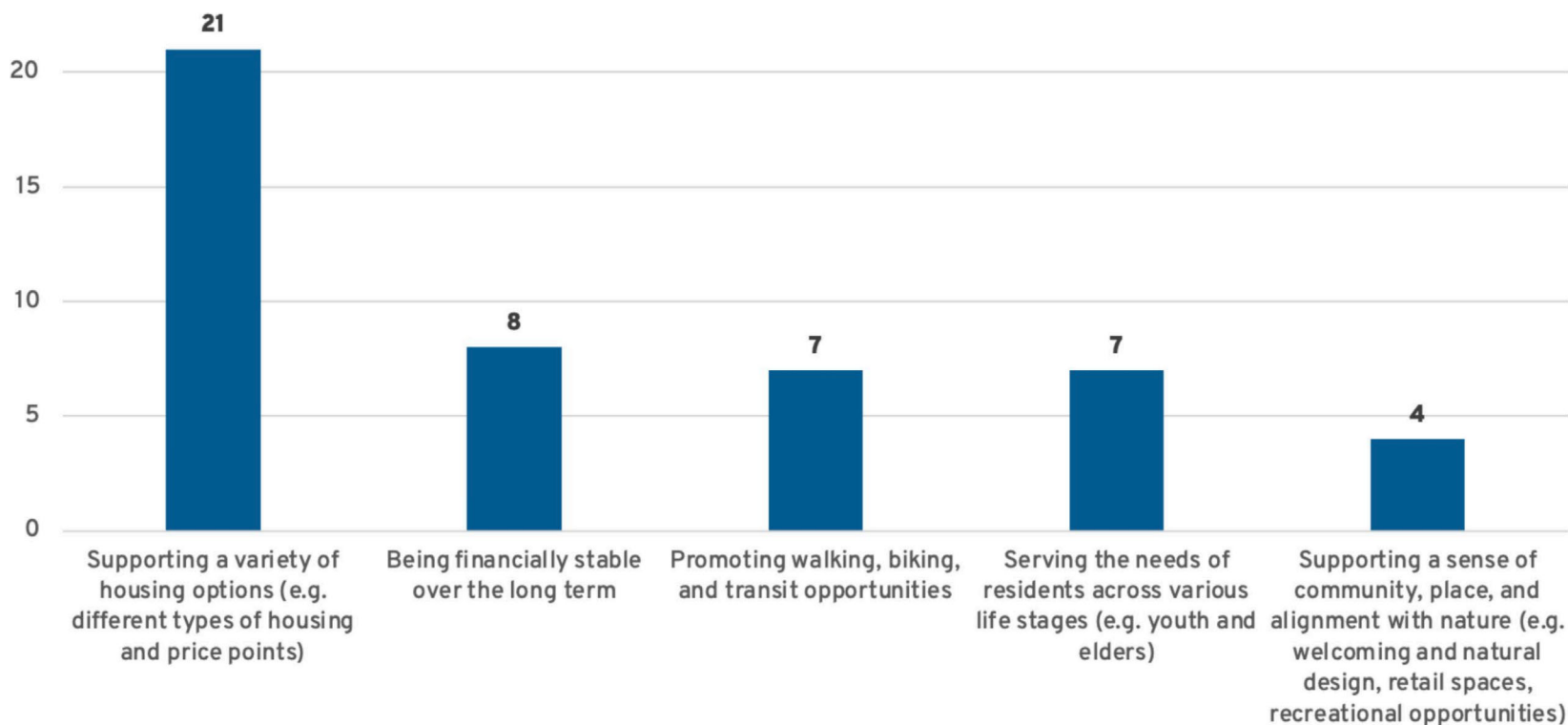
Community Survey

Result 1: Housing is a top community goal.

For Question 4, “Which of the community goals would you most prioritize on the “opportunity site”? 45% of respondents selected housing as their most important community goal, making it the most common top priority. This priority was reiterated in responses to other

questions as well, and in written comments respondents specified that they were interested in affordable and workforce housing (Question 7, see Appendix). This public opinion matched the perspective shared at the Key Partners meeting, which also emphasized a variety of housing types and options as the top priority for the site.

Figure 13. Question 4. Which of the community goals would you most prioritize on the “opportunity site”? (Pick one)



Result 2: The “Through Hike” is largely favored over the “Out and Back”.

64% of respondents favored “Concept 2: The Through Hike”, a site development concept with two points of access connected via a bridge. Only 17% preferred the single-access concept “Concept 1: The “Out and Back.” This mirrored the preferences voiced by attendees at the Design Workshop.

Result 3: Nature and the environment are top community priorities.

Preserving the environment and access to nature and recreation was a top priority among respondents, second to housing. Natural spaces and trails in particular were desirable potential features for the future site, and several written comments (Question 7, see Appendix) advocated for habitat preservation and environmental conservation. This suggested the concept that will achieve the highest support and deliver the greatest value to residents will offer a variety of housing types and options while also highlighting and preserving natural spaces, particularly in and along undevelopable areas like ravines.

Figure 14. Question 5. Which of the two development diagrams appeals to you most? (Pick one)

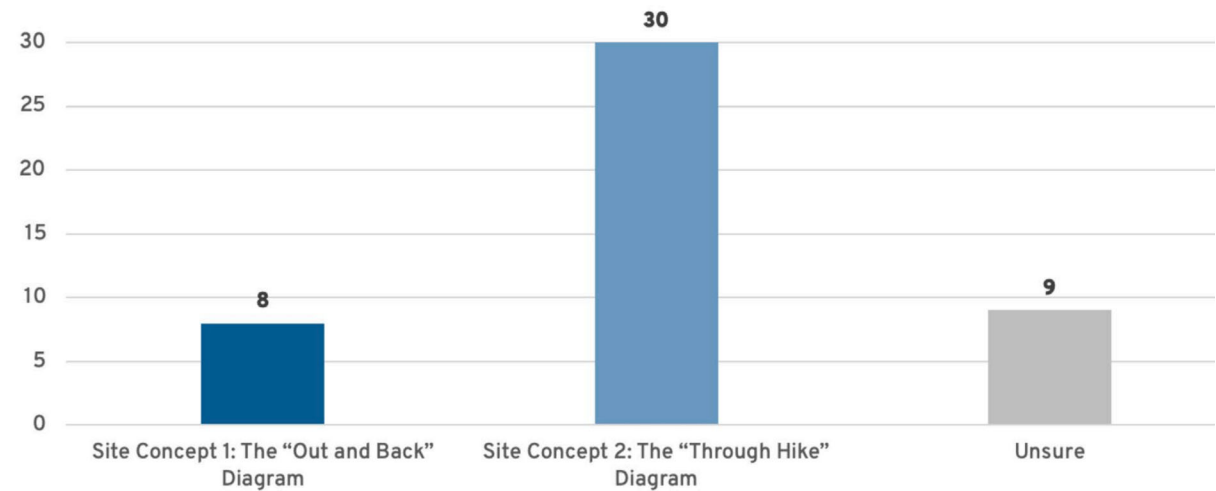
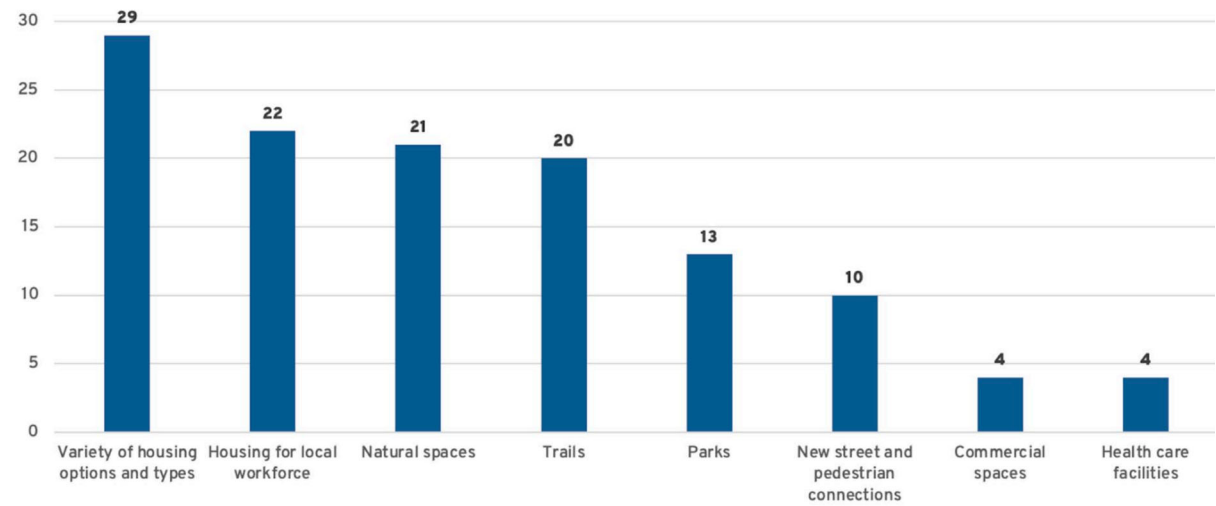


Figure 15. Question 6. What potential features of a development on the site appeal to you most? (Pick up to three)



04

Design Framework

In This Chapter

This chapter reviews two site design concepts, exploring the elements that comprise them, and the opportunities and constraints they present. This chapter also describes additional opportunities that may add value to the overall development's placemaking and connectivity, though they may not ultimately be necessary and are not all included in the preferred development concept in Chapter 6.

1. Site Design Elements
 - Building Typologies
 - Right of Way Design
 - Sewer Systems
2. Site Opportunities
3. Site Development Concepts

Key Findings

The project team created two high-level concepts for site development. These concepts are called Through Hike and Out and Back.

- Through Hike is a connected neighborhood concept. It includes a bridge to connect the site's southwest corner to the unbuilt Myrtle Avenue right-of-way, neighborhood, and street network to the west. The bridge provides a key second point of access, allows the site to use a more affordable gravity-flow sewer system, and creates a central piece of infrastructure core to the site's function and identity.
- Out and Back a pocket neighborhood concept. It includes two points of access as well, but both are located on the site's eastern side. That necessitates a cul-de-sac turnaround at the site's western edge. This design concept handles sewer service through a lift station located at a low point of the site. This allows the full flat area of the site to be developed for housing, but comes with a multi-million dollar cost.

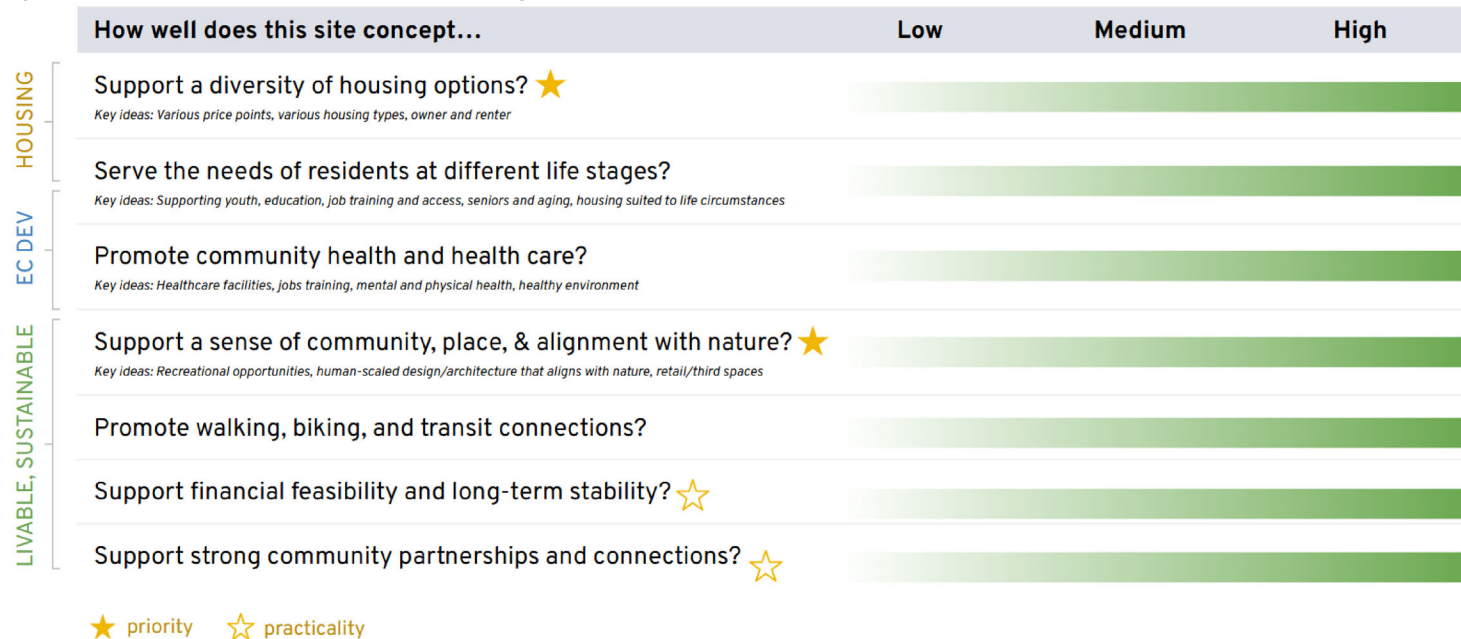
Community-Informed Design

The site’s two design concepts each respond to the site’s physical conditions as well as to community feedback gathered in the engagement process. The goal of incorporating that feedback is producing a community-informed site vision. Importantly, the Key Partners meeting identified the goals in Figure 16 below: supporting housing options, promoting livable and sustainable communities, supporting all life stages, promoting health and healthcare, supporting active transportation, and emphasizing feasibility. These served as guiding principles for the two initial design concepts, with the concepts

diverging on how they connected into the neighborhood and navigated the financial challenge of infrastructure provision.

After preliminary designs were created, a community survey was administered to understand respondents’ preferences and concerns. Respondents preferred a design that provided more access points, directed traffic flow to the West, provided access to the hospital, preserved green space, and had a mix of apartments and for sale housing. This feedback was taken into consideration and incorporated into the final design.

Figure 16. Evaluation Criteria Used to Guide Design Concept Iteration and Selection



Site Design Elements

Each concept for developing the site consists of a collection of elements, such as buildings, streets, underground infrastructure, and open spaces. The following subsections describe these building blocks and how they fit into a final site concept.

Building Typologies

Single Detached Dwelling

Single detached dwellings are units built on a single lot without shared walls to adjacent structures. These dwellings are a low density building

type and they're most often sold as ownership housing. They may play a part within a successful concept for this site, but likely not as the primary building typology on site. This is because they likely cannot achieve sufficient density to pay for the sitework and infrastructure to serve them. They also tend to be the most expensive type of housing and available only to homebuyers with sufficient income. Providing this housing type along doesn't align well with the highest community priority for the site being to offer a variety of housing options.



Figure 17. Single Detached Dwelling, via Zillow



Figure 18. Single Detached Dwelling, via Zillow



Figure 19. Single Detached Dwelling, via Zillow

Middle Housing

Middle housing dwellings refer to types of dwellings that offer housing options between single detached dwellings and multi-unit apartments. Middle housing includes plexes, townhouses, ADUs, and cottage clusters. This housing type may offer sufficient unit density to support development. Townhouses are a primary dwelling type considered for the site.



Figure 20. Townhouse, via Zillow



Figure 21. Townhomes, via Apartments.com

Multi-unit Housing

Multi-unit dwelling structures are typically, but not solely, apartment buildings. The size of these buildings may vary substantially, including everything from small, single story complexes to mid- and high-rises. Multi-unit housing offers a higher density that can help support more affordable price points. Garden-style apartments are a primary dwelling type considered for the site. These garden-style apartments are planned as 3 story buildings with stairs for walk-up access.



Figure 22. Multi-unit Housing, via Zillow



Figure 23. Multi-Unit Housing, via Apartments.com

Right of Way Design

Primary Street

The primary street in each design is a complete street built to City of Coos Bay standards. The primary street will be publicly accessible and provide pedestrian sidewalk, street trees, emergency access, and on-street parking where applicable.

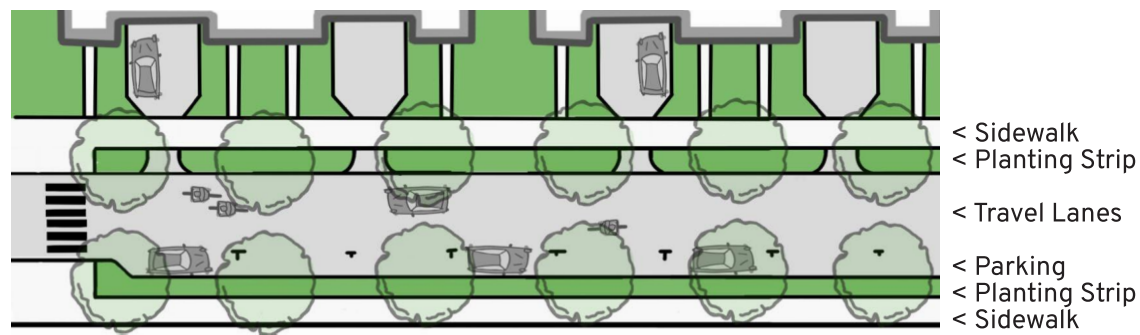


Figure 24. Example Primary Street Section

Secondary Street

Secondary Streets will function similarly to alleys where access for private vehicles, emergency vehicles, pedestrians and cyclists is maintained in a shared, narrower right of way.



Figure 25. Example Secondary Street Section

Paths and Trails

The site's existing network of paths and trails is the primary way that the community can currently interact with the site. To maintain and enhance this, the site designs incorporate a path and trail network that provides pedestrian access throughout the site and fosters connection to the preserved natural areas of the site. This unique opportunity to orient urban life harmoniously to the natural environment is one of the guiding principles that shapes potential site designs.

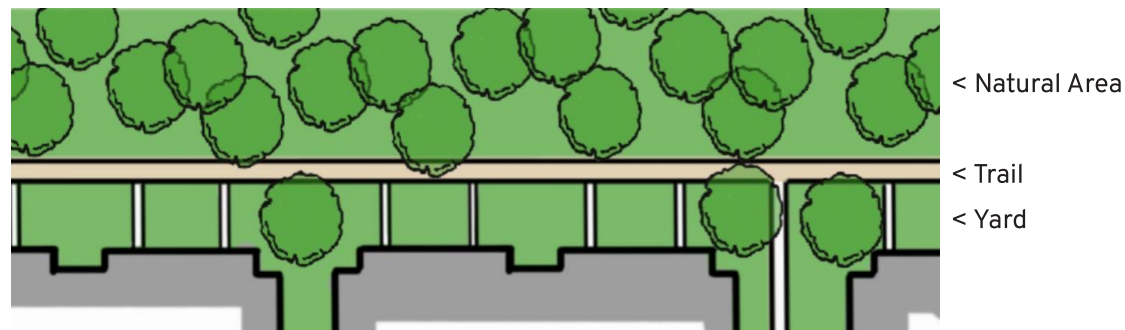


Figure 26. Example Trail Section

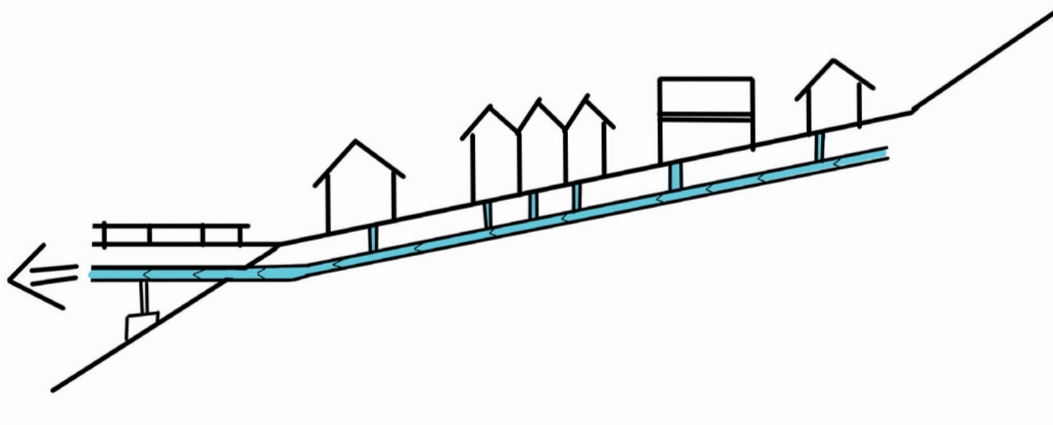


Figure 27. Example Gravity Sewer System

Sewer Systems

Gravity Sewer

Gravity sewer systems rely on development being located at a higher elevation than the sewer main they ultimately connect into. That way sewer lines can be installed at a slight downward slope so that waste flows naturally downhill through the system. Due to the topographic constraints on this site, the only way to utilize a gravity sewer system would be to cross private yards or the ravine at the site's low point to the West via a bridge, connecting to the main at the intersection of Myrtle Ave and Juniper Ave.

Sewer Lift Station

Lift station sewer systems similarly rely on gravity, but rather than sewer lines connecting to lower elevated mains, they connect to lift stations. These stations then use pressurized systems to pump the waste uphill to a point where it can then connect to a gravity main and flow downhill again on their own. Nearly all of the buildable area of the site is downhill of the most accessible sewer main, so a lift station would enable the provision of sewer service to the entire site. However, lift stations can be very expensive to build and maintain—estimated at \$3.5M or higher in cost—so this sewer system would come with substantial financial downside.

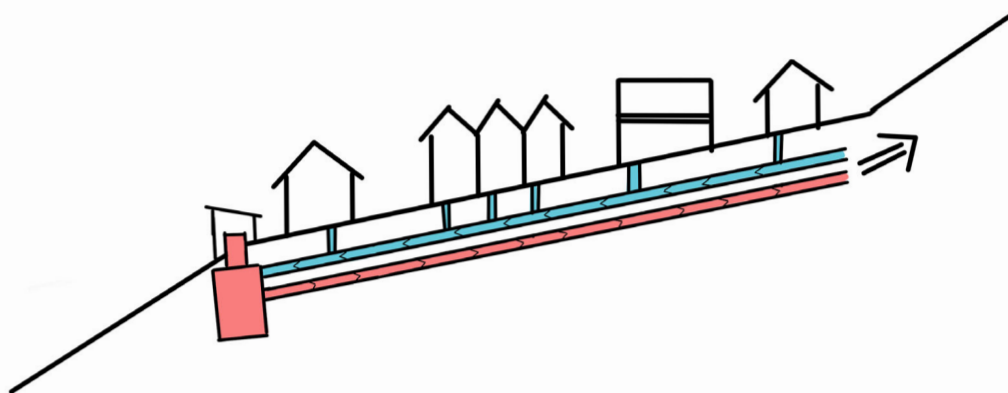


Figure 28. Example Sewer Lift System

Site Opportunities



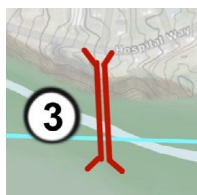
1. SW Ravine Bridge

A bridge crossing the ravine to the Southwest of the site could connect the site to the West toward Woodland Drive. This could add value through additional neighborhood connectivity, traffic dispersal, emergency access, enabling gravity sewer service, and providing a placemaking element.



2. N 16th Extension

Extending N 16th Street would provide another access point into the site. It would bolster local connectivity, especially from the site toward the hospital, but it would require a culvert with dirt fill, which could be costly and would likely require significant state or even federal approvals.



3. North Bridge to Hospital Way

A pedestrian bridge connecting the site to Hospital Way to the north isn't required and would likely have a substantial cost associated. However, it would return value by helping residents easily access the hospital and so should be considered, especially if it can be built cost effectively. Directly connecting the site to the hospital could be key to unlocking the site's full potential.



4. North Bend Medical Center Land

North Bend Medical Center has indicated an openness to selling a portion of their land east of their current building and parking lot (which are not for sale). Acquiring this land would be necessary to build a bridge (opportunity 1). It would also increase the buildable land of the project.



5. Hospital Lot Line Adjustment

The current site boundary contains one hospital-owned lot. However, the land to the Northwest of the site is also hospital-owned and could potentially be added to the site via a lot-line adjustment. This adjacent space is flat and developable, but would require a pressurized sewer system with a lift or pump station.

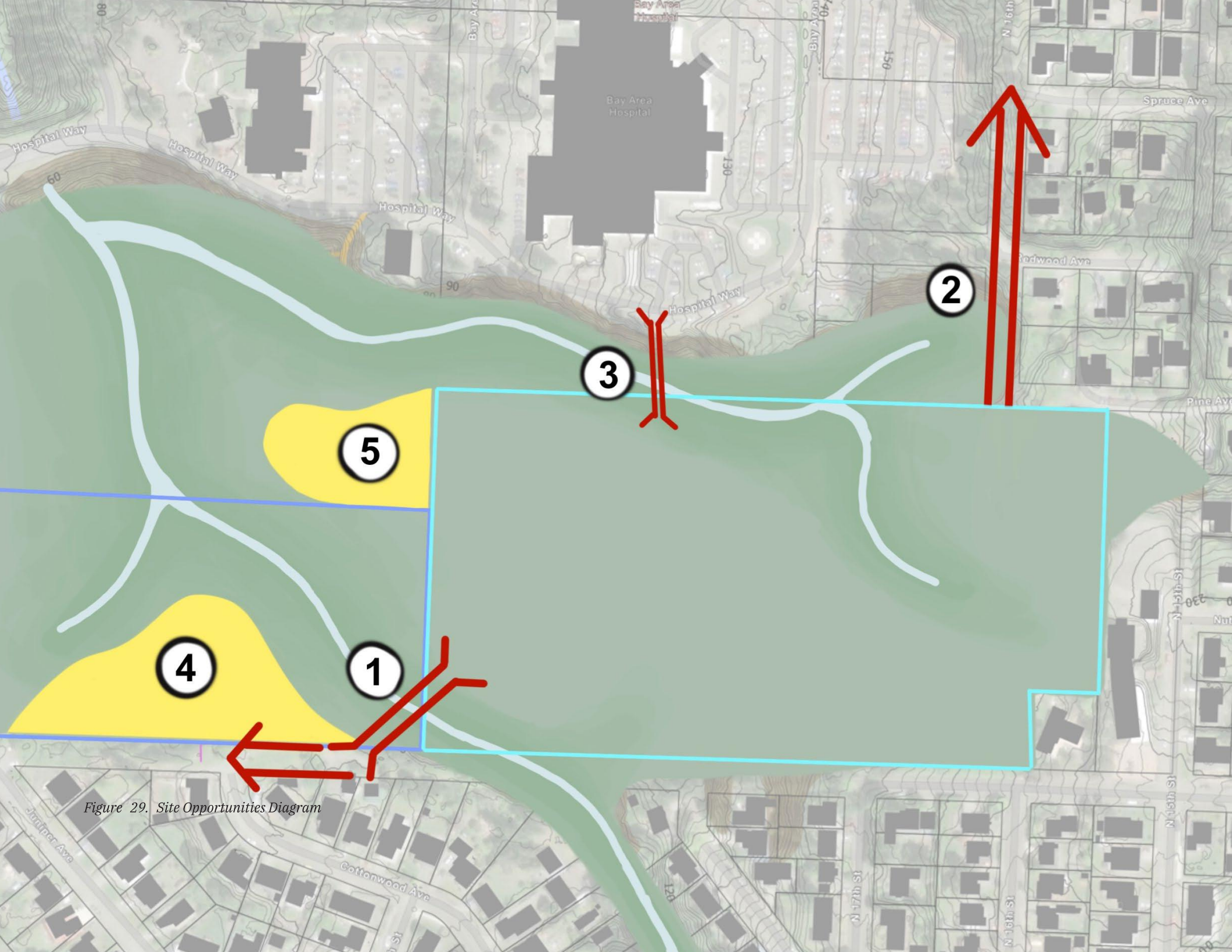


Figure 29. Site Opportunities Diagram

Site Development Concepts

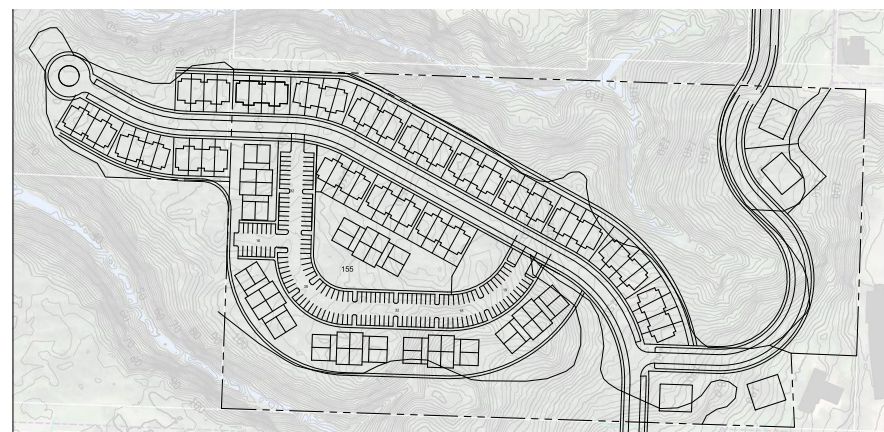
Two high-level concepts for how the site might be developed are described below. These concepts served as the basis for financial feasibility testing in Chapter 5. The strongest concept was refined and illustrated as a final preferred site concept in Chapter 6. Yellow and orange colored areas denote developable area, green denotes natural or open spaces, red denotes the right of way, dark green denotes trails, and pink demonstrates the direction of the sanitary sewer flow.

Out and Back Design Concept

The Out and Back design features a compact and personal neighborhood nestled within the woods where residents can find sanctuary from their urban surroundings. This pocket neighborhood forms a refuge among the trees for the local community.

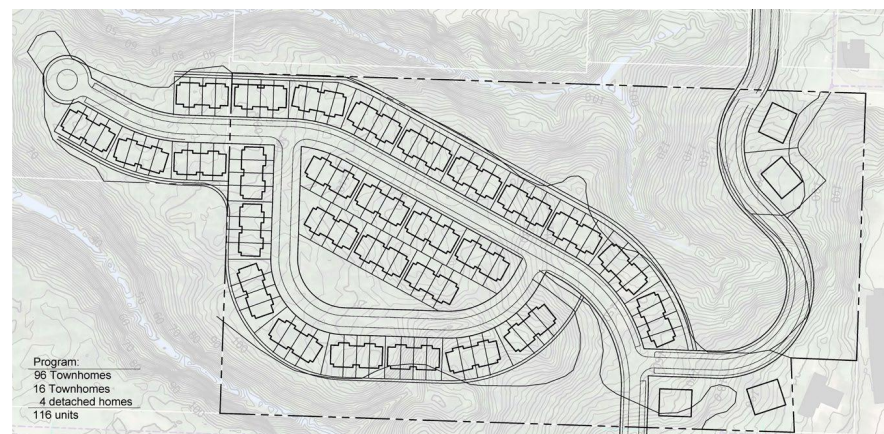
This site design concept provides a primary site access point to the South at the intersection of N 17th Street and Myrtle Ave. A single access point allows for up to 130 units, but the additional secondary access point to the north via an extension of N 16th st unlocks the potential for a higher unit allowance. This site design concept handles sewer service through a lift station to be located at a low point of the site. This allows the flat portion of the site to be maximized for buildable area. Because the lift station can increase buildable area, there is also the potential to adjust the site boundary to include some of the hospital land to the Northwest, creating even more buildable area. This site design would likely require a portion of the existing trail network to be removed, however it also includes significant additions to the trail network, connecting potential residents and neighbors to the natural environment.

Figure 30. Early Draft Lot Layout of Mixed Unit Types



Hospital Site Coos Bay - "Out and Back"

0 50 100 200
CASCADIA PARTNERS
5/28/2025



Hospital Site Coos Bay - "Out and Back" all ownership

0 50 100 200
CASCADIA PARTNERS
5/28/2025

Figure 31. Early Draft Lot Layout of For Sale Unit Types

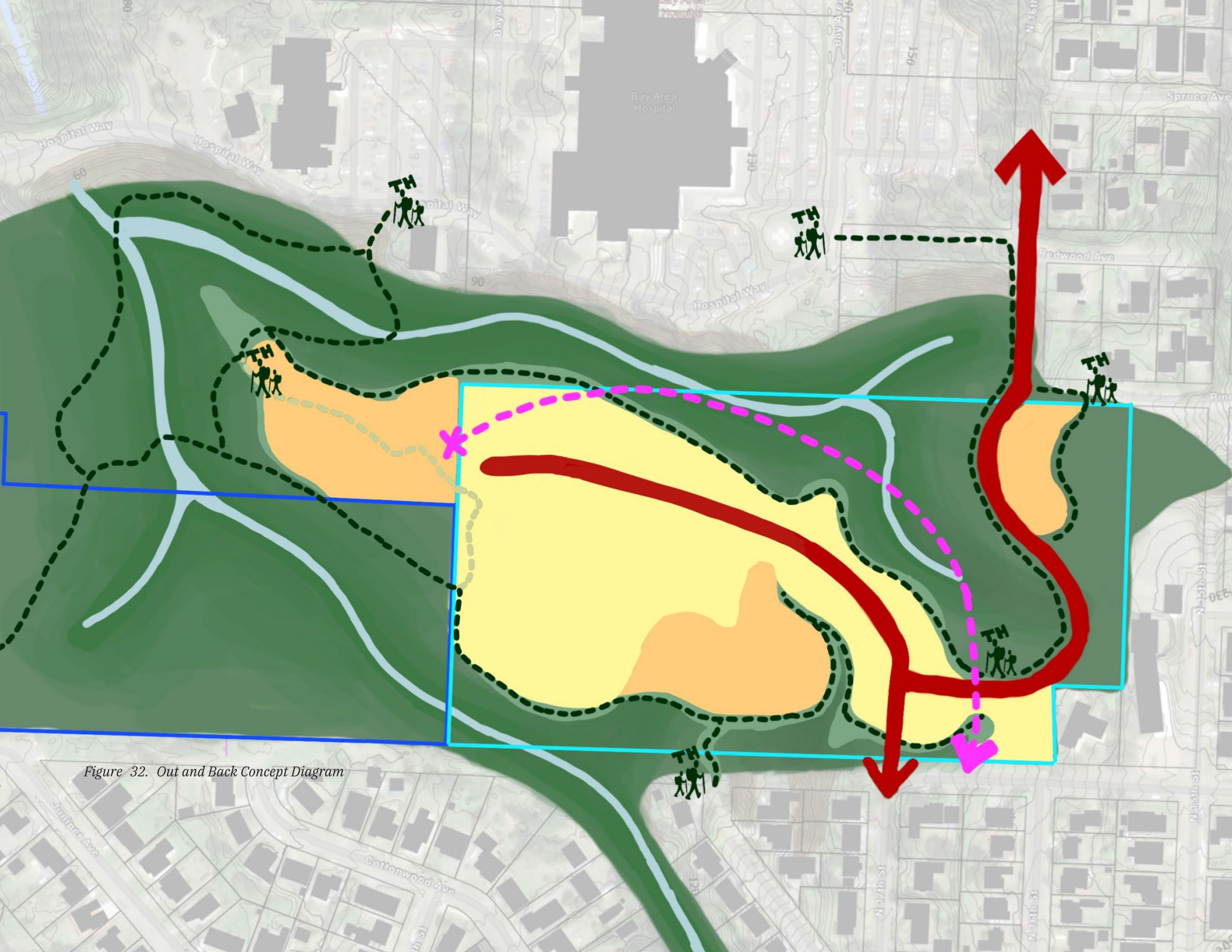


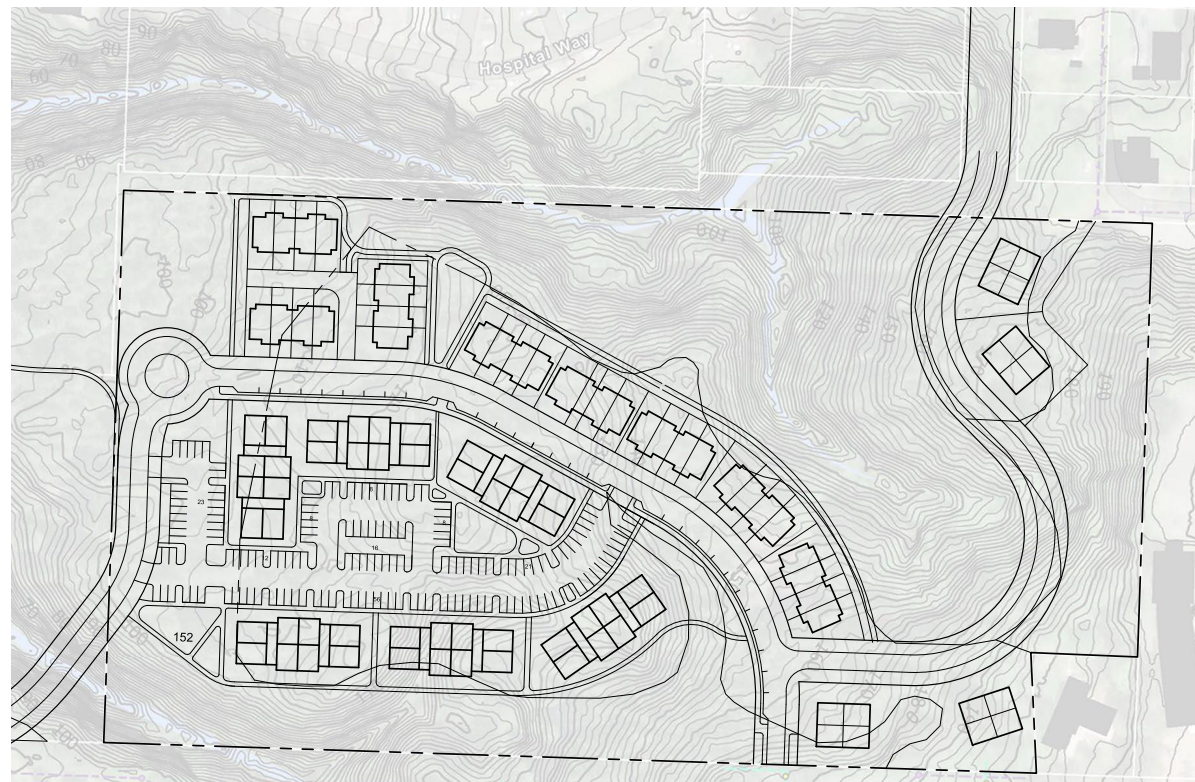
Figure 32. Out and Back Concept Diagram

Through Hike Design Concept

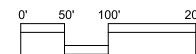
The Through Hike site design features a connected neighborhood that links residents into the broader area via a new bridge and street network. The new connectivity and flow through the site invites the community in, creating a destination that welcomes residents and neighbors alike.

This site design concept provides two primary access points to the South, connecting the western section of Myrtle Ave to the eastern section. This helps to disperse the vehicular traffic as well as providing easier access to an arterial street. A bridge will be needed in order to make the street connection to the West. While the bridge has a significant price associated, it would also create a way for a sewer line to cross the ravine, opening the door for a gravity sewer system. The gravity sewer could only serve portions of the site located at a higher elevation than the bridge, which is not the entire site but is a significant portion of the relatively flat area. This site design also features parks, trails, and an enhanced trailhead in the core of the site.

Figure 33. Early Draft Lot Layout



Coos Bay - "Through Hike" mix



CASCADIA PARTNERS
5/22/2025

05

Financial Feasibility Analysis

In This Chapter

This chapter describes the financial feasibility analysis undertaken in this study and its findings. The chapter contains the following components:

- Overview of the analysis conducted and the inputs and assumptions used
- Takeaways from the analysis
- Funding sources available to assist with achieving financial feasibility

Key Findings

- The most financially viable pro-forma approaches used the Through Hike concept and provided two points of vehicular and emergency access.
- Near-term development approaches should focus on for-sale housing and minimizing infrastructure costs. Selling land to an affordable housing developer instead of developing it as profitable ownership housing could be a financially worthwhile tradeoff if the affordable housing development unlocks access to sufficient (i.e. multiple millions of dollars) infrastructure funding.

-
- Community Development Block Grants (CDBG), the Middle Income Revolving Loan Program, and the Oregon Transportation Infrastructure Bank offer the most direct, currently established paths toward infrastructure funding—though often in exchange for providing income restricted housing. HB 3031, recently passed by the Oregon legislature, will supplement these programs by creating a multi-million dollar infrastructure financing program via the Oregon Infrastructure Finance Authority.

Overview of Financial Feasibility Analysis

A financial feasibility analysis helps assess whether a site development idea makes profit or loses money. When a project is in early conceptual stages, financial feasibility analyses often use a “back-of-envelope” approach—in other words, a simple approach a person could scrawl on the back of an envelope. Back-of-envelope analyses are quick to make and somewhat imprecise, but they still help gauge whether a project has a path to financial viability and what actions would help achieve viability.

For this study, the project team used a spreadsheet-based, back-of-envelope pro-forma (i.e. a financial statement for the development) to assess financial feasibility. The purpose of the analysis isn’t to provide exact cost, revenue, or financial return numbers. Rather, the analysis helps determine whether the development is near or far from financial viability and what changes to the development program would improve financial performance.

Assumptions and Data Sources

Creating a simple development pro-forma requires a variety of inputs on development program, costs, revenues, and other factors, as described below.

- **Development Program:** The project team derived the expected total area for earthwork, linear feet of public right of way and utilities, as well as total unit counts and building square footage based on the design concepts introduced in Chapter 4.
- **Costs:** The project team created an “order of magnitude” cost estimate for each development program, which is fast to make, imprecise, and exploratory in nature. Cost figures should be understood as inexact and subject to change given more and better information. In this case, the project team estimated costs using a general approach: multiplying per-square-foot (PSF) hard-cost estimates by the building and site areas and per linear foot (LF) cost estimates by the length of the public right of way and utilities. These PSF and per LF estimates were derived from conversations with developers, contractors, and engineers as well as through a review of cost estimates for public works projects found online. The report used standard assumptions to estimate soft costs (20% of hard costs) and a contingency budget (10% of hard costs). All-in development costs for the site’s for-sale townhome housing was estimated at roughly \$325 PSF, not including land cost.
- **Revenues:** The project team estimated revenues from for-sale and rental products by reviewing listings for comparables on Zillow, Craigslist, and Rentometer. The project team assumed, based on available sales comparables, a 10-15% price premium for

properties adjacent to woods or other attractive natural features. Achievable sales prices for the site's for-sale housing—townhome-style homes including 1,500 SF and a one-car garage—were assumed to average \$500,000.

- **Other inputs and assumptions:** The pro-forma is designed from the perspective of a land developer and homebuilder. This means sales proceeds of homes and lots are the primary revenues incorporated into financial return calculations. The team assumed a 5-year analysis period, a 3-year construction period for full site build out, delivery and absorption of roughly 30-40 for-sale units per year, and a 9% average annual interest rate. Lot sale prices for rental units were estimated via comparables and residual land values, assuming a 6% stabilized capitalization rate, a 30% operating expense ratio, a 5.5% vacancy and credit loss rate, and a 6-month lease-up and stabilization period. Given the difficulty of the location for retail but the necessity of including it in the development program to unlock higher residential density allowances, we assume the small lot “sold” for commercial space produces no financial return. Similarly, this analysis assumes the site itself is donated to the development project as a way of supporting the eventual desired development outcome. This is the simplest available assumption, given that no broker opinion of value or detailed land development cost estimate is available for the site. It is also relatively common for publicly owned lands to be donated to support a desired development outcome. Still, this is not a required path for the BAH and its board to take. However, removing this assumption lowers the project's profitability from a developer standpoint.



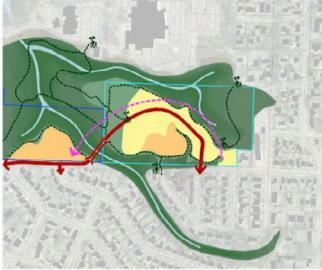
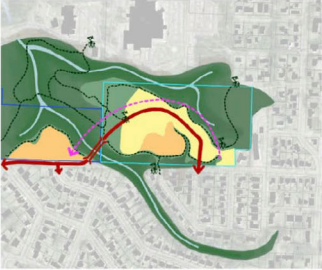
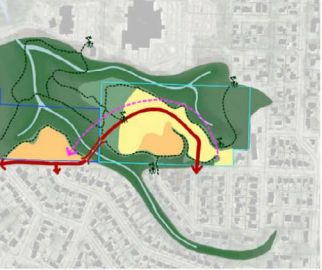
Feasibility Analysis Findings

The development is not financially feasible under current conditions, but has a narrow path to achieving financial feasibility

The analysis found that profitably developing the site will be challenging. Under current market and cost conditions, the analysis found the development—in its most financially-productive design and programming—would achieve roughly \$1M to \$6M in net profit or a 1.05 to 1.48 equity multiple. That means while the development could pay off its loans, it would fall millions short of achieving the profit and risk-adjusted return a development and investment group would likely seek for a challenging project in a tertiary market (e.g. equity multiple closer to 2.00) .

Detailed takeaways from the analysis

- **Using a design with a single point of vehicular access is not financially feasible.** State fire code limits the number of units built on a single point of vehicular access to 30 single-dwelling units and 100 multi-dwelling units. This unit count cannot financially support the earthwork and infrastructure costs (e.g. public lift station, up to 1,000 LF of road and utilities, 150 parking spaces) required to develop the site. A higher unit count is required, which means multiple points of vehicular egress and access are needed to fulfill fire code.
- **The most financially viable pro-forma approaches used the Through Hike concept.** The Through Hike concept offers a distinct financial advantage related to infrastructure. It uses a bridge to

<u>Out & Back</u> Mix of own/rent	<u>Out & Back</u> Own focus	<u>Through Hike</u> Own focus	<u>Through Hike</u> Own, affordable focus	<u>Through Hike</u> Own, affordable focus
				
144 du for rent 68 du for sale	112 du for sale	111 du for sale	86 du for sale 60+ du affordable	86 du for sale 60+ du affordable
2400 LF public road/utilities	3000 LF public road/utilities	2600 LF public road/utilities	2000 LF public road/utilities	2000 LF public road/utilities
Lift station \$3.5M Culvert \$1.5M	Lift station \$3.5M Culvert \$1.5M	Bridge \$3.0M	Bridge \$3.0M Grant +\$2.0M	Bridge \$3.0M Grant +\$2.0M Costs -5%, Sales +5%
Net Profit: \$-6.2M EMx: 0.49	Net Profit: \$-2.0M EMx: 0.88	Net Profit: \$0.8M EMx: 1.05	Net Profit: \$1.7M EMx: 1.14	Net Profit: \$5.9M EMx: 1.48

Abbreviations and Acronyms

du: Dwelling units

LF: Linear feet

M: Million

EMx: Equity multiple, where 1.0 = a break even project that returns the equity invested and 2.0 = a project that doubles the invested equity

Figure 35. Summary of Financial Analysis Outcomes by Development Scenario

provide both a secondary emergency access route and a structure to support gravity sewer pipes across the ravine and creek in the site's southwestern corner. While a bridge is expensive, in this case it provides dual benefits within a single piece of infrastructure: it unlocks higher unit counts under fire code and at the same time helps avoid the need for a \$3M to \$4M sanitary sewage lift station. That makes the concept more financially viable than the Out and Back concept.

- **In the near-term, focus on for-sale housing.** The financial prospects for market-rate rental housing currently appear weak in the Bay Area. According to the American Community Survey, only roughly 200 apartments have been built in Coos Bay since 2010. Anecdotally, developers and public officials interviewed for this study could not recall any non-subsidized apartment construction in recent years, even before interest rates rose. Moreover, comparables suggest the market has relatively low rents—a reflection of modest incomes. That dampens the yield-on-cost achievable through new rental housing, which stifles would-be apartment developers' returns and therefore the amount they would pay for a parcel on site. For-sale housing products, on the other hand, appear to offer a better cost-to-revenue ratio, as evidenced by the fact that they are currently being delivered and absorbed by the market. In the long-run, the financial prospects of market-rate rental housing may improve, meaning the focus on for-sale housing should be revisited in future iterations of this work.
- **Minimize the costs of horizontal development.** Horizontal development, which includes activities like excavation, grading, paving, utilities, and landscaping, is expensive. Horizontal development costs are also hard to determine up front and vary greatly depending on site conditions. Anecdotally, multiple Bay Area developers interviewed for this project asserted that horizontal development costs considerably exceeded their expectations—a warning for would-be developers of challenging sites in the region. At this early conceptual stage, the best way to reduce horizontal development costs is to minimize the amount of infrastructure itself, which the Through Hike scenario achieves through gravity sewer and reduced public right of way length. Denser development can also make costly infrastructure like streets and utilities more economical by lowering the per-unit cost.
- **Consider attempting to access subsidies, particularly for infrastructure.** Another way to reduce the cost of infrastructure on the overall development is to seek grants, below-market-rate loans, and other subsidies to pay for a portion of the costs. In Oregon, limited infrastructure funds are most readily accessed when a project includes income-restricted affordable or workforce housing. Such housing produces minimal positive cash flow and profit, meaning the tradeoff at play is whether losing acreage and revenue potential to income-restricted affordable housing is more than offset by receipt of sufficient grant dollars for project wide infrastructure. Housing subsidies such as Oregon's Moderate Income Revolving Loan Fund may also offer an avenue to lower the price of some homeownership opportunities on the site while still yielding a profit.
- **Clarify the financial picture.** It may also be that costs are lower than anticipated, or that sales prices and rents achievable in a unique, walking-trail-oriented, centrally located, forested

community are higher than assumed. Further efforts can be made to explore potential costs and revenues, particularly by talking to contractors and developers. The scenario shown on the right side of Figure 32, demonstrates how updated assumptions regarding cost and revenue conditions assists financial viability.

- **Monitor competitor projects.** Two developments are underway that would compete with the Through Hike concept for market absorption in the near-term: Timber Cove, a 400-unit for-sale project in Coos Bay, and North Bend Family Housing, a 176-unit affordable housing development in North Bend. The surplus hospital site will also face competition from other vacant land parcels that are similar or simpler to develop. The City and BAH should continue to monitor these projects to understand whether the housing product they're providing is being absorbed quickly and demand remains strong.

Housing and Infrastructure Funding Sources

There are several potential public funding sources that can be gap sources for housing and infrastructure development

Public funding sources for housing and infrastructure development are typically “gap” sources, meaning they can fill a financial shortfall (or “gap”) between the total cost to develop housing or infrastructure and the amount of funding that can be raised through more conventional sources like bank loans (debt), equity (private investment or Low Income Housing Tax Credits), and project-generated revenue (rents or sales revenue). As shown in the results of the financial

feasibility section above, that gap is assessed to be at least several million dollars. Gap sources are typically reserved for development that meets local needs or policy goals not met by the private market, such as affordable housing and associated infrastructure for low- or moderate-income households. The purpose of gap sources is to make affordable housing developments, which generate less revenue than market rate developments because rents are restricted, financially feasible. Gap sources are therefore typically restricted to projects that include deed-restricted units.

Each gap source for affordable housing has its own unique program rules and eligibility requirements

The funding sources outlined below support deed-restricted rental or ownership housing and could be potential gap sources for townhome and/or multi-unit development. These sources can fund on-site development costs, which can include construction, site development, and development services, but they cannot typically support off-site infrastructure improvements.

Which funding source/s is/are most appropriate for the site and development depends primarily on the tenure for the housing, planned affordability levels, and the amount of the gap in the project's capital stack.

Oregon Housing and Community Services (OHCS) administers all of the sources outlined below. The first two are acquired directly by housing developers (with local jurisdictional support), while the third requires City leadership to access the financing.

LIFT Homeownership Loans

LIFT Homeownership loans provide gap funding for the construction of for-sale homes that are deed-restricted for 20 years for households at or below 80% Area Median Income (AMI). To be eligible, LIFT-funded homes must use a shared equity model in which an eligible covenant holder maintains ownership of the land and qualified homeowners purchase the individual homes. Examples of shared equity models include community land trusts, leasehold condos, manufactured dwelling parks, and limited equity cooperatives. Mixed-income and mixed-use projects are eligible for LIFT Homeownership funds, but the LIFT funds can only be used for costs associated with the deed-restricted for-sale homes. The townhomes included in the site design concepts may be well suited for shared equity ownership housing with LIFT Homeownership funding.

The amount of the loan is determined on a per unit basis, with the total loan amount intended to offset the difference between the cost of construction and the below-market home sales price. The loans have flexible terms, including zero percent interest and the ability to defer repayment until the end of the 20-year affordability period.

LIFT Homeownership loans are secured by a housing developer and are often paired with local jurisdiction support as part of a larger housing development capital stack. LIFT funds are competitive and available on a first-come-first-serve basis as new Notices of Funding Availability (NOFAs) are released.

501c3 Conduit Revenue Bonds

501c3 Conduit Revenue Bonds provide tax-exempt bonds for low- or middle-income rental housing that is deed-restricted for 60 years for

households up to 120% AMI. Eligible applicants are limited to qualified non-profit (501c3) organizations. Eligible projects include low-income, workforce, and mixed-income projects. The multifamily housing included in the site design concepts may be well suited for multifamily housing financed with 501c3 Bonds. As with other tax-exempt bonds, 501c3 bond borrowers benefit because they pay less interest on these bonds than they would for a taxable bond or bank loan. This lower cost of funds typically enables the borrower to leverage more project debt.

501c3 Bonds are secured by a housing developer and are often paired with both conventional funding sources and other OHCS sources. Unlike LIFT Homeownership loans, 501c3 bond requests are non-competitive and the application is open year-round.

Moderate-Income Revolving Loans

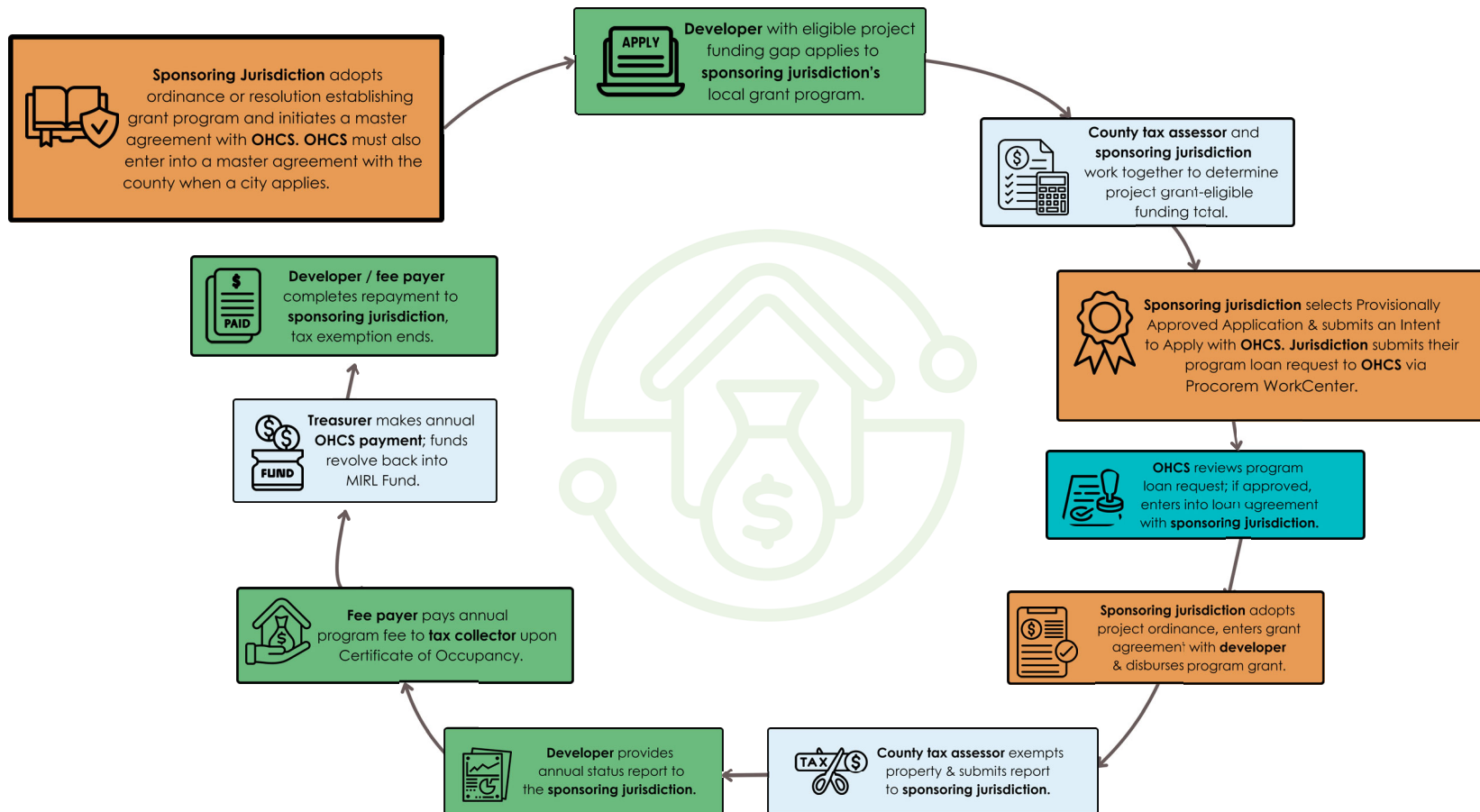
The Moderate-Income Revolving Loan Program provides funding for rental or ownership workforce housing that is deed-restricted between 80-120% AMI. The program supports a range of housing types, including single-family, middle housing, and multifamily. Mixed-income and mixed-use projects are also eligible, but the funding can only be used for homes that meet deed-restriction requirements. This funding source is very flexible and could likely support any of the site or housing development on the site.

To allocate the loan fund, OHCS makes no-interest loans to cities and counties (sponsoring jurisdictions). Sponsoring jurisdictions use the loan to award a grant to a developer with an eligible housing project in their community. Loans are to be repaid through the growth in property taxes derived from the new developments.

The maximum grant amount is equal to the estimated increase in property taxes expected to occur due to the project, multiplied by the number of years that the city or county is willing to forgo those increased property taxes (generally 10 years, at maximum 15 years).

Instead of regular property tax payments on the improvements, the developer pays a predetermined annual program fee for the duration of the property tax exemption period. The sponsoring jurisdiction uses this fee to repay the no-interest program loan. See Figure 33 for details.

Figure 36. Program Overview, Sourced from the Program Manual



As opposed to LIFT Homeownership Loans or 501c3 Bonds which require the housing developer to pursue the funding, this program is accessed by the sponsoring jurisdictions and requires coordination between the administering City and County. The responsibilities of the sponsoring jurisdictions include:

- Establishing a grant program, which may include other eligibility criteria beyond deed-restriction requirements
- Entering into a master agreement with OHCS
- Recruiting a developer to apply and reviewing the development application
- Entering into a loan agreement with OHCS
- Entering into a grant agreement with the developer
- Distributing loan proceeds from OHCS to the developer as grant monies
- Annual reporting to OCHS on the status of construction, uses of the grant monies, loans distributed and obligated, and total fee revenue owed and received
- Program loan repayment and close-out

The loan fund was established through SB 1537 in 2024 with \$75M in one-time funding.

At least \$10M of the initial loan offerings will be set aside for rural areas, which includes Coos County. Availability of the loan funds, including the rural set-aside, depends on how quickly jurisdictions across the state set up grant programs and pursue the initial \$75M in available funds.

Like the affordable housing gap sources, potential infrastructure funding sources vary in amount of support and program eligibility requirements

Like with the Moderate-Income Revolving Loan program, the City would need to take the lead on securing the infrastructure funding sources listed below. The sources vary widely in terms of amount of funding available and eligible costs for the funding.

Housing Infrastructure Support Fund Program

Business Oregon administers this program to support cities with infrastructure planning for any housing at densities of 6 units per acre or greater. Grants are limited to \$100,000 per municipal applicant and are issued in application rounds. The first round ended in March 2025 but a second round is planned for later this year (the exact timing is still being determined).

Community Development Block Grants (CDBG)

The City can apply for and receive CDBG grants through Business Oregon to support final design or construction (but not planning or feasibility studies) for infrastructure for housing development for low-income residents. The housing must be deed-restricted at or below 80% AMI, meaning this grant is not suitable for any housing development on the site that is aimed at higher, workforce-level AMIs. Maximum grants are \$2.5M for public works water and wastewater improvements and \$1.5M for community or public facilities. Grants are available via application rounds that are typically open twice per year.

Oregon Transportation Infrastructure Bank

The Oregon Transportation Infrastructure Bank is a statewide revolving loan fund issued by the Oregon Department of

Transportation that finances public transportation needs, including sidewalks, bridges, and local roads/streets. This funding source may be well suited to finance needed on- or off-site transportation improvements. The loans may be used to cover up to 100% of the cost of a transportation project, and eligible costs include everything from preliminary engineering, environmental studies, acquisition, equipment, construction, inspections, and financing costs. While loan rates and terms vary based largely on credit quality of the applicant and prevailing market rates, repayment may be deferred to begin five years after project completion. This repayment term provides a bit of reprieve for costly projects and is likely more flexible than repayment terms for private, conventional loans. Applications are accepted on a rolling basis.

House Bill 3031, or the Housing Infrastructure Financing Program

Recently passed House Bill 3031 directs the Oregon Infrastructure Finance Authority to create a program that provides grants, loans, or forgivable loans to jurisdictions undertaking infrastructure projects to support housing development. The housing must be for-rent, deed-restricted, and be at densities of at least 6 units per acre for cities of Coos Bay's size and population. While the details of the program—including affordability levels and the exact amount of funding available—are still being determined, this bill has the potential to provide tens of millions of dollars in funding for infrastructure. Any infrastructure serving affordable rental housing on the site would likely be eligible for this new program, and Coos Bay will be among the less populous jurisdictions eligible for a pool of 25% of the funds specifically for smaller cities and towns.

06

Final Site Concept and Recommendations

In This Chapter

This chapter describes the final concept recommended for the site and provides an illustration on the next page to demonstrate its key features and potential. The chapter then offers a series of recommendations for the BAH and governmental partners to maximize the potential for this site's development and contribution to the community fabric in the future.

In the illustration, brown blocks signifies residential buildings, purple signifies commercial buildings, yellow signifies walking paths and trails, and gray signifies streets and parking lots.

Key Findings

- Find a long-term champion to assess development opportunities and coordinate partners.
- Be open to selling the land at a discount to secure a favored development outcome.
- Conduct developer and contractor outreach.
- Monitor the legislature for infrastructure funding.
- Collaborate with the local Tribes.
- Collaborate with employers and promote economic development.



Figure 37. Illustration of Through Hike with a Mix of Unit Types

Final Site Concept

Through Hike with Mix of Unit Types and Affordability Levels

The Through Hike site design features a connected neighborhood that links residents into the broader area via a new bridge and street network. The new connectivity through the site invites the community in, creating a destination for residents and neighbors alike.

This design provides multiple housing options including market rate housing townhouses and affordable garden apartments. Residents will have easy access to the neighborhood's parks and trail system that allows them to move freely throughout the neighborhood without requiring a vehicle. Residents will also have easy access to a commercial amenity, likely a cafe or similar use.

The Through Hike concept provides two primary access points to the South, connecting the western section of Myrtle Ave to the eastern section. This will help to disperse the added vehicular impact on the surrounding areas as well as providing easier access to an arterial street. A bridge crossing over the ravine would create continuous access, connect the eastern and western portions of

the neighborhood, and create a placemaking monument. While a bridge has a significant price associated, it would also create a way for a sewer line to cross the ravine, opening the door for a gravity sewer system. The gravity sewer could only serve portions of the site located at a higher elevation than the bridge, and while it is not the entire site, it is a significant portion of the relatively flat area.

Figure 38. Lot Layout Diagram for Through Hike with a Mix of Unit Types



Recommendations

Bay Area Hospital Health District

Focus on achieving financially sustainable operations, and remember the surplus property is an asset and may one day have a role in that.

The BAH Health District is at a crossroads. An affiliation process to lease hospital operations to a larger health care organization is under consideration. A slate of newly elected members of the Health District Board of Directors will review that opportunity as well as other potential opportunities for the future of the district. Regardless of affiliation, the Health District needs to set itself on a path toward financial stability, and we encourage the Board to retain that core focus. Unfortunately, this study has not found that BAH's surplus land is immediately feasible to develop into housing or has another way to dramatically change BAH's financial picture in the near-term. However, as the market context changes and BAH Health District redefines its way of operating and perhaps even its role within the community, hospital decision-makers and Board Members should remember the availability of the surplus land and be creative in considering what part it might play in the district's and community's future.

Find a long-term champion to assess development opportunities and coordinate partners.

If the opportunity site is going to be developed, BAH will need to find a champion inside or connected with its organization to continue the work of assessing development opportunities and coordinating with partners as market conditions change. The most important moment

to have such a champion would be if the region's economic and growth trajectory seems likely to move to a swift and strong positive direction, such as if key funding and approvals are granted for the Pacific Coast Intermodal Port project.

Seek broker opinion of value for the site and NBMC's surplus land.

The most affordable way to serve the opportunity site with sanitary sewer is to build a bridge on the site's southwestern edge to support pipes that connect into the City's existing gravity-fed sanitary sewer system. Using a bridge and gravity-fed sewer approach offers a key advantage: it provides both a secondary emergency egress and access route and a way to avoid a costly sewage lift station within the same piece of infrastructure. However, adding a bridge requires crossing land owned by North Bend Medical Center. A key decision-maker at North Bend Medical Center signaled the organization's openness to selling an access easement or full title to the eastern portion of their parcel to facilitate development. The BAH should seek a broker opinion of value for the eastern portion of that parcel to better define the potential costs of the land acquisition. If the momentum for development appears to pick up steam, the BAH should meet with NBMC leadership once again to discuss acquiring the land. Likewise, BAH should seek a broker opinion of value for its own surplus site. As part of assessing the site's value, the broker should consider non-residential development options not explored by this study, such as assisted living or nursing care and medical office. Those could provide new, high value development paths for the site unique to the Medical

Park zone's use allowances.

Collaborate with Tribes.

As part of this study's visioning process, staff representatives of CTCLUSI and the Coquille Indian Tribe joined the project team on a site walk. A representative from DLCD also shared a map of the site with staff representatives of CTCLUSI or the Coquille Indian Tribe. Staff representatives of the tribes did not indicate the site was of known tribal significance. Still, in the future, the Tribes may be interested in any progress made toward developing the site. The BAH should—alongside DLCD and the City of Coos Bay—communicate any relevant updates to Tribe staff. Should development seem likely, the BAH should understand that Tribal staff or representatives may wish to conduct test digs on the site to better understand the land's history and significance to the Tribes. If the site was home to historic Tribal activity, earthwork and grading will almost certainly discover evidence of it. The best practice is to be collaborative in facilitating a test dig if requested before breaking ground to minimize conflict and balance needs for both cultural preservation and urban development.

Be open to selling the land at a discount to secure a favored development outcome.

A highly active land broker for the region indicated that a lot of raw land in and around Coos Bay has been for sale for years, often for under \$100K or even \$50K per acre depending on its conditions. Given that only a portion of the site's land is developable and the remaining portions face significant obstacles to development, the site's value is likely not large in comparison to the overall cost of development. Achieving financial feasibility for development on the

site will be challenging and require creative layering of sources and revenues. The BAH should consider discounting the eventual land price, or even donating the land, if it helps secure a development outcome that realizes the health district's and community's ultimate vision for the land.

Public-Sector Actions

Monitor legislature for infrastructure funding.

Infrastructure is often a last-remaining obstacle to achieving financial feasibility for a housing development. As such, it is a perennial topic across levels of government focused on housing. The City of Coos Bay should seek to understand how to qualify, apply for, and win the funds mentioned in this report, including state funds newly passed through HB 3031. The City and BAH should communicate the prospect of infrastructure funds—and the requirements that come with it—when conducting outreach to developers.

Conduct developer and contractor outreach.

Developers and contractors are ultimately the team members that would implement a vision like the site concept. This study contains information useful to them on the site's existing conditions and constraints, the community's desires and vision, and a recommended engineering approach for providing two vehicular accesses and maximizing unit count, while minimizing infrastructure costs (i.e. using a bridge to the southwest to avoid a lift station and minimize public right of way and utility lengths). The City of Coos Bay, DLCD, and BAH should continue to have informal conversations with the development community to inform them of these findings and explore

questions key to ultimate development feasibility:

- What product types would maximize value on the site?
- What average sales prices and premium can be achieved on site? What all-in costs per square foot and costs for infrastructure would be expected? How strong is the potential for profitability?
- Would the developers ultimately be willing to team with an affordable housing developer, selling them a portion of the acreage in order to access infrastructure funding to support the broader project?

If, in those conversations, the financial picture appears more promising than assessed in this study, the City should consider conducting a Request for Expressions of Interest. In this public solicitation process, the City would look for high-level ideas and feasibility assessments from interested development partners. Ideally, respondents would have strong local and master planning experience.

Be prepared to adjust development standards if needed.

The concept plan illustrated above provides a mix of townhomes and apartments along with a small retail space. This generally aligns with The City of Coos Bay's use allowances and development standards for the Medical Park zone. Furthermore, the City has indicated that horizontal mixed-use of this manner would fulfill the intent of the Medical Park zone's provisions for no-density restrictions for mixed use developments, unlocking the potential for this density of housing development. It may still be, though, that a future developer finds that certain provisions of the development code challenge their ability to cost-effectively deliver the attractive, community-centric vision

described in this report. The City of Coos Bay may be able to assist with development feasibility by adjusting requirements and code. Two examples could be reducing minimum parking requirements, which divert developable land from more economically valuable uses to parking, or reducing minimum road standards to lower up front infrastructure costs.

Continue key economic development initiatives.

The analysis found that the site's current profitable development prospects are limited under hypothesized cost and revenue conditions. This highlights the importance of supporting activities that propel income growth and demand for housing, which might ultimately change the fundamental dynamics underlying the site's development potential. The main set of activities to focus on are the region's economic development initiatives, such as the Pacific Coast Intermodal Port project. If job- and income-growth accelerate, demand for homes would also likely rise as would demand for centrally located real estate.



Appendices

Hospital Opportunity Site Draft Report Text

Appendix A

Permitting Drainage Crossings

The Scenario 1 - Fill and culvert the crossing

Assuming the crossing would be roughly 30' above the bottom of channel with a road prism approximately 50' wide and 2:1 side slopes.

Division of State Lands(DSL) – Project will require an individual permit. Mitigation for stream (and wetland) impacts will be required. There is no mitigation bank covering the area, so the permittee will be responsible for providing mitigation either on site or off site. There are a variety of ways to mitigate the impacts depending on the amount of impact. We assume a minimum of six months for DSL to issue the

permit from the time the application is submitted.

Oregon Department of Fish & Wildlife(ODFW) – More than likely, ODFW will require a fish passage plan to be submitted and approved. The fish passage plan application will require input from both engineers and biologists and may require additional data collection in the field.

United States Army Corp of Engineers(USACE) – Project will likely be permitted under Nationwide 14 Linear Transportation Projects. Mitigation may or may not be required depending on the amount of impact. If impacts to the streambed exceed 0.03 acres, mitigation at a 1:1 ratio will be required. If impacts are less than 0.03 acres, the district engineer can require mitigation on a case-by-case basis. A permit from the USACE creates a federal nexus, so compliance with all federal laws will be required. The need to comply with the stormwater design criteria in the Standard Local Operating Procedures for Endangered Species(SLOPES) to ensure compliance with the Endangered Species Act is critical. We would assume a minimum of six months for the USACE to issue a permit. If the stormwater design criteria for SLOPES cannot be met, a biological assessment would be needed and the timeline for issuing the permit would likely be substantially longer.

Oregon Department of Environmental Quality(DEQ) – Because a permit from the USACE will be required, DEQ will be required to issue a Section 401 Water Quality Certification(WQC). DEQ will require a post-construction stormwater management plan, which is also required by SLOPES. DEQ typically issues the WQC well before the USACE issues a permit.

Mitigation – The cost of the mitigation can be significant for several reasons. First, a suitable location for the mitigation needs to be identified. This process can take time. Second, property or easement may need to be acquired. Third, data collection will be required (e.g., wetland and waters delineation, topographic survey, geotech investigation, stream survey). Fourth, the mitigation project needs

to be designed. Fifth, a mitigation plan for submittal with the permit application needs to be prepared. Sixth, the mitigation project needs to be constructed. Seventh, the monitoring of the mitigation project may be required. Note that agencies may require legal instruments to protect sites in perpetuity, financial security instruments to ensure the mitigation project is constructed, and financial assurances for the long-term management of the site.

Scenario 2 - A bridge crossing that completely spans the drainage channel

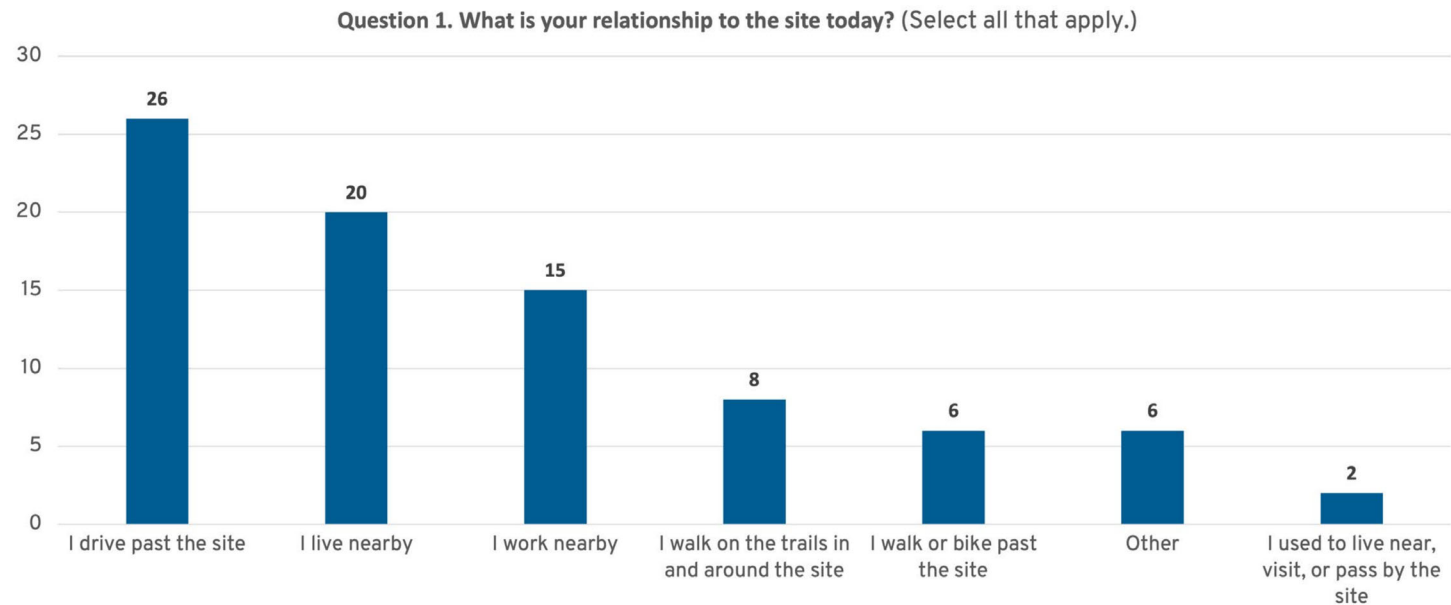
If the bridge crossing can completely avoid any in-water work, then no permits or approvals from DSL, ODFW, or USACE will be required. DEQ will still issue an NPDES 1200-C permit, which will be required for all scenarios given the likely disturbance of more than one acre of ground. The lack of a USACE permit eliminates one possible federal nexus and all the associated federal requirements.

Appendix B

Community Survey Results

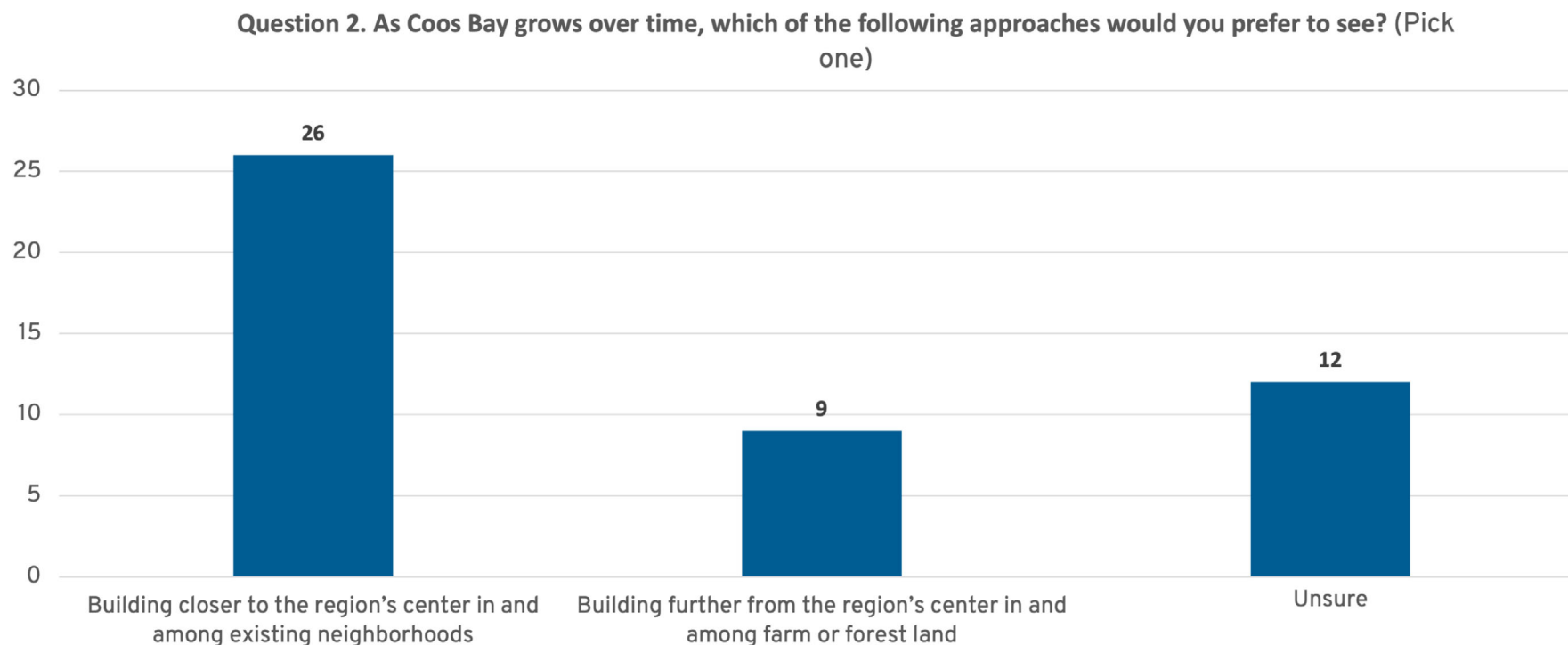
Question 1: What is your relationship to the site today? (Select all that apply.) n=47

More than half of survey respondents regularly drive past the site, and between a third and half of respondents live and/or work nearby.



Question 2: As Coos Bay grows over time, which of the following approaches would you prefer to see? (Pick one) n=47

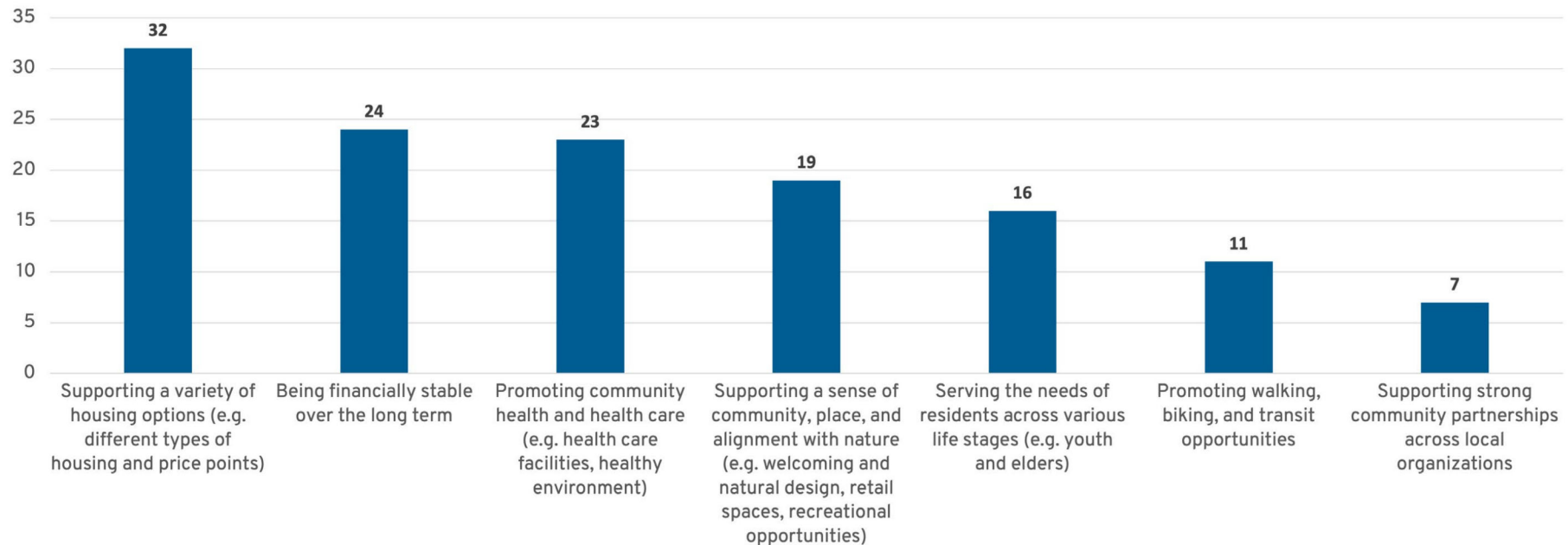
Over half of the survey respondents want to see development closer to the region's centers in and among existing neighborhoods, as opposed to further from the center.



Question 3. As Coos Bay grows over time, which of the following community goals feel like the three you would most prioritize? (Pick up to 3) n=47

Housing is the top community priority among respondents, as well as financial stability long term, and promoting community health and healthcare.

Question 3. As Coos Bay grows over time, which of the following community goals feel like the three you would most prioritize? (Pick up to 3)



Question 3: Responses by Age Group n=46

All age groups show support for a variety of housing options by majority.

	25-34	35-44	45-54	55-64	65 or Above
Supporting a variety of housing options (e.g. different types of housing and price points)	67%	50%	80%	80%	63%
Serving the needs of residents across various life stages (e.g. youth and elders)	0%	33%	20%	30%	56%
Promoting community health and health care (e.g. health care facilities, healthy environment)	33%	33%	60%	50%	44%
Supporting a sense of community, place, and alignment with nature (e.g. welcoming and natural design, retail spaces, recreational opportunities)	67%	33%	20%	40%	50%
Promoting walking, biking, and transit opportunities	33%	17%	20%	20%	25%
Being financially stable over the long term	100%	33%	70%	50%	38%
Supporting strong community partnerships across local organizations	0%	33%	10%	20%	13%

Question 3: Responses by Income Level* n=39

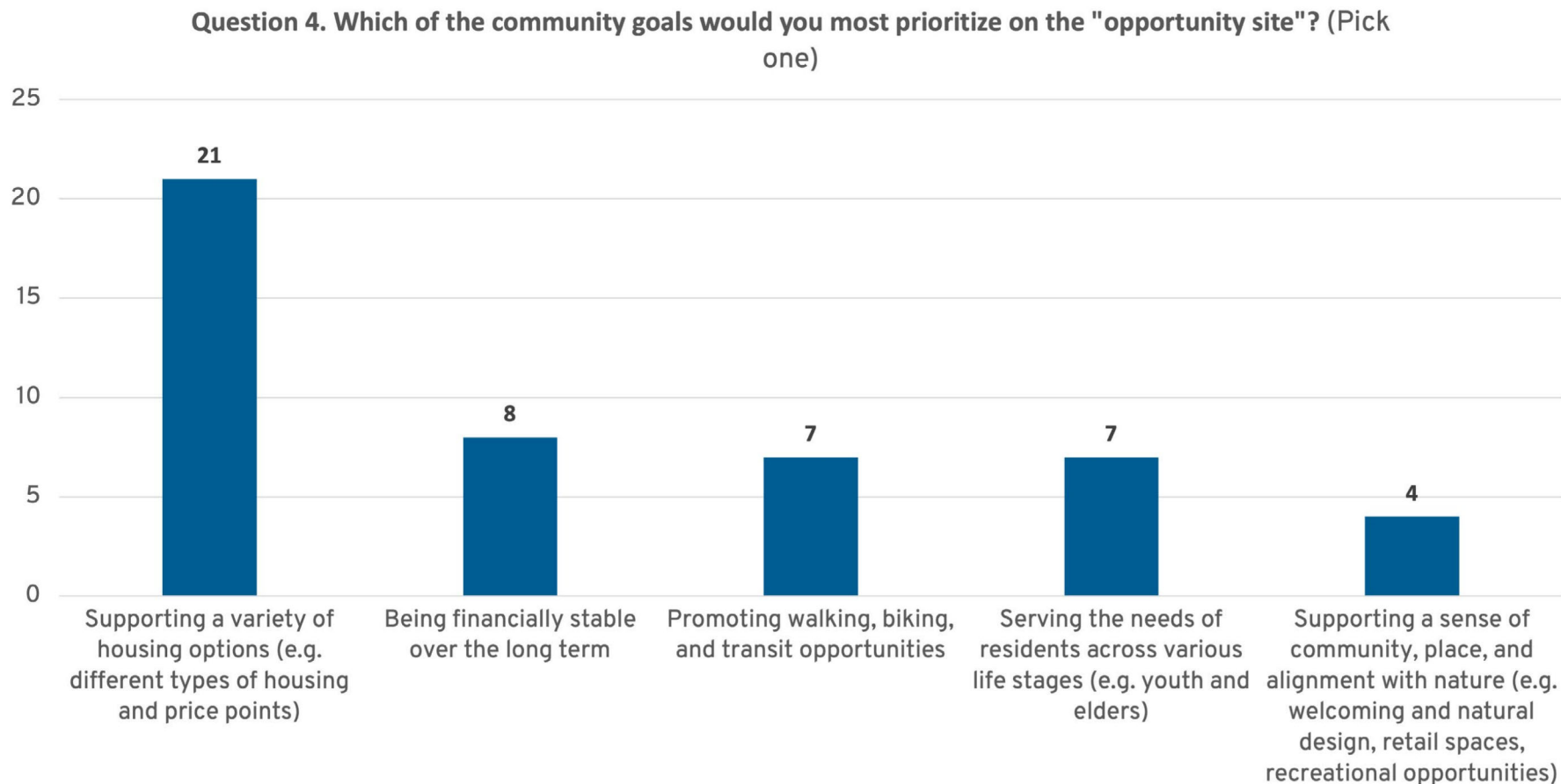
* Zero respondents selected the \$30,000-\$49,000 income bracket.

There were no notable patterns among responses when broken up by income bracket.

	\$15,000 to \$29,999	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$150,000	\$150,000 or more
Supporting a variety of housing options (e.g. different types of housing and price points)	0%	70%	40%	82%	60%
Serving the needs of residents across various life stages (e.g. youth and elders)	0%	60%	40%	27%	30%
Promoting community health and health care (e.g. health care facilities, healthy environment)	0%	50%	40%	64%	30%
Supporting a sense of community, place, and alignment with nature (e.g. welcoming and natural design, retail spaces, recreational opportunities)	0%	30%	60%	45%	50%
Promoting walking, biking, and transit opportunities	0%	20%	40%	18%	20%
Being financially stable over the long term	0%	50%	20%	45%	70%
Supporting strong community partnerships across local organizations	100%	20%	40%	9%	10%

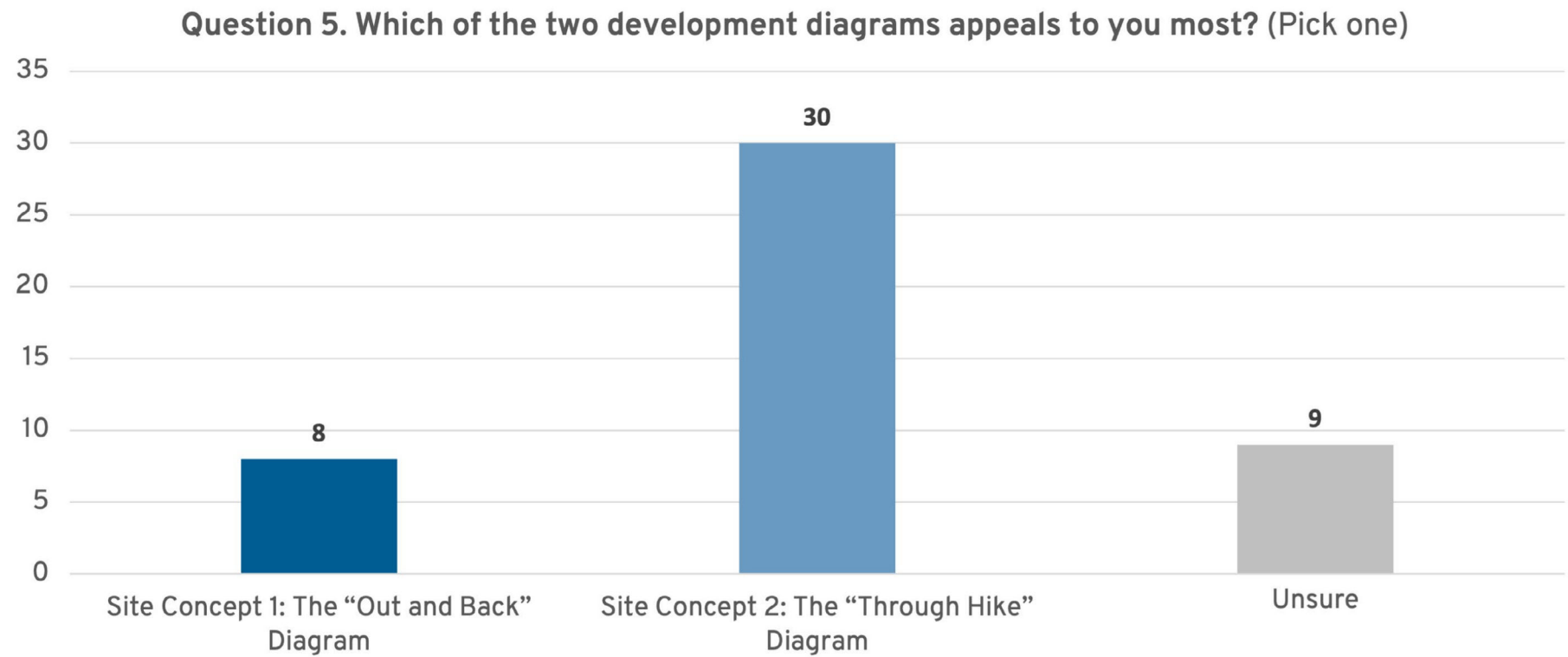
Question 4. Which of the community goals would you most prioritize on the “opportunity site”? (Pick one) n=47

When asked to pick only one community goal, housing was the most popular by nearly threefold to being financially stable long term.



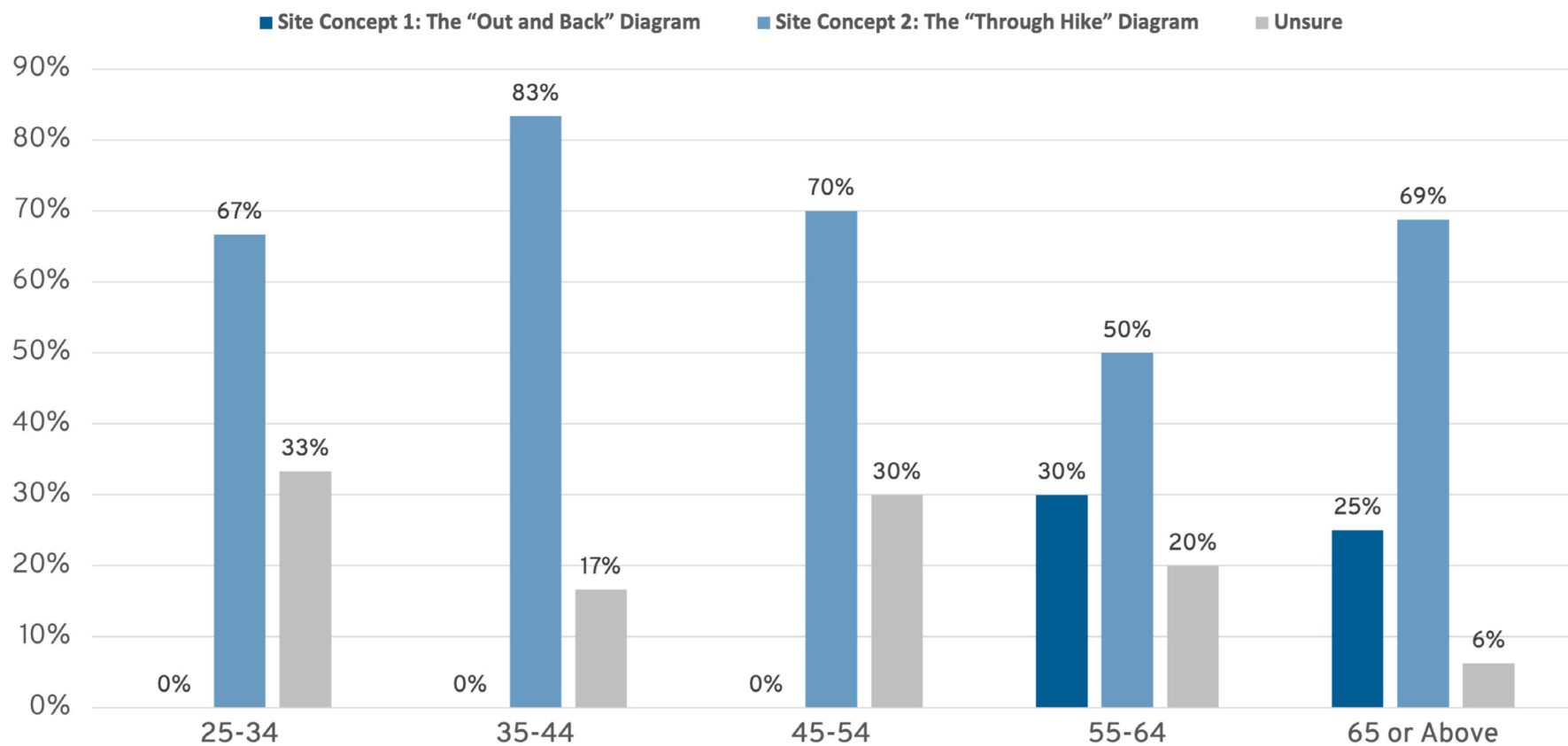
Question 5. Which of the two development diagrams appeals to you most? (Pick one)
n=47

Respondents overwhelmingly supported the through hike concept over the out and back.



Question 5: Responses by Age Group n=46

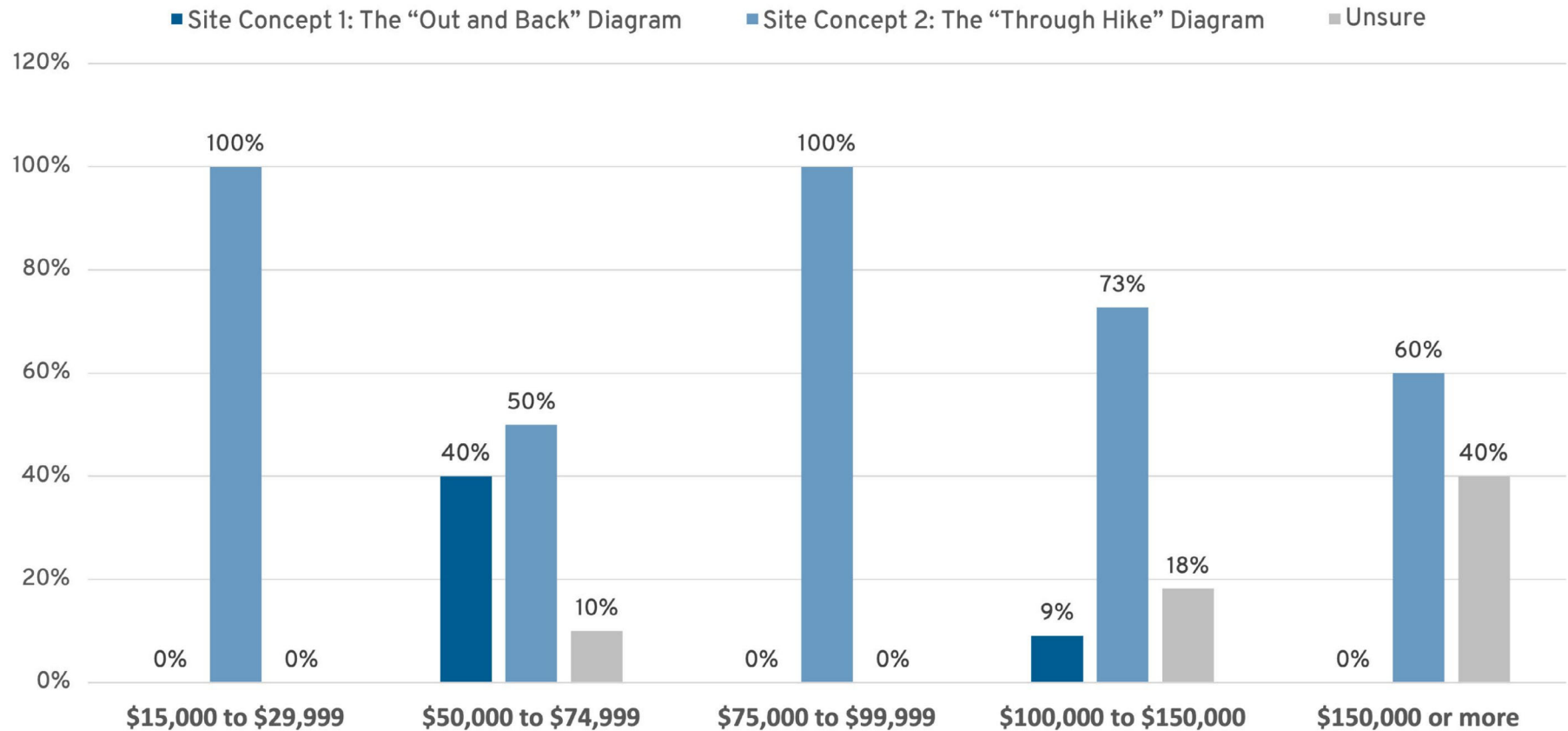
All of the respondents who favored the out and back concept were 55 years or older.



Question 5: Responses by Income Level* n=39

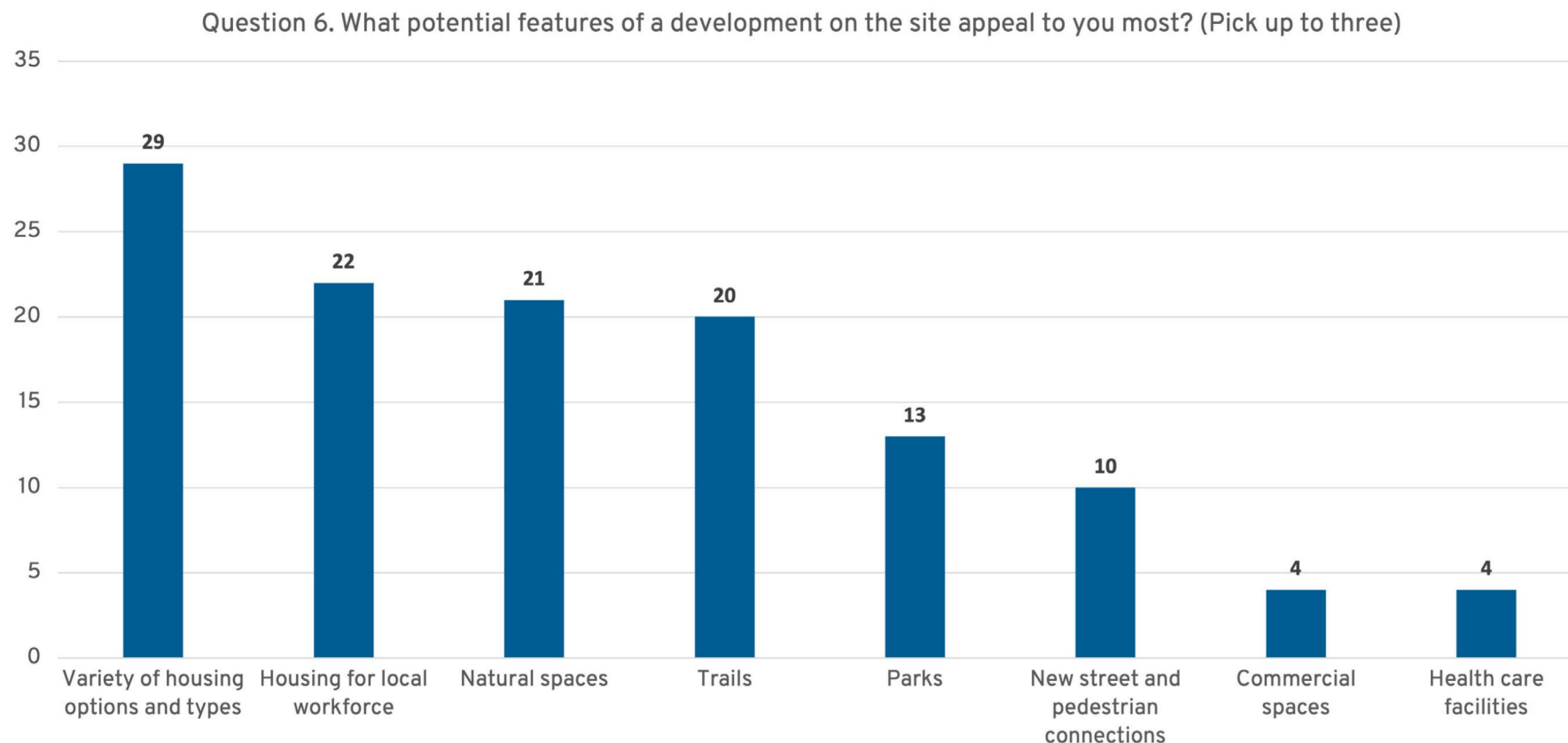
* Zero respondents selected the \$30,000-\$49,000 income bracket.

There were no notable patterns among responses when broken up by income bracket.



Question 6. What potential features of a development on the site appeal to you most? (Pick up to three) n=47

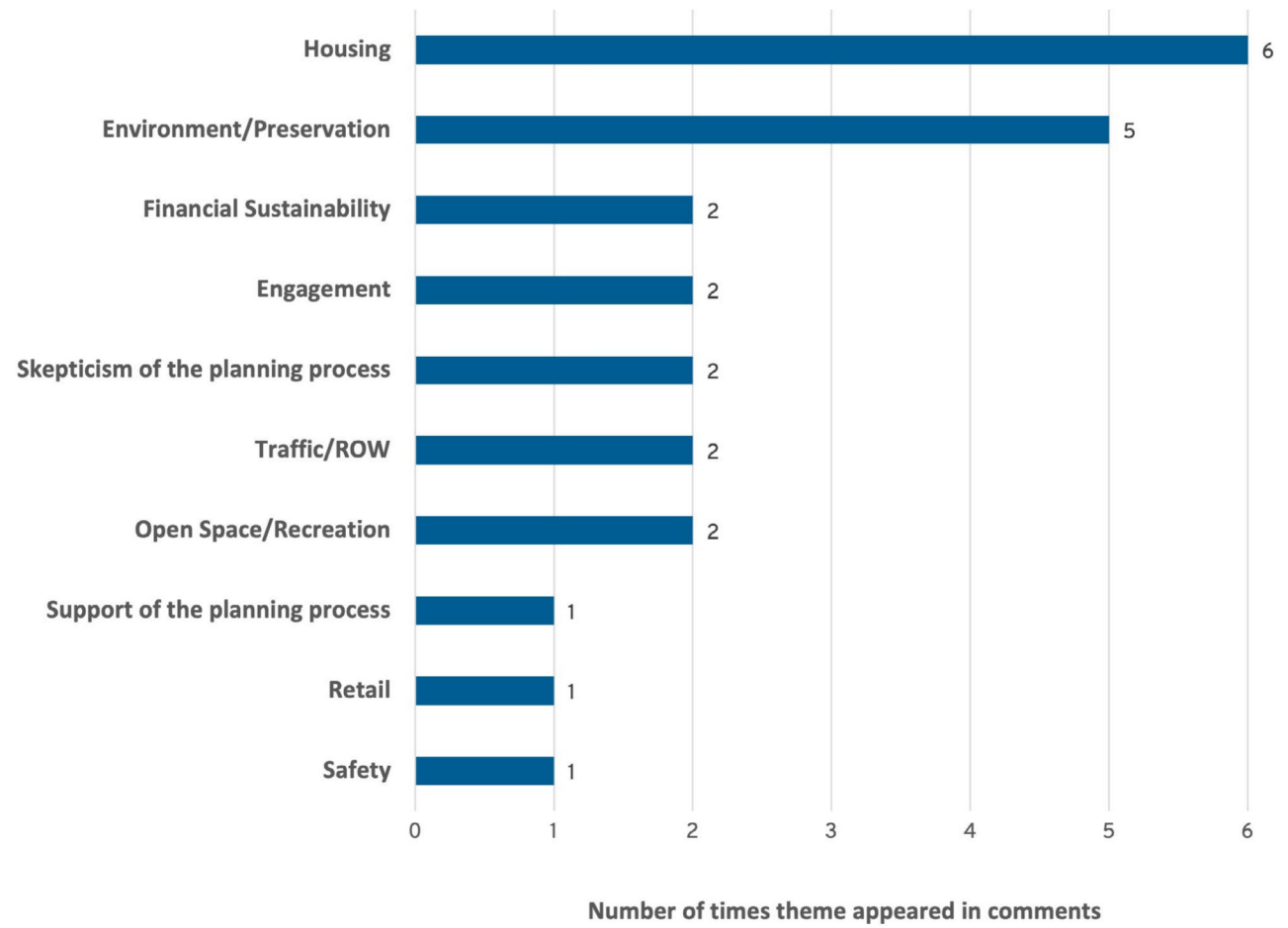
About 50% of respondents want to see a combination of housing options, workforce housing, natural spaces, and trails in the opportunity site.



Question 7. Are there any additional goals or ideas you would like to share related to the opportunity site? (Open response) n=19

The common theme of housing and environmental preservation and access continued in the open response comments.

Open response comments were assigned up to three themes. Comments are shown in subsequent pages. One comment was edited for clarity and tone.



Comment	Theme 1	Theme 2	Theme 3
We do not need commercial areas in the neighborhood except that a vintage-type neighborhood grocery or deli could be useful, depending upon the number of houses or housing types.	Retail		
Try to avoid making opportunistic spaces for [people to] hang out... We need to take... our community and develop it for [a] tax... productive... society instead of... handouts.	Safety	Financial Sustainability	
This survey helps but more dialog and interactions are needed in public meetings and with stakeholders. Stakeholders include residents of the city not just developers.	Engagement	Skepticism of the planning process	
This site seems best suited to medical staff housing and hiking trails. The site should be accessed via the road behind the hospital and incorporated into the existing medical campus.	Traffic/ROW	Housing	
This is beautiful natural space, maybe you just leave it alone. Not every space needs to be tainted by human expansion. Humans aren't the only species	Environment/ Preservation		
Thank you for supporting ideas to increase housing access in our community!!!	Housing		
Temporary housing for traveling healthcare workers	Housing		
Skeptical of planned outcomes mentioned - it seems too ambitious and optimistic both naturally and financially	Skepticism of the planning process		
Please keep Myrtle closed to Woodland.	Traffic/ROW		

Comment	Theme 1	Theme 2	Theme 3
Maintain and improve natural habitat with a minimum of disruption to streams	Environment/ Preservation		
Low income housing with a local playground and park like feel for opportunities across the entire lifespan	Housing	Open Space/ Recreation	
Look at smaller options. Our traveling health care workers need places. Add some RV spots in the mix with 9month occupancy max. Also fields for games soccer baseball etc.	Housing	Open Space/ Recreation	
It would be nice to see affordable housing & some retail spaces while keeping some natural areas (forest, stream,etc)	Housing	Retail	Environment/ Preservation
If not being used to grow hospital & services to increase potential revenue could selling it create revenue for hospital to reduce deficit	Financial sustainability		
I would prefer to see it remain natural space with continued trail and recreation access. That would maintain green space, protect water quality, and provide opportunities to create programming around healthy physical and mental health engagement in town with the natural spaces. My preference is for the community to develop housing in surrounding areas with blighted, underutilized properties that could be redeveloped more easily. Once natural areas are destroyed, it decreases livability and they will never be recovered.	Environment/ Preservation		

Comment	Theme 1	Theme 2	Theme 3
<p>Growth is so important which requires housing, health, jobs but takes too long to build in our area. For example, the Taco Bell by Topits was built in a 4-8 weeks - How did that happen? Homes take over a year to build, builders say permits is the issue to my understanding that needs to be fixed. Then growth will happen safely, timely with profit and cost controlled.</p>			
<p>Consult with the Coos Watershed Association</p>	<p>Environment/ Preservation</p>	<p>Engagement</p>	
<p>Conduct a Highest-and-Best Use Analysis for the site relative to other locations in Coos Bay/North Bend</p>			
<p>Anything that would enhance the growth of our community</p>	<p>Support of planning process</p>		