

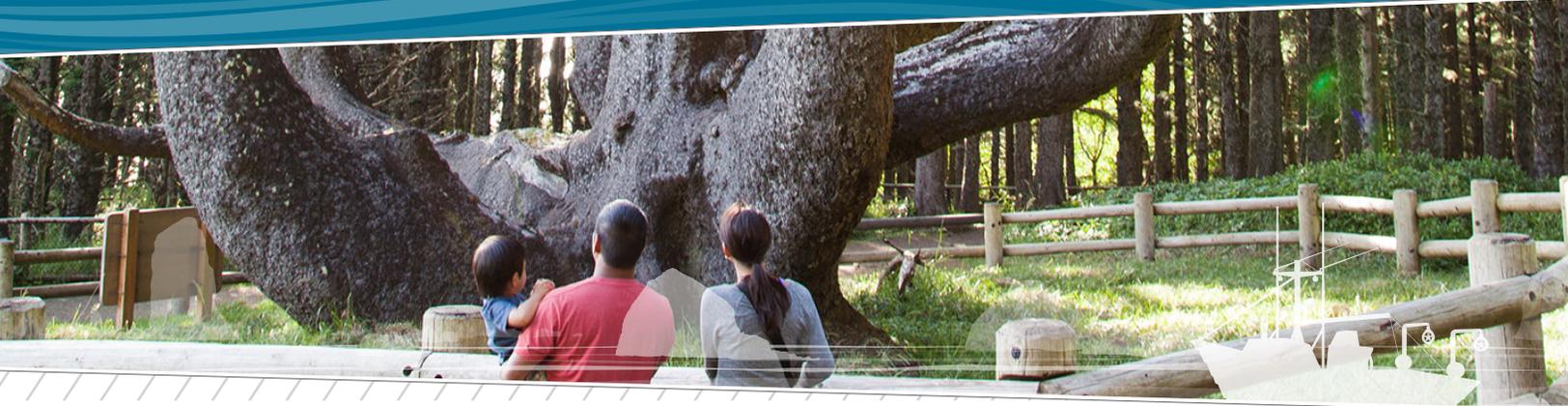
TILLAMOOK COUNTY TOURISM INVESTMENT STRATEGIC PLAN

TAKING STOCK - WHAT IS KNOWN

March 2019

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1.0 BACKGROUND ANALYSIS

1.1 WHAT IS TLT

TLT is Tillamook County’s Transient Lodging Tax. The tax rate is determined by the lodging location.

Location of Lodging	County Tax Rate
All unincorporated communities and areas	10%
Incorporated Cities of Manzanita, Nehalem, Rockaway Beach, Bay City, Tillamook, Wheeler (1) and Garibaldi (2)	1%

(1) Prior to April 1, 2014 the county tax rate for Wheeler lodging was 3%

(2) Prior to July 1, 2015, the county tax rate for Garibaldi was 2%

Source: Tillamook County Transient Lodging Tax. FAQ for Lodging Providers (2014) <http://www.co.tillamook.or.us/gov/ComDev/TLT/FAQ%20for%20Lodging%20Providers%20v18.1.pdf>

The following lodging facilities are subject to this tax:

- Hotels, motels, resorts and inns
- Bed and Breakfast facilities
- Cabins, lodges and guest ranches
- Short-term rental apartments
- Vacation rental houses and condominiums
- RV sites in RV parks or campgrounds
- Any other dwelling unit, or portion of, used for temporary overnight stays

The following lodging facilities are exempt from this tax:

- Health care facilities, hospitals, long-term care facilities, and residential care facilities licensed, registered, or certified by Oregon Department of Human Services or Oregon Health Authority
- Drug or alcohol abuse treatment facilities and mental health treatment facilities
- Facilities with less than 30 days of rentals to the general public in a calendar year
- Emergency temporary shelter funded by a government agency (e.g., Red Cross)
- Non-profit youth or church camps, non-profit conference centers, and qualifying non-profit facilities
- Dwelling units rented as primary long-term residences

The following customers are exempt from paying this tax:

- Lodgers who spend 30 or more consecutive days at the facility
- Federal employees and employees of federal instrumentalities (i.e., American Red Cross), on official business
- Persons with diplomatic immunity

Source: Tillamook County Transient Lodging Tax. FAQ for Lodging Providers (2014) <http://www.co.tillamook.or.us/gov/ComDev/TLT/FAQ%20for%20Lodging%20Providers%20v18.1.pdf>

1.2 HISTORY OF TLT IN TILLAMOOK COUNTY

In November 2013, Tillamook County voters approved a county-wide transient lodging tax (TLT), which became effective on January 1, 2014. The allocation, use, and disbursement of TLT funds were to be consistent with county Ordinance 74 and county Ordinance 75.

On January 1, 2014, Tillamook County began collecting the county-wide Transient Lodging Tax (TLT) to be distributed according to County Ordinances 74 and 75 and the 2003 Oregon state law (ORS 320.300):

30% for county use (in Tillamook County, that portion is used for roads and road repair) and 70% for tourism promotion and tourism-related facilities. Of the 70%, in fiscal year 2018/19 Visit Tillamook Coast (VTC) administers a 47% share of the funds for promotion and the county administers a 53% share of the funds for tourism-related facilities.

TLT Policy for Tourism Related Facilities

This County Ordinance policy was created in May 2016, and amended in March 2017. The purpose of the TLT Policy for Tourism-Related Facilities is to describe the process by which the county distributes TLT facilities funds. Specifically:

1. The county shall include within its annual budget adequate expenditure authority for the amount of TLT funds anticipated to be received for each fiscal year.
2. After the beginning of each fiscal year, the Board shall identify the Strategic Investment Projects to be funded during that fiscal year. Project selection shall focus on projects defined in the county-wide and Fairgrounds strategic plans.
3. The Board may allocate funding to be distributed in accordance with the Tourism-Related Facility Grant Program. A range between \$200,000 and \$500,000 may be a reasonable allocation, but the allocation will be at the Board's sole discretion and based on available funding.
4. The Board may allocate funding to a reserve fund to support the need to fund contingencies as they may arise.

The policy also establishes guidelines and procedures for implementing Tillamook County Ordinances 74 and 75. The policy describes:

- Allocation of TLT funds for Tourism-Related Facilities
- Soliciting proposal from firms to produce the Tillamook County Strategic Plan
- Tillamook County Fairgrounds Strategic Plan
- Tourism Related Facility Grant Program
 - Grant applications may be made available on September 1 each year for tourism-related facility projects
 - Any city, county or other local government (including a port, special district or intergovernmental agency) or federal/state agencies that conduct tourism-related activities or services in Tillamook County is eligible to apply



- Any nongovernmental agency (NGO) is also eligible to apply, providing that the grant amount does not exceed \$50,000
- Applicants are asked to describe how the proposed project contributes or complements the following 4 tourism priorities of Tillamook County:
 - » Inspire growth in new and traditional industries to support the long-term priorities of Visit Tillamook Coast
 - » Develop the tourism industry in ways that are socially, culturally and ecologically responsible, particularly in support of nature-based activities and complementary interests, which differentiate our region for visitors.
 - » Prioritize growth in tourism that improves economic conditions in the shoulder and off-seasons (i.e. October 1 - May 15), and supports the economic stability of the workforce.
 - » Improve communities' abilities to better accommodate tourists and the visitor experience with new, enhanced or better utilization of tourism-related facilities for increased year-round use.
- The Tourism Advisory Committee (TAC)
 - This is a nine member committee with purpose of reviewing, scoring and ranking tourism related facility grant applications. They also advise the Board of Commissioners on proposed policies for the use of Tillamook County TLT funds, the Strategic Plan for tourism related facilities in Tillamook County and other tourism related matters.
 - This committee consists of one city mayor, three transient lodging providers from South, Central and North Tillamook County, one citizen-at-large unconnected with the lodging/hospitality industry and four members who may/may not be connected to tourism.

Source: Tillamook County Transient Lodging Tax Policy for Tourism-Related Facilities (2016)

Since 2014, the county has awarded \$2 million toward tourism-related facilities projects.

In 2016, the Board requested the Tillamook County Futures Council listen to citizens on their behalf and to report back with findings. The nine-month process concluded in July 2017 with the Futures Council's release of the Community Listening Report to the Tillamook County Board of Commissioners Regarding Transient Lodging Tax Capital Investments. The Listening Report represents a synthesis of a series of community conversations and individual perspectives on how TLT funds should be strategically allocated toward capital investments. Extensive lists of projects brainstormed during the community listening sessions were also included in the Community Listening Report.

Following on from the Community Listening project and consultation with the Tillamook County Board of Commissioners and staff, the Futures Council recommended employing a process that would lead to a better understanding of citizens' priorities in the future and identify community values that would complement and conflict with the growing tourism economy. This process is the Tillamook County Tourism Investment Strategic Action Plan Project.



1.3 LIST OF LAWS, RULES AND REGULATIONS (LOCAL, STATE, FEDERAL) GOVERNING TLT SPENDING

Allocation of TLT Funds for Tourism-Related Facilities

1. The allocation, use and disbursement of TLT funds shall be consistent with ORS 320.300 to 320.350, Tillamook County Ordinance #74, Tillamook County Ordinance #75, and any amendments thereto.
2. Ordinance #74 provides that seventy percent (70%) of the net TLT funds be used to fund tourism promotion or tourism-related facilities; finance or refinance the debt of tourism-related facilities and pay reasonable administrative costs incurred in financing.
3. There presently exists a 5-year Intergovernmental Agreement (IGA) with the Tillamook County Economic Development Council (EDC) concerning the use of TLT funds for tourism promotion. During the first year of that agreement, 45% of the net TLT revenue allocated for tourism marketing and promotion is made available for distribution to EDC. Each year thereafter the amount available for distribution to EDC increases by 1% until the 5th year of this agreement when 50% is available for distribution to EDC for tourism marketing and promotion. The term of this agreement runs from July 2016 to June 2021. Visit Tillamook Coast has formed a 501c6 and discussions are occurring between the VTC board and the County Board of Commissioners regarding the execution of a new agreement between the County and VTC for promotions. Source: <https://tillamookcoast.com/wp-content/uploads/2016/03/IGA-tourism-EDC-Tillamook-County-effective-July-1-2016.pdf?x33261>
4. Subject to the above referenced IGA, the balance of the net TLT funds dedicated by law to tourism promotion and tourism-related facilities are hereby allocated for tourism-related facilities as follows:
 - a. The County shall include within its annual budget adequate expenditure authority for the amount of TLT funds anticipated to be received for each fiscal year.
 - b. After the beginning of each fiscal year, the Board shall identify the Strategic Investment Projects (SIPs) (subsection IV(1)) to be funded during that fiscal year. Project selection shall focus on projects defined in the County-wide and Fairgrounds strategic plans described in Sections IV and V of this Policy.
 - c. The Board may allocate funding to be distributed in accordance with the Tourism-Related Facility Grant Program pursuant Section VI of this Policy. A range between \$200,000 and \$500,000 may be a reasonable allocation, but the allocation will be at the Board's sole discretion and based on available funding.
 - d. The Board may allocate funding to a reserve fund to support the need to fund contingencies as they may arise.

Source: Tillamook County Transient Lodging Tax Policy for Tourism-Related Facilities (2016)



1.4 SUMMARY OF TILLAMOOK COUNTY BOARD OF COMMISSIONERS ADOPTED PRIORITIES AND DIRECTIVES

In January 2015, Tillamook County's Tourism Advisory Committee (TAC) developed four tourism priorities to drive both facilities and promotions. The priorities were reviewed and approved by the Tillamook County Board of Commissioners (Board) and the Economic Development Council of Tillamook County. Those priorities are:

- Develop the tourism industry in ways that are socially, culturally and ecologically responsible, particularly in support of nature-based activities and complementary interests, which differentiate our region for visitors.
- Prioritize growth in tourism that improves economic conditions in the shoulder and off-seasons (i.e. non-peak tourist months, generally late May through mid-September), and supports the economic stability of the workforce.
- Improve communities' abilities to better accommodate tourists and the visitor experience with new, enhanced or better utilization of tourism-related facilities for increased year-round use.
- Inspire growth in new and traditional industries to support the long-term priorities of county tourism.

Source: Source: Tillamook County Transient Lodging Tax Policy for Tourism-Related Facilities (2016)





2.0 SUMMARY OF PLANNING WORK DONE TO DATE IN TILLAMOOK COUNTY

The following planning reports have been completed to date in Tillamook County:

- 2020 Strategic Vision (2007)
- Tillamook Coast Tourism 2025 Report (2014)
- Tillamook Coast Asset Mapping Report (2014)
- Cape Kiwanda Master Plan (2016)
- Tillamook County Housing Study Report (2017)
- Tillamook County Fairgrounds Strategic Plan (2018)
- Salmonberry Trail Concept Plan (2015)
- Salmonberry Trail Coast Segment Planning Study Plan Report (2017)
- Futures Council Community Listening Summary Report (2017)

The Tillamook County Futures Council was set up in December 1997 to develop a long-term strategic vision for Tillamook County. The Futures Council now continues as an assembly of community members appointed by the Tillamook County Board of Commissioners. The Futures Council is charged with establishing and serving as 'stewards' of a vision for Tillamook County.

2.1 1998 TILLAMOOK COUNTY VISION PLAN (1997)

The Futures Council embarked upon a comprehensive public involvement process to solicit community opinion on the future of Tillamook County. Through this process a detailed set of goals and strategies were developed. These were structured around four key themes:

- Society and Culture
- Natural Environment
- Economy
- Growth and Development

Since the vision was created in 1998, the Futures Council have completed several additional projects to support implementation of the vision. This included establishing and updating benchmarks to monitor progress, developing an action plan and community outreach.

In 2006, the Futures Council contracted with the University of Oregon's Community Planning Workshop (CPW) to update the benchmarks. As part of the project, CPW conducted interviews with the Future Council members. They recommended that the Futures Council develop an internal strategic plan to guide organizational activities.

2.2 2020 STRATEGIC VISION (2007)

The updated Vision arose from changes occurring in Tillamook County since 1998 when the first vision was developed. The Futures Council met with over 100 people at community workshops and youth forums to identify the concerns and interests of residents and property owners. The Futures Council then used this community input to develop and administer a survey to 4000 randomly selected residents and homeowners throughout the county. A total sample of 839 completed surveys enable the Futures Council to reflect upon the opinions and desires of the whole population. This inclusive process allowed the Futures Council to update the vision.

Goals and Strategies of 2020 Strategic Vision:

- Provide ongoing communication with the Board of Commissioners, policymakers, and key stakeholders regarding the visioning process
 - Produce an Annual Report
 - » Summarize Futures Council activities for each goal of the Vision Plan
 - » Define measures and establish timeline for submittal of the report
 - » Invite stakeholders to Futures Council meetings
 - » Conduct surveys through the Futures Council website
- Provide ongoing communication with citizens in identifying issues and opportunities that relate to Tillamook County's Vision
 - Provide information through local media
 - Gather information from underrepresented populations to be reflected in the Vision
 - Continue annual presence at the Tillamook County Fair
 - Recognize community members and organisations that have used the Vision Plan
- Identify and facilitate partnerships that help achieve the County's Vision
 - Support the function of the Mission Implementation Committee
- Monitor progress made in realising the County's vision
 - Monitor and update benchmarks
 - Analyse County Fair survey data to identify new trends
- Periodically update the Vision through broad-based community input
 - Identify changing community trends to update the vision
- Expand organizational capacity
 - Develop an annual work program
 - Expand Project Coordinator to full time and seek stable funding to support the position
 - Work more closely with the Foundation to develop resources



2.3 TILLAMOOK COAST TOURISM 2025 REPORT (2014)

Tourism 2025 was prepared by Total Destination Marketing in 2014. It was described as a tourism masterplan that provided strategic directions for the region to take optimal advantage of the opportunities that were likely to arise over the next decade. It was not a marketing plan or operational plan, but was designed to act as a guidance system in the development of more specific and tactical annual programs and budget allocations. This was a living document that would be updated as new opportunities and challenges arise. The destination marketing organization responsible for the tourism management of the region was called Visit Tillamook Coast (VTC). It was to be the official face, voice and facilitator for tourism in Tillamook County.

Tourism 2025 provides the strategies, actions and tools for successful tourism development. The following tourism vision statement was created following extensive research, public consultation and input through interviews, workshops and surveys. This vision set the path to develop a vibrant visitor economy over the next decade:

In 2025, the Tillamook Coast is recognized among Oregon's most desirable nature tourism destinations offering outstanding visitor experiences and, through sustainable tourism practices, is a valuable contributor to the environmental, economic, and social well-being of the County.

2.4 TILLAMOOK COAST ASSET MAPPING REPORT (2014)

This report was prepared by Total Destination Marketing in 2014. The Asset Mapping Report was prepared for Tillamook County Tourism Advisory Committee to assist in decision-making related to the preparation of the County's tourism development and brand strategies.

The objectives for the asset mapping project were:

1. To identify Tillamook County's current tourism assets, priority products and tourism strengths.
2. To conduct a County-wide assessment of key tourism locations, experiences, facilities, services and amenities that meet market needs.
3. To identify gaps, needs and opportunities requiring attention to meet visitor market interests.
4. To provide background information to assist in establishing priorities for product development and infrastructure investment.

2.5 CAPE KIWANDA MASTER PLAN (2016)

The Cape Kiwanda Master Plan for Tourism Related Facilities was developed through a year-long community process by consultants, Cogan Owens Greene. It was a blueprint to improve, locate, and develop tourism-related facilities and infrastructure within the Cape Kiwanda Focus Area. The objectives of the Master Plan included: protecting the beauty and natural resource values within and surrounding the community; minimizing and mitigating the adverse effects of visitors within the community; improving visitor experiences and encourage longer stays; and attracting new visitors during the shoulder seasons.

2.6 TILLAMOOK COUNTY HOUSING STUDY REPORT (2017)

This report culminated from a six-month effort between the Tillamook County Housing Task Force, housing strategy consultant czb, and stakeholders from throughout the county to understand how the housing market functions today, to pinpoint which factors are contributing to critical imbalances, and to provide direction for moving forward in ways that will achieve a healthier housing market and a stronger community.

2.7 TILLAMOOK COUNTY FAIRGROUNDS STRATEGIC PLAN (2018)

This report was prepared by consultants 3J Consulting. The Tillamook County Fairgrounds is a multi-faceted, year-round use campus that boasts the largest facilities in Tillamook County for conventions, receptions, meetings, markets and dances. It is the County's premier regional event space that accommodates a variety of community needs and economic generator for the County's agricultural and tourism industries.

After many years of use, some Fairgrounds facilities need improvements and others are ill-fitted to meet today's event demands. The purpose of the Tillamook Fairgrounds Strategic Plan is to identify needed new facilities and upgrades to existing facilities to accommodate the Fair and other recurring events and attract new events to maximize its year-round use and generate economic benefits for the County.

Tillamook County envisions a Fairgrounds campus that can host a variety of festivals and special events, the most of important of which is the Tillamook County Fair. While most of the campus should retain its historic, small-town character, the County desires a modern multi-use conference center that could one day be associated with a nearby hotel. The facilities should attract regional events and provide meeting spaces for community groups. Fairgrounds improvements will:

- Serve the needs of the community and potential users
- Meet the needs of the Fair Board
- Preserve the historic structures and intent of the original founders of the Fairgrounds
- Improve visitor experiences
- Provide a sustainable blueprint to improve, locate, and develop facilities and infrastructure

The Strategic Plan proposes a general site organization and facility improvements to facilitate more intensive use of the Fairgrounds campus throughout the year and continue as the home of the Tillamook County Fair.

2.8 SALMONBERRY TRAIL CONCEPT PLAN (2015)

The Port of Tillamook Bay (POTB) railroad once connected the Willamette Valley to the Oregon Coast on an 86-mile rail corridor formerly owned by Southern Pacific, running from Banks to the Tillamook Airport through the canyon of the Salmonberry River and the Tillamook State Forest. Following a catastrophic storm with over 20 inches of rain falling over 2 days in December 2007, this rail connection was cut off due to major damage, particularly in a 16-mile stretch of tunnels and trestles deep within the Coast Range. After detailed engineering assessments, the POTB decided not to re-establish the rail connection due to the costs involved and a changing market for rail service. An undamaged portion of

the line is currently being used by the Oregon Coast Scenic Railway to conduct tours between Garibaldi and Milepost 816 at the confluence of the Nehalem and Salmonberry Rivers, but the remainder of the trail corridor lies unused except by a few hikers, hunters and fishermen. This unique passage, which is referred to as the Salmonberry Trail in the report, has a rich history, an outstanding scenic context and has the potential to connect urban and rural Oregon while tapping into a wide network of existing recreation trails and parks, educational opportunities and heritage sites.

Funded through a generous grant from the non-profit Cycle Oregon, the Salmonberry Trail Concept Plan was commissioned to build on the Preliminary Feasibility Study (Walker Macy, March 2013) and establish feasible trail types and alignments, explore possible trailheads and trail-related facilities and present options for a variety of trail surfacing options. Given the complexity of the Trail, no single solution has been proposed. Rather, advocates and agencies can use the concept plan as a guide for developing more specific plans and designs for individual segments of the Trail.

2.9 SALMONBERRY TRAIL COAST SEGMENT PLANNING STUDY PLAN REPORT (2017)

This report was prepared by consultants Parametrix, and built on the Salmonberry Trail Concept Plan (2015). The Coast Plan did not make recommendations as to the preferred final Trail option (Rail-with-Trail or Rail-to-Trail), rather it provided the Salmonberry Trail Intergovernmental Agency (STIA) and the leaders and citizens of Tillamook County with the essential technical and cost information needed to make informed future decisions as to preferred alignments and design solutions; and in proceeding with initiatives to fund and undertake Trail engineering and construction.

2.10 COMMUNITY LISTENING SUMMARY REPORT (2017)

In 2016, the Board of Commissioners requested the Tillamook County Futures Council listen to citizens on their behalf and to report back with findings. The nine-month process concluded in July 2017 with the Futures Council's release of the Community Listening Summary Report to the Tillamook County Board of Commissioners regarding Transient Lodging Tax Capital Investments. The Listening Report represented a synthesis of a series of community conversations and individual perspectives on how TLT funds should be strategically allocated towards capital investments. Extensive lists of projects brainstormed during the community listening sessions are listed in section 5.0 of this document.

In total, twelve meetings were facilitated, including three series of meetings, in groups of four, held in Nehalem for North County, Rockaway Beach for North Central, Tillamook for Central County, and Pacific City for South County. Each group of four was held on consecutive evenings in a single week during November of 2016, January-February of 2017, and May of 2017. The meetings were designed as a means to listen to community members throughout Tillamook County, hear their creative thoughts about tourism related facilities, specific facility ideas, and sense the passion about what is important to people in these communities, as well as to capture similarities and differences in different parts of the county.



3.0 TOURISM INDUSTRY PROFILE – TILLAMOOK COUNTY

3.1 WHO IS VISITING TILLAMOOK COUNTY

Source: Tillamook Coast Asset Mapping Report (2014)

VISITOR PROFILE

- Male 43%
- Female 57%
- Married 68%
- No children 69%
- Age 25-64
- Household Income \$50,000+
- College graduate / Some college 72%
- Portland 54%; Eugene 10%; Seattle 10%

TARGET MARKETS

Source: Tillamook Coast Tourism 2025 Report (2014)

PRIORITY MARKETS

- Coast Getaways
- Portland Metro Residents
- Other Oregon residents – Salem, Eugene, Bend
- Seattle – Tacoma – Olympia
- International/Interstate
- Hwy 101 Travelers
- Events
- Event's organizers and attendees

COMPLEMENTARY MARKETS

- Special Interest Markets
 - Birders and wildlife watchers
 - Coach tours/Tour Operators
 - Culinary
 - Cyclists
 - Fishing
 - Learning opportunities – art, quilting, hobbies
 - Outdoor recreation
 - Photographers
 - Quilters
 - Reunions
 - Water sports
 - Weddings
- Meetings and Conventions
 - Meeting planners and delegates
 - Mainly Oregon based – government, medical, leadership training
- International Visitors - Europe, UK, Australia, Canada

3.2 WHY ARE PEOPLE VISITING TILLAMOOK COUNTY

Source: Tillamook Coast Tourism 2025 Report (2014)

- Nature-based Attractions
 - Bays, lake and estuaries
 - Beaches, coastal landscapes
 - Coastal villages
 - State Parks
 - National Wildlife Refuges
 - Sea stacks
 - Siuslaw National Forest
 - Three Capes Scenic Loop
 - Tillamook State Forest
 - Wildlife
- County's Unique Attractions
 - Blue Heron French Cheese Company
 - Events
 - Garibaldi Marina
 - Garibaldi Maritime Museum
 - Latimer Quilt and Textile Center
 - Markets
 - Pelican Pub and Brewery
 - Sitka Center for Art and Ecology
 - Tillamook Air Museum
 - Tillamook Cheese Factor
 - Tillamook County Pioneer Museum
 - Tillamook County Quilt Trail
 - Tillamook Forest Center
- Soft Adventure and Outdoor Recreation
 - All-terrain vehicles
 - Beachcombing
 - Berry and mushroom picking
 - Bird watching
 - Boating and river rafting
 - Camping
 - Canoeing
 - Crabbing, clamming, crawfish
 - Cycling
 - Diving
 - Dune buggies
 - Fishing – deep sea, river, lake
 - Golf
 - Hang gliding
 - Hiking
 - Horse riding
 - Houseboating
 - Hunting
 - Jet boating - water scooting
 - Kayaking
 - Kite boarding
 - Mountain biking
 - Orienteering
 - Parasailing
 - Railroad excursions
 - Rock climbing
 - Sailing
 - Sandboarding
- Sea kayaking
- Speed boating
- Stand-up paddle
- Star gazing
- Storm watching
- Surfing
- Tidal pool viewing
- Wakeboarding
- Walking trails
- Water-skiing
- Whale watching
- Whitewater rafting



3.3 WHAT ARE OREGON COAST VISITORS LOOKING FOR?

Source: Tillamook Coast Asset Mapping Report (2014) using Oregon Coast Visitor Market Research; Longwoods International 2011

- Beach/Ocean
- Waterfront
- Shopping
- Casino
- Camping
- Resorts
- Hiking/Backpacking
- Historic places
- Cultural activities/attractions
- Fine dining/Exceptional culinary experiences
- Whale watching and wildlife viewing



3.4 WHAT FACILITIES ARE NEEDED

Source: Tillamook Coast Tourism 2025 Report (2014)

- Dining and lodging near or above water and ocean
- Improved access, visitor infrastructure and amenities
- Increased numbers of nature guides and adventure-based operators and outfitters
- Quality nature-based lodging opportunities
- Introduction of regular whale watching cruises out of Garibaldi
- Links to cultural community
- More engaging nature-based experiences
- Major off peak and distinctive events
- Increased access to beaches, viewpoints and trails
- Salmonberry Rails to Trails Project
- More 3-4 star or full-service lodging
- Access to enhanced digital platforms to provide visitor information
- Activate Forest Center on Hwy 6 as gateway information center
- Highway signs and images to divert travel to 3 Capes
- Development and promotion of bayside walking, running and cycling trails in Garibaldi
- Provision of rest room amenities at high visitation beaches
- Improvement of all parking areas
- Boutique and specialty shopping

Source: Futures Council Community Listening Summary Report (2017)

- Connecting walking/biking trails from Manzanita to Neskowin that would remove pedestrians and bicyclists from the main roads and improve safety for walkers/bikers as well as motorists.
- Cultural centers; multi-purpose facilities to allow for performing arts, conferences/events, exhibitions, educational opportunities, etc
- Educational centers to instruct all ages on Tillamook County's history, ecology, environmental responsibility, natural resources, etc.

3.5 WHAT WILL ENCOURAGE PEOPLE TO STAY OR COME BACK

Source: Tillamook Coast Tourism 2025 Report (2014) based on survey conducted

- Beautiful landscape / beautiful scenery / beautiful coast / natural beauty
- Cheese / Cheese factory
- Nature / natural environment
- Unspoiled, quiet, not-overdeveloped
- Small town feel / coastal villages





4.0 CATEGORIZATION OF PROJECTS INTO EXISTING THEMES FROM REPORTS

Sources: 2020 Strategic Vision (2007), Tillamook Coast Tourism 2025 Report (2014) and Tillamook Coast Asset Mapping Report (2014)

4.1 ACTIVITIES AND ATTRACTIONS

- Salmonberry Rails to Trails Project
- In Tillamook Forest Center - develop canopy walk extending to and over part of the Wilson River, a zip-line down an adjacent mountain, rope suspension bridge over river rapids and an underwater fish viewing and interpretation bay
- High quality, regularly scheduled and fully interpreted whale watching and marine life cruise from Garibaldi
- Develop Tillamook Forest Center as forest adventure hub
- Expand locally owned, boutique and specialty stores of interest to both residents and visitors
- Initiate a major hallmark event that becomes identified with region

4.2 CONFERENCE, EVENT AND INTERPRETIVE CENTERS

- Introduce interpretive displays featuring whales and the County's diverse marine life at the Maritime museum.
- Cultural centers; multi-purpose facilities to allow for performing arts, conferences/events, exhibitions, educational opportunities and the like.
- Educational centers to instruct all ages on Tillamook County's history, ecology, environmental responsibility, natural resources, etc.

4.3 OUTDOOR ACCESS AND RECREATION

- Expedite the development of proposed connecting bayside walking and cycling trail between Garibaldi and Rockaway Beach
- Development and promotion of additional well signed bayside walking, running and cycling trails in Garibaldi
- Connecting walking/biking trails from Manzanita to Neskowin that would remove pedestrians and bicyclists from the main roads and improve safety for walkers/bikers as well as motorists.

4.4 VISITOR EXPERIENCE

- Develop Tillamook Forest Center as a gateway information center to the region
- Support installation of signs on Hwy 101 identifying the Kilchis Point Reserve and trails
- Review and expand 'activity' icons for use with signs in region
- Three Capes Scenic Loop – introduce prominent signage in Downtown Tillamook and introduce appropriate icons for wide range of activities, wildlife and experiences along the route.
- Development of Oregon Coast Scenic Railroad
- Highway 6 along Wilson River to be designated State Scenic Drive with suitable viewing points
- Enhance Downtown Tillamook's signage for tourists and review signage needs of the exits for all cities from Hwy 101
- Introduce spa and wellness retreats to provide a more comprehensive level of luxury services
- State Parks and RV Parks to add more yurts, cabins and other forms of 'luxury camping'
- Introduce high quality, nature based 'boutique lodging' involving forest, river, mountain and ocean view locations
- Develop and market local artisan foods and produce to enhance visitor experiences
- Promote special cooking and food preparation classes using local produce and celebrity chef events
- Attract and elevate profile of local restaurants and chefs with development of more waterfront restaurants and cafes
- Install branded gateway welcome signs at all entrances to the County
- Develop beautification of Highway 101 between Tillamook Cheese Factory and Downtown
- Approach Tillamook County Arts Network to support a County 'Art in Store Windows' or a museum photo display program to address empty shop windows.





5.0 CATEGORIZATION OF PROJECTS INTO EXISTING THEMES FROM COMMUNITY LISTENING REPORT

Source: Community Listening Summary Report to the Tillamook County Board of Commissioners regarding Transient Lodging Tax Capital Investments (2017)

5.1 ACTIVITIES AND ATTRACTIONS

NORTH

- Farmers Market cover and stage – tent, sound system, etc.
- NCRD swimming pool replacement
- Rollercoaster at Port of Tillamook Bay – connect to railroad
- Kiosks in tourist areas (such as train depots) to educate visitors on environmental footprint
- Off-season musical festival – jazz, blues, etc. Start with one venue, expand throughout county
- Expand train depots to Garibaldi and Wheeler
- State of the art fitness facility

NORTH CENTRAL

- Restore old train dept into museum and visitor center. Move Red Caboose to train depot to open view of ocean in Rockaway.
- Build high school sports facilities, potential for regional sports tournaments
- Central fun center – bungee jumping, water park, movie screen, natatorium, pool, bowling, arcades, dance floor
- Expand Garibaldi train station
- Operate tourist trolley in peak season
- Central park area with bathrooms, covered eating area and drinking fountains
- Horse camp near Bay City
- Fitness Center and spa, connected to convention center and waterpark

CENTRAL

- Improve fairgrounds as sports center, events and performance stage
- Natatorium
- Family Fun Center – possibly at Port of Tillamook, similar to Bullwinkles, Great Wolf Lodge
- Improvements in Hangar B
- Food truck pod with covered area for dining
- Enhanced train depot project – repair trestles
- Rain Museum
- Hang gliding center in Oceanside
- Performing Arts Center at Sacred Heart School
- Large covered area for farmers markets
- Outdoor stage
- Ballparks for regional sports teams
- Motocross/BMX/wheeling park – year round
- Sports tournaments – indoor gym, pool, rock climbing wall and zipline
- Sports fields – tournaments – maybe at the Port of Tillamook
- Teen activity center – maybe next to a conference center
- Golf course at Camp Meriweather

SOUTH

- Movie Theater
- Add showers/public restrooms to Kiawanda Community Center expansion
- Affordable retail space to encourage more shops
- Food truck pod

5.2 CONFERENCE, EVENT AND INTERPRETIVE CENTERS

NORTH

- Botts Marsh Interpretive Center – possibly include electric car charging stations, commercial kitchen for local producers
- Pine Grove Community House – Remodel and/or expand to accommodate more events (commercial kitchen and storage)
- Hoffman Center for the Arts – share facility across street with Library for programs and art center expansion
- Addition to NCRD gym and auditorium
- Large conference/convention center and hotel at Tillamook County Fairgrounds
- Add a conference facility to Manzanita or Wheeler city halls
- Arts and culture center (performing and visual)
- LEED Venter for reuse design workshops
- Technology and Business center connected to city hall
- Commercial kitchen for farm to table events



NORTH CENTRAL

- Historic Garibaldi Pier – create flexible space for estuary discovery center, “Underwater theater aquarium” (model after Three Rivers Cultural Center, heritage and cultural centers in Newberg and Forest Grove)
- Center for the Arts in Rockaway – gallery, performance space, classroom (model after Bainbridge center for the Arts)
- Create center for trades that would attract tourists (model after Sitka Center and Port Townsend Wooden Boat Center)
- Convention center, doubles as tsunami center
- Renovate the blimp hangar as a meeting center
- Event tent

CENTRAL

- Add signage/wayfinding
- Educational conference center -partnership with schools and colleges, focus on families taking classes together (model after Chautauqua education series in New England)
- Neahkahnie Lodge – similar to those in national parks, with native heritage center
- Port of Tillamook – living history center similar to Williamsburg with hotel, restaurant and conference center
- “Geek Retreat” – center for entrepreneurial workshops
- Outdoor school center
- Outdoor performing arts area – near Hoquarton/101
- Renovation of skating rink and fairgrounds center for conferences and events
- Preservation of grange halls for events
- Natural resources museum – fishing, farming, dairy (like Sage Center in Boardman)
- Expansion of Tillamook County Pioneer Museum
- Shirley Kaikhoven Heritage Center with residential lodge similar to national parks, with focus on temperate rain forest and natural sciences
- Destination wellness center
- Improve hatcheries
- Create pools in rivers for fisheries enhancement

SOUTH

- Dory Fishing History Center
- Interpretive Center with seashore safety education
- Arts and Cultural Center
- ‘Uptown’ development
- Discovery Center with conference/event rooms – fishing, crabbing, forestry, historical and social



5.3 OUTDOOR ACCESS AND RECREATION

NORTH

- Nehalem Bay State Park tsunami evacuation routes
- County wide bike trail – connect to Salmonberry, Oregon Coast Trail and other existing trails
- Tsunami evacuation zone infrastructure – workforce housing, solar panels, commercial kitchen, warming centers (perhaps use Old School House)
- Improved Manzanita and Neahkahnie beach access
- Signage/wayfinding for trails
- Solar panels on emergency services buildings
- Connect Oregon Coast Trail with NCRD and community trails, Salmonberry Trail
- Salmonberry Trail -campgrounds on the trail
- Improvements to Oregon Coast Bike Trail throughout Tillamook County
- Tillamook County Bike Trail Master Plan – including mountain and road bikes
- Bike and walking path along Neahkahnie Road

NORTH CENTRAL

- Dock for kayaks, ADA boat and paddle launches
- Retrofit boat docks and paddle launches to extend across water trails
- Boat ramp in Bay City next to Pacific Seafood
- Improve boat ramp at Memaloose Launch
- Put restrooms and fish cleaning facilities at Lake Lytle, and improve access for canoes and kayaks
- Beach boardwalk that connects to Salmonberry Trail
- Boardwalk and walking path to nature reserve
- Create bike trails (not on Hwy 101) that connects to Salmonberry Trail
- Improve Garibaldi Pier for better crabbing access
- Outdoor extreme sports facilities

CENTRAL

- Trails app for Tillamook County
- More beach access in Cape Meares, Oceanside, etc
- Safer bike trails from Tillamook to Cape Meares to Oceanside
- Signage at trailheads
- Netarts Bay marina reconstruction
- Trail maintenance
- Fitness trail
- Prioritize segments of the Salmonberry Trail
- Connect with Salmonberry Trail for development of cross-country running trail
- Connect walking and biking trails
- Separate access for non-motorized boats at the boat launches
- Coordinated city park system throughout the county with interconnecting trails and landscaping
- Clean the sloughs and water trails
- Improve Cape Meares Lake boat/kayak launch
- Rail Spur at Blue Heron
- Trail system at Bayocean
- Boardwalk in Tillamook
- Boardwalk at Netarts Bay
- Elk viewing center at Port of Tillamook (Lower Nehalem Valley Trust working on this)
- Bike trail on Tillamook Ridge

SOUTH

- Get bikes off roads for safety
- Improve boat ramp access and launches for year round use
- More trails
- Ramp turn around for beach access and more parking
- Move jet ski facility to Sandlake
- Add showers/public restrooms to Kiawanda Community Center expansion
- Move Webb Park
- Sand removal in parking lots
- Restrooms/showers in county parks
- Additional parking in Neskowin
- Cape Kiwanda master plan multi use pathways, carried into the Pacific City downtown area
- Community health center and walking/fitness path
- Developing trail system for free recreation such as mountain biking, equestrians and hikers
- Countywide connecting trail systems with services – needs bathrooms, way stations, etc
- Bike trail from Neskowin to Neahkahnie
- New fence on Cape Kiwanda with multi-lingual signs
- Trail development to include water trail – Nestucca Bay to Little and Big Nestucca – non-motorized access
- Current park moved and area improved to create parking area
- Preserve more land near Clay Myers reserve
- More campgrounds

5.4 VISITOR EXPERIENCE

NORTH

- Neahkahnie beach access and parking (restrooms, sidewalk along east side and parking lot on west side)
- NCRD – lobby for performing arts center
- Wayfinding (e.g. tsunami signage)
- Recycle bins through the county (encourage use by tourism visitors with appropriate signage)
- Bus service – Sunset Highway to Tillamook (maybe just a timing or scheduling problem)
- Car charging stations in each community

NORTH CENTRAL

- Tourist trolley during peak season in Rockaway, could be shared with other communities event specific (possible operate through service clubs)
- Larger visitor center at Caboose area (larger leased property)
- Hwy 101 pedestrian overpass at wayside in downtown Rockaway Beach (feasibility study needed)
- Charging stations for electric cars – possibly at wayside or port property (should be addressed county wide)
- Trash and recycle containers and collection (should be addressed county wide, could be overseen by Port of Tillamook Bay)
- New bathrooms at Rockaway Beach and renovation of old bathrooms
- Hwy 101 pedestrian undercrossing at Bay City
- Bay City city park improvements – RV spots, picnic tables and shelters
- Visitor and service kiosk in Bay City
- Indian Longhouse at Rockaway City Park (could be in any of the cities throughout the county)

CENTRAL

- Trailhead for Salmonberry Trail in Tillamook
- New Tillamook Chamber Visitors Center
- Hotel and retail in Hoquarton Slough area with water access
- Parking structure in downtown Tillamook
- Port of Garibaldi – enhancement and lighting
- Tillamook City wayfinding and signage
- Cell phone service improvement facilities
- Water trail maintenance (e.g.) address logs blocking watercraft
- Recycle bins

SOUTH

- Wayfinding opportunities between downtown and Cape Kiwanda, including night sky friendly lighting
- Community bikes (akin to bikes in Portland)
- Coordinate wayfinding with countywide efforts
- Trash and recycling centers for tourist use at various locations
- Charging stations for electric cars, possibly at turn around
- Bathrooms and showers at the Cape, including surfer friendly
- Improved visitor information center, possibly joined with a new Dory Fleet Museum at NVCA Park
- Improved restrooms at Neskowin
- Better recycling center at Neskowin
- Noble Wayside in Cloverdale – maintain site, bathrooms, kiosks, visitor information, bus site
- Boat washing station (help address invasive aquatic invertebrates) possibly at Webb Park or Sunset Boat Launch
- Day use parking at Webb Park
- Pedestrian over and under pass from parking area to boat launch and beach at the Cape
- Restrooms at Tierra del Mar
- Accommodations along trails
- Children’s play structure at Nestucca Valley Community Alliance Park
- Old Town walking and biking paths
- Wayside at Hebo (Hwy22/1010)
- Housing for tourism industry workers

5.5 OTHER IDEAS

NORTH

- ‘Impact of tourism on facilities and environment”
- State law change in description of tourism industry
- Invest in homeless shelter facility
- Solar panels on public buildings
- Housing for employees of tourism facilities – dormitory
- Sustainable hemp wood housing

NORTH CENTRAL

- Workforce housing
- Fund Fire department
- School of Trades
- Alternate north-south road system from Hwy 101

CENTRAL

- Improve hatcheries
- Housing for tourism industry workers
- Fisheries enhancement – create pools in rivers
- Improved signage for car and RV parking

SOUTH

- South County library addition for resale shop
- Add a turnaround in Pacific City old town
- Tsunami shelter – like Cannon Beach and Seaside
- Sand removal and parking lot maintenance



