

# **Tillamook Futures Council Community Vision Update: Stakeholder Meeting Summary**

## **Final Report**

### **Submitted to:**

Tillamook County Futures Council

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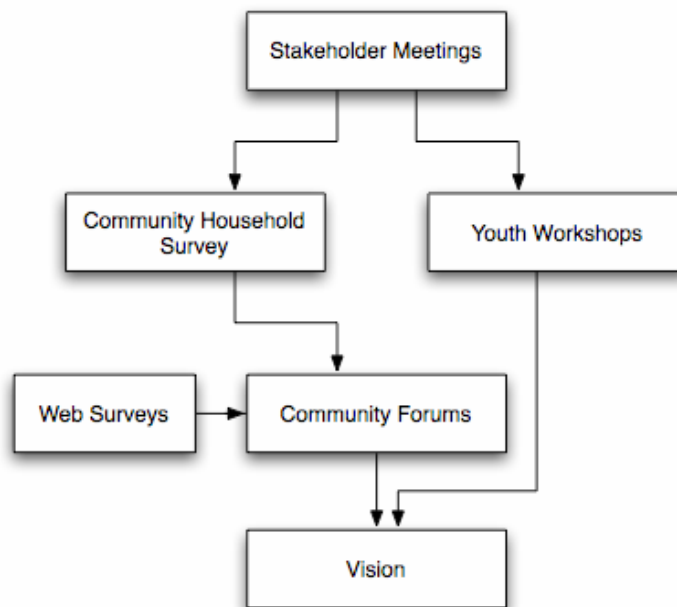
# Section 1 Introduction

The Tillamook County Futures Council is in the process of updating its strategic vision for Tillamook County. To assist in this strategic visioning process, the Futures Council has again partnered with the Community Planning Workshop (CPW,) an applied planning, public policy, and economic development research program located at the University of Oregon. The vision update builds from a broad community outreach strategy, including a series of stakeholder meetings, a countywide household survey, community forums, youth workshops, and a supplementary web survey. Data gathered from the outreach phase of the project will be used to inform an updated Vision, Goals, and Strategies for Tillamook County.

## Background

The strategic visioning process has many steps to achieve a community strategic vision. Figure 1.1 illustrates the community outreach phase of the Strategic Vision Update.

**Figure 1.1 – Strategic Vision Update Process**



The January stakeholder meetings represent the initial stage in the community outreach phase of the Strategic Vision Update. The remaining steps in the community outreach phase are a countywide household

survey, community forums, youth workshops, and a supplementary web survey. These remaining steps will be completed in June 2007. To ensure a broad representation of community input, stakeholder meetings were conducted in three key regions of Tillamook County: North, Central, and South County. The purpose of the stakeholder meetings was to “scope” key issues and concerns as identified by community leaders.

CPW facilitated two of the three stakeholder meetings. The initial stakeholder meeting, which represented Central Tillamook County, was held in the City of Tillamook, Oregon, on January 30, 2007, at the Tillamook Main Library. The second stakeholder meeting representing North Tillamook County was held in the City of Rockaway Beach, Oregon, on January 31, 2007.

The Nestucca Valley Development Council (NDVC) facilitated the third meeting. This meeting represents South Tillamook County and was conducted on January 29<sup>th</sup>, 2007 in the unincorporated community of Nestucca, Oregon. This meeting was the first of a series of four meetings being conducted by the NDVC in partnership with Rural Development Initiatives (RDI) and their Listen, Envision, Act to end Poverty (LEAP) program.

CPW invited approximately six hundred community members to participate in the stakeholder meetings. Key community members were identified by previous contact with the Futures Council. This memorandum summarizes community input from the Tillamook and Rockaway Beach meetings, including specific comments by meeting activity, and provides a conclusion and next steps in the strategic visioning process.

## Purpose

In developing a strategic vision for Tillamook County, it is essential to identify what Tillamook County values most, and the relevant issues that may impact the community throughout the next 10 years. The purpose of the stakeholder meetings was to assemble a group of key community members (stakeholders) and provide a deliberative process in which to help identify a series of values, issues and concerns that will guide the visioning process. The stakeholder meetings were designed to accomplish the following:

- **Begin the strategic visioning process.** As the first step in the strategic visioning process, the community stakeholder meetings provided an opportunity for the Futures Council to convene key community members with the purpose of identifying key issues facing the community that will shape the further phases of the strategic visioning process
- **Explain the strategic visioning process.** The stakeholder meetings provided the Futures Council with an opportunity to explain the

strategic visioning process to key community members. Providing a clear outline of the visioning process allows these key community members to understand the importance of their input in framing the rest of the visioning process

- **Identify initial key themes and issues.** The information gathered at the stakeholder meetings was synthesized into key themes and issues (this report) that will be used to inform the next phase in the strategic visioning process, a countywide household survey.

## Organization of this Report

The remainder of this summary document is as follows:

### **Section 2. Stakeholder Meeting Results**

Provides community input session results from the Tillamook, Rockaway Beach, and Nestucca stakeholder meetings.

### **Section 3. Conclusion and Next Steps**

Provides a summary of overarching key themes and issues, and outlines the next steps in the strategic visioning process.

### **Appendix A: Meeting Process**

Provides an outline of the agenda for each of the stakeholder meetings, the methodology for the community input sessions.

### **Appendix B: Meeting Transcript**

Provides a list of all the themes and issues facing Tillamook County identified by individual stakeholders at the Tillamook and Rockaway Beach stakeholder meetings. It also provides all individual stakeholder responses from the Tillamook and Rockaway Beach stakeholder meetings regarding aspects of Tillamook County they want to preserve and want to change.

# Section 2

## Stakeholder Meeting Results

This section presents a summary of the stakeholder meetings. Appendix B presents participant responses by group for the Tillamook and Rockaway Beach stakeholder meetings. The NDVC prepared the summary for the Nestucca meeting. The results are organized by meeting location.

### Tillamook

#### Exercise 1: Key issues

At the Tillamook stakeholder meeting the first community input exercise focused on the question: “What are the key issues facing Tillamook County in the next Ten years?” During this exercise participants identified themes and issues facing Tillamook County, and then prioritized them using a voting process. For purposes of this summary, a “key issue or theme” was a theme receiving two or more colored dots during the voting phase of the “snow card” exercise.

#### Growth and Development

- *Infrastructure.* The majority of these conversations focused on the need for state and county road improvements and general upkeep as well as business related infrastructure.
- *Growth Management.* Managing growth in cities and unincorporated communities to protect Tillamook County’s livability emerged as a key issue. Currently, participants feel that Tillamook County’s planning process is not responsive to the wishes, needs, and well-being of County residents.

#### Economy

- *Economic Development.* Tillamook County needs to develop a clear vision for economic development, which includes ways to improve diversification of employment opportunities and steps to attract businesses and industries to Tillamook County.

#### Natural Resources

- *Environmental Impacts.* Environmental degradation and protection of natural resource areas. Specific farming practices, such as field spraying, were identified as having negative environmental effects.

#### Society and Culture

- *Housing.* Housing conditions in Tillamook County are worsening, including a lack of affordable housing options.

- *Education.* Support and funding for K-12 and higher education. Enhancing school program options, such as arts programs, were an important aspect of this issue.
- *Health Care.* Tillamook County needs to increase access to basic medical care for County residents.
- *Poverty.* Poverty and hunger are becoming more prevalent in the Tillamook County and need to be addressed.
- *Senior Services.* Senior population in Tillamook County is increasing rapidly and currently there are not enough services to support this population.

### **Natural Hazards**

- *Flooding.* Participants want to minimize the number of flooding events and proposed steps such as gravel removal from streams.

## **Exercise 2: Elements to preserve**

The second community input exercise focused on the question: “What would you want to keep the same about Tillamook County?”. During this exercise participants stated what aspects of Tillamook County they value and want to preserve in the future. Aspects of Tillamook County that residents’ value and want to preserve are:

- Tillamook County’s quality of life. Including the friendliness of residents, the ability to live a simple lifestyle, and the rural/small town nature of the County.
- Tillamook County’s natural beauty, and continued recreational access to natural areas such as beaches and forests.
- Tillamook County’s spirit of volunteerism, and people’s/organization’s willingness to cooperate and work together.
- Tillamook County’s economic base should continue to incorporate timber, dairy farming, and fishing.

## **Exercise 3: Elements to change**

The third community input exercise focused on the question: “What would you like to change about Tillamook County?”. During this exercise participants stated what aspects of Tillamook County they want to change in the future. At this point in the meeting participants also voiced issues that had not been raised during the “snow card” exercise.. Aspects of Tillamook County that resident’s want to change are:

- The level of economic development. Participants felt the level of economic development needs to be improved to increase job opportunities and wages in Tillamook County.

- The quality of infrastructure. Participants felt infrastructure needs to be improved as a necessary step to attracting new businesses and industries to Tillamook County.
- The quality of K-12 and higher education. Participants felt the current level of Tillamook County support for K-12 education is inadequate, and there needs to be an increase in technical and vocational programs.
- The level of access Tillamook County residents have to affordable quality healthcare. Participants felt the current level of access is inadequate to support the needs of County residents.
- The amount of youth drug use. Participants felt there are not enough after school programs and opportunities to keep youth active.

## Rockaway Beach

### Exercise 1: Key issues

At the Rockaway Beach stakeholder meeting the first community input exercise focused on the question: “What are the key issues facing Tillamook County in the next Ten years?” During this exercise participants identified themes and issues facing Tillamook County, and then prioritized them using a voting process. For purposes of this summary, a “key issue or theme” was a theme receiving two or more colored dots during the voting phase of the “snow card” exercise.

#### Growth and Development

- *Transportation and Roads.* Participants felt road maintenance and infrastructure needs to improve along with transportation planning in Tillamook County.
- *Growth Management.* Participants were concerned with rapid development along the coast and how that development will affect communities.

#### Economy

- *Employment and living wage jobs.* Participants felt employment opportunities are lacking in Tillamook County, and there are not enough living wage jobs.

#### Natural Resources

- *Sustainable forest management practices.* Participants felt Tillamook County needs to develop more sustainable forest management practices.
- *Preserving the natural environment balanced with economic development.* Participants felt while economic development is important, it should not be done at the expense of Tillamook County’s natural areas.

## **Society and Culture**

- *Affordable housing.* Participants felt there is a lack of affordable Housing in Tillamook County, and expressed concerns that as more expensive homes are built housing prices will continue to increase.
- *Poverty.* Participants felt there is a lack of services to address poverty and basic needs of residents in Tillamook County.
- *Health and education.* Participants were unsatisfied with the condition of health services and education in Tillamook County.
- *Maintaining local culture.* Participants were concerned with development and growth in Tillamook County cities and unincorporated communities.
- *Fire and police services.* Participants felt the amount of fire and police services in Tillamook County is not adequately serving growing communities.

## **Exercise 2: Elements to preserve**

The second community input exercise focused on the question: “What would you want to keep the same about Tillamook County?”. During this exercise participants stated what aspects of Tillamook County they value and want to preserve in the future. Aspects of Tillamook County that residents’ value and want to preserve are:

- Tillamook County’s quality of life. Including the friendliness of residents, the ability to live a simple lifestyle, the sense of community fostered by peoples willingness to help one another, and the rural/small town nature of the County.
- Tillamook County’s level of community involvement and the spirit of volunteerism.
- Tillamook County’s natural beauty, and continued recreational access to natural areas such as beaches and forests.
- Tillamook County’s museums, fairs, festivals, and other art and cultural resources.

## **Exercise 3: Elements to change**

The third community input exercise focused on the question: “What would you like to change about Tillamook County?”. During this exercise participants stated what aspects of Tillamook County they want to change in the future. The discussion during this exercise further defined some of the key issues developed during the “snow card” exercise. At this point in the meeting participants also voiced issues that had not been raised during the snow card exercise. Aspects of Tillamook County that resident’s want to change are:

- Infrastructure and Road condition. Participants felt Tillamook County's roads and infrastructure are in poor condition.
- Access to media. Participants felt local access to wifi, telecommunications, and radio waves in Tillamook County needs to be improved.
- Tsunami warning systems and overall emergency preparedness. Participants felt Tillamook County is lacking in effective tsunami warning systems and emergency preparedness.
- Economic diversity and living wage jobs. Participants felt there is not enough economic diversity in Tillamook County, which plays a large part in the lack of living wage jobs.
- Public services. Participants felt police and fire services need to receive more funding in order to provide adequate service to Tillamook County.
- K-12 and higher education. Participants felt Tillamook County should increase funding for K-12 and higher education.
- Drug and alcohol abuse. Participants were concerned with the high amount of drug and alcohol abuse in Tillamook County.

## Nestucca

At the Nestucca stakeholder meeting the first community input exercise focused on the question: "What would you want to keep the same about Tillamook County?". During this exercise participants stated what aspects of Tillamook County they value and want to preserve in the future. All participant responses are included below. Aspects of Tillamook County that residents value and want to preserve are:

- Tillamook County's climate, scenery, and culture. Participants stated they like Tillamook counties growing cultural diversity, including the growing Hispanic population.
- Tillamook County's residents and rural population. Participants stated they like Tillamook County's caring communities and friendly people.
- Tillamook County's quality of life for children. Participants felt the schools are good, there are lots of opportunities for outdoor recreation, there aren't the urban problems present in large cities, and the community supports youth in sports and fundraisers.
- Tillamook County's education system. Participants perceive Tillamook County's K-12 education as high quality and feel the community colleges are improving.

- Tillamook County's growth. Participants stated they like the fast growth that is occurring in some communities, specifically Pacific City, because of the thriving tourism industry.
- Tillamook County's dairy industry.

The second community input exercise focused on the question: "What would you like to change about Tillamook County?". During this exercise participants stated what aspects of Tillamook County they want to change in the future. All participant responses are included below. Aspects of Tillamook County that residents want to change are:

- High cost of living. Participants were speaking specifically about the price of gas, food, and property in Tillamook County.
- Affordable housing. Participants felt housing prices in Tillamook County are going up and there is not enough housing available to supply the growing population.
- Unincorporated communities. Participants felt there should be an increased movement to incorporate portions or all cities in southern Tillamook County.
- Employment opportunities and living wage jobs. Participants felt Tillamook County needs more full-time, living wage, and year round jobs.
- Transportation. Participants felt the amount and frequency of public transportation in Tillamook County needs to be increased.
- 2<sup>nd</sup> homeowners. Participants felt there is an increasing number of 2<sup>nd</sup> homeowners in Tillamook County, which is raising housing prices while not contributing to then tax base.
- Emergency plan. Participants felt the current emergency plan needs to be improved.
- Public facilities/soup kitchens. Participants felt Tillamook County needs to offer more community, and senior citizen centers.

## Section 3

# Conclusions

The Tillamook and Rockaway Beach stakeholder meetings engaged key community members in identifying issues, and corresponding themes, facing Tillamook County. The stakeholder meetings identified themes that reinforced existing themes from Tillamook County's current Vision Plan. The themes identified during the Tillamook and Rockaway Beach stakeholder meetings were Growth and Development, Society and Culture, Natural Resources, and Economy. Natural Hazards emerged as a new theme during the Tillamook Stakeholder meeting. Particularly in Tillamook, stakeholders prioritized the issue of flooding.

Certain region specific issues emerged after evaluating the results from the three stakeholder meetings; Nestucca stakeholders raised the issue of incorporating communities since the majority of southern Tillamook County is unincorporated. However, key issues emerged from each of the stakeholder meetings that overlap in certain areas. Key issues shared between the North, Central, and South regions of Tillamook County are:

- Economic diversity and increased job opportunities to provide living wage jobs;
- Affordable housing options and availability;
- Infrastructure development and maintenance;
- Educational programming and opportunities for K-12 and college level students; and
- Emergency and natural hazards preparedness.

Participant responses from the stakeholder meetings held in Tillamook, Rockaway Beach, and Nestucca identified many aspects of Tillamook County that residents value and want to preserve. Based on participant responses from the three stakeholder meetings, there are common key aspects of Tillamook County that residents want to preserve. Those key aspects include Tillamook County's rural/small town atmosphere and way of life, and preservation of natural areas, such as beaches and forestland, for recreation and scenery.

# Appendix A

## Meeting Process

This appendix describes the processes used to solicit input during the stakeholder meetings. The Tillamook and Rockaway Beach stakeholder meetings processes were different than the Nestucca stakeholder meeting process. The stakeholder meetings conducted in Tillamook and Rockaway Beach focused on a series of community input exercises to inform the strategic visioning process. The Nestucca stakeholder meeting focused on poverty issues in southern Tillamook County. Two questions were added to the Nestucca stakeholder meeting agenda to identify broader values and issues for Tillamook County.

CPW was not present at the Nestucca stakeholder meeting; the NVDC provided CPW with information about their community input session methodology, and the results from their community input session that are included in the next section of this report.

### Meeting Agenda

The Tillamook and Rockaway Beach stakeholder meetings followed the same agenda. The agenda for both meetings was as follows:

- I. Welcome/Introduction
- II. Overview of the Strategic Visioning Process
- III. Questions and Answers
- IV. Community Input Session
- V. Wrap-up and Next Steps

The Tillamook stakeholder meeting was held at the Tillamook Main Library. Thirty community members were present for the meeting, which commenced at 6:30 pm and convened shortly after 8:00 pm.

The meeting began with a short introduction by Shirley Kalkhoven, Chair of the Tillamook County Futures Council. Next, Shawn Reiersgaard, an Executive Committee Member, explained the purpose of the Strategic Vision Update, how the community's input would be used in updating the current Vision for Tillamook County, and the Vision's intended use in guiding Tillamook County's future policy and development decisions.

Following the introduction, a CPW team member gave a brief presentation on the history of the Futures Council, the strategic visioning process, and an overview of each phase of the visioning process. The presentation

detailed how each phase in the strategic visioning process informs subsequent phases to produce the final updated Vision Plan.

During the community input session stakeholders were divided into four small groups. Each group addressed three questions with a CPW team member facilitating.

Finally, at the end of the community input session a spokesperson from each group was asked to give a summary report presenting the key themes and key issues developed during their input session. Once all the groups had presented, CPW presented a wrap-up of the nights activities and thanked the stakeholders for their participation.

The Rockaway Beach stakeholder meeting was held at the Rockaway Beach City Hall. Twenty-eight community members were present for the meeting, which commenced at 6:30 pm and convened shortly after 8:00 pm. The Rockaway Beach stakeholder meeting followed the same agenda as the Tillamook stakeholder meeting, with one difference. In lieu of Shawn Reiersgaard, who was not present at the Rockaway Beach stakeholder meeting, Mark Labhart, a Tillamook County Commissioner, made an introductory statement regarding the importance of the Vision Update following Shirley Kalkhoven's introduction.

## **Community Input Session Methodology**

The Tillamook and Rockaway Beach stakeholder meetings used the same community input session methodology in order to maintain consistency in the type and quality of stakeholder input. Each small stakeholder group was asked to answer three questions to develop key themes and key issues facing Tillamook County. The three questions posed were:

- What are the key issues facing Tillamook County in the next ten years?
- What would you want to keep the same about Tillamook County?
- What would you like to change about Tillamook County?

To address the first question, CPW utilized a "snow card" exercise. This exercise allowed group participants to develop five key issues facing Tillamook County in the next ten years. Group participants wrote each issue on a different piece of paper. The next task in the exercise was to place each issue on the wall. The purpose of this step was to allow every participant in the group to visualize other participant's issues. Once each group member's issues were placed on the wall, group participants were asked to place the individual issues under group-identified themes. Once all of the issues were placed into a corresponding theme, each group member was asked to vote on their three most important issues by placing a colored dot on that individual issue or theme. These colored dots allowed CPW to determine the frequency and importance of each issue or theme.

To address the second and third questions, CPW utilized a “round robin” discussion format. Each group participant was asked to respond to the question in an orderly sequence around the table. CPW recorded each participant’s response on standard flip charts. In cases of ambiguity, CPW asked individual group members to define or clarify their comments as necessary.

The Nestucca stakeholder meeting used a different community input session methodology from the Tillamook and Rockaway Beach meetings. Participants at the Nestucca meeting were asked two questions at the beginning of the meeting. The two questions posed were:

- What would you want to keep the same about Tillamook County?
- What would you like to change about Tillamook County?

In order to reduce participant response bias the two questions were posed at the beginning of the stakeholder meeting; The Nestucca Valley Development Council believed if they asked the questions at the end of the meeting the majority of participant responses would reflect poverty issues. Both questions were posed to the larger group and a member of the Nestucca Valley Development Council recorded participant responses. Similar to the “round robin” format used at the Tillamook and Rockaway Beach stakeholder meetings, all participant responses were recorded and clarified as needed. At the Nestucca stakeholder meeting no voting process was used to identify key issues.

# Appendix B

## Meeting Transcript

### What are the key issues facing Tillamook County in the next ten years?

**Table 1- Tillamook Stakeholder Meeting Results by Group**

Group One Theme	Issue	# of dots
<b>Economy</b>	Diversification of employment activities – attraction of industry/businesses	5
	Economic development plan for the future of Tillamook County	1
	Reliance on timber and dairy, should shift focus to hi-tech industry and education	1
	Acknowledgement of tourism as important to economy and establishing a plan for marketing Tillamook County	0
	Making Tillamook a more attractive destination	0
	Living wage jobs	0
<b>Environment</b>	Odor from field spray	2
	Preventing environmental degradation, protecting natural resources	2
	Preservation of natural areas	1
	Improving fish runs (problem exists with water quality and temperature) and maintaining fishing industry	0
	Flooding	0
	Environmental health – of humans and wildlife	0
	Need for Environmental protection	0
	Diary industry – liquid manure smell is bad, solid manure being spread too heavily per acre	0
	Clear cutting causing landslides on public roads	0
<b>Growth and Development</b>	Managing growth to protect livability,	5
	Need for sustainable development and green space	0
	Need for planned development, both residential and commercial	0
	Managing growth to preserve community feel	0
	Affordable housing	0
	Improving recreation opportunities and keeping trees in urban areas	0
	Traffic congestion	0
	Road conditions	0
<b>Education</b>	Support for high-quality K-12 and higher education	4
	Provision of excellent education for all Tillamook County students	0
	Need professional and technical job training programs for youth	0
	Community College campus with capacity to meet future needs of Tillamook County – job training, college transfer, and community education	0
<b>Social Issues</b>	Basic medical care for all	3
	Homelessness	0
	Youth education about drugs and alcohol	0
	Youth and drugs	0

<b>Group Two Theme</b>	<b>Issue</b>	<b># of dots</b>
<b>Society and Culture</b>	Education program enhanced, including arts	2
	Drugs in both youth and adults	0
	Citizen retention (keeping young people in Tillamook)	0
	Hunger	3
	Hunger	0
	Hunger	0
	Senior	2
<b>Natural Resources and Environment</b>	Unacceptable flooding	0
	Protecting the environment, balancing with growth and development	0
<b>Infrastructure</b>	Infrastructure	3
	Infrastructure maintenance and development hampered by revenue shortage	1
	Infrastructure: Maintain	0
	County roads, lack of maintenance, lack of paving	0
	County roads	0
	Medical and dental coverage for all	1
	Transportation, roads, etc.	0
	Public Safety	0
<b>Economy</b>	Jobs	1
	Taxes	0
	Resource management	0
	Tremendous development along coast	0
	Jobs that pay enough to keep pace with housing cost	0
	Push for development and Measure 37	0
	Living wages	0
	Adequate food, shelter, resources for all	0
	Lack of federal safety net funding	0
	Budget/economy	0
	Push for development and Measure 37	0
	Living wages	0
	Adequate food, shelter, resources for all	0
	Lack of federal safety net funding	0
	Budget/economy	0
<b>Growth and Development</b>	Growth and development	2
	Affordable housing	4
	Housing	1
	Affordable housing	0
	Affordable housing	0
	Cost of housing	0
	Growth	0
	Growth	0
	Community growth	0
	Economic growth	0
	Influx of aging population retiring here and providing services to them	0
	Tourism	1
	Tourism	0
	Economics	0
Employment	0	

<b>Group Three Theme</b>	<b>Issue</b>	<b># of dots</b>
<b>Flooding</b>	Take care of gravel removal from our streams and take of flooding	2
	Flooding of streets, such as the recent winter events that took place	1
<b>Socioeconomic</b>	Vocational education in our schools	0
	Child services (affordable day care, after school programs)	1
	Poverty – there are a lot of people in the County who have little money	2
	Housing conditions will get worse	2
<b>Downtowns</b>	Pedestrian friendly places	1
	Appearance of business district (trees, building facades-especially vacant buildings)	1
	Creating a viable and interesting downtown	0
	Green spaces within the downtown	0
<b>Development</b>	Lack of a planning process that is responsive to wishes, needs and well-being of local residents	2
	Increasing economic gap between 2 <sup>nd</sup> homeowners and local residents	1
	Extensive removal of trees on developments	0
	Watch development and how it affects its neighbors	0
	Work with legislature on Measure 37 to protect agriculture	0
	Community college enlargement	1
	Vision plan of Oceanside is not being honored, when will this be honored?	0
	Controlling strip development	0
	Development – need to be concerned effects of housing and business development in the County	0
	Environmental degradation due to development	1
	Potential for erosion and drainage problems on developments uncontrolled by planning department.	0
<b>Roads</b>	Main street traffic (especially truck traffic)	0
	Fix county roads	0
	Infrastructure = transportation, road improvement, public bus service expansion and access	1

<b>Group Four Theme</b>	<b>Issue</b>	<b># of dots</b>
<b>Transportation and Roads</b>	Highway 6	1
	Infrastructure	3
	Fund county roads	0
	Highway 101 truck bypass	1
	Transportation	0
	Roads	0
	Transportation/roads	0
<b>Society and Culture</b>	Demographics- aging population	0
	Population growth	0
	Embrace smart growth concepts	0
	Vision for economic development	5
	Brand Name Businesses and restaurants	1
	Maintain small town atmosphere	0
	Area attractions- family and youth	0
	Recreation that doesn't interfere with private parking rights	0
<b>Housing</b>	Housing	0
	Rural development	0
	Cost of housing	2
<b>Natural Hazard</b>	Flood abatement program	0
	Water management	1
	Flood control	0
<b>Jobs</b>	Revenue replacement for transportation and general funds	0
	Living wage jobs	0
	Training and jobs for future growth	0
	Job training/education K-life	1
	Jobs for the future	1
	Family wage jobs	0
<b>Education</b>	How do we prepare for the information tech. Age	0
	Preparation of students for competition on world market- education, training, skills	2
	Education	0
	Secondary education	1
	Meth and other drugs	0
	Drugs and alcohol	0

**Table 2- Rockaway Beach Stakeholder Meeting Results by Group**

<b>Group One Theme</b>	<b>Issue</b>	<b># of dots</b>
<b>Development</b>	Lack of affordable housing	5
	Rapid development along the coast	2
	Financing improvement of infrastructure	1
	Open space	0
	Development pressure and impact of Measure 37	0
	Rate of building vacation-only-type housing	0
	Deteriorating county roads	0
	Sustainability	0
<b>Social Issues</b>	Maintaining local culture	2
	Lack of services and funds to combat poverty and basic needs of children	2
	Local news programming	1
	Number of families at or just over poverty level	0
	Local food	0
	Inadequate law enforcement	0
	Lack of drugs and alcohol treatment resources	0
<b>Natural Resources</b>	Maintaining healthy wetlands	1
	Global warming and peak oil	1
	Degraded habitat and water quality	0
<b>Economics</b>	Moving from a greed-centered culture to a heart-centered one	1
	Livable wages	1
	Lack of employment diversity and family wage jobs	0
	Money and resources draining out of the county	0
<b>Natural Hazards</b>	Unacceptable flooding; loss of floodplain function	1
	Inadequate tsunami warning systems	0

<b>Group Two Theme</b>	<b>Issue</b>	<b># of dots</b>
<b>Employment</b>	Employment	2
	Living wage jobs	2
	Living wage jobs, employment tends to be very seasonal	0
	Tourism, more advertisement	0
<b>Housing</b>	Housing	2
	Affordable housing	0
	Affordable housing	0
	Affordable housing	0
	Truly affordable housing, we have a serious lack and are rapidly losing ground	0
	Affordable housing for residents and tourists	0
	Affordable housing for tourist communities	0
<b>Health and Education</b>	Health and Education	2
	Better senior and kid activities	0
	Youth activities	0
	Improve and/or maintain education standards	0
	Health care	0
	Improvements to TBCC	0
<b>Growth</b>	Growth	3
	Lack of enforcement of codes related to building development	0
	Uncontrolled growth, structures, not people	0
	Controlling growth, rural area rural and development contained	0
	Building issues, codes and green space	0
	Growth, population	0
	Over building, uncontrolled growth	0
<b>Roads</b>	Roads	5
	Road condition	0
	Roads	0
	Roads, maintenance, upkeep, funding	1
	Improve roads	0
<b>Infrastructure</b>	Infrastructure	1
	Fire protection	0
	Flood mitigation	1
	Improved recycling options	0
	Protection of natural resources	1
	Water and sewer facilities	0
	Consolidation of small water and sewer districts	0
	Decreased funding for local governments	0
	Complexity of government for small cities	0

<b>Group Three Theme</b>	<b>Issue</b>	<b># of dots</b>
<b>Economy</b>	Make housing affordable	0
	Tax revenues for what we need done that don't stress out full time residents	1
	Create a tourist industry yet preserve the country atmosphere	0
<b>Natural Resources</b>	Timber revenue – a balance of uses from harvest to recreation	0
	Preserving the natural environment balanced with economic development	2
	Public access to government lands for recreation purposes	0
	Conservation of our natural areas	1
	Water pollution in rivers	0
	Development of sustainable forest management and environmental issues	3
<b>Society and Culture</b>	Education funding	0
	Maintain positive community input processes	0
	Creative education and training solutions	0
	Quality schools	0
	Affordable housing	0
	Retain local grassroots solutions creativity	0
	Positive quality of life and livability	0
	Education beyond high school	1
<b>Growth and Development</b>	Preparation for natural disasters (earthquake, tsunamis, floods, wind storms)	0
	Roads – plan for repair and maintenance	0
	Coping with implications of global warming	0
	Continue collaborative emergency planning	0
	Growth management	0
	Land Development	1
	Affordable housing – housing prices will increase as the area allows for more expensive homes	3
	Plan for improving inner town roads	0
	Continue the development of the public transportation	0
	Transportation (planning, infrastructure, maintenance)	2
	Managing growth (water supply, public safety, education, sense of "Tillamook")	3

<b>Group Four Theme</b>	<b>Issue</b>	<b># of dots</b>
<b>Drugs</b>	Drugs and alcohol	1
	Drugs	0
<b>Education</b>	Kids- more after school programming	0
	Continued education opportunities	1
	Education	1
<b>Transportation</b>	Roads/transportation	3
	Transportation	0
	Traffic congestion	0
	Roads	0
	Roads-upgrading and maintaining	0
<b>Society and Culture</b>	Police	1
	Fire protection	1
	Culture	0
	Seniors- services and activities to support population	0
	Population growth	0
	Tourism	0
	Health care services	0
<b>Jobs</b>	Jobs	0
	Sustainable jobs	1
	Job growth	1
<b>Environment</b>	Dredging	2
	Flood mitigation	0
	Maintaining county ambiance	1
	Energy	0
<b>Housing</b>	Affordable housing	2

# What would you want to keep the same about Tillamook County?

**Table 3- Tillamook Stakeholder Meeting Results by Group**

<b>Group One Participant Responses</b>
Economy based on outdoor activities, environmental beauty
Convenient access to public lands
Absence of sprawl
No gated communities on coast
Rural community culture -- access to local government and public officials, an informal approach to resolving issues; community spirit, involvement, and volunteerism
Public transportation
<b>Group Two Participant Responses</b>
Natural beauty
Friendly people
Rural feeling – dairy farms, county fair, 4H
Community collaboration “working together”
Keep the cheese, for both economics and as an identifier for Tillamook
“world-class” salmon fishery and salmon fishing
Outdoor activities
Diverse population
Spirit of volunteerism
Lack of bureaucracy; people are available/accessible/approachable
Youth involvement; talented/artistic
Art community (put more attention on it)
Outdoor recreation
Preserve local history
Faith community
Manage forests: economy, recreation – keep a balance

<b>Group Three Participant Responses</b>
Possible to live a simple life
Small town rural atmosphere
Living in harmony with natural world
Natural beauty
Unrestricted beach access
Forest recreation
Preserve rural areas
Preserve county heritage – farming, fishing, timber
Strong sense of community and support through individual volunteers
Safety – there is a safe feeling in the County
Citizen friendliness – businesses
Ease of public transportation
Preserve timber industry jobs
Strong community organizations – willingness to cooperate

<b>Group Four Participant Responses</b>
Small town feel
Natural resource zoning
Quality of life
Schools

**Table 4- Rockaway Beach Stakeholder Meeting Results by Group**

<b>Group One Participant Responses</b>
Community partnerships and collaboration
Community support and volunteerism
Non-corporate character not based on greed
Unique small-town character and sense of community
Access to natural areas (aesthetics)
Natural environment, livability
Open space
Art and cultural resources, networking opportunities

<b>Group Two Participant Responses</b>
Small town atmosphere, people know each other and help each other
Recreation
Beaches
Eagles, wildlife
Natural resources: rivers, bays, forests
Moderate climate
Open space
Beautiful beaches, concern over jetties and keeping them intact
Exceptional, talented people willing to contribute to community
Spirit of volunteerism
Small schools, good student/teacher relationships
Proximity to Portland/Metro region
Bus system – “The Wave”
Farm community
Arts community
Festivals and events, only Rose festival outside of Portland in Tillamook Co.
County Fair
World-renowned product (cheese)
Port in Garibaldi – recreational opportunity, fishing, crabbing, and economics/jobs
State Parks
Pioneer Museum

<b>Group Three Participant Responses</b>
Quality of people – they look after children, have positive values, come from different places
Community connectivity – give input on issues and solutions
Access to outdoors (hiking, crabbing)
Sense of community – people offer to help
Good balance of natural resources and economics
Accessibility to community leadership due to small scale
Access to natural resources
Thriving health care system

<b>Group Four Participant Responses</b>
Small community environment/small town feel
Natural beauty
Volunteerism/community involvement
Positive feeling/pride in education
Access to natural resources
Parks/recreation/beaches
Tillamook Cheese
Air and pioneer museum
Slower pace of life
Walkability
Neighborliness

# What would you like to Change about Tillamook County?

**Table 5- Tillamook Stakeholder Meeting Results by Group**

<b>Group One Participant Responses</b>
Unhealthy urban areas
Lack of job opportunities, economic diversity
Lack of a living wage, especially for tourism industry workers
Economic imbalance from having income from older industry replaced by wealthy retirees moving in
Need to replace aging worker population with new jobholders
Lack of knowledge transfer from older to younger generation
Inadequate healthcare and other services for aging population
Lack of affordable healthcare
Need for attracting talented people who will drive economic growth and good planning
Lack of opportunities to study the natural environment
Need to capitalize on county's strengths and ensure training to maintain traditional industries.
Inadequate local food production; need to keep county's good agricultural land growing food
Waterway pollution, poor condition of riparian areas
Lack of alternative energy generation – methane digestion, wind power, and wave energy – which would create jobs
Inadequate K-12 education
Lack of incentives for higher education
Lack of skills, vocational education
Need to make sure that smart kids have opportunities to excel
Lack of programs to keep kids off drugs, such as a "business incubator program" which connects high school with college students
Inadequate public transportation
<b>Group Two Participant Responses</b>
Education – enhanced opportunities for higher education – K-12 enrichment, after-school and summer programs
More youth opportunities (socialization, and structured)
Increased public understanding of how to achieve county goals. What does it take? What will the results be?
Do a better job of assimilating new population/new growth
Homelessness and hunger – there is a feeling that Tillamook is a "community of contrast" with very rich people and very poor people
Increased investment in community – change the attitude about investment
Nice downtown (for city of Tillamook)
Business infrastructure to encourage new businesses
Health and dental services, mental health services – make it affordable/low cost and have choice
High drug use

<b>Group Three Participant Responses</b>
How do we enforce current laws?
Developers need to pay for development
Citizen feelings about neighborhoods should be "binding". Needs to be democratic input.
Better communication between county and local communities
Increased training for planning commission
Elected rather than appointed planning board members
Increased awareness of community needs by county officials
Pedestrian safety along hwy 101.
Need other sources of funding besides timber

<b>Group Four Participant Responses</b>
Job training programs
Access to Tillamook- infrastructure
Distribution of timber funds per capita- federal reserves and state forests
Bring in business/under utilized lands
Telecommunications
More proactive government

**Table 6- Rockaway Beach Stakeholder Meeting Results by Group**

<b>Group One Participant Responses</b>
High poverty rate, often hidden poverty
Lack of resources and training for law enforcement
Need longer forestry rotations which would generate more money
Poor road conditions and infrastructure generally
Need to improve health among all age groups
Too high a percentage of second home construction
Inadequate funding for public services
Need a better way to leverage revenue from high-end development to pay for public services
Inadequate local access to radio waves and other media
Lack of emergency warning systems, ex) tsunami warning system
Lack of economic diversification
Too much reliance on resource extraction
Inadequate education funding, need better opportunities for students in terms of art, music, language, etc.)
Need free access of political candidates to media

<b>Group Two Participant Responses</b>
More entertainment/cultural options
More youth options
More good restaurants
Funding for road repair
Making communities attractive for business: street lighting, pedestrian benches, nice signs, sidewalks, etc.)
Diversification of employment (beyond agriculture)
Strategic growth management plan
Make Tillamook Bay more of an asset (it is too silted in for good recreation)
More coordination among local governments (regionalization)
Solution to drug problem
Jobs with a living wage
Affordable housing
Funding for schools and colleges
Improve flood control
Deteriorating water and sewer facilities
Disaster preparedness – tsunamis, earthquakes, flooding
Power outages related to natural disaster

<b>Group Three Participant Responses</b>
Enough money for quality public education at all levels
Living wage job base
Increased economic opportunity
Revenue equity between residents and non-residents (2nd homeowners, tourists). The non-residents need to take some of the financial burden in providing local service and infrastructure
Increased opportunities for high school students to attend college
Find a way to use the timber as a source of education
Sustainable timber management
Create a wood product manufacturing industry
Develop a maintenance and revenue plan for road system for county
Agriculture diversification (more sustainable types, organic certified farms, access to local markets)

<b>Group Four Participant Responses</b>
Condition of roads- maintenance and improvement
Increased fire and police protection
Drugs and alcohol
Train service to Portland
Improve job opportunities
Non-polluting industry
More diverse job opportunities
Updating energies/alternative forms
More activities for kids
Promote alternative forms of transportation
Wi-Fi
Affordable/improved housing for workforce
Sustainable industry
Emergency preparedness
Flood mitigation- dredging
Access to healthcare
Alternative education- trade training, AP classes, quality post-high school education
Career Technical Education (CTE)