Community/Destination Management Plan

City of Manzanita
Winter, 2023

Putting forth ideas through community-based planning

Facilitated by
Tillamook Coast Visitors Association

How lodging tax can be used in Oregon, Tillamook County and Manzanita

and

Defining sustainable tourism and destination management

INCORPORATED AREAS IN TILLAMOOK COUNTY: TLT USE

Prior to 2003	After July, 2003	January 1, 2014
City room tax goes to general budget	Any rise in room tax subject to state law of 70/30 split	County implements 10% transient lodging tax; cities raise their tax to 9%
5% original lodging tax*	5% original lodging tax* Continues to go to city's general fund	5% original lodging tax* Continues to go to city's general fund
All lodging tax goes to a city's general fund – most cities in Tillamook County had a room tax in place by the 1990s, including Manzanita, Rockaway Beach, Garibaldi and Tillamook. *example: city room tax averaged 4 - 6%*	**Cities: Any increase or new taxes** subject to 70/30 split: 30% goes to general budget 70% tourism facilities and/or promotions	**Cities: Any increase prior to Jan. 1 2014** County implements 10% tax Most cities increased room tax to 9% 1/10th of 10% total room tax goes to county Unincorporated areas send full 10% to county
	State adds 1.0% lodging tax, goes to Travel Oregon	1.5% state increase - Travel Oregon
		All county TLT collections: 70/30 split. 30% to roads; 70% tourism facilities AND/OR promotions.

HOW LODGING TAX CAN BE USED
70/30 split established in 2003

ORS 320.300 – 320.365
https://oregon.public.law/statutes/ors_320.300

In 2012/13, the county's roads were rated worst in the state. Tillamook County put the lodging tax to a ballot. Voters approved. Uses the 30% for road repairs and improvements.

30% to general budget or to specific use
70% must be used for the following:

- **Convention center**
- **Conference center**
- **Visitor center/Tourism information center**
- **Tourism agency (destination agency)**
- **Operation of the above**
- **Tourism promotion,** including conducting strategic planning and research necessary to stimulate future tourism development

- **Tourism-related facility, defined as:**
  - "Other improved real property that has a useful life of 10 or more years and has a substantial purpose of supporting tourism or accommodating tourist activities."

'Other improved real property' can mean parking lots, public bathrooms, **NCRD**'s performing arts center, Pine Grove's improvements, **Hoffman Center**'s Strategic Planning, wayfinding, trail development, parks, etc.

Sustainable tourism serves

-people
-place
-profit

To support sustainable tourism*
you must ask three questions
of all actions taken on behalf of tourism:

1. Does this serve the community as well as visitors (people)?

2. Does this respect the environment and culture (place)?

3. Does this create year-round economic vitality (profit)?

* Defined by United Nations World Tourism Organization and the Global Sustainable Tourism Council

What is DESTINATION MANAGEMENT?

"A process that involves coordinated actions aimed to control the economic, socio-cultural and environmental dimensions of a specific tourism territory."

Destination management* puts sustainable tourism into practice.

Above all, **destination management is a community effort**, carried out by local municipalities, tourism organizations, community members, and other tourism stakeholders in partnership, following principles of good governance.

* Defined by United Nations World Tourism Organization
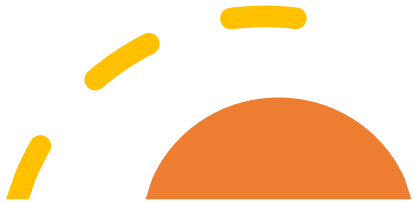and the Global Sustainable Tourism Council

WHY DO A COMMUNITY/ DESTINATION MANAGEMENT PLAN?

People who live and work in the community – and who love living in Manzanita – have a desire to make the place they call home even better. The community/destination management planning process captures their ideas about what improvements could be made that increase livability, safety and enjoyment, now and for generations to come – for both residents and visitors. Their planning work is in this document, prioritized by the community members that took part in the workshops.

Please note: The plan is considered a living document – as other issues or desires for improvements arise, it can be updated. It is also intended to help the city council when planning a fiscal year budget to include a project from this plan, particularly for use of lodging tax.
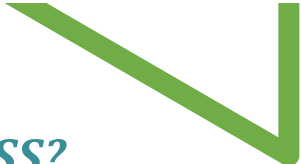
WHAT IS THE PROCESS?

Workshop #1 – 41 attendees

Workshop #2 – 29 attendees

Workshop #3 – 20 attendees (all had taken part in each workshop)

Workshops were held at the Pine Grove Community Center, and facilitated by Nan Devlin and Dan Haag of Tillamook Coast Visitors Association

Workshop #1: *What is sustainable tourism, and how does it pertain to destination management. Understanding how lodging tax works at city, county and state levels, and the regulations of state law on use of lodging tax. Workshop activities: values of the community; SWOT (strengths, weaknesses, opportunities and threats); desired assets.*

Workshop #2: *Information from Workshop #1 is organized by initiatives (categories), each with desired assets. Discussion centered on more detail of each asset, and added more ideas to each category*

Workshop #3: *Initiatives presented with Why, Who Leads, How, Challenges and Funding. Community provided more detailed information, and then voted on priority projects for each category.*

Draft for review: *Based on information added in Workshop #3, initiatives are presented for review to the city manager and city council.*

Revised draft *delivered to city council for approval.*
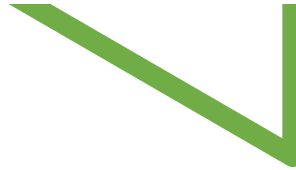
What do you value about Manzanita?

Quality of life

Beach

Safe beach access

Village feel

Cleanliness

Small businesses

Natural environment

Diverse ecosystems

Walkability

Sustainability

Dog friendly

Bookstore

Library

Sense of community

Farmers market

Great grocery stores (3)

Health food store

Feeling of safety

Educational opportunities

Great recreation

Golf

Close to two state parks

NCRD

Childcare at NCRD

Rich history

Visitor center

Community involvement

Great non-profits

Local food availability
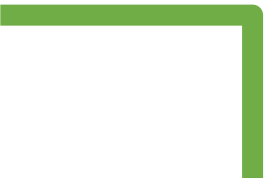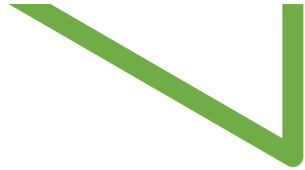
What do you value about Manzanita?

Trailkeepers of Oregon

Pine Grove
   Community Center

Wonder Garden

Arts and culture

Nehalem Valley
Historical Society

Trash Bash

Recycling Center

Friendly, helpful
   neighbors

EVCNB

Restaurants

Close to healthcare

Bike path

Trails

Bus service

Public restrooms

Community gatherings

Central location –
   easy access to highways

Businesses are
   community focused

Wildlife, nature

5 miles of beach
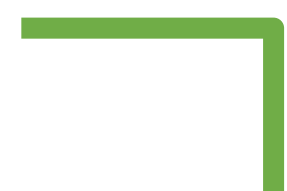
SWOT

Strengths can be Threatened;
Weaknesses present Opportunities

STRENGTHS	Weaknesses
Opportunities	Threats
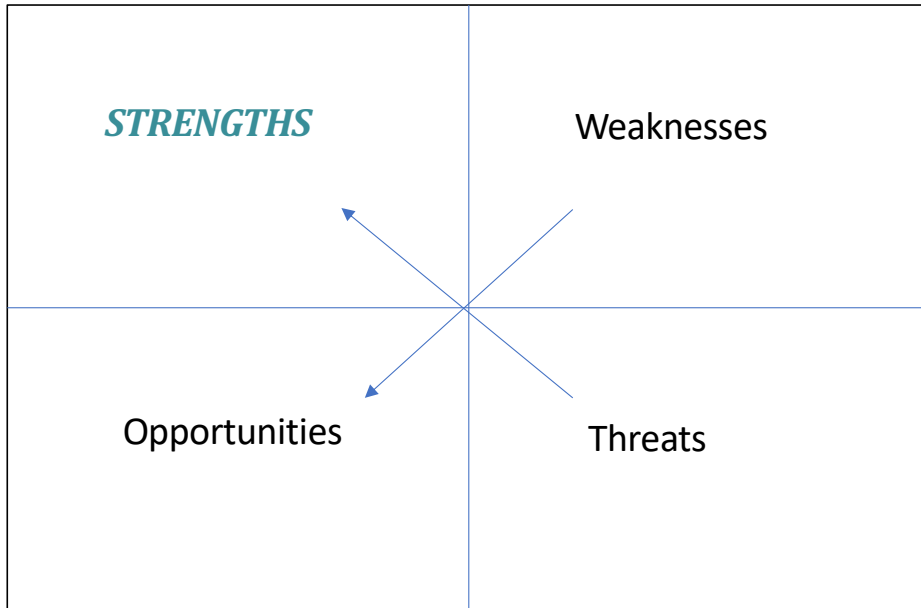
STRENGTHS

Located on an accessible beach

*Sense of community and
community involvement*

Availability of local foods

Desirable small businesses, locally owned

Active nonprofits

Arts and cultural heritage

Walkable areas

Parks nearby

Feeling of safety

Active EVCNB

Great library

Focus on sustainability (recycling center)

SWOT

Strengths	*WEAKNESSES*
Opportunities	Threats
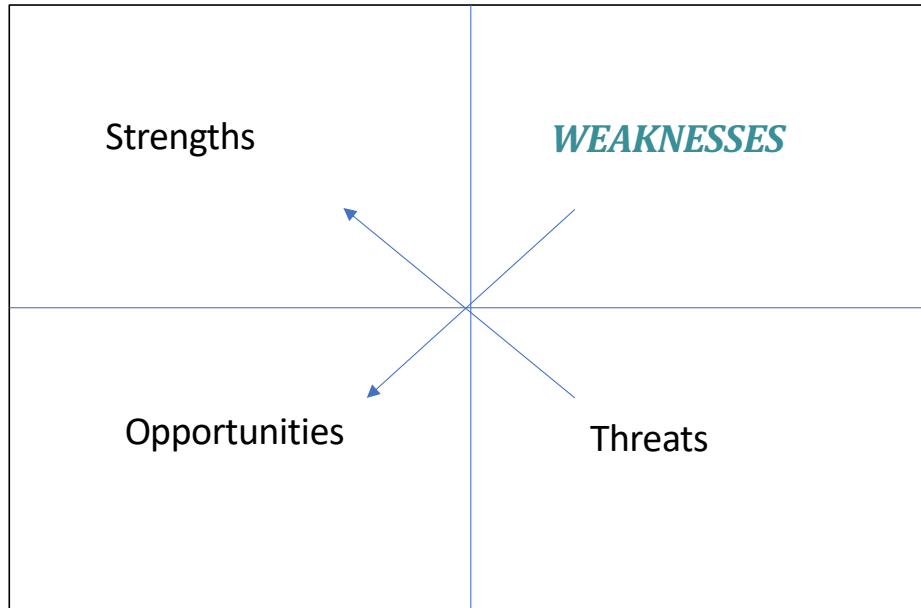
WEAKNESSES

Lack of parking lots

Density of STRs in neighborhoods

Equitable representation reflecting community

Lack of trash receptacles

Downtown/business beautification

Beach access for all abilities

High speeds in residential areas

Vacant commercial spots on Laneda

Lack of affordable housing

Lack of promenade/boardwalk along beach

SWOT

Strengths	Weaknesses
OPPORTUNITIES	Threats
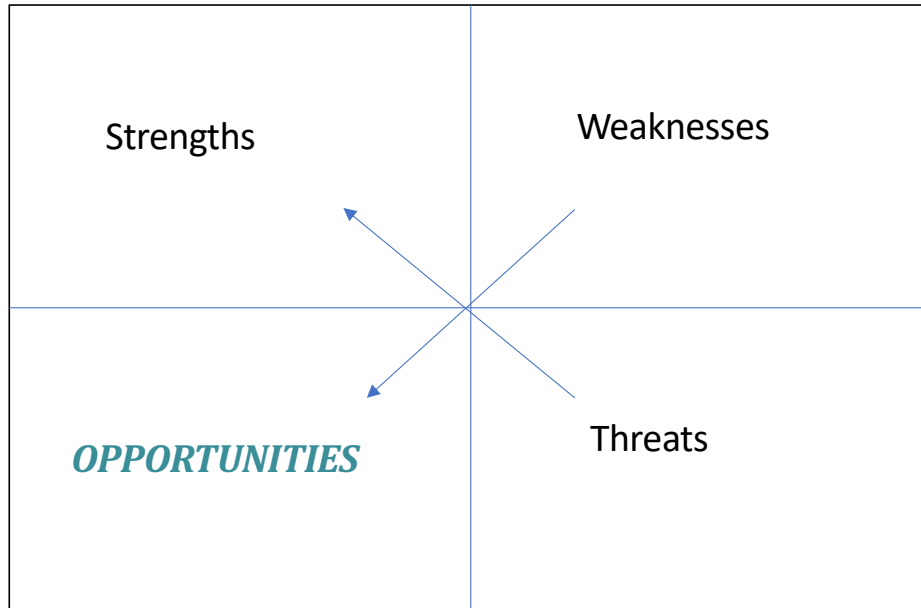
OPPORTUNITIES

Address STR density

New city hall

Empty spaces on Laneda – affordable housing

Institutional support for arts/culture/education

Reuse of old firehouse

Coffee house/bakery

Empty building assessment

Boardwalk/promenade

Four city owned properties

Food truck pod

Pocket parks in neighborhoods

SWOT

Strengths	Weaknesses
OPPORTUNITIES	Threats
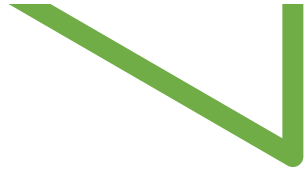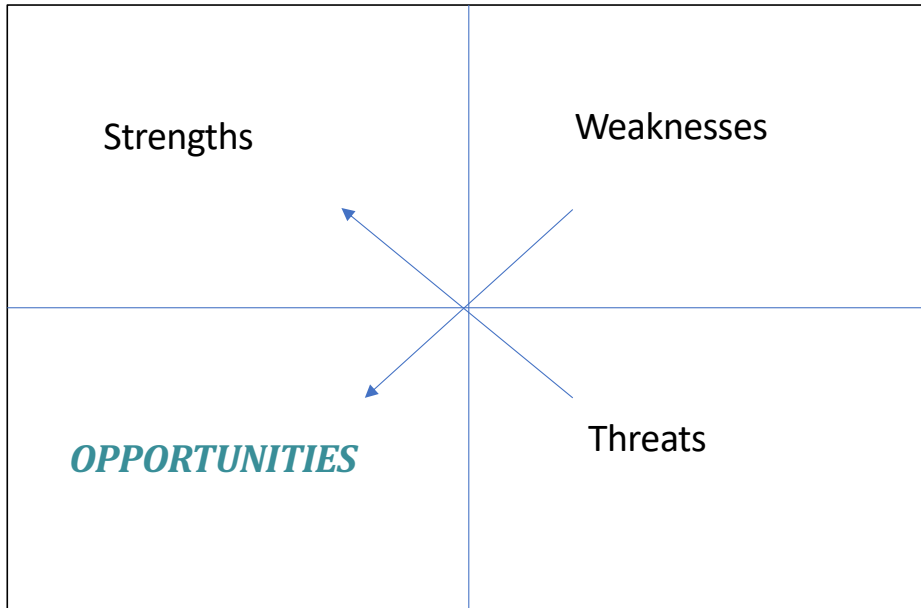
OPPORTUNITIES, cont.

Community art murals

Music in the park

Day use lockers for a fee

Elk Meadows Park improvement

Permanent dog water trough at visitor center

Public art/neighborhood art

Foot wash/beach shower station

Update city park

SWOT

Strengths	Weaknesses
Opportunities	*THREATS*
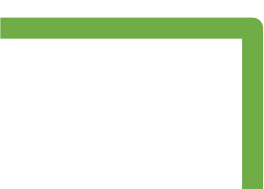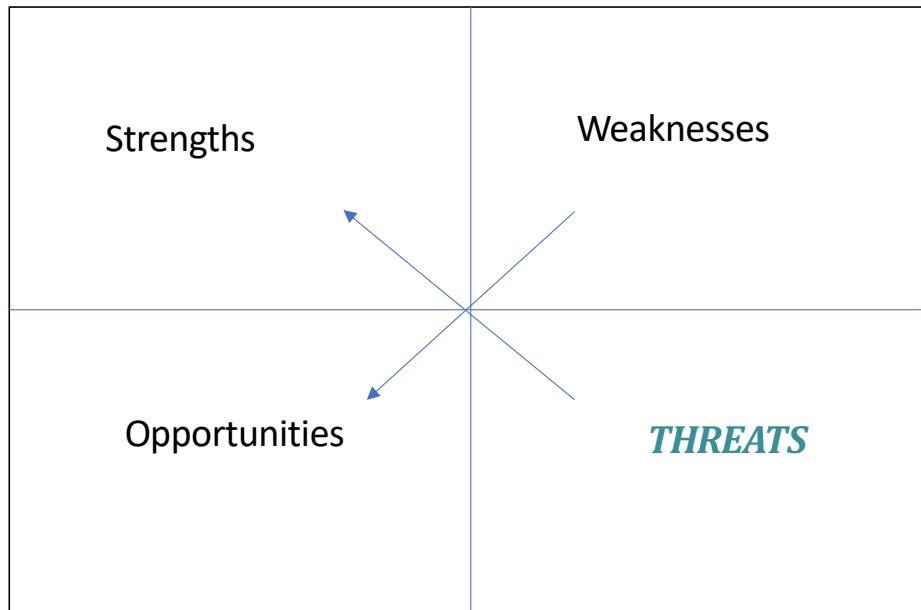
THREATS

"Illegal hotels" – full time STRs

Proliferation of misinformation

Litter, pollution, dog/people waste

Fire (beach, residential, fireworks, etc.)

Lack of, and retention of, workforce

Losing the businesses we have

Lack of workforce housing

Lack of infrastructure

Earthquake/tsunami/tornado

DESIRED ASSETS
basis of planning documents

More foot trails

Exercise equipment

Safe bike paths – in town and to Nehalem

EV charging stations

Garbage cans/recycling bins along beach

Shielded outside lights on homes

No floodlights; use direct downward lights

Motion sensor lights on dark streets

More dark skies

More parking lots

Skate park

Amphitheater

Promenade/boardwalk on Ocean Ave

Speed bumps

Bike racks at beach

Trolley in summer

Parking signage

Flower baskets

Better Christmas/holiday lights

Coordinated stewardship messaging

Wildlife corridors

Dog waste disposal stands

Sidewalks

Wildlife/natural history signage

Maintain safe beach access year-round

Emergency site location and supplies

Lifeguard and tower

Public message display board

Beach picnic tables

Educational messaging on respectful travel

Better oversight of unlicensed STRs

Enforcement of problem STRs

"People live here" messaging

Community information packet in STRs and hotels

Nature walks and talks

Values, SWOT, Desired Assets
Organized by Categories/Initiatives

Sustainability

Livability

Alternative Transportation/
Management

Business Development

Wayfinding

Safety

Community Development

STR Management

STR Management

Amenities

Infrastructure

Communication/Messaging

Beautification

Culinary/Local Foods

Arts and Culture

COMMUNITY/DESTINATION MANAGEMENT PLAN

NOTE: During the workshops, the community made decisions about which values, SWOT issues, and assets would be included in the plan.

After draft of plan was presented to the community, workshop attendees provided additional details on projects, then voted on priorities.

Not all projects were deemed a priority at this time.

*Those projects **highlighted in yellow** can be funded through varying TLT funds, either from the city, state, county or Tillamook Coast Visitors Association. It is always recommended to check with Oregon Restaurant and Lodging Association to ensure TLT can be used for any project.*

Outdoor Recreation						
What	Why	Who Leads	How	Challenges	Funding	Priority
More Foot Trails	More options for walking and hiking near town. Classic Street is ideal road for trail and safety.	If trail development is necessary, TCVA* as part of the facilities plan being developed by the county. Trailkeepers of Oregon is an excellent resource. Highlands developer interested in helping on Classic St.	Community group interested in outdoor recreation can help map where trails are wanted. Important to have a plan. Talk with city, Highlands developer and TSP planning committee	TCVA's current GIS map includes all trails; Manzanita visitor center also has a local trails map that could be made available online.	TLT can be used to build trails; qualifies as real property with a 10-year lifespan; qualifies for the county tourism facilities grant. Possible funding from Oregon Trails Coalition and Oregon Parks and Recreation Dept. Classic Street may benefit from ODOT funding.	1
Improved beach access for all abilities	Oregon's public beaches are for everyone, no matter physical challenges	TCVA and city of Manzanita; State Parks may be partner	TCVA includes equipment costs in each budget year, and grants applied for to help cover costs.	Beach access can be difficult. Liability insurance is often not available. Upkeep of equipment a daily task. Ramp and Mobi Mats are options but both require maintenance.	County tourism facilities grants; Travel Oregon small capacity grants; nonprofit and private donors often help with costs	1
Guided or self-guided nature walks	Educate locals and visitors about the ocean, tides, native plants and wildlife	TCVA can provide training to volunteer guides; Visitor Center can be point of entry; North Coast Land Conservancy, Trailkeepers of Oregon, and Lower Nehalem Community Trust may be able to help.	Create an interpretive plan a part of Wayfinding planning. For self-guided, create a story map.	Volunteer-based, will need several people trained as guides. Offer on weekends in summer, and on-call during spring and fall.	Story map would qualify for a TCVA TLT marketing grant. TCVA can train guides.	3
Outdoor exercise equipment	Part of keeping fit; encourage outdoor activities	A community group wanting this equipment; possibly partnering with Nehalem Bay State Parks if placed there	Community group interested in outdoor recreation. Important to have plan and cost estimates.	May not be suitable to place along beach access as suggested, as erosion is a huge issue. Beach wind and saltwater could be destructive.	Possibly qualifies for county tourism facilities grant but would need to prove a 10-year lifespan of equipment (equipment has been approved in prior grants).	4

Sustainability						
What	Why	Who Leads	How	Challenges	Funding	Priority
More garbage cans/recycling bins, garbage cans with attached doggy bags	Several areas along beach and in town don't have garbage cans or recycling receptacles; Manzanita transfer station is nearby and can recycle many materials.	Get advice from David McCall, county's waste management director. City and county cooperation is needed, depending on areas of placement	Ask city Public Works department to identify areas of most need. Ocean Road is a problem area.	Public Works department will have additional maintenance with more garbage cans	TLT that is not subject to the 70% fund can be used. It cans have designs on them that have Manzanita visitor messages, then TLT can be used.	1
Education on recycling	Helps people who aren't used to recycling (perhaps from towns that don't offer it)	TCVA will work with David McCall on educational panel, and history of recycling in Oregon. How much waste is kept out of landfills. Also work with Jessi from Heart of CartM	Can be part of wayfinding interpretive signage; can provide information at lodging properties	Visitors unaware of transfer station? Who will manage increased recycling? Do lodging properties encourage recycling?	TCVA wayfinding budget for signage. If community group wants to do a brochure or rack card to place in lodging, will qualify for a TCVA marketing grant. Sell recyclable drinkware at lodging properties.	2

Livability						
What	Why	Who Leads	How	Challenges	Funding	Priority
Encourage night/dark skies areas	Reduce/eliminate exterior floodlights on homes that are upward-focused. Enjoy the stars without interference from floodlights/streetlights	City/STR committee can begin ordinance concerning floodlights, then look at full-time residences.	Begin with City Ordinance for STRs for downward-focused exterior lights; TCVA can contract with a Dark Skies expert on areas in county/cities that can be designated.	Enforcement for STRs and full-time residents. Will a dark skies area compromise pedestrian safety?	City staff time TCVA stewardship budget item to do "dark skies" study	1

Alternative Transportation/Management						
What	Why	Who Leads	How	Challenges	Funding	Priority
Summer trolley from Manzanita to Nehalem Bay State Park/town of Nehalem	People can keep cars parked at lodging properties and use trolley to get around town and to the state park. Reduces car traffic.	City and Tillamook County Transportation District	New TCTD director starting soon. Work with him and TCTD board to consider funding it.	Can TCTD maintain and place trolley in storage? Will city need to provide that? Other cities (Rockaway Beach for one) have been in talks with TCTD to get a trolley. Waiting list?	Work with TCTD to determine available funding. City's TLT can be used to help fund. City TLT can also be used to "brand" it.	1
More public parking lots	Reduce traffic congestion; encourages walking in town	City	Identify available public land for parking. Is there empty, undesignated space?	Does new city hall planning include public parking? If not, is there adjacent land that can be for parking?	City – TLT can be used for this. Qualifies for county TLT tourism facilities grant for matching funds.	2
EV Charging Stations (public and private)	With several car makers committing to producing electric cars only within 10 years, EV stations will be needed everywhere.	City/Public Works and Tillamook Public Utilities District	Place at two public parking lots: one on 5th between Laneda and Dorcus; the other behind the post office. Lodging properties will soon need them.	More EV stations will be needed along the coast. Can cities/county work together to obtain funding and plan placement?	For Level 2 chargers, **Forth** Federal Charging Support 75% rebate https://forthmobility.org/Federal-Charging-Support **Electrify America** electrifyamerica.com May qualify for a **Travel Oregon capacity grant**. State also funds EV stations (sometimes). Tesla (Level 3) used to fund their stations. **State transportation planning grants** https://www.oregon.gov/lcd/TGM/Pages/Planning-Grants.aspx	3
Safe bike paths	Want to bike to Nehalem without having to ride on Hwy 101	Work with Alternative Transportation or cycling groups based in Oregon, such as Bicycle Transportation Alliance; Bicycle and Pedestrian Advisory Committee (state committee)	Gather those in the community who want to increase bike paths, reach out to bike groups	Identify any landowners that may be impacted.	Cycle Oregon provides grants (has been three years since last grant); qualifies for county tourism facilities grant; may qualify for a Travel Oregon capacity grant	4

Business Development						
What	Why	Who Leads	How	Challenges	Funding	Priority
Food Truck Pod	Fills the food gap when local restaurants are closed, or are not offering meals, such as breakfast.	Restaurant owners and city council, business alliance	Identify current food truck owners throughout the county to see if there is interest. Get data on food truck pod fees, needed infrastructure.	City currently has an ordinance banning food trucks. That would need to be changed. Need a place for food truck(s) to be – where would they park?	Most likely private funds once ordinance is changed to allow food trucks.	1
Desire for Coffee House & Bakery with indoor seating	Place where the community can gather together over a cup of coffee and croissant!	Local business may be interested in expanding, or knows people who might want to start a business in the city	Start with outreach. If the business alliance regrouped, might get faster traction.	Workforce shortages; access to capital.	Private – or consider a rural community investment group where locals invest in needed businesses. Read *Local Dollars, Local Sense* by Michael Shuman.	2

Wayfinding						
What	Why	Who Leads	How	Challenges	Funding	Priority
Signage: public parking directionals, replace entry sign (similar design), interpretive signage.	Town lacks parking signs, entry sign is aging, and interpretive signs allow the community to share stories they want told	TCVA - can start anytime.	Start with community meeting identifying locations of needed signs; ideas for interpretive signage. Ideas mentioned: wildlife, recycling, beach safety, respectful travel, native peoples' history, "People's Coast" story.	From initial planning to fabrication and installation can take 18 months due to TCVA's budget processes.	County TLT, provided through TCVA's budget. Part of major county initiative.	1

Safety						
What	Why	Who Leads	How	Challenges	Funding	Priority
Maintain safe beach access year-round	Erosion and storms can quickly wreck access	State Parks in collaboration with city	Identify available state park funds and grants	Difficult to do considering yearly erosion issues; state parks are short-staffed	State Parks – they do the best they can; city may be able to help. Refer to TSP projects	1
Speed bumps or other deterrent on neighborhood streets, Ocean Road and Laneda	Slow down traffic; acceleration is common, even with posted speed signs	City (if a city street) County (if a county road)	Community group identifies "problem" roads and presents to city/planning commission and TSP committee.	Requires long-term planning and cost estimates; will take a few years to accomplish goals. Include in TSP.	City funds or city seeks grants if on county road, submit plan to Public Works roads committee.	2
Community did not consider these initiatives as a priority						
Motion sensor lights on side streets	Safer walking at night; better than streetlamps that would shine throughout the night	Community group, in talks with the city and public works	Identify streets that have higher pedestrian traffic but need better lighting for safety.	Would need to be placed on power poles or other public posts. Could this impact any dark skies areas?	City budget	Not a priority
More sidewalks	Reduce traffic congestion; encourages walking in town; makes walking safer	City (depending on where the sidewalk will go)	Identify most used pedestrian streets	Don't want to create an "urban" feel to the village; want to improve safety	City or if county road, then county public works' roads department	Not a priority
Emergency site location and supplies	Disaster preparation	EVCNB	Identify location. NCRD is an evacuation site. Can it also store supplies?	City hall planning has limited capacity; does not include emergency site location.	State funds? Perhaps FEMA or Homeland Security funds.	Not a priority
Lifeguard and tower	Reduce injuries on beach; prevent drownings, provide safety info; be able to notify emergency services immediately	State Parks in collaboration with city	Identify available funds; build and locate tower.	Cannon Beach Fire District has a summer lifeguard program. Where to train and pay wages?	State Parks – but requires long-term planning. City TLT might be able to fund lifeguard, but check with ORLA and state attorney general.	Not a priority

Community Development						
What	Why	Who Leads	How	Challenges	Funding	Priority
Workforce training for local businesses to improve hiring and retention	Businesses can't operate as fully intended with current workforce shortages	TCVA, Tillamook Bay Community College with classes held at NCRD	TCVA's workforce initiative to improve skill sets in business management, culinary, and online certifications in tourism; TBCC offers several workforce options	For those wanting to move to the county and city, a lack of affordable housing and childcare is impacting workforce	TCVA offers workforce training with TLT funds and will launch a Pro-Start hospitality training program in high schools (which helps those living here now).	1
Empty building assessment	Several buildings along Laneda have been empty for years	City can provide ownership data; provide info on the buildings	City contacts owners to determine any plans for development	Owners may not want to do anything with the buildings. Can be a huge problem, especially if building not maintained	Private – if buildings are available, real estate agents and local businesses can help find buyers.	2
Reuse of old firehouse	It's empty. Could it become that wanted bakery/coffeehouse?	City at first; then possibly businesses	City identifies intended use for the building or land. If not, available?	May need substantial remodeling for community or business development	Private – if available for business development	2
Community did not consider the following initiatives as a priority						
Define plans for city-owned property; Underhill property parking	Determine if any city-owned property is appropriate for parking lots or parks	City with public facilities administration committee	Identify possible uses and land value.	Does new city hall planning include public parking? If not, is there adjacent land that can be designated for parking?	City and or private buyer, depending on planning	Not a priority
Elk Meadows Park Improvement	Reduce traffic congestion; encourages walking in town; makes walking safer	City (depending on where the sidewalk will go)	Lower Nehalem Community Trust (LNCT)	Are there existing plans for Elk Meadows or will one need to be developed. Ask LNCT	City – TLT can be used for this. Qualifies for county tourism facilities grant for matching funds.	Not a priority
Improve city park (improvements made 5 years ago)	Needs upgrades (*need to define those upgrades*)	City	Identify upgrades needed; plan improvements.	Do children use the park – what do they need? Need signage, park not easily found.	City TLT; qualifies for county tourism facilities grant for matching funds.	Not a priority
More equitable representation in community involvement	People are seeking involvement	Individuals need to learn about opportunities; organizational outreach	Organizations can conduct a "volunteer event" to meet interested people	Much of this is up to the individual to reach out	Funding not needed except for perhaps onboarding time and materials	Not a priority

STR Management*						
What	Why	Who Leads	How	Challenges	Funding	Priority
Enforcement of problem licensed STRs	2nd homeowners without local STR agency oversight may not know of problems; STR agencies may be too short-staffed to deal with all issues.	City and STR committee; STR agencies	Identify the absentee landlords with permits who don't insist guests follow rules; enforce rules or penalties? County creating an 800-number hotline.	AirBnB and VRBO are not STR agencies and have no local presence. They are online booking platforms only. Many 2nd homes use these platforms.	Requires time spent on issue	1
Rethink density of STRs	Too many in one neighborhood makes full-time residents unhappy, drives locals away	City and STR committee	Use GIS mapping from county to identify density issues	Cancelling a permit from a STR that is well-managed will create legal issues	Requires time spent on issue	2
Enforcement of unlicensed STRs and "illegal hotels" (full-time STRs operating in residential zone neighborhoods)	Investors buying homes and using them as full-time STRs creates disturbances in neighborhoods, reducing livability	City's STR manager, Judy Wilson	Identify the full-time STR homes and the zones. Identify investors.	Oregon Restaurant and Lodging Association calls full-time STRs in residential areas "illegal hotels," does not approve of the practice (bad for residential neighborhoods)	Time to research and enforce	3

*currently 365 full-time homes, 750 part-time homes, 263 STRs (cap of 230?)

Amenities						
What	Why	Who Leads	How	Challenges	Funding	Priority
Day use lockers for a fee	Hikers and bikers can safely stash belongings as they enjoy the town	City	Visitor Center is logical place; can be operated through credit card/ keypads	Adds to maintenance of visitor facilities. Possible vandalism. Can public works manage the extra work?	Funds from lockers can be used for beautification projects or as donations to a nonprofit; city TLT can be used	1
Permanent dog water trough at Visitor Center	Replaces dog dishes	City and Visitor Center	Needs water hookup; and water needs to keep "moving" to deter bacteria	Visitor Center or public works? Who maintains them? Animal Rescue by the Sea?	Perhaps donations from local businesses? City TLT can be used as this is a visitor center service	2
Bike racks at beach	Place to safely store them while on beach or in town	TCVA	Part of wayfinding planning project	Can visitor center accommodate needed racks?	TLT – through TCVA wayfinding project	3
Beach picnic tables with wheelchair accessibility	Place to enjoy a picnic near beach	City	Identify locations; several local picnic table makers	Where to put them where they won't be damaged by King Tides or erosion	TLT may be able to fund these – a grey area to be researched. Or donations from community	3
Foot wash/Beach shower station	Hikers and bikers can freshen up	City	Foot wash already in place near the beach ramp. Can a shower be added to Visitor Center restrooms?	Adds to maintenance of facilities. Can public works manage the extra work?	TLT can be used	3
Community did not consider the following initiative as a priority						
Library of "things"	Allow people to use tools for experiences, such as binoculars	Visitor Center or Library	Ask people to donate useful items	"Things" may not be returned – permanently borrowed	Donations and time for visitor center to manage	Not a priority

Infrastructure						
What	Why	Who Leads	How	Challenges	Funding	Priority
Workforce housing	Real estate prices too high for middle income earners; impossible for lower wage earners	City – with assistance from county Housing Committee	City manager is connected with housing organizations; has made it a priority	Requires long-term planning; be very aware of residents' pushback – very common	Work with county on accessing funds; federal and state funds will be available as well	1
Restrooms at Neahkahnie Beach	No restroom nearby	County – this is unincorporated area; possibly State Parks	Work with county on appropriate site and type of restroom; in facilities plan TCVA is working on	Adds to maintenance of public works	TLT – qualifies for county tourism facilities funds/grants. Part of facilities plan developed by TCVA	2
Boardwalk along Ocean Road	Safer walking; a boardwalk may be able to accommodate wheelchairs and strollers	City, county and State Parks	Major review of Ocean Rd access by city, county and State Parks.	County owns Ocean Rd. Is there adequate room for a boardwalk considering there's little room now for walking? Will there be room for parking?	TLT can help fund – county roads department and county tourism facilities grant. Perhaps state parks funding can be used.	3
Amphitheater	Place for community congregation, music	City	Build one near new city building and near farmers market (music place)	Does public works maintain?	TLT – public/visitor gathering place	4
Green spaces throughout neighborhoods	Create a more natural setting	City	New developments include green spaces in plans	Is there opportunity to add green spaces in current housing areas?	Private development or city parks budget	5
Maintain wildlife corridors	We live among wildlife that need access -elk, deer, etc	City and county with ODF&W, State and County Parks	Identify current corridors; devise a plan to protect, during development	Pressure to develop may hinder efforts	Federal grants from Dept of Interior and National Parks Service; wildlife nonprofits	6

Communication/Messaging						
What	Why	Who Leads	How	Challenges	Funding	Priority
Community information packet in hotels and STRs	Provide information that's important to the community but also increases visitor experiences	TCVA	Ask lodging owners and STR agencies to include info packet in rooms/houses	Not all information can be included in a single packet; use QR codes or links to websites	TCVA TLT	1
Public message board (electronic)	Keeps locals and visitors informed on safety, events, Fire prevention, King Tides, etc.	City and TCVA	Place at visitor center	Where to install that it can seen easily	TLT – city or TCVA (Wayfinding)	2
Visitor Center as a hub for interpretation and education	Provide information and walking guides – self-guided or led by expert	City and TCVA	TCVA can train guides	Enhanced website for more information	City and TCVA TLT TCVA conducts Certified Interpretive Guide training	3
"People live here"	Help visitors remain aware that yes, it's Manzanita is a vacation destination, but people live here. It's their home, so be respectful	TCVA	Through signage, messaging on website	Make people aware without a scolding tone	TCVA (Wayfinding)	4
Dispel misinformation	Help locals and visitors have facts at hand about misleading social media posts, etc.	Visitor Center and TCVA	Monitor social media channels for misinformation, but who will do that? A group of community members?	Make people aware without a scolding tone	City and TCVA TLT	5
Coordinated stewardship messaging	Makes idea consistent throughout county	TCVA	Through wayfinding, videos, articles and lodging packets	Budget and planning	TCVA TLT	6

Beautification

What	Why	Who Leads	How	Challenges	Funding	Priority
Holiday lighting	Makes the town look festive	City and public works	Plan early – order lighting in July or August	Upkeep and storage	TLT if tied to a holiday event	1
Flower baskets	Makes the town look nice	Form a beautification group	Beautification group (is there a group now?)	Who does the watering? Will need basket hangers	Donations or if installed, fees from day use lockers	2
Green spaces with benches	Creates a welcoming culture	City and public works	Identify areas that can remain green	Maintenance	Donations and volunteers build benches, like Kilchis Point Reserve	3

Culinary/Local Foods

What	Why	Who Leads	How	Challenges	Funding	Priority
Include local foods/ farmers market info packets in lodging properties	Help visitors find locally grown foods, support local farmers, fishers, restaurants, etc.	TCVA	Brochure on North Coast Food Trail, what's in season, where to buy, location of Farmers Market	None other than planning and budgeting	TCVA budget	1

Arts and Culture

What	Why	Who Leads	How	Challenges	Funding	Priority
Community arts murals and public art. Open studio tours, other arts events	Manzanita has a strong arts presence and educational programs; let it be known/shown throughout the town	Hoffman Center for the Arts, art galleries, nonprofit that can get grants	Community approaches arts organizations to ask for help in planning; identify locations for murals and public art	Locating usable public areas to place art; or private businesses willing to have murals on the exterior of the building	TLT grants can help fund; Oregon Arts Commission grants, Tillamook County Cultural Coalition grants; TCVA marketing grant if held in off-season; TCVA sponsorship funds	1