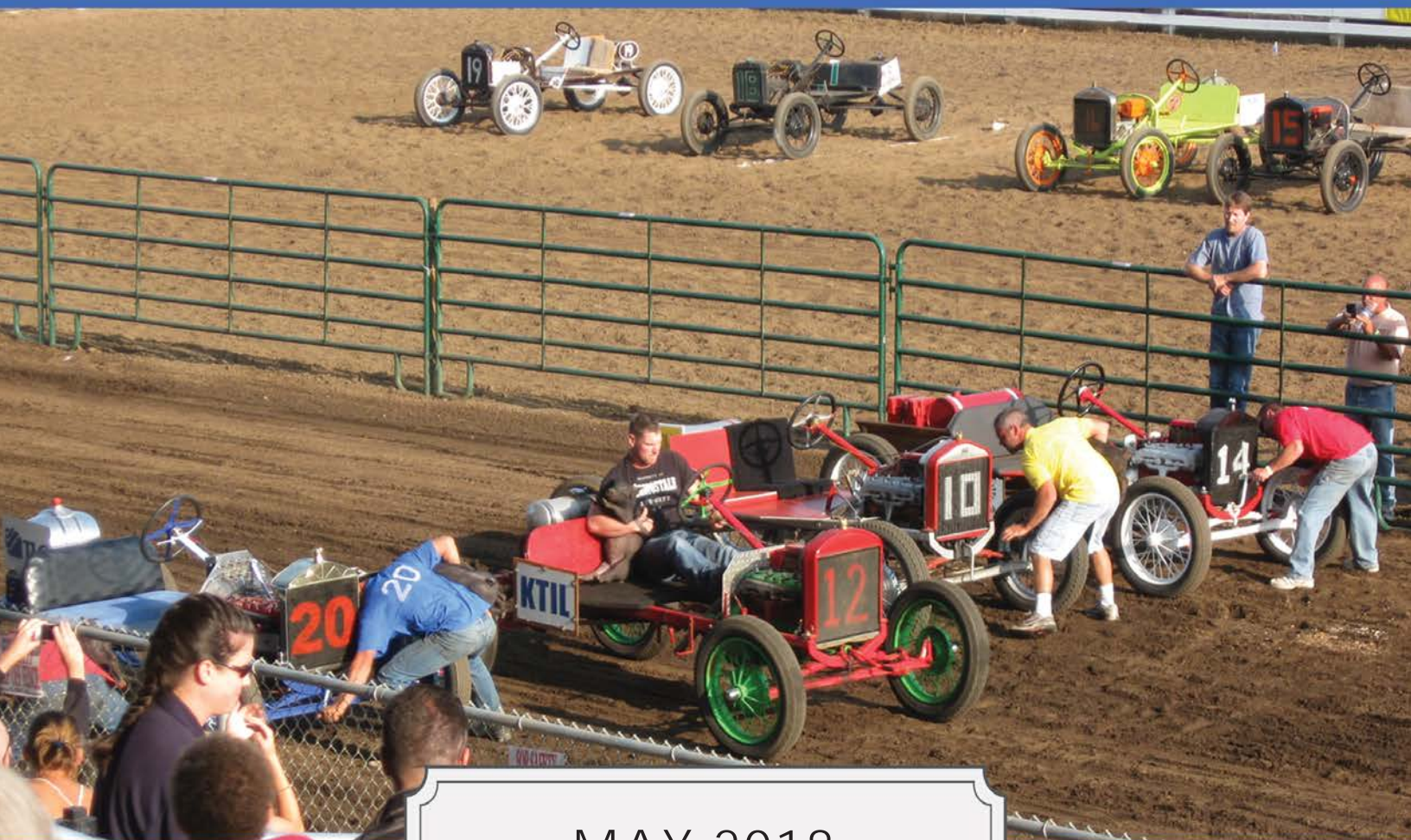

TILLAMOOK COUNTY FAIRGROUNDS



MAY 2018

STRATEGIC
PLAN

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ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

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.

Fairgrounds Vision

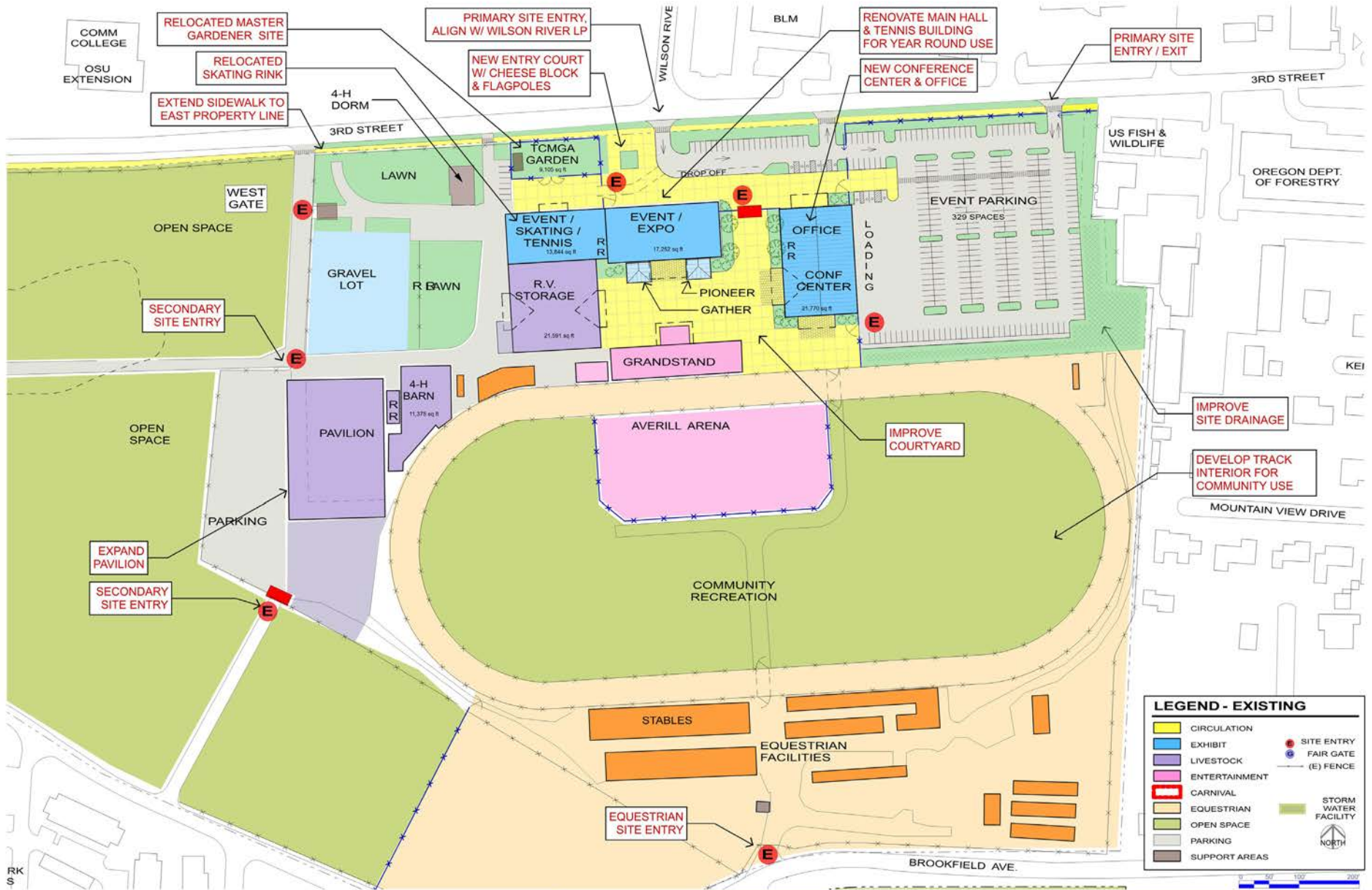
Tillamook County envisions a Fairgrounds campus that can host a variety of festivals and special events, the most of important of which is the Tillamook County Fair. While most of the campus should retain its historic, small-town character, the County desires a modern multi-use conference center that 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.

Site and Facility Improvements

1. The **Main Exhibit Hall** is restored to its former glory as the “pearl” of the Fairgrounds. Modern additions to the historic structure make it a popular venue for weddings and other celebrations.
2. A new multi-use **Conference Center** facility can accommodate up to 400-600 people and host a variety of events throughout the year, generating revenue and maximizing community benefits. The Conference Center will house the Fair Office, restrooms and a modern kitchen facility.
3. An open, spacious **Courtyard** provides free-flowing pedestrian corridors and plenty of room for seating and viewing on-stage performances. During the summer months, the Courtyard is used as an ancillary event space for receptions and festivals.
4. The **Tennis Courts** provide an indoor space for tennis and is the new home of the Tillaskate skating rink. This multi-purpose facility also serves as an exhibition space throughout the year in conjunction with the Conference Center and/or Main Exhibit Hall. The **Open Class Dairy Barn** continues to house cattle during the Fair and is used for storage in the winter months. New entrances at either end of the building provide an improved pedestrian corridor from the West Gate Entry to the Courtyard.
5. The **Race Track** infield is used as a recreational resource when the Fair is not in progress. TLC Stadium and Averill Arena host main attraction events during the Fair and concerts throughout the summer. Removing the South Arena provides more open space for parking and shifts the equestrian entry to the south. Fair-time and offseason uses of the 4-H/FFA Livestock Barn and Pavilion remain the same, but with increased capacity from an expansion of the Pavilion.
6. The **4-H/FFA Pavilion** is expanded to the west and south for additional seating.
7. The **Main Entry** captures the interest of visitors upon arrival, framing the historic Main Exhibit Hall and creating a more pleasant entry to the Fairgrounds.
8. The **West Gate Entry** uses a new gateway structure to draw visitors in from the parking lot and improve the sense of arrival. A similar treatment is used for secondary site entries.



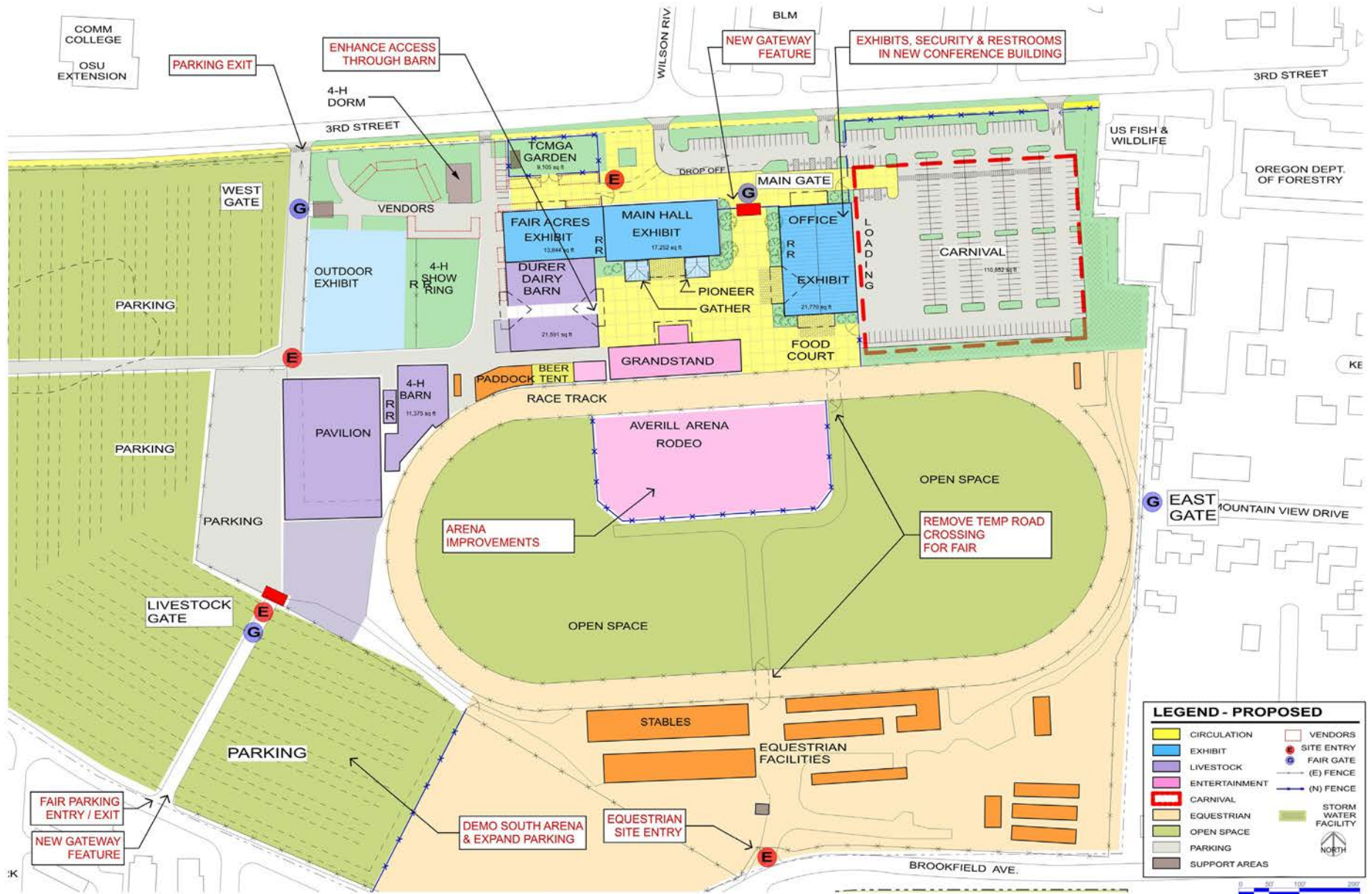
STRATEGIC PLAN VISION

TILLAMOOK COUNTY FAIRGROUNDS

PROJECT NO 216147

04.09.18





STRATEGIC PLAN VISION - FAIR WEEK

TILLAMOOK COUNTY FAIRGROUNDS

PROJECT NO 216147

04.09.18



INTRODUCTION

The Tillamook County Fairgrounds is a multi-faceted, year-round 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 and accommodates a variety of community needs, including the annual County Fair, agriculture and education clubs and groups, recreational opportunities, storage facilities and also serves as an emergency evacuation site. The Fairgrounds are an economic generator for the County's agricultural and tourism industries.

Over many years serving as the County's prime community gathering place, some Fairgrounds facilities need upgrades and others are ill-fitted to meet today's event demands. The purpose of this Strategic Plan is to maintain a viable Fairgrounds and maximize its potential use by proposing new facilities and improvements to existing facilities that will accommodate the Fair and other recurring events and attract new events that provide economic benefits to the County.

PROCESS

The Tillamook County Fairgrounds Strategic Plan process was designed to engage all stakeholders in a collaborative effort to capture the community's vision for the Fairgrounds and develop a plan that identifies needed improvements to existing facilities and infrastructure, proposes new facilities, and provides a feasible funding and phasing strategy to achieve the vision.

The process began with an inventory of existing and planned facilities, and a detailed assessment of the structural and architectural conditions of Fairgrounds facilities and infrastructure. A market study identified the type and scale of revenue-generating events the Fairgrounds could potentially attract. Qualitative data was collected through interviews with Fair Board members and other stakeholders, including key issues and opportunities for the Fairground (Appendix A). The results of these efforts were summarized in a Site and Facility Evaluation Report.



Based on the results of the report and through discussions with the Fair Board, a preliminary list of new facilities and improvements for existing facilities was developed. Preliminary improvements were reviewed at a meeting of the Fair Board and a community open house. A refined list of improvements was presented to the Fair Board and Tillamook Board of County Commissioners (BCC) at a workshop for further feedback.

A second round of outreach was conducted through a community-wide, online questionnaire advertised at the 2017 Tillamook County Fair and distributed to Fairgrounds stakeholders. The questionnaire was completed by 88 stakeholders and community members (Appendix B).

The Tillamook County Fairgrounds Strategic Plan includes a 20-year vision for the campus and each facility. A description of improvements needed to achieve the vision is provided along with cost estimates, potential funding sources, and a phasing strategy to implement the Plan. The Strategic Plan also includes a 50-year blueprint to improve, locate, and develop facilities and infrastructure as opportunities arise.

The Strategic Plan and questionnaire results were presented to the Fair Board and the BCC at a second workshop. Revisions

were made in response to comments gathered at the workshop and proposed improvements and funding sources were grouped into “packages” for discussion at a third and final Fair Board/BCC workshop. The final Strategic Plan was presented at a BCC hearing.

EXISTING CONDITIONS AND USES

The Tillamook Fairgrounds site is situated just south of Highway 6 at Wilson River Loop within Tillamook city limits. The Fairgrounds sit on one parcel totaling approximately 63 acres. The parcel is bordered by 3rd Street to the north. Brookfield Avenue splits the parcel into a primary section containing all of the Fairgrounds facilities to the north and a smaller, vacant section to the south. Fairgrounds facilities are used heavily each August during the four-day Tillamook County Fair. Most facilities are underutilized throughout the remainder of the year, sitting empty, hosting occasional activities or events, or being used for storage.

The site diagram (Figure 1) places existing Fairgrounds facilities into eight focus areas. A more detailed site plan of the Fairgrounds with key buildings, boundaries, roads, surface type and natural features is shown in Appendix C. The site diagrams in Appendix D illustrate current conditions at the Fairgrounds during the Fair and throughout the rest of the year.



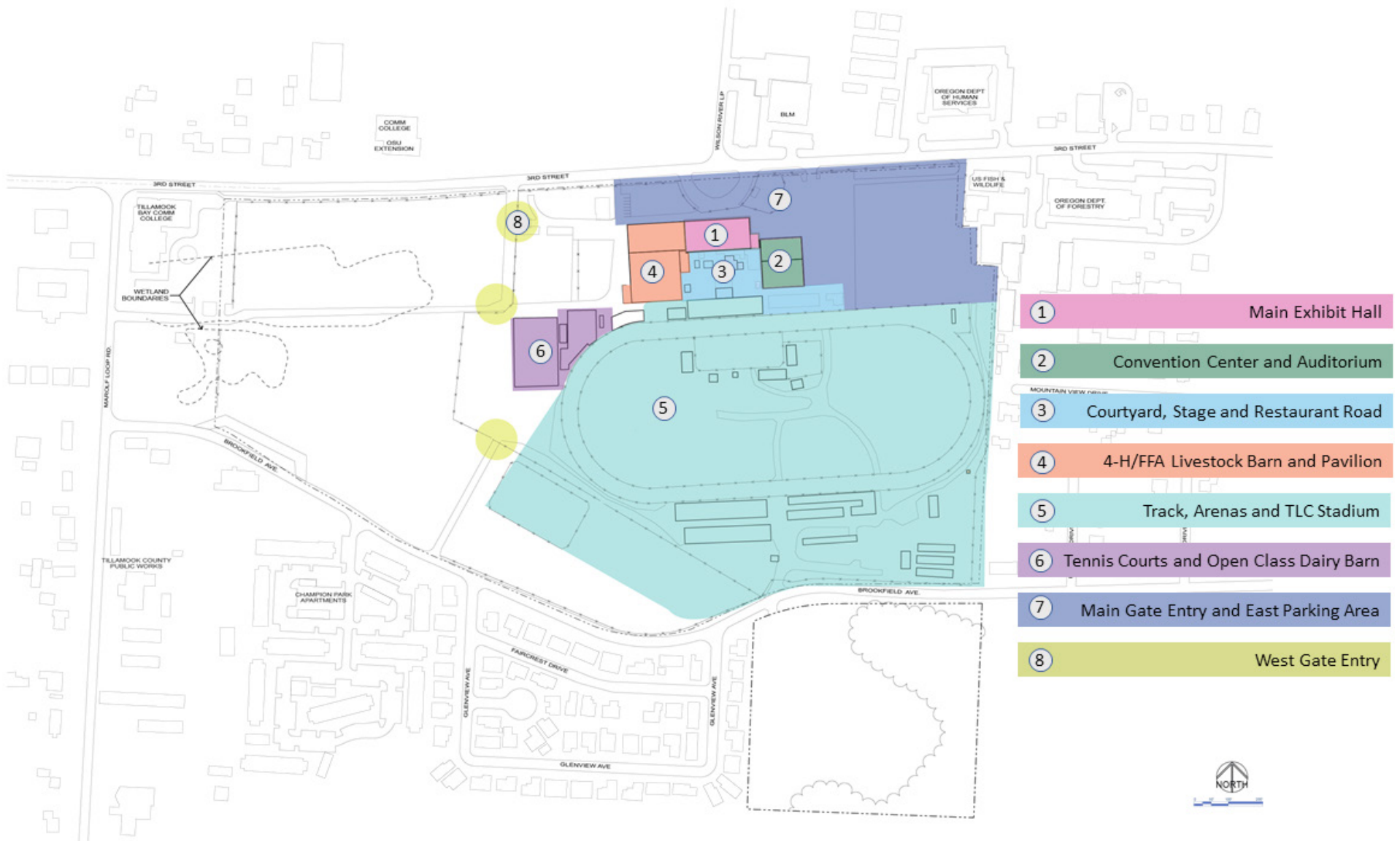
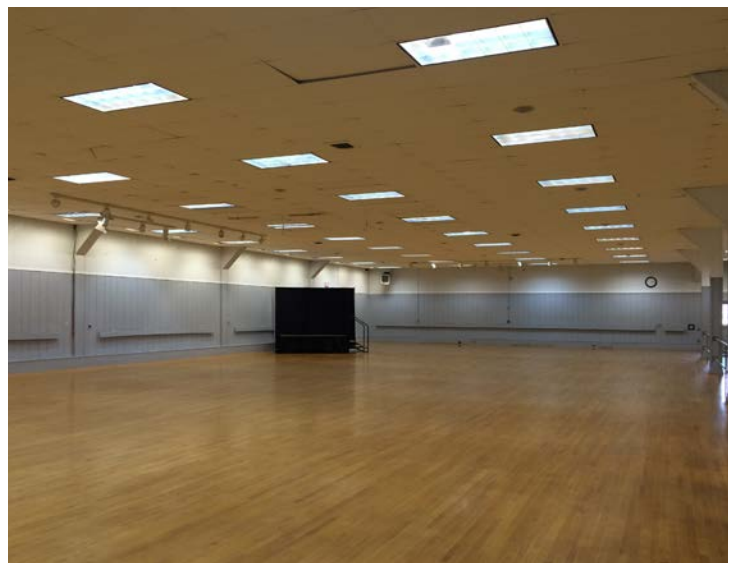


Figure 1. Tillamook Fairgrounds Site Map

1. **The Main Exhibit Hall** is the historic focal point of the Tillamook County Fairgrounds and the original structure erected on the current Fairgrounds site. During the Fair, the hall houses a range of exhibits from textiles and photography to flowers and food. It also houses the Fair Office. It is used for storage the remainder of the year. Over time, the hall has lost some of its charm. The original exterior is hidden under metal siding and painted-over windows detract from its outward appearance. Permanent booth structures inside the building limit the amount of usable space during non-Fair time.



2. **The Convention Center and Auditorium** serve as exhibit space during the Fair and are among the most used facilities in the offseason. The Auditorium is home to the Tillaskate skating rink and, due to the lack of modern amenities in the Main Exhibit Hall, these two buildings are used for meetings, events and celebrations throughout the year. However, deteriorating conditions, poor space utilization and accessibility issues limit the number and type of events these facilities can accommodate.



3. Courtyard, Stage, Restaurant Row. The Courtyard serves as the “living room” or hub of the Fairgrounds. Fairgoers must travel through the Courtyard to move east to west across the grounds. During the Fair, the area also attracts people viewing activities and performances that take place on the Courtyard Stage. These factors make the Courtyard a congested area that does not serve any one purpose well. Restaurant Row adds to the congestion in addition to being structurally unsound. The Courtyard, several permanent and temporary booths and the Pioneer Building are used only during the Fair.



4. Tennis Courts and Open Class Dairy Barn. During the Fair, the Tennis Courts serve a central purpose as the Fair Acres Learning Center, an interactive agriculture based exhibit for kids. In the off-season, the facility provides Tillamook with its only indoor tennis courts. The Open Class Dairy Barn is a temporary home for cows during the Fair and a storage space for RVs in the winter. The location of the Dairy Barn impedes pedestrian flow from west parking area to the Courtyard and other Fair facilities.



5. Track, Arenas and TLC Stadium. TLC Stadium and Averill Arena are home to all of the main attraction events at the Fair, including concerts, horse races and the famous Pig-N-Ford Races. One of the newest facilities on the Fairgrounds, TLC stadium provides sufficient seating on all but the busiest day of the Fair. The grandstand was constructed so that additional seating can be added. The semi-permanent bleachers and other structures at Averill Arena may be limiting opportunities for the Track infield to be used for other events throughout the summer months. Power to the stage is insufficient to accommodate large concerts.



6. 4-H/FFA Livestock Barn and Pavilion. 4-H kids and their families gather here with their dairy cows, ready to show them in the dairy livestock judging competition. In the offseason, the barn is used to board horses. While the west barn was upgraded in 2015, the building has some structural deficiencies that will need to be addressed. The Pavilion is in relatively good condition and, in addition to generating revenue as a place for horse riding, hosts a variety of shows, such as the popular Bulls and Barrels at the Beach.



7. Main Gate Entry and East Parking Area.

The Main Gate Entry is the first view of the Fairgrounds for visitors arriving off Highway 6. An American flag, a large Tillamook Cheese sculpture and a boulder with a placard are situated centrally on a paver pad surrounded by a planting bed with annual flowers. The surrounding lawn area is fenced off with a simple post and chain. An asphalt drive allows for visitor drop off at a ticket booth in front of the Main Hall during the Fair. A tall chain link fence surrounds the property, though in some places it is topped with barbed wire, which makes the Fairgrounds seem more industrial and less welcoming. Tall, dense evergreen shrubs line the driveway and frame the Main Building entrance upon arrival. The Tillamook County Master Gardener Association gardens are in a very prominent location and obstruct views to the Fairgrounds and the Premium Parking lot entrance to the east. There are many signs along the roadside, which create a cluttered appearance.

8. The West Gate Entry sees the majority of foot traffic during the Fair; however, the entrance does not have a notable presence upon approach from the parking lot. An asphalt drive leads to a covered entry way, lined with benches. There is a wide, mounded planting bed to the south with some antique equipment and a small understated trellis. The mulched planting bed is otherwise sparse with a few large evergreen shrubs and some boulders. The view from the sheltered entryway is along the long asphalt drive straight ahead with an adjacent lawn to the west of the 4-H Dorm. Views into the Fairgrounds are otherwise mostly obstructed by the plantings.



STRATEGIC PLAN VISION

VISION

The Tillamook County community 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. The campus should retain its historic, small-town character. The facilities also should provide meeting spaces 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, as shown in Figures 2 and 3.



GUIDING PRINCIPLES

The following guiding principles are based on interviews with key stakeholders and created in coordination with the Fair Board. The principles were used to identify and prioritize proposed improvements.

- *Safety:* Improvements address code and safety issues and deficiencies for long-term structural viability.
- *Productive Use of Space:* Buildings and facilities are improved to provide a variety of distinct uses to support the Fair and year-round events.
- *Judicious Use of Funds:* The use of funds balances short-term need with long-term investment and furthers the vision for the Fairgrounds
- *Distinguish Buildings:* Each building or facility is distinct from the other, creating a unique sense of place.
- *Judicious Use of Resources:* Ensure that staffing is sufficient to match programming.
- *Heritage:* Create amenities that are unique and authentic to Tillamook.



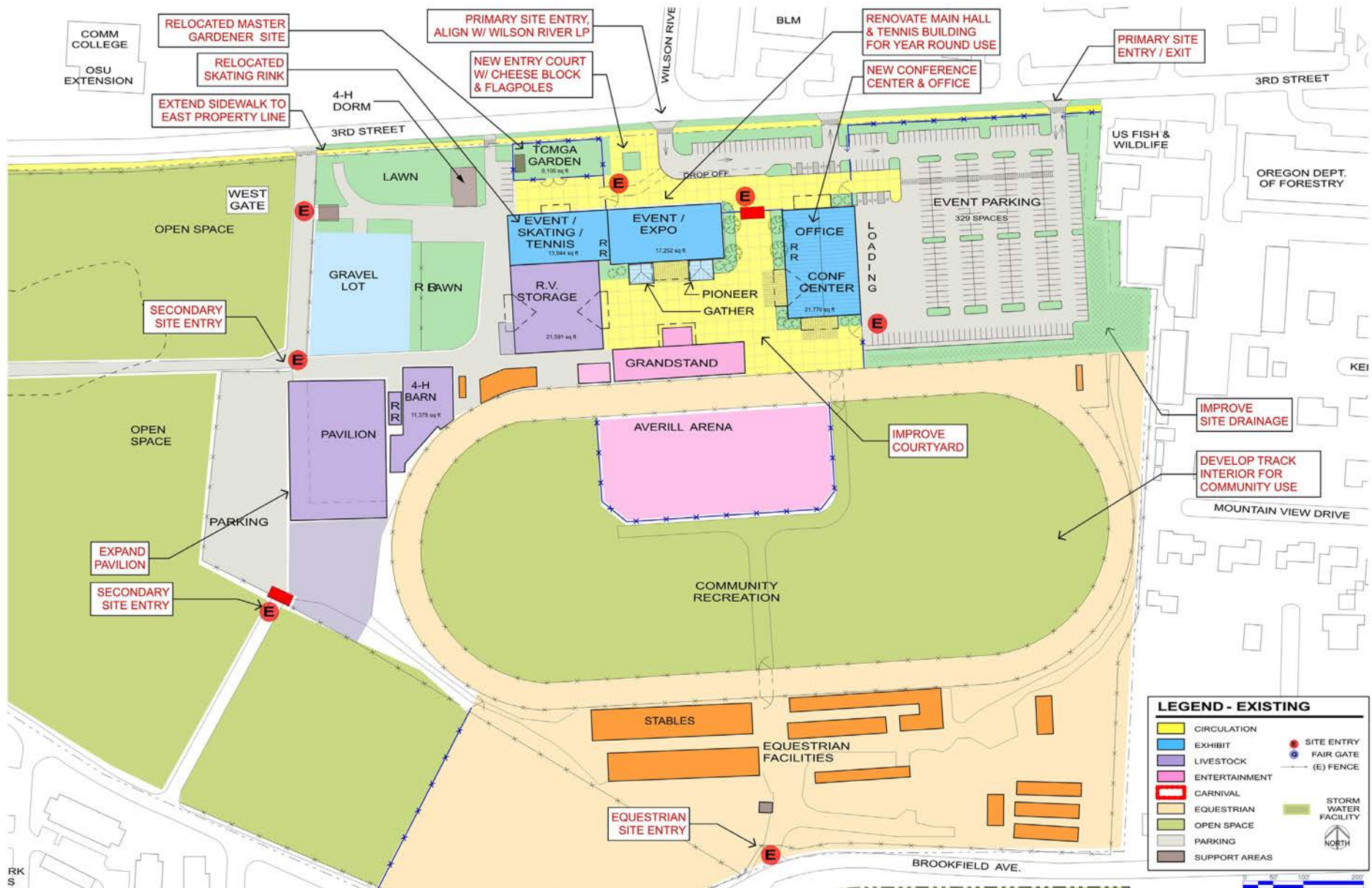
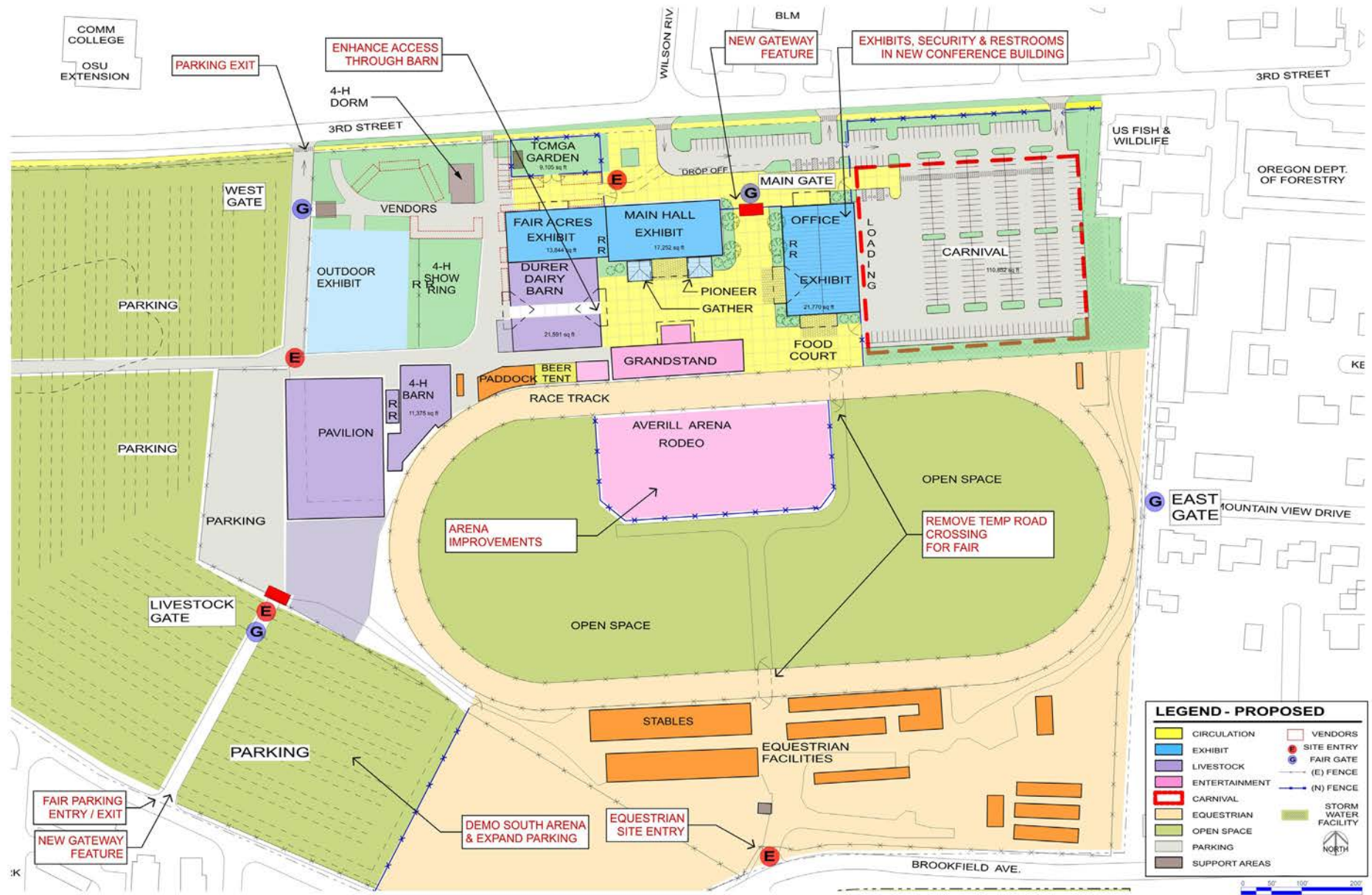


Figure 2. Strategic Plan Vision: Year-Round



STRATEGIC PLAN VISION - FAIR WEEK

TILLAMOOK COUNTY FAIRGROUNDS

PROJECT NO 216147

04.09.18



Figure 3. Strategic Plan Vision: Fair Week

FACILITY IMPROVEMENTS

1. The historic character of the **Main Exhibit Hall** is restored, as is its identity as the “pearl” of the Fairgrounds. Modern additions to the structure make it usable throughout the year and a popular venue for weddings and other celebrations.

Key improvements include:

- Remove steel siding; restore and waterproof or replace wood siding for historic character; install windows or replications
 - Remove interior partitions
 - Insulate and heat the facility without detracting from its appearance
 - Install code-compliant mezzanine guardrail
 - Install a new lift or elevator to replace the exterior ADA ramp
 - Upgrade/consolidate internal electrical system; add audio/visual hookups
2. A new **Conference Center** replaces the existing auditorium and convention center, with a large dividable space for 400-600, carpeted floors, a kitchen/concession space, restrooms and Fair office. The Conference Center will host a variety of events throughout the year, generating revenue and maximizing community benefits. It can be used in conjunction with the Main Exhibit Hall and/or Tennis Courts to host larger expositions. The facility may include space to relocate Restaurant Row at the south end, but Restaurant Row may also be a free-standing structure. An upper floor of viewing boxes above Restaurant Row could be included. Until the new Conference Center is constructed, improvements focus on maintaining current uses and improving visitor experience.

Key improvements include

Short-term

- Repair and raise or remove ceiling
- Add an internal speaker system and video screen

Long-term

- Demolish existing Auditorium, Convention Center, restrooms and Sheriff’s booth
- Construct new Conference Center with kitchen, restrooms, Fair office and Sheriff’s booth

3. **Courtyard, Stage, Restaurant Row, Carnival Restrooms.** Removing permanent structures including the Main Hall ADA ramp results in an open, spacious Courtyard with free-flowing pedestrian corridors and plenty of room for seating and viewing on-stage performances (Figure 4). During the summer months, the Courtyard is used as an ancillary event space for receptions and festivals. Two new, smaller structures will be constructed on either side of the Main Hall south entrance. One of these buildings will replace the existing Pioneer Building and both buildings will be used as ancillary space for Main Hall events. Temporary portable structures (i.e., food carts, tents) will be used during Fair time in place of the existing permanent structures. A new Restaurant Row is constructed in conjunction with the new Conference Center and is reoriented to face the race track as part of or along the south wall of the Conference Center.

Key improvements include:

- Remove permanent structures from Courtyard
- Construct two new facilities at Main Exhibit Hall south entrance
- Re-construct and re-orient Restaurant Row

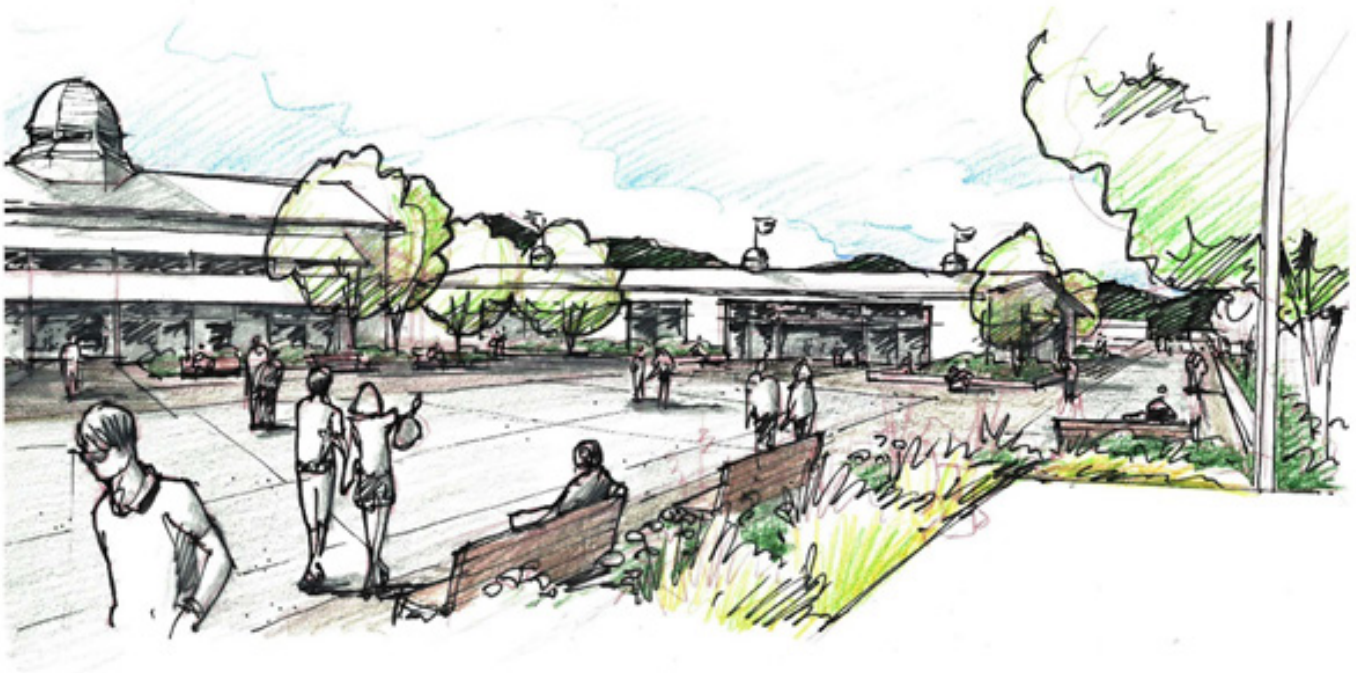


Figure 4. View of Main Hall and Conference Center from Courtyard

4. Tennis Courts and Open Class Dairy

Barn. The Tennis Courts building provides an indoor space for tennis and is the new home of the Tillaskate skating rink. This multi-purpose facility also serves as an exhibition space throughout the year in conjunction with the Conference Center and/or Main Exhibit Hall. The Open Class Dairy Barn continues to house cows during the Fair and is used for storage in the winter months. New entries at either end of the building (east and west) provide an improved pedestrian corridor from the West Gate Entry to the Courtyard.

Key improvements include:

- Modify east and west entries to the Dairy Barn
- Insulate and heat the Tennis Courts
- Demolish existing exterior restrooms
- Add restrooms and vending area to Tennis Courts
- Resurface Tennis Courts to accommodate multiple uses (Appendix E)

5. Track, Arenas and TLC Stadium.

The Race Track infield is used as a recreational resource when the Fair is not in progress. TLC Stadium and Averill Arena host main attraction events during the Fair and concerts throughout the summer. The South Arena is removed to provide more open space for parking and shifts the equestrian entry to the south. Its functions are served by Averill Arena with some minor improvements.

Key improvements include:

- Remove South Arena
- Improve Averill Arena soil surface and replace boards.
- Put in temporary road across the track with road fabric and gravel.
- Improve power supply to the Arena as part of the overall power plan.

6. 4-H/FFA Livestock Barn and Pavilion. Fair-time and offseason uses of the 4-H/FFA Livestock Barn and Pavilion remain the same. Expanding the 4-H/FFA Pavilion to the west and south provides for additional seating. No key improvements are proposed for the 4-H/FFA Livestock Barn. A plan for the Pavilion expansion can be found in Appendix F.

Key improvements include:

- Expand Pavilion to the west and south to provide additional seating.

7. The Main Gate Entry captures the interest of visitors upon arrival, framing the historic Main Exhibit Hall and creating a more pleasant entry to the Fairgrounds (Figure 5). Relocate and replace the fence with a more formal and inviting design and gate along the entry way. Reconfigure the access drive to promote circulation that is safe for pedestrian drop-off and allows vehicular access to the east parking

lot. Relocate the Tillamook County Master Gardeners Learning Garden slightly to the west to accommodate the new entry and improve view corridors. Enhance the entrance with a pedestrian plaza and low maintenance landscaping to improve the function and aesthetic of the space. Coordinate with local jurisdictions to remove and/or consolidate signs along 3rd Street to reduce clutter at main entry.

Key improvements include:

- Replace and relocate fence
- Relocate Learning Garden
- Reconfigure access drive
- Install plaza and landscaping
- Remove and consolidate signs



Figure 5. View of Main Entry

Other Site Improvements

Transportation

3rd Street is owned by Tillamook County and classified as a rural minor arterial. Future site development may trigger a requirement that half-width frontage improvements be completed on the south side of 3rd Street along the site to match the applicable transportation system plan cross-section. Frontage improvements may require widening the south side of the roadway to accommodate a center median, bike lanes, and/or on-street parking; building new curb, sidewalk, landscaping, and storm drainage; as well as dedicating right-of-way, if needed. Additional discussions with the City/County will be needed to determine what potential roadway improvements will be required with development. Key improvements include 3rd Street roadway upgrades.

Traffic Study

A traffic impact study may be required to support future redevelopment. The site's trip generation potential and proximity to Highway 6 could trigger review under Oregon Department of Transportation

(ODOT) requirements as well as per City and/or County requirements. The need for and extent of the study will depend in part on the site trip generation potential for the expanded site use(s). Traffic impact studies typically analyze affected intersections within a defined study area, documenting existing conditions from capacity and safety perspectives as well as future conditions prior to and with a proposed development in an effort to identify potential transportation network impacts and mitigations.

Additional discussions with ODOT, City and County staff will be needed during future project phases to determine a traffic study scope of work. Thoughtful documentation of the trip generation potential for the expanded site use(s) will be required and it could be valuable to measure and document trip generation at other similar facilities for comparison purposes.

Parking and Access

Construct a new parking lot in the northeast corner of the site to support the new conference center and office building consistent with the City parking requirements. This will include a reconfiguration of driveways along 3rd





Street. The existing one-way, loop driveway at the Main Hall entry could be replaced with a single driveway aligned with Wilson River Loop Road. Configuration of the driveway as a one-way entrance or two-way entrance/exit can be explored with future phases. Traffic management plans that change driveway/on-site traffic flow operations for special events could be considered. One additional driveway (entrance/exit) will be constructed along 3rd Street near the east property line. New guide signs will be installed along Highway 6 and US 101 to provide consistent messaging and routing information to the Fairgrounds.

The current parking and traffic circulation plans implemented during the County Fair provide adequate parking supply and circulation routes for the general public to efficiently access and attend the event. The following potential improvements could be explored if future fair attendance demands additional mitigations.

- Explore more efficient methods to configure parking on-site

- Shared parking agreements with neighboring properties could help supplement supply during peak parking demand periods
- Additional or improved wayfinding signage could be used to direct visitors to available parking, facilitating site circulation and overall efficiency.

Key improvements include:

- Redesign and construct east parking lot
- Reconfigure Main Gate entry drop-off
- Install clear, consistent signage to Fairgrounds on OR 6 and US 101

Utilities

Meet with Tillamook People's Utility District (PUD) to develop power plan for the Fairgrounds. Identify a central point onsite for a distribution substation to be sized to convey electricity to all locations onsite with future development in mind. Remove and underground overhead power lines to reduce the chance for electric shock on tall structures.

Key improvements include:

- Create long-term power plan
- Install site substation and transformers
- Remove overhead power lines; install underground conduit system
- Install sanitary hookups and grease interceptor in Courtyard
- Separate the combined storm/sanitary system.

Landscaping

Design courtyards relating to event spaces in the Main Exhibit Hall and Conference Center to promote year-round use. Install landscaping to enhance primary building entrances and address stormwater issues. Strategically use plantings to frame desirable views, such as the mountains to the east, while obstructing and buffering areas of maintenance or operations. Use paint to brighten building entrances and denote a theme that conveys wayfinding to visitors with a simple visual, color cue. Use movable seating options to maximize gathering opportunities and allow visitors to sit in ideal locations based on conditions (sun, wind, rain, etc.)

Key improvements include:

- Install plantings/landscaping
- Paint building entrances
- Use portable seating options



IMPLEMENTATION

CAPITAL IMPROVEMENT PROJECTS

This section describes key improvements needed to realize the 20-year Strategic Plan Vision. In Table 1 we provide: a project description and a recommended plan for phasing short (1-5 years), medium (6-10 years) and long-term (11-20 years) projects. Timelines will vary depending on County and Fair Board priorities. The table also includes a rough order-of-magnitude construction cost estimate.



Table 1. Capital Projects

Project No.	Building	Improvement	Description	Timeline	Construction Cost Estimate
1	Main Exhibit Hall	Install code compliant mezzanine guardrail	Safety improvement.	Short	\$25,000.00
2	Main Exhibit Hall	Restore siding and windows	Remove steel siding; restore and waterproof or replace wood siding for historic character; install windows or replications.	Short	\$250,000.00
3	Main Exhibit Hall	Upgrade/consolidate internal electrical system; add A/V hookups		Short	\$150,000.00
4	Main Exhibit Hall	Remove interior partitions	Create more flexible interior space.	Short	\$5,000.00
5	Main Exhibit Hall	Minor code and accessibility upgrades	Safety and accessibility.	Short	\$25,000.00
6	Main Exhibit Hall	Weatherize the facility without detracting from its appearance	Improve for year-round use.	Medium	\$350,000
7	Main Exhibit Hall	Remove/relocate Fair office	Demolish existing structure. Office will be included in new Conference Center.	Long	\$20,000.00
8	Main Exhibit Hall	Install lift/elevator	Coordinate with ADA ramp removal.	Medium	\$125,000.00
9	Main Exhibit Hall	Upgrade beams for 100 psf live load	The existing beams appear to be under sized by approximately 10% based on a 100 psf assembly live load and an assumed lumber grade of dense select structural Douglas fir-larch. These beams should be upgraded for assembly loading of 100 psf.	Short	\$50,000-\$100,000

10	Main Exhibit Hall	Provide a full structural upgrade to meet current design code requirements.	Upgrade the seismic force resisting system, roof trusses, cupola framing, and foundations to meet current code requirements. Verify roof framing capacity and upgrade as necessary.	Short	\$1,000,000- \$1,500,000
11	Auditorium/ Convention Center	Audio/visual system	Speaker system and video screen.	Short	\$50,000.00
12	Auditorium/ Convention Center	Ceiling panels	Repair or raise ceiling; insulation lays on top of ceiling panels; Potential to remove ceiling and expose or paint trusses.	Short	\$60,000.00
13	Auditorium/ Convention Center	Provide seismic upgrades to meet current design code requirements.	Create a competent lateral force resisting system: sheath shear walls and diaphragms with plywood, add hold-downs, and provide foundation upgrades.	Short	\$300,000- \$400,000
14	Auditorium/ Convention Center	Construct new conference center	21,000 sf including Office and Conference space for 400 with kitchen/concession space; in conjunction with improvements the Main Exhibit Hall and Tennis Courts for use as exposition space. Includes accommodation of Restaurant Row.	Long	\$6,500,000.00
15	Courtyard	Remove permanent structures in courtyard	Tear down permanent structures. Replace with temporary structures (food carts, tents, etc.) during Fair.	Medium	\$50,000.00
16	Courtyard	Additions on south side of Main Hall	Construct two new 1200 sf buildings at Main Hall south entry	Short	\$480,000.00
17	Courtyard	Remove ADA ramp to Main Hall	In conjunction with new lift/elevator.	Short	\$10,000.00
18	Courtyard	Sanitary system upgrade	Install sanitary hookups in courtyard for vendors to convey waste water during fair events.	Short	\$300,000

19	Courtyard	Grease interceptor	Install grease interceptor in courtyard to reduce sanitary clogging in fair events.	Short	\$100,000
20	Courtyard	Replace rotten Restaurant Row posts	A number of the 4x4 posts supporting the roof beams are rotting and require replacement.	Short	\$500/post
21	Courtyard	Strengthen existing roof beams on Restaurant Row	The existing roof beams are significantly undersized and should be upgraded. Restaurant Row should not be used during a snow event until the roof beams have been strengthened.	Short	\$10,000-\$15,000
22	Courtyard	Tear down Restaurant Row	Replace with temporary structures (food carts, tents, etc.) Eventually replace as part of or in association with new conference center.	Medium	\$10,000
23	Tennis Courts	Insulate and heat the Tennis Courts	Improve facility so it can serve as an exhibition space and accommodate tennis and roller skating.	Long	\$250,000.00
24	Tennis Courts	New restrooms interior for expo space	Assume 30 fixtures @ +/- \$6,500 each.	Long	\$200,000.00
25	Tennis Courts	Upgrade wall-to-roof anchorages	The masonry walls are not adequately anchored to the roof diaphragm. The anchorage of heavy walls (i.e. concrete, masonry) to the roof diaphragm is critical for good seismic performance. The wall-to-roof anchorage should be upgraded based on this importance.	Long	\$15,000-\$20,000
26	Tennis Courts	Remove interior partition		Medium	\$5,000.00
27	Tennis Courts	Upgrade doors	Code and safety upgrade.	Medium	\$25,000.00

28	Tennis Courts	Verify reinforcing is present in the masonry walls.	While on site, it could not be verified that the masonry walls were reinforced. A special inspection agency should be hired to verify the existence of reinforcing in the masonry walls.	Short	\$1,500-\$2,000
29	Dairy Barn	Install seismic bracing in Class Dairy Barn	The north and south end wall Cross bracing in Dairy Barn is missing. The missing bracing should be re-installed to ensure a competent lateral force resisting system is provided for the structure.	Short	\$1,500-\$2,500
30	Dairy Barn	Combined sanitary upgrade	Separate the combined storm/sanitary system to minimize surface water overloading of the sanitary system.	Short	\$300,000
31	Dairy Barn	Improve east-west pedestrian access	Enhance east and west entries.	Medium	\$50,000.00
32	South Arena	Remove South Arena	Replace with additional parking area.	Short	\$10,000.00
33	Averill Arena	Enhance Averill Arena	Make enhancements as needed to replace South Arena functions.	Short	\$2,000
34	Arenas	Reconfigure south (equine) entry	Improve south entry to minimize conflicts with surrounding uses.	Short	\$5,000
35	4-H/FFA Pavilion	Expand Pavilion	To west and south for additional seating.	Short	\$400,000

36	Main Gate Entry	Replace and relocate fencing	Improve the sense of arrival to the Fairgrounds. Highlight the significant and historic architecture of the Main Hall. Relocate the fence and replace with a more formal and inviting fence and gate along the entry way. Reconfigure the access drive to promote circulation that is safe for pedestrian drop-off and allows vehicular access to the east parking lot. Enhance Main Gate Entry with pedestrian plaza and low maintenance landscaping to improve both the function and the aesthetic of the space.	Long	\$250,000
37	Main Gate Entry	Relocate OSU Test Garden	Relocate the OSU Test Garden, get input from the gardeners to ensure that the new location allows for the appropriate facilities and space to meet their needs.	Long	\$65,000
38	Transportation/ Parking	Reconfigure main gate entry/drop-off (new parking lot)	Construct parking lot to support new event center and office building, including reconfiguration of driveways on 3rd Street.	Long	\$1,200,000
39	Transportation/ Parking	3rd Street roadway improvements	Public project to construct 3rd Street roadway improvements along fairgrounds site. Cross section could match the recently completed 3rd Street roadway project west of the fairgrounds. At a minimum the City may require the fairground to construct roadway frontage improvements on the south side of the road with Phase 1.	Long	\$1,000,000 for full roadway (public project). \$300,000-\$400,000 for frontage half-width only(fairgrounds project).

40	Transportation/ Parking	New, permanent and streamlined signage on OR 6 and US 101	Clear, consistent signage to Fairgrounds on the highways. Coordinate with local jurisdictions to remove and consolidate signs to reduce clutter at main entry.	Short	<\$40,000
41	Transportation/ Parking	Temporary signage/ flaggers at key intersections and driveways during Fair	Clear, consistent signage directing visitors to parking areas during Fair Week.	Short	<\$15,000
42	Entire Site	Create long-term power plan	Meet with Tillamook Public Utility District (PUD) to develop power plan for the Fairgrounds. This would include identifying a central point onsite for a distribution substation. Substation to be sized to convey electricity to all locations onsite with future development in-mind. Remove and underground overhead power lines to reduce the chance for electric shock on tall apparatus.	Short	\$100,000
43	Entire Site	Implement power plan	Install site substation and transformers and remove overhead power lines.	Short	Cost to be determined with PUD
44	Entire Site	Implement power plan cont.	Install underground conduit system for PUD to pull wiring. Update panels for each building and install new connections to transformers/ substation.	Short	\$500,000; discuss cost sharing with PUD
45	Entire Site	Assess fire access plan	Assess site access and fire truck driveability plan to ensure all buildings can be served in the event of fire and meets code.	Short	\$20,000
46	Entire Site	Assess fire water plan	Assess fire water plan and determine the necessary requirements to implement to bring site up to code.	Short	\$40,000

47	Entire Site	Implement fire water plan	Install the necessary fire water main lines, connections to existing building sprinkler systems and any future building upgrades such as sprinklers and FDCs.	Medium	\$400,000
48	Entire Site	Brookfield Road ROW dedication & Improvements	Brookfield Road is located at the S.W. corner of site. It currently is sub-par and according to the County, site improvements may trigger R.O.W. dedication and improvements.	Long	Discussions with County will be required to determine what improvements will be necessary.
49	Entire Site	General Site Improvements: Landscaping, Stormwater Mgmt, Wayfinding & Gathering Areas	Design courtyards relating to event spaces in the new conference center and main hall to promote year-round use. Install landscaping to enhance primary building entrances and address stormwater issues. Use plantings to frame desirable views and obstruct and buffer areas of maintenance or operations. Use paint to brighten building entrances convey wayfinding to visitors. Use movable seating to maximize gathering opportunities and allow visitors to sit in ideal locations based on weather conditions.	Long	\$700,000

FUNDING AND PHASING STRATEGY

The proposed improvements will cost an estimated \$15.5 million. Architectural and engineering fees, permits, testing and other incidental costs are likely to add approximately 15% to total project costs. The following is a summary of funding sources potentially available to pay for these improvements. A complete description of funding sources is found in Appendix G.

- **Local funding**, such as the Transient Lodging Tax program, Tillamook County general fund, General Obligation bonds that could be issued by Tillamook County, or other local sources of public funding. Additional local funding sources include funds from the County's Capital Improvement Program, System Development Charge credits, or special development districts.

Of these, Transient Lodging Taxes are the source of funding most readily available to the Fairgrounds. In 2016, Tillamook County had about \$983,000 annual revenues per to spend on facilities county-wide, which includes but is not limited to Fairgrounds Projects. The County will consider Fairgrounds improvements for Lodging Tax funds. Funding for Fairgrounds projects will vary based on the other funding requests under consideration each year. Lodging Tax funds may provide base funding for Fairground improvements, but will need to be combined with other funds to pay for the proposed improvements at the Fairgrounds.

- **Other public funding sources**, such as State Lottery Funds and grants. A portion of these funds could be allocated to improvements at the Fairgrounds for facilities that support Fair events. In addition, the Fairground could apply for grants such as

transportation grants for roadway projects or grants for stormwater management projects. The Fairgrounds may also be able to qualify for FEMA grants for improvements at the Fairgrounds that qualify as an emergency shelter. However, the requirements of an emergency shelter may increase construction costs, decreasing or exceeding the funding benefits of the grant.

- **Private funding sources**, such as partnerships and nonprofit grants. The Fairgrounds have a history of partnerships with organizations that use the Fairgrounds (e.g., 4-H, Future Farmers of America, OSU Extension, or the School District) and local businesses and foundations (e.g., the Farm Bureau, TLC Federal Credit Union, and local foundations). The Fairgrounds should build on these partnerships and form new partnerships, focusing on opportunities for mutual benefits.

In addition, the Fairgrounds should identify grant opportunities from nonprofits that support infrastructure and facility development. There are no nonprofits in Oregon that support Fairground facility development. However, there are several regional nonprofits that provide grants for facilities such as Fairgrounds. Available funds from nonprofit grants may be relatively limited, especially until the Fairgrounds builds a relationship with the nonprofit organization.

- **Increases in rental revenues**, from more rental of improved Fairground facilities. The work necessary to increase in rental revenues is likely to require increasing staffing at the Fairgrounds, for marketing and booking, implementing events, and maintenance.

The proposed improvements for the Fairgrounds include 49 line items, with varying costs and timing for each improvement. Some funding sources can be used for small or isolated improvements, such as weatherization or making repairs. These funding sources include Lodging Tax Revenues or local funds.

We recommend that the Fair Board group related improvements into packages of improvements. These improvements should have common goals and benefits that can be described as a compelling request. Potential funding sources that will benefit from packaging improvements together include General Obligation bonds, partnerships and grants.

Developing a phasing plan for funding the improvements require identifying packages of improvements and which of those packages of improvements that are a high priority. The phasing plan should consist of three to five packages of improvements that are reasonable to expect to accomplish in the next few years. The following is a recommendation of funding packages and priorities. A complete list of improvements by package is included in Appendix H. The criteria used to identify the packages and priorities include:

1. Priorities as identified by the Fair Board;
2. Urgent needs, such as safety improvements;
3. Maintaining operations to ensure the ability to host ongoing, revenue-generating events;
4. Efficient use of resources by grouping improvements that should be made concurrently.



Package A: Short-Term Priorities

- Needed safety improvements across facilities
- Restoring the Main Hall as the focal point of the Fairgrounds
- Minor upgrades to Auditorium and Convention Center
- Pavilion expansion
- South Entry/Roadway/Arena
- Planning projects (power, fire water)

Package B: Tennis Courts and Dairy Barn

- Upgrade tennis courts (insulation, heat, restrooms, vending) in advance of new Conference Center so it can take on some of those events/uses during its construction
- Improve east-west connections through Dairy Barn

Package C: East Side

Per Camy's suggestion, divide longer-term improvements into east side and west side. East side improvements include:

- New Conference Center
- Main Gate Entry
- Test Garden relocation
- 3rd Street Roadway improvements

Package D: West Side

- Courtyard improvements -- demolition of existing structures and construction of new ones
- Sanitary system upgrades

Package E: Entire Site

The improvements apply to the entire site, but will likely be done in conjunction with packages C and D:

- Implement power plan
- Implement fire water plan
- Landscaping, stormwater, wayfinding, etc.

Table 2 summarizes potential funding sources for each proposed improvement project.



Table 2. Potential Funding Sources

Project No.	Building	Improvement	Transient Lodging Tax	GO Bonds & other local funding	State Lottery Funds	Infrastructure Grants	Grants for Fairground Facilities	Notes
1	Main Exhibit Hall	Install code compliant mezzanine guardrail	X	X	X			
2	Main Exhibit Hall	Restore siding and windows	X	X	X		X	Historic preservation grants.
3	Main Exhibit Hall	Upgrade/ consolidate internal electrical system; add A/V hookups	X	X	X			
4	Main Exhibit Hall	Remove interior partitions	X	X	X			
5	Main Exhibit Hall	Minor code and accessibility upgrades	X	X	X			
6	Main Exhibit Hall	Weatherize the facility without detracting from its appearance	X	X	X		X	Historic preservation grants.
7	Main Exhibit Hall	Remove/repurpose Fair office	Maybe	X	Maybe			
8	Main Exhibit Hall	Install lift/elevator	X	X	X			
9	Main Exhibit Hall	Upgrade beams for 100 psf live load	X	X	X			Historic preservation grants.

10	Main Exhibit Hall	Provide a full structural upgrade to meet current design code requirements.	X	X	X			Historic preservation grants.
11	Auditorium/ Convention Center	Audio/visual system	X	X		X		
12	Auditorium/ Convention Center	Ceiling panels	X	X		X		
13	Auditorium/ Convention Center	Provide seismic upgrades to meet current design code requirements.	X	X		X	X	State natural hazard mitigation grant.
14	Auditorium/ Convention Center	Construct new conference center	X	X	X	X	X	Partner with economic development agencies and tourism-related businesses (e.g. hotels). Emergency shelter grant.
15	Courtyard	Remove permanent structures in courtyard	Maybe	X		Maybe		
16	Courtyard	Reconstruct buildings outside south entry	X	X				
17	Courtyard	Remove ADA ramp to Main Hall	X	X	X		X	ADA compliance grants.
18	Courtyard	Sanitary system upgrade	X	X	X		X	
19	Courtyard	Grease interceptor	X	X	X		X	

20	Courtyard	Replace rotten Restaurant Row posts	X	X	X			
21	Courtyard	Strengthen existing roof beams on Restaurant Row	X	X	X			
22	Courtyard	Tear down Restaurant Row	X	X	X			
23	Tennis Courts	Insulate and heat the Tennis Courts	X	X	X			Seek local partnerships for facility upgrade: School District, tennis clubs, etc.
24	Tennis Courts	New restrooms interior for expo space	X	X	X			
25	Tennis Courts	Upgrade wall-to-roof anchorages	X	X	X			
26	Tennis Courts	Remove interior partition	Maybe	X	Maybe			
27	Tennis Courts	Upgrade doors	X	X	X			
28	Tennis Courts	Verify reinforcing is present in the masonry walls.	X	X	X			
29	Dairy Barn	Install seismic bracing in Class Dairy Barn	X	X	X			Seek local partnerships, such as Creamery Association, Farm Bureau, TLC Federal Credit Union, etc.
30	Dairy Barn	Combined sanitary upgrade	X	X	X			

31	Dairy Barn	Improve east-west pedestrian access	X	X	X			
32	South Arena	Remove South Arena		X				
33	Averill Arena	Enhance Averill Arena		X			X	
34	Arenas	Reconfigure south (equine) entry		X			X	
35	4-H/FFA Pavilion	Expand Pavilion	X	X	X	X		Partner with 4-H and FFA.
36	Main Gate Entry	Replace and relocate fencing	X	X	X			
37	Main Gate Entry	Relocate OSU Test Garden		X	X			
38	Transportation/ Parking	Reconfigure main gate entry/drop-off (new parking lot)	X	X	X			
39	Transportation/ Parking	3rd Street roadway improvements		X		X		Transportation grants or loans; Capital Improvements Program; City partnership.
40	Transportation/ Parking	New, permanent and streamlined signage on OR 6 and US 101	X	X				City partnership.
41	Transportation/ Parking	Temporary signage/ flaggers at key intersections and driveways during Fair		X				Fair event revenues could support this.
42	Entire Site	Create long-term power plan	X	X	X			
43	Entire Site	Implement power plan	X	X	X			Discuss cost sharing with PUD.

44	Entire Site	Implement power plan cont.	X	X	X			
45	Entire Site	Assess fire access plan	Maybe	X	X			State water grants may include fire suppression.
46	Entire Site	Assess fire water plan	Maybe	X	X			
47	Entire Site	Implement fire water plan	X	X	X			
48	Entire Site	Brookfield Road ROW dedication & Improvements	X	X				Grants or loans; Capital Improvement Program.
49	Entire Site	General Site Improvements: Landscaping, Stormwater Mgmt, Wayfinding & Gathering Areas	X	X			X	City partnership.

LONG-TERM VISION

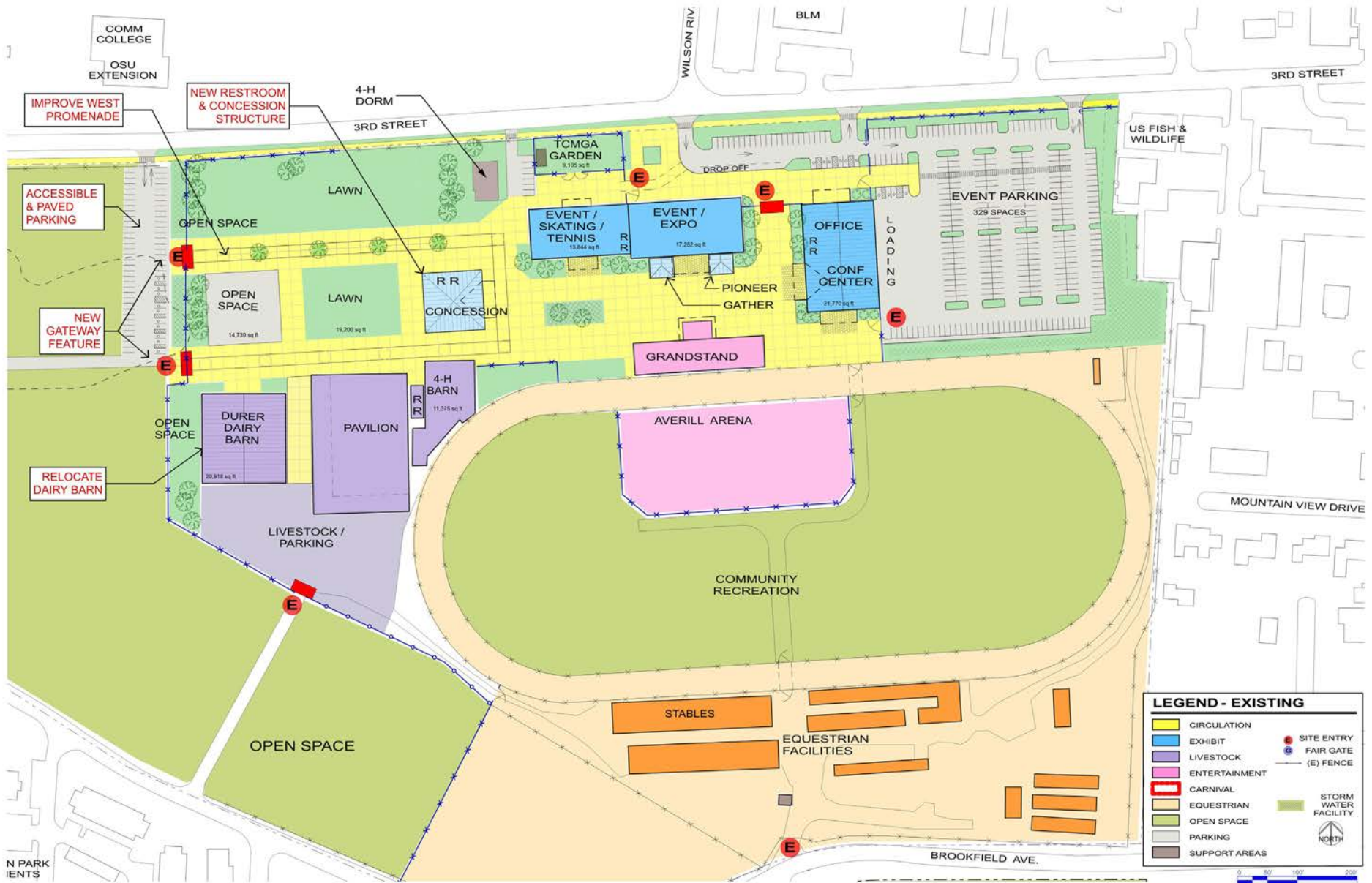
Looking beyond the 20-year Strategic Plan Vision, the following conceptual site diagrams offer a Long-Term Vision as a sustainable blueprint to improve, locate, and develop facilities and infrastructure beyond the 20-year horizon (Figures 7 and 8).

The Long-Term Vision relocates and enhances the West Gate Entry to realign with a more open promenade across the length of the site. New ticket booths and gateway features draw visitors toward the entry from the parking lots (Figure 6). Low maintenance planting and hardscape designs lead guests through the space and allow views to the fairgrounds. Secondary entries are given similar treatments. A new concession and restroom building is constructed as part of the promenade.

When the siding and roofing panels on the Sue Durrer Dairy Barn have exceeded their life-span and need to be replaced, the Barn is relocated west of the 4-H/FFA Pavilion with the other agricultural facilities. The Long-Term Vision groups agricultural facilities at the west end of the site and conference and event spaces on the north and east portions of the site, with all facilities surrounding a large central Courtyard.



Figure 6. View of West Gate Entry



LONG TERM VISION **TILLAMOOK COUNTY FAIRGROUNDS**

PROJECT NO 216147 04.09.18

LRS
ARCHITECTS

Figure 7. Long-Term Vision - Year-Round

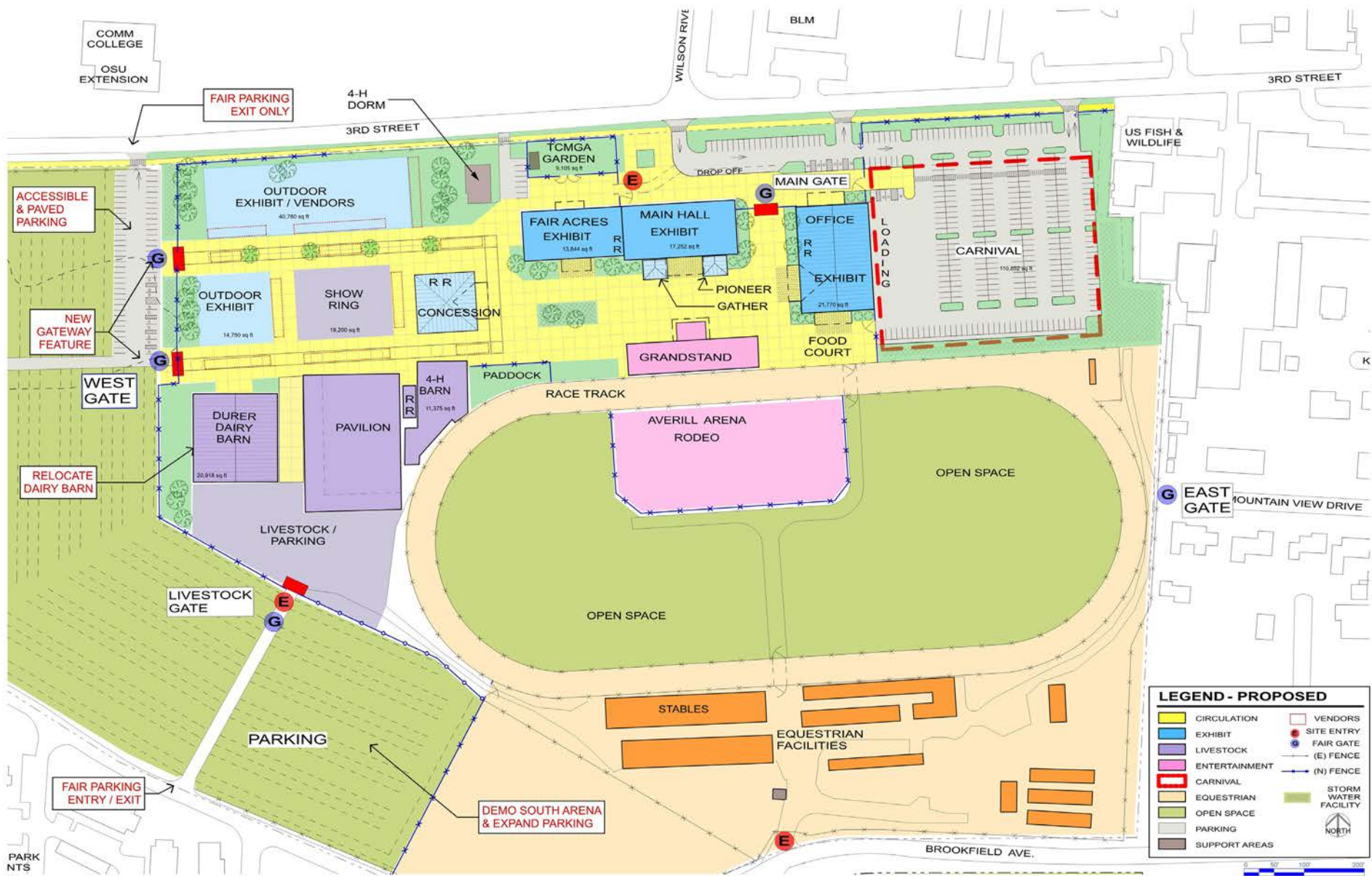


Figure 8. Long-Term Vision - Fair Week

APPENDICES

- A. Stakeholder Interview Results
- B. Community Questionnaire Results
- C. Current Site Plan
- D. Current Facilities and Uses
- E. Tennis Courts Resurfacing
- F. 4-H/FFA Pavilion Expansion Plan
- G. Funding Tools
- H. Funding Packages

APPENDIX A. STAKEHOLDER INTERVIEW RESULTS (JANUARY 2017)

1. What role does the Fairgrounds play in the City of Tillamook/Tillamook County today?

- A facility for groups to meet and host big events and banquets. It has specialized uses in facilities like the tennis courts and skating rink. Acts as an emergency shelter for people and animals. Has similar objectives as the Tourism Board and Economic Development Council. Hosts the "Walk With Ease" program for those with arthritis year-round in its large buildings.
- A "place." A great community asset that is underutilized.
- Connect to the dairy industry. An important, low-cost community resource. It's especially important for the agricultural community.
- County Fair is the main and biggest event in the County by far. Tourism related services, hotels, etc. book up. People with vacation homes come to go to the Fair. A big cultural event in a small and isolated community. Could take more advantage of the Pig & Fords race in terms of marketing. In the offseason, Fairgrounds have a smaller role that needs to be bigger. Getting busier and more booked up in last few years. Made improvements to the 4-H dorm to make it more usable for meetings and small events. There aren't many other similar facilities for weddings and parties other than old granges and Port facilities. The biggest facility on the Fairgrounds is the skating rink and event center and is actually too small. A new facility could attract more events. Bulls and Barrels is a wintertime event held in the indoor pavilion. Want to bring in more events and concerts, but need to improve the infrastructure. Need more power to support those types of events.
- For the most part, put on the world's best fair. Offseason has been weak in terms of promoting new events. Role can be expanded.
- Hosts community events, charitable events, the Fair, and a general meeting space. A House for 4-H, Future Farmers of America (FFA), Junior Livestock Auction Committee (JLAC). Offer space and facilities for education.
- It's the place to be. It's no good to build huge facility for tourism or events when already have the facility. It just needs to be improved.
- It is the go-to place for a large event, like a wedding or banquet. It retains a sense of nostalgia. It is a cultural and historical center.
- Limited convention center focusing on agriculture. Two areas to rent out for events, such as weddings, quincineras and bazaars. Host the Fair and cow shows, but not much other action.
- Second largest tourist attraction, with the Tillamook Creamery as #1. A celebrated community asset.
- The Fairgrounds is known mostly for the four-day County Fair in August and as a center for 4-H activities. It hosts other events but the majority of those are one-off situations.
- The Fair plays a significant economic development role in the thousands of people that come to the Fairgrounds during the year and then stay overnight, eat in our restaurants, get gas, etc. The Fairgrounds also play a significant role in providing meeting space for events. It also brings together our citizens and our guests to the Fair which is one of the few places people can come to reconnect with friends and family they might not see during other times of the year.

2. What aspects of the Fairgrounds work well and should be maintained?

- It is a very multi-use facility and should be kept and expanded in that direction, while maintaining the small-town/nostalgic feel.
- Most buildings work ok for putting on the Fair, though the buildings are old and showing their age. But that is not the best way to run things.

- The board and its volunteers do a good job putting on the Fair. They've been doing it for many years and have a system for managing it. I would like to see more use of technology to get more accurate statistics on the visitor counts and economic impact of the Fair. Fresh ideas are needed to keep the Fair vital.
- The Fair itself works very well and aspects should be maintained while offering up new and exciting things for people to do every year.
- The Fair itself is one of a kind. The Dairy Parade starts and ends at the Fairgrounds and is a big event. 4-H hosts a lot of activities and events that serve the community and those that come to the community. They have a track record of hosting great programs.
- The Fair event is working well and attracts crowds. The Board works with 4-H at a very reasonable cost. This enables 4-H to provide more programming and activities to its users, which are predominantly low-income families.
- The Fair draws 60,000-70,000 visitors a year. There are large personal donors. The Grandstands are great.
- The Fair Board is open-minded to different users. It's important that anyone that has an idea for its use is well-received and given guidance on how to propose something. Access is important and should be maintained.
- The Fairgrounds are in pretty good shape with new bleachers, pavilion that could be expanded for seating, and the horse arena pavilion. Would like to expand the type of events the Fairgrounds attracts. Remodeled the small barn two years ago and it is being used much more for 4-H, FFA and JLAC activities. The barns for 4-H are in pretty good shape. The dorm is nice, but needs some upstairs remodel. Parking is getting better. Need electrical/transformer upgrades to accommodate the need for more power; additional in rodeo arena and big upgrade next to show ring where the transformer is substandard. The skating rink and convention center functions, but need to evaluate what to do with that building. The Main building is underused and needs rehabilitation. Little buildings in the courtyard are ratty. Those buildings should be updated or torn down and replaced with temporary structures. Plumbing is an issue.
- There are no facilities that the Fair doesn't touch, so you have to maintain entire property. The 4-H dorm, pavilion (need to expand for seating), grandstand and courtyard could work better.
- The pavilion is great, but needs seating. The Main structure needs to be updated so it can be used all year along. The horse barn is used for the racing event at the Fair each year and for boarding and storage. Some other facilities, such as other barns and the tennis courts, bring in additional income. Those areas should be able to be used for something to bring in revenues during offseason. Tillamook county Fair will take care of itself. It's the offseason that the board, manager and staff trying to improve upon.

3. What is your vision for the Fairgrounds in the future?

- A convention/event center to house more than 350 to 400 people. There was a 500-person event recently, which is more than capacity. There could be an outdoor event area to extend the event season if the courtyard area could be covered with temporary canopies. Pie in the sky would be to have outdoor music venue.
- A remodeled Main building. Host a wine and beer festival.
- Additional seating in Pavilion. A few repairs to the upper floor of the 4-H dormitory to maximize use. Include wall partitions to create more privacy around beds upstairs and be more attractive for adults rather than just for kids. More use of Fairgrounds for year-round activities.
- An expanded multi-use facility with modern facilities, but without losing the rural/small-town feel. A Fairgrounds that reaches a broader audience and is able to host a diversity of events.

- As a fully utilized event center and connected hotel that has been upgraded to accommodate conferences and run by meetings/conference center professionals.
- Create spaces that will better accommodate smaller groups and make it a more viable space for the community. Hire staff member to market and book the event center for small group retreats and meetings. Need to expand on the agriculture element. Look at bringing in rabbit/dog/chicken/ goat shows. It should be welcoming and well-equipped in terms of Wi-Fi and other amenities. Restaurant row is an opportunity to provide a variety of food, but need more areas to serve food.
- Expand/redevelop the convention center for more events from small meetings to large events throughout the year.
- Facilities that are maintained with regular investments for marketability and to accommodate visitorship. Fair Board and Tourism Board work together to collaborate on rather than compete for grants.
- Fair will still be the central part of Fairgrounds. Transform into a convention and events center. A lot of property that is being wasted. Open up for hiking around grounds and inside for walking. A community owned facility, open to the community.
- Preserve the Fair. Don't turn it into an industrial exposition center. The design needs to revolve around the Fair and what it means for the County. The design and theme need to be the same, but more usable. The Main Hall needs work. It was built in stations that work for the Fair, but hurts its usability in the offseason. How can you make the building work for the Fair and other events to generate more funds? Other places have large metal buildings that function well, but don't have the small town fair feel. Don't want pavement and gravel everywhere.
- The Fairgrounds becomes a convention center/large venue for events and is well-integrated with the Tourism Bureau. The Fairgrounds is the most cost-effective, long-term way to create the venue/convention center that the region and the county needs.
- The pavilion with dirt floor could be better-utilized if it had seating capacity, heaters over seating, and some concessions. It can host any event that doesn't require a concrete floor, from animals to motorcycles. The Bulls and Barrels at the Beach is a great and well-attended event.

4. What improvements are needed to achieve your vision for the future?

- A new visitor center and additional nearby motels. The County could benefit from joint tourism and Fairgrounds offices. Improved RV camping spots with power and water.
- Areas in Fairgrounds that you can't get cell service – need to address that too. Places in food booth with no cell service.
- Can't expand the footprint much, but there is the potential to go up. Would take away from parking to do a big remodel. How big would footprint be with new convention center and office? Maybe extend or cover restaurant row area to utilize it better.
- Update indoor spaces. Especially the Main exhibit hall to address basic safety on the second floor.
- If expand sewer to east then can open up for more groups to bring trailers in, was major sewer issue, every year restrooms have to be shut down due to volume, opportunity to improve that and increase function, Tim.
- Improving the Infrastructure – electrical, water, sewer – is the first step. The Main Hall should be evaluated to see how safe it is for public to use. Need to make the upstairs safe, provide heat and speakers. The skating rink needs to be replaced with a new building.
- Meeting rooms of multiple sizes. Lodging options. Kitchens for catering. Create partnership with the college to build a venue that is more useable by the community and is a shared investment.

- Main building, needs work, built in stations which revolves around Fair and kills in offseason. How to make building work for us during Fair and other and historic. Generate funds in offseason.
- More usable in offseason = winter = rain. Indoors. Cover. Dry spaces.
- Need more staffing to clean facilities and a Fairgrounds trash/clean up service. Need more RV Hookups. Market with accessible information about what the Fairgrounds can provide and how to rent, use facilities, etc.
- Need to develop some areas have into smaller meeting areas and have all of the infrastructure there for people to have meetings.
- Need to expand sewer out to east, needs to come through, more willing to work with city, working on sewer and no closures at Fair this year, all of it needs to be upgraded so infrastructure can handle amount of water and waste.
- Need to improve the ability to fix issues as they come up. Spend money on fixing things rather than planning things.
- Other places, metal buildings on 40 acres, functions well, but don't have small town Fair feel. Don't want pavement and gravel everywhere.
- Partnerships with hotel management companies, technology and infrastructure improvements to bring the Fairgrounds into the 21st century. A team of marketing and organizational professionals to run the events business.
- Significant capital projects are needed to repair the existing facilities.
- The skating rink and event center should be torn down and replaced with a new commercial building to host banquets. If it was more pleasing, there would be a lot more events, like weddings. Need a facility that can be divided to accommodate events of different sizes. The Main building would be great for spectator sports or other events where people can look down from above. The horse barns always need a little help. Clean up the courtyard and move concession stands around or make them more pleasing so that area can be a bigger as focal point during the Fair. Use it all year long with the rodeo. Do something with the track infield. The bleachers are only used five days of the year for the rodeo and demolition derby. Clean up the old rodeo shoots or take them down so that area is more usable.

5. Which improvements should be the top priority?

- Can't do anything until infrastructure is upgraded. Sewer system needs to be figured out. What is dumping into where, gutter into sewer pipes, etc. Need to map that out. Can be done with local knowledge. Having map to show what feeds to where would be helpful. If the Fairgrounds loses maintenance personnel and a few board members, they lose a lot of knowledge about the actual fair grounds. Put puzzle together and get GPS and surveyed and put on a GIS layer so you can see how the whole Fairgrounds flows.
- Do a survey to understand what kind of events and audiences the Fairgrounds can target, then design it to be bigger and more diverse to accommodate those events. Think about what can be upgraded first before building new. Explore partnership opportunities.
- Encourage Travel Tillamook to entice motels to come into the area. There are two prime properties where motels could be located and would enhance how the whole area is used. Need more motels.
- Expanding and/or remodeling of the convention facilities to begin to accommodate more events.
- Get the needed infrastructure in place and ensure the security of buildings. Then increase advertising of what Fairgrounds has to offer. On Tillamook Economic

Development Council board, relationship with Travel Tillamook is limited at this time. Need better understanding of what Travel Tillamook can do for the Fairgrounds.

- Have the Fair board run the Fair and have marketing professionals work to bring in events. That would help improve the financial situation to help pay for improvements in technology and infrastructure.
- Improve what is there first and then add on. It might be wiser to upgrade existing buildings rather than build a brand new convention center, from a cost-perspective.
- Make a concerted effort to target and attract equestrian groups and events; understand their needs and opportunities to make the facility more attractive and useful for their events.
- Probably the least expensive. Clean up the courtyard first. Simple to do and wouldn't cost much. Get it ready for any event that is interested. Secondly, add seating onto the west end of the pavilion to have bigger and better events at that facility. People ride horses and pay a usage fee that doesn't even turn lights on. Next, need huge improvements on Main building because of its focal point of the community. Finally, the east side skating rink and commercial building.
- Refurbish/reconstruct the Main building with heating and cooling systems, better flooring, and overall architectural redesign, while maintaining the character. Consider adding the ability to partition up the space for smaller groups.
- Sharing information with the community about rental opportunities. Adding greater utility capacity to host events. Creating the ability to create breakout areas in large buildings, like the convention center/skating rink, in order to accommodate intermediate groups that are too big for the dormitory but too small for an entire convention center.
- The skating rink/convention center is the money maker. The Main building could bring additional revenue, but is not the main money maker. It can host weddings but not receptions.

6. What are the primary barriers to better service, maintenance, coordination and/or hosting for events, vendors, staff, visitors, others?

- Better signage for the Fairgrounds. Convention center signage on US 101 and OR 6. Electrical infrastructure, where needed in appropriate amounts. More RV hookups for overnight stays. Improve sound, lighting, bathrooms, and kitchen. Transportation and parking are ok.
- Coordination and communication issues among different vendors and events happening at the same time, i.e. squabbles over who has priority usage for parking, bathrooms, particular spaces, etc.
- Dollars are the main barrier, but with the help of dedicated TLT funds, this should start the Fair on a pathway to ensure that development can happen in a planned way.
- Expand pavilion seating and function. New gravel parking in main parking lot. Would like to add more gravel parking for horse events. Lack of electrical plug-ins for RVs and expand RV capacity in the south arena area. The convention center is too small. Need large room that can be divided like a flexible, modern convention center. The general layout is good with some squeeze points that make it very folksy/cozy. Provides some protection from the wind. The Main building should be the hub and is the pride and joy of the Fairgrounds. It has a wall of cyclone fencing 20 feet in front of it that should be removed. Need a grand entrance with ticket booths on each side.
- Need marketing professionals on staff. Greater outreach to vendors and tradeshow that will attract more attendees and visitors. Staff is not trained in marketing or promotions, so don't know how to sell the Fairgrounds as an event center.

- Need more staff to coordinate/market for events but also handle contracting with vendors and event hosts. Need more maintenance staff on-site during events to fix problems as they come up.
- Parking circulation. Buildings maintenance. More horse stalls. More water/sewer capacity. Expanded 4-H pavilion.
- Provide trash service for vendors and operators. Provide wireless internet. Provide better lighting and power, heating and cooling. Parking flow and access through the front gate is a challenge. Change from parallel to angled parking and a better delineation of parking stalls.
- Recruitment/coordination with Travel Tillamook. Parking for vendors and electrical upgrades. No staff for recruitment. Feels old. Needs sprucing up and a more modern feel, such as updated restrooms.
- The Fair mostly attracts locals. Not sure it attracts many tourists, but there is no accurate data. People get counted as unique visitors each day, so attendance numbers may be inflated. The historic building is used as for RV storage when the Fair is not happening. It's a poor use of a great building. And the land surrounding the Fairgrounds is never in use - except for four days when it becomes a parking lot. There needs to be a new approach to everything if the Fairgrounds is going to be a vital part of the County's economy.
- The heating and cooling system. Utility capacity and connections affect what events can and can't be hosted. The Fair Board and manager positions have been in flux. Changeover of staff and direction may impact service, communication and coordination.

7. What future trends that may impact visitors or events at the Fairgrounds should we be aware of?

- All Fairs in state and nationally have hard time because only used a few days out of the year. Goal is to use it all year along so it can pay for itself. Trend is most Fairs having hard time. Less large animals. 4-H and FFA, more small animals.
- Coast is becoming a recreation destination for folks from the Valley. Tillamook County doesn't have a huge population, but has many visitors and second/vacation homes. Could be taking advantage of that in the offseason. Focus on people that come to coast and capitalize with events while on vacation. There are capacity issues in terms of parking and facilities. The biggest problem is parking. Need a parking plan and better system. Currently don't use attendants. Growing will be the biggest challenge.
- Currently, 4-H sets up all the fences and panels, which is not typical of other Fairs. In the future, Fair staff should be prepared to purchase their own boards, panels, etc. that are used for animal shows and events, all of which is currently provided by 4-H programming. There will be changeover in longtime staff that oversee the 4-H programs. With this changeover, some things may not continue the way they have. May not have budget to hire replacement staff. Future staff may not be pulling as much weight as they do now. Programs may become more dependent on support from volunteers and Fairgrounds.
- Fair doesn't have good hard numbers, but could go to electronic tracking.
- Food, beverage, agritourism and outdoor recreation are growing more and more as destination drivers. This is especially true in Tillamook County. While the County Fair might be considered an agritourism event, the Fair board doesn't advertise it as such, and doesn't add any new features to the Fair that would attract people interested in these trends.
- Futures Council believes the facility is not used as much as it should be. Need to host more events: BMX, ATV, Jeep Jamboree, etc.

- General population and tourism growth in the County but also in the Portland region. There is a major lack of workforce housing and lodging options in Tillamook. May divert people away from taking jobs here if they can't find housing.
- More tourism activity creating traffic and infrastructure needs. It presents a challenge and an opportunity. Spend time thinking about the role of the Fairgrounds in emergency management and how to prepare these facilities so it can serve the community during a major event.
- Need more funds for the Fairgrounds. Can't overcharge visitors but need to create more revenue. Younger people like different events, and will go elsewhere to find those, such as concerts.
- People's addiction to food and area-based food. No longer have festival to celebrate Tillamook County food. Entice brewers to beer festival.
- Population and tourism are growing.
- Still have horse racing, but it is a dying event and will probably go away. That will impact the Fair, but opens up opportunities for different ways to use the track area.

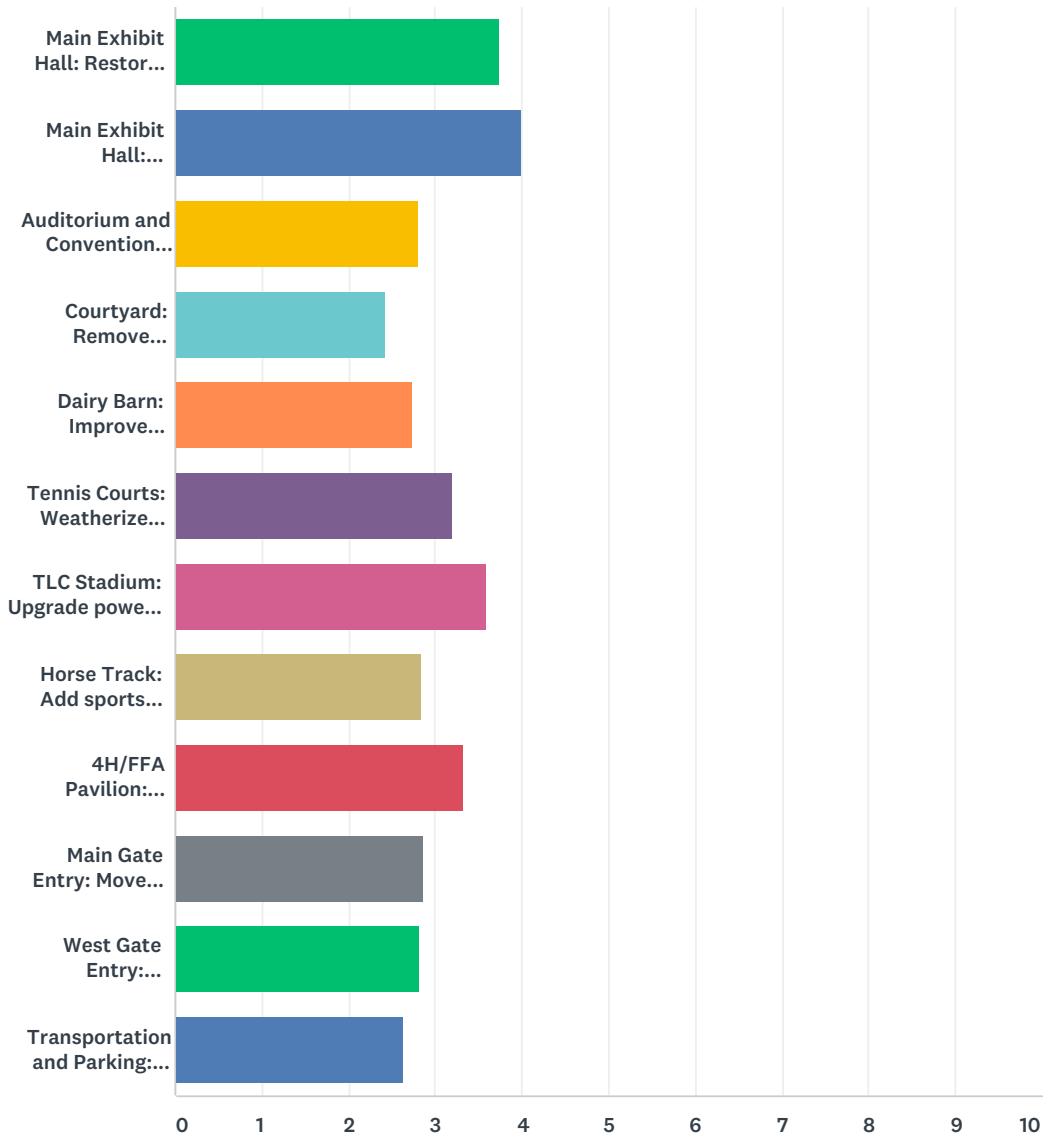
8. Is there anything else you would like to share about the Fairgrounds?

- 4-H appreciates the relationship and collaboration with the Fairgrounds to accommodate future change.
- Be able to host concerts. Put money to good use.
- Expanded beer garden during the Fair.
- Fairgrounds is diamond in the rough; just needs to be cleaned up. The potential is there, but not fulfilled. Operated for years with no manager or vision. Led to deterioration of buildings. No events, lost events. Didn't have proper electricity. Need to have the right facility to attract big events that bring a lot of people.
- Have great Fair Manager and a great Fair Board. They are a group of dedicated and hardworking folks who have nothing but the best in mind for the Fair. I wish them the best.
- Have to expand the sites, look farther out and analyze what have and don't have and start reaching out on wider basis.
- Infrastructure – electrical, sewer, water. Plan for Main building and convention center and how impact each other. Clean up the courtyard area. Create a more standard building to rent out. Hard surface parking.
- More ways for the Fairgrounds to make money. Create a business/financial plan.
- The buildings need natural light, modern bathrooms, breakout rooms for meetings, and an auditorium with really good A/V systems. In other words, a complete makeover - in infrastructure and approach to running the place.
- The College could be a great partner with the Fairgrounds. Believe in learning and hope the Fairgrounds doesn't see themselves as alone in this. Work on building this as a learning hub for all. The College sends a list of capital needs to the Legislature and often gets funding needs matched. This could be an opportunity to explore joint activities/ventures and shared facilities that benefit both the College and the Fairgrounds through shared investment. Creates a win-win situation. Doesn't necessarily need to be "owned" by one sole entity.
- Would like to have a grand entrance. Don't know where that should be.

Tillamook Fairgrounds

Q1 Which improvements do you think are most important? Rank your top five choices with '1' being the most important.

Answered: 90 Skipped: 1



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
Main Exhibit Hall: Restore historic appearance.	48.00% 36	12.00% 9	17.33% 13	12.00% 9	10.67% 8	75	3.75
Main Exhibit Hall: Weatherize (insulate and heat) for year-round use.	51.28% 40	20.51% 16	12.82% 10	7.69% 6	7.69% 6	78	4.00
Auditorium and Convention Center: Replace existing buildings with a new conference center.	25.00% 16	10.94% 7	14.06% 9	20.31% 13	29.69% 19	64	2.81
Courtyard: Remove permanent structures.	12.50% 6	10.42% 5	18.75% 9	22.92% 11	35.42% 17	48	2.42
Dairy Barn: Improve east-west access through the Dairy Barn.	16.07% 9	10.71% 6	32.14% 18	14.29% 8	26.79% 15	56	2.75

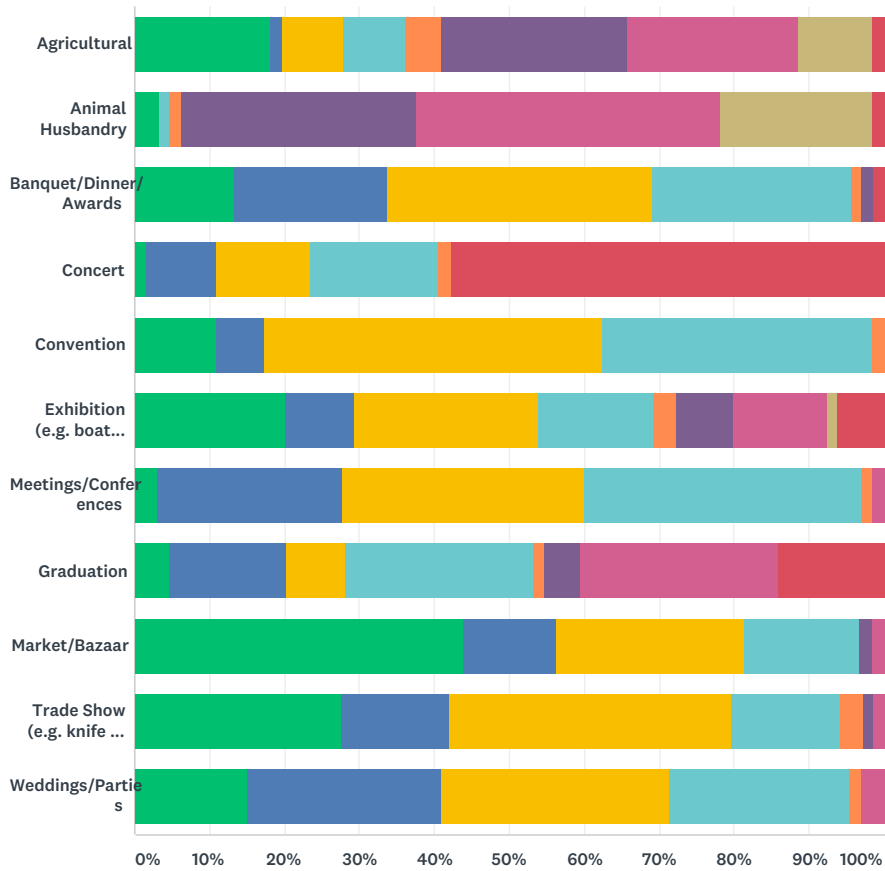
Tillamook Fairgrounds

Tennis Courts: Weatherize (insulate and heat) for year-round use as exhibition space.	22.81% 13	17.54% 10	33.33% 19	10.53% 6	15.79% 9	57	3.21
TLC Stadium: Upgrade power supply to host more concerts.	32.86% 23	22.86% 16	22.86% 16	12.86% 9	8.57% 6	70	3.59
Horse Track: Add sports fields to track infield.	18.33% 11	13.33% 8	26.67% 16	18.33% 11	23.33% 14	60	2.85
4H/FFA Pavilion: Expand Pavilion and add bleachers.	18.18% 12	25.76% 17	33.33% 22	15.15% 10	7.58% 5	66	3.32
Main Gate Entry: Move fence and consolidate signs for more welcoming experience.	13.11% 8	19.67% 12	26.23% 16	22.95% 14	18.03% 11	61	2.87
West Gate Entry: Construct a new ticket booth/gateway feature.	16.67% 10	15.00% 9	28.33% 17	15.00% 9	25.00% 15	60	2.83
Transportation and Parking: Reconfigure main gate entry/drop-off.	10.71% 6	19.64% 11	19.64% 11	23.21% 13	26.79% 15	56	2.64

Tillamook Fairgrounds

Q2 Which facilities are best suited to host various events throughout the year?

Answered: 75 Skipped: 16



■ Main Exhibit Hall
 ■ Existing Auditorium
 ■ Existing Convention Center
■ New Conference Center
 ■ Weatherized Tennis Court Building
■ 4H/FFA Pavilion
 ■ Dairy Barn
 ■ 4H/FFA Barn
 ■ TLC Arena

	MAIN EXHIBIT HALL	EXISTING AUDITORIUM	EXISTING CONVENTION CENTER	NEW CONFERENCE CENTER	WEATHERIZED TENNIS COURT BUILDING	4H/FFA PAVILION	DAIRY BARN	4H/FFA BARN	TLC AREN
Agricultural	18.03% 11	1.64% 1	8.20% 5	8.20% 5	4.92% 3	24.59% 15	22.95% 14	9.84% 6	1.64%
Animal Husbandry	3.13% 2	0.00% 0	0.00% 0	1.56% 1	1.56% 1	31.25% 20	40.63% 26	20.31% 13	1.56%
Banquet/Dinner/Awards	13.24% 9	20.59% 14	35.29% 24	26.47% 18	1.47% 1	1.47% 1	0.00% 0	0.00% 0	1.47%
Concert	1.56% 1	9.38% 6	12.50% 8	17.19% 11	1.56% 1	0.00% 0	0.00% 0	0.00% 0	57.81%
Convention	10.94% 7	6.25% 4	45.31% 29	35.94% 23	1.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00%
Exhibition (e.g. boat show)	20.00% 13	9.23% 6	24.62% 16	15.38% 10	3.08% 2	7.69% 5	12.31% 8	1.54% 1	6.15%
Meetings/Conferences	3.08% 2	24.62% 16	32.31% 21	36.92% 24	1.54% 1	0.00% 0	1.54% 1	0.00% 0	0.00%
Graduation	4.69% 3	15.63% 10	7.81% 5	25.00% 16	1.56% 1	4.69% 3	26.56% 17	0.00% 0	14.06%

Tillamook Fairgrounds

Market/Bazaar	43.75% 28	12.50% 8	25.00% 16	15.63% 10	0.00% 0	1.56% 1	1.56% 1	0.00% 0	0.00
Trade Show (e.g. knife and gun show, arts and crafts)	27.54% 19	14.49% 10	37.68% 26	14.49% 10	2.90% 2	1.45% 1	1.45% 1	0.00% 0	0.00
Weddings/Parties	15.15% 10	25.76% 17	30.30% 20	24.24% 16	1.52% 1	0.00% 0	3.03% 2	0.00% 0	0.00

Tillamook Fairgrounds

Q3 Are there any new facilities (e.g., covered outdoor area, picnic area, RV camping, agricultural history) you would like to see at the Fairgrounds?

Answered: 32 Skipped: 59

#	RESPONSES	DATE
1	Picnic areas, park with flower gardens, RV camping, dog shows (herding, tricks)	9/1/2017 12:02 PM
2	new convention center	8/28/2017 8:50 AM
3	Grand stands	8/27/2017 2:54 PM
4	A farming museum would be great. Would like to see an area to use for a tractor pull inside arena that wouldn't interrupt horse racing or pig n fords.	8/27/2017 11:30 AM
5	A kids area...playground, water play in the summer, picnic area. We need more safe spaces for families year round	8/27/2017 8:48 AM
6	Concert Hall	8/26/2017 9:54 PM
7	no	8/26/2017 10:28 AM
8	Covered picnic area /event space , maybe near a new garden area.	8/24/2017 11:09 PM
9	Team with wave transportation for event shuttling (after hours)	8/24/2017 9:25 PM
10	More benches and tables in the carnival area	8/24/2017 9:23 PM
11	More seating, more flowersand hanging baskets along sidewalks with pretty lighting like new downtown.	8/24/2017 6:10 PM
12	Lit walking paths for winter walking on gravel or pavement year round	8/23/2017 3:23 PM
13	RV Parking, more paved parking, picnic area	8/23/2017 2:16 PM
14	Agricultural History and more casual seating areas	8/18/2017 2:14 PM
15	Learning Garden enlarged	8/18/2017 8:50 AM
16	The Learning Garden is an important feature to keep and adding some space for covered picnic tables outside the garden is a great idea.	8/17/2017 3:51 PM
17	Tillamook needs a convention center with breakout rooms and a convention hotel to accommodate at least 200 people	8/17/2017 10:01 AM
18	Elevator in exhibit hall	8/16/2017 9:03 PM
19	Covered outdoor area, RV camping	8/16/2017 7:48 PM
20	ag history	8/15/2017 10:09 PM
21	I would like to see an area where the Old Iron Club could show and run old engines during the county fair.	8/15/2017 2:51 PM
22	In order to keep the fair as it exists now there isn't any more room to add any more buildings....i pretty much like the fair as it now exists and my #1 priority is to update the existing buildings, not tear down nor modernize. that is why people flock to our fair...it is a true 'country fair'. do not tear down the existing courtyard or restaurant row areas;; what on earth is wrong with walking with through the barn.....that is part of what makes our fair so great. but what on earth happened to all of our open class exhibitors.....why don't you work on getting more farmers to bring their cows....it is a shame how few exhibbiting this year. and what on earth is wrong with our front entry.....i love how it looks!!!	8/15/2017 9:36 AM
23	RV camp, if not too expensive to create and maintain	8/14/2017 3:44 PM
24	covered outdoor arena	8/14/2017 3:20 PM
25	Indoor auditorium	8/14/2017 3:08 PM

Tillamook Fairgrounds

26	no , for the ammount of three or four day events at the fairgrounds , the cost is NOT worth it	8/14/2017 6:25 AM
27	no	8/13/2017 9:19 PM
28	no	8/13/2017 7:56 PM
29	RV camping	8/13/2017 7:52 PM
30	It seems there may be a need for more inside exhibitor space.	8/13/2017 11:40 AM
31	Elevator in main exhibit hall	8/11/2017 12:28 AM
32	forestry and fishing interactive exhibits	8/10/2017 4:24 PM

Tillamook Fairgrounds

Q4 Is there anything else you would like to share about the Fairgrounds?

Answered: 51 Skipped: 40

#	RESPONSES	DATE
1	Add more food vendors, more varieties please.	9/1/2017 12:02 PM
2	The only appeal of the fair is its simple, unglamorized style. Except for good maintenance and keeping entrance fees as low as possible, I see little need for change.	8/30/2017 10:34 AM
3	I appreciate you asking for public input.	8/28/2017 8:50 AM
4	More and bigger grandstands. There is no seating for the events that are at the track during the fair unless you are a "local" and have your name on a box, rosenburgs row or you have your blankets blocking your seats.	8/27/2017 2:54 PM
5	DON'T DESTROY OUR UNIQUE COUNTRY FARM BASED FAIR!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! We have something special here-----LEAVE IT ALONE!!!!!!!!!!!!!!	8/27/2017 12:57 PM
6	More festive hanging baskets benches and dry stream beds for heavy rain	8/27/2017 12:07 PM
7	Upgrade skating rink and make repairs and improvements to existing building. We need that space for our kids for the long winters here!	8/27/2017 11:30 AM
8	I've played at MooGrass that was held there years ago. I was a shame that the local people did not come out and support the festival. If Tillamook is going to go through the expense of upgrading the fairgrounds, the local population should at least come out and support events that are there.	8/26/2017 9:54 PM
9	no	8/26/2017 10:28 AM
10	Keep Pioneer Building where it is and upgrade electrical, new shingles ends of building, new roof 8' x16' east side.	8/25/2017 6:03 PM
11	If it's not broke, don't fix it	8/25/2017 3:25 PM
12	Improve handicap parking during fair.	8/24/2017 11:09 PM
13	Better choices for the concerts next year would be nice :)	8/24/2017 9:23 PM
14	Ask the vendors and volunteers that have been working the many different venues over the years, including fair volunteers. These are the people that know how to make things run efficiently.	8/24/2017 9:04 PM
15	I love the historic buildings.incorporate nee things with the old to keep history. If new buildings were to be constructed then make them blend in.	8/24/2017 6:10 PM
16	fix the electrical outlets	8/24/2017 2:33 PM
17	Communicate better with volunteers and ask their input on changes they would like to see. Be more strict about not letting people's pet dogs in during fair.	8/24/2017 12:34 PM
18	Please Please Please increase awareness of smoking area. Please Please Please better enforce NO Tobacco use and No Smoking in all areas. Signs are not enough. You need to walk the walk and talk the talk but help people comply. Upon asking about policy, the person with a badge, laughed and said well you know....	8/23/2017 2:55 PM
19	retain historical feel. improve wifi and cell reception.	8/23/2017 2:16 PM
20	The survey doesn't allow you to check several areas that would be suitable for above uses. There are several areas that of existing Fairgrounds that could be used for listed activities. On the architectural rendering, rumors have started regarding the Master Gardeners Learning Garden being on the chopping block, yet there are NO questions about the garden?? This is not a very good survey and will not generate useable community input.	8/23/2017 9:16 AM

Tillamook Fairgrounds

21	The Learning Garden is a wonderful asset to the community. Whenever people in the community need to know what grows well here, they have a living demonstration open to the public to show them not only what grows well, but the best locations and how to do it. I believe it would be a loss to the fairgrounds aesthetic appeal and usefulness to remove it. During the fair itself, it was truly a tranquil spot of refuge from the busyness and loudness of the fair. The children could come in and calm down from being overstimulated and the adults could just relax, slow down and recharge. Also the Food Bank in Tillamook receives a lot of benefit from the food produced in the Learning Garden.	8/19/2017 8:43 AM
22	There is talk of removing the Master Gardener's experimental garden and the Pioneer building. I think this would greatly detract from the "flavor" of our fair. If I wanted more commercialism I would go to the State Fair. The Master Gardener garden/project is a wonderful place to relax and enjoy the beauty of the garden - a much needed peaceful place. The pioneer building is close to everything - arena, dairy barn, main entrance, main pavilion, anywhere that a "senior" would want to go and not have to walk far.	8/18/2017 2:14 PM
23	I really do not believe that major conventions, weddings, parties would book a new convention center at the Fair Grounds. It does not have the ambience required for these events.	8/18/2017 8:50 AM
24	I think maintaining buildings and improving safety for visitors are the most important items on your survey. I understand wanting to utilize the buildings year round but I don't see the need for Tillamook to keep trying to bring more tourists to our county. There seem to be more than enough of them already. I believe Tillamook needs to keep its small town feel.	8/17/2017 3:51 PM
25	The fairgrounds is treated as an exclusive county fair venue and the board has rejected efforts to recruit tourist events that would expand its value to the community. That must change.	8/17/2017 10:01 AM
26	I would hope that you are not planning on moving the Learning Garden. That would seem an overwhelming/nearly impossible thing to do. I think the garden presents an attractive look to the grounds.	8/17/2017 8:43 AM
27	Keep the Learning Garden where it is. Keep the Pioneer Booth where it is.	8/17/2017 8:39 AM
28	Maintain as much "history" as possible, esp the Pioneer Bldg since it was built by one of Tillamook's Pioneers but add a kitchenette & bathroom.	8/16/2017 9:03 PM
29	I appreciate how clean you keep it. I love the Learning Garden. It's a peaceful place to relax and eat lunch. I don't want anything to happen to the Pioneer Building. It's convenient for Seniors.	8/16/2017 7:48 PM
30	Such a wonderful place, keep it going!	8/15/2017 10:09 PM
31	The fairgrounds uniquely represents the history, culture and customs of our community. I understand this plan is meant to promote the use of the fairgrounds year round but if it is changed too dramatically it will not increase use and may possibly result in less community ownership and involvement.	8/15/2017 7:01 PM
32	I love the fairgrounds and its year around uses add real value to Tillamook County.	8/15/2017 2:51 PM
33	The Master Gardeners' Learning Garden has traditionally been a meeting place as well as a welcoming entry and lovely area to relax during the Fair. The gardening done in this area by the volunteers allows the Master Gardeners to showcase what can be done in Tillamook County. Please don't move this area! The map at the beginning of this survey considers this to be an area that constricts entry. Not so! Instead it welcomes visitors and has no impact on those parking in either area for the Fair.	8/15/2017 2:35 PM
34	Don't try to make it something it is not. This is a RURAL county and the fair reflects that. Keep those things that make it unique! The demo garden is a rare and beautiful piece. Why pick on it and NOT the "RV parking"? The entry works just fine, don't fix what's NOT broken. Most people enter through the parking areas keep the North entry for those not using parking. Who says the so call tight spots are a problem? That sounds like someone trying to create a problem so they can get paid to fix it... A "crowded" courtyard" is an ACTIVE, VIBRANT and VITAL aspect of the fair, How could anyone but an "outsider" think that is a "problem"? The courtyard is where we meet and visit, it is what fair is about. Want to make it more family friendly control the over-consumption of alcohol better and quit over-serving.	8/15/2017 12:11 PM







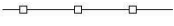






Tillamook Fairgrounds

35	do not remove the master gardeners corner.....you would not gain anything by removing it and people really enjoy going through it; plus part of the goal of our fair is to 'educate' and that is exactly what their space does. why don't you call a gathering of past fair board members; current/past dept. supts., super involved fair people to give input.....you would get great input. I do not like the direction your questionnaire and other info is going. all during the fair (I worked all week in one dept.) we had people telling us how much they love our fair and people who live in the valley prefer to come to our fair rather than the ones out there because we are still a 'country fair'!!! the purpose of our fairgrounds is for the fair.....not becoming a big commercial spot on the county map. be willing to pay good \$\$\$ for an experienced fair mgr. rather than the way the fair is currently being run. I have many years of experience of working at the fair....first as a 4-H member back in the 50's and then working as a temporary 4-H/Home Ec OSU Extension Agent during the summers;;; working in the fair office, being on the fairboard, serving as president, and then volunteering in the textiles dept. for many years.	8/15/2017 9:36 AM
36	The main exhibit building upstairs needs a complete overhaul! During our county Fair I see a lot of wasted space. Exhibits are displayed in areas hard to view, along with poor shelving, not enough shelves the craft, art, including the photography Dept needs to be redesigned for an attractive fair goer experience. A bathroom upstairs would be a great asset! I read an article in the HH restoring the main exhibit hall to it original spender! with some modern facilities, I'm looking forward to see this happening!	8/14/2017 11:08 PM
37	I have been coming here from Goldendale Wa to visit my family, Jencks/Bogard's for 22 years and I haven't missed a fair since I was born. This fair and the grounds have so many memories, I love that everything has been consistent and I know exactly where I wanna go and the atmosphere is just perfect. Keep up what y'all are doing. Best fair ever in my eyes.	8/14/2017 10:24 PM
38	Need better signage for crossing Third during Fair. I saw many people who were either unsure what the orange pylons meant (if anything), or who simply went across as traffic approached, acting as though they were positive cars would stop (sometimes they did, sometimes they didn't). Realize that the fair can't simply take over an adjacent public street and start to regulate it as it sees fit, but at night, the area was an accident waiting to happen.	8/14/2017 3:44 PM
39	I love the food booths as they are, as well as the learning garden. The front entrance is adequate as it is, since most people come in the west entrance. The best improvement would be an indoor auditorium and conference center. Another would be additional seating for fairgoers as they move about from area to area.	8/14/2017 3:08 PM
40	Don't move the Master Gardener garden - we just completed major upgrades!!	8/14/2017 12:59 PM
41	The master gardeners learning garden is perfectly located , easy access and parking for visitors , the disabled , children ...along with the members that work tirelessly to create this beautiful space for visitors....leave it right where it's at ...	8/14/2017 6:25 AM
42	Upgrade for sure. This is Tillamook, not Astoria, Seaside, Lincoln City or Newport. Concentrate on what is good and useful for a rural farming community, not on resort town. Tillamook is small and has many good things to offer. Concentrate on gardens, farming, forestry.	8/13/2017 9:43 PM
43	Insulating would really help because buildings are cold during most of the year.	8/13/2017 9:19 PM
44	do not remove the "learning garden"	8/13/2017 7:56 PM
45	The idea of moving the Master Gardener Learning Garden seems to be a negative move. Not sure of all the motivation, but it is a beautiful entry and welcoming area for the Fairgrounds. Sets a beautiful tone.	8/13/2017 7:52 PM
46	We love the horse racing. Please do everything possible to maintain and/or improve horse racing at the county fair. Also could use improved "traffic flow" behind the grandstand where the daily fair entertainment stage is. This area gets very congested during the afternoons when there is stage entertainment going on, people are entering/leaving the grandstand area for the horse races and the Pig 'n Ford races, and people are visiting the food booths behind the grandstand. Thanks for all you do to put on a great county fair!	8/13/2017 11:40 AM
47	Do not remove, move the OSU Extension Learning Garden. It is a staple to the Fairgrounds and the public through the annual fair, home & garden show, and serves as educational forum for the community. Food grown there is given to the Food Bank and is a showplace of community/extension efforts	8/13/2017 8:33 AM

Tillamook Fairgrounds

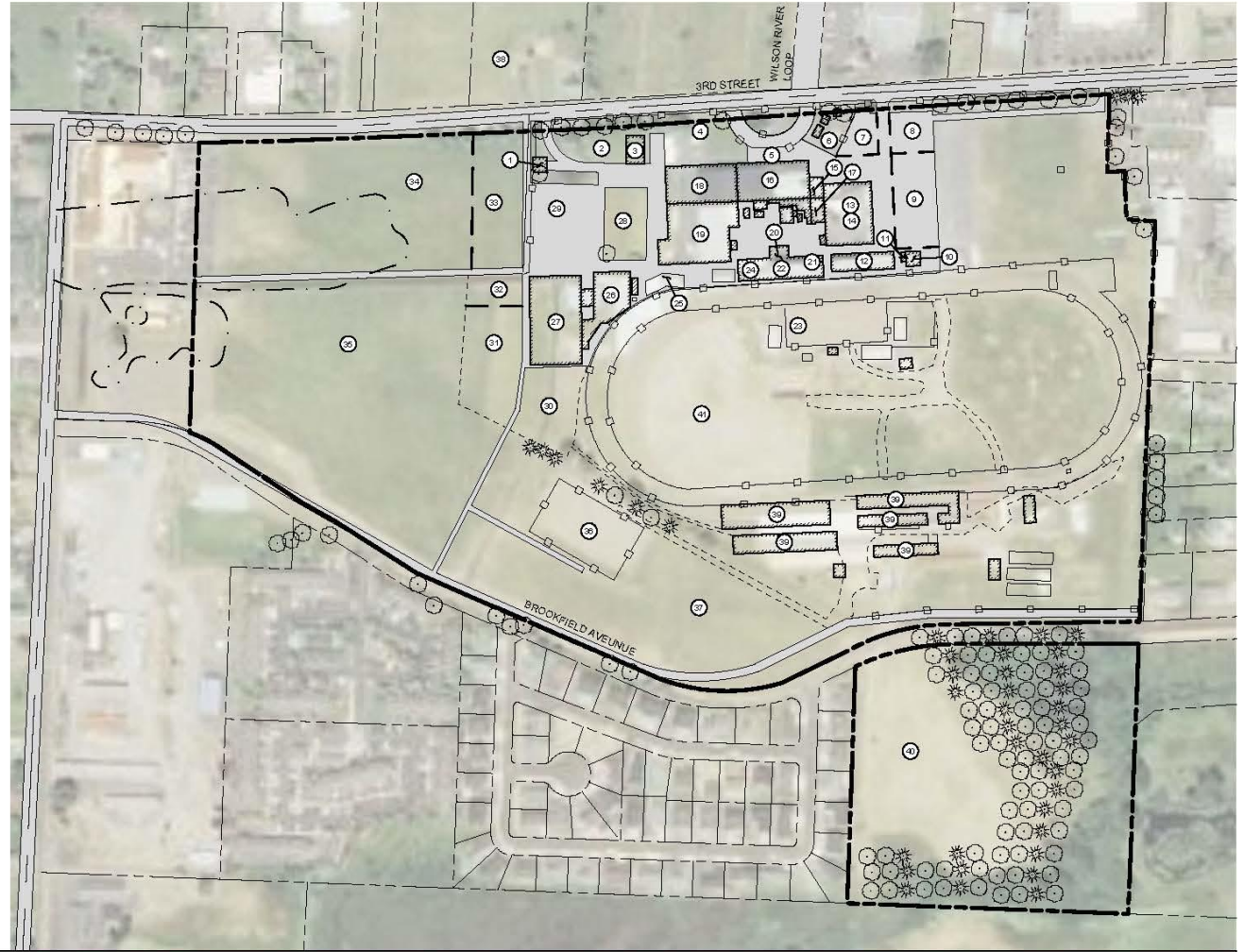
48	There are a lot of vendor or nonprofit booths that I would like to see or I miss seeing but no longer come to the fair because the price of booths is too high. Having more booths to visit would improve my fairgoing experience. In a recent Headlight Herald post, readers were asked what they most looked forward to at the fair. Concerts was second-to-last, last being the carnival. I think cutting expenses in those areas, while lowering the price of booths and opening up under-utilized fairground spaces to vendor and non-profit booths would improve the fair-going experience.	8/11/2017 12:28 AM
49	The fairgrounds are characterized by pavement, gravel and a general barren appearance. The TCMGA Learning Garden provides a peaceful, lovely oasis amongst the barrenness. Please don't remove the Garden from the fairgrounds.	8/10/2017 9:24 PM
50	The Learning Garden is an important contributor to the mission of the fair by teaching the public about home horticulture and food production. Moving the garden would be prohibitively expensive and would destroy years of work and require many more years to replicate in another location.	8/10/2017 5:35 PM
51	The existing Master Gardener learning garden is an integral and attractive year round exhibit and show case. It should remain as a central focal point of the main entrance area and be showcased.	8/10/2017 4:24 PM

LEGEND

	EXISTING BUILDING
	EXISTING STRUCTURE
	PROJECT BOUNDARY
	RIGHT-OF-WAY LINE
	ROADWAY CENTERLINE
	EXISTING ADJACENT PROPERTY LINE
	EXISTING WETLAND
	EXISTING FENCE LINE
	PARKING DELINEATION
	EXISTING GRAVEL
	EXISTING ASPHALT
	EXISTING CONIFEROUS TREE
	EXISTING DECIDUOUS TREE

KEY NOTES

- | | |
|----------------------------|-----------------------------------------------------|
| ① WEST DATE ENTRY | ②② TLC STADIUM |
| ② ENTRY LANE | ②③ AVERILL ARENA |
| ③ 4-H DORMITORY | ②④ BEER GARDENS |
| ④ FRONT ENTRY | ②⑤ HORSE PADDOCKS |
| ⑤ MAIN GATE ENTRY | ②⑥ 4-H/FA LIVESTOCK BARN |
| ⑥ OSU LEARNING GARDEN | ②⑦ PAVILION |
| ⑦ PREMIUM HANDICAP PARKING | ②⑧ AUFDERMAUER ARENA |
| ⑧ PREMIUM PARKING | ②⑨ FARM MACHINERY AREA |
| ⑨ CARNIVAL | ②⑩ BARN PARKING |
| ⑩ CARNIVAL RESTROOMS | ②⑪ RESERVED PARKING |
| ⑪ SHERIFF'S BOOTH | ②⑫ SUPERINTENDENT PARKING |
| ⑫ RESTAURANT ROW | ②⑬ HANDICAP PARKING |
| ⑬ CONVENTION CENTER | ②⑭ PUBLIC PARKING A |
| ⑭ AUDITORIUM | ②⑮ PUBLIC PARKING B |
| ⑮ FAIR OFFICE | ②⑯ SOUTH HORSE ARENA |
| ⑯ MAIN BUILDING | ②⑰ VENDOR RV PARKING & CAMPING |
| ⑰ PIONEER BUILDING | ②⑱ COMMERCIAL EXHIBITOR PARKING |
| ⑱ FAIR ACRES | ③⑰ HORSE STABLES |
| ⑲ OPEN CLASS DAIRY BARN | ④⑰ HORSE TRAILER, CATTLE TRAILER & DEMOLITION DERBY |
| ⑳ COURTYARD STAGE | ④⑱ RACE TRACK |
| ㉑ INFORMATION BOOTH | |



3J CONSULTING, INC



EXISTING CONDITIONS
TILLAMOOK COUNTY FAIRGROUNDS

SCALE: 1" = 250
0 250

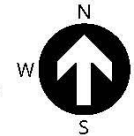


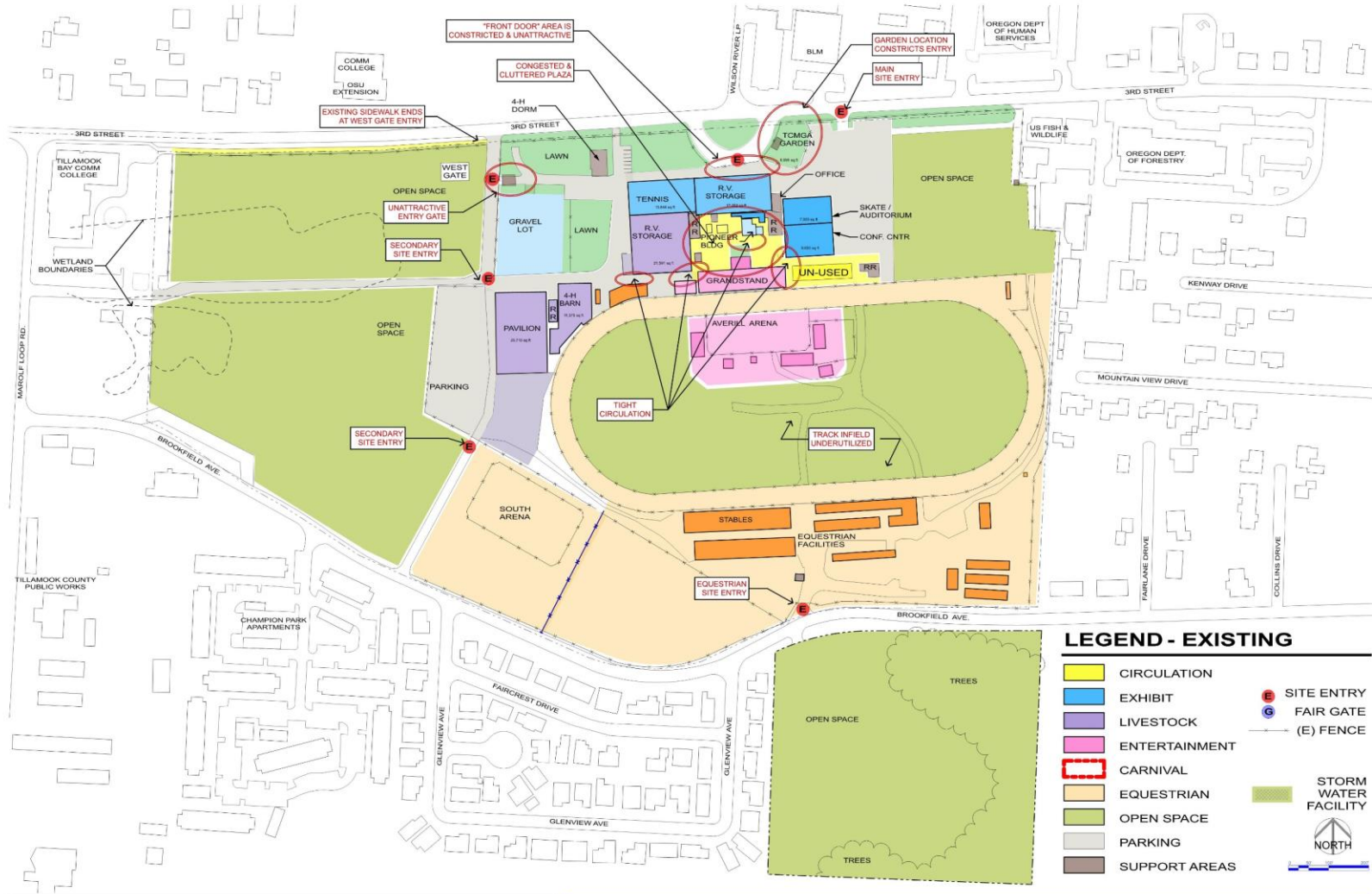
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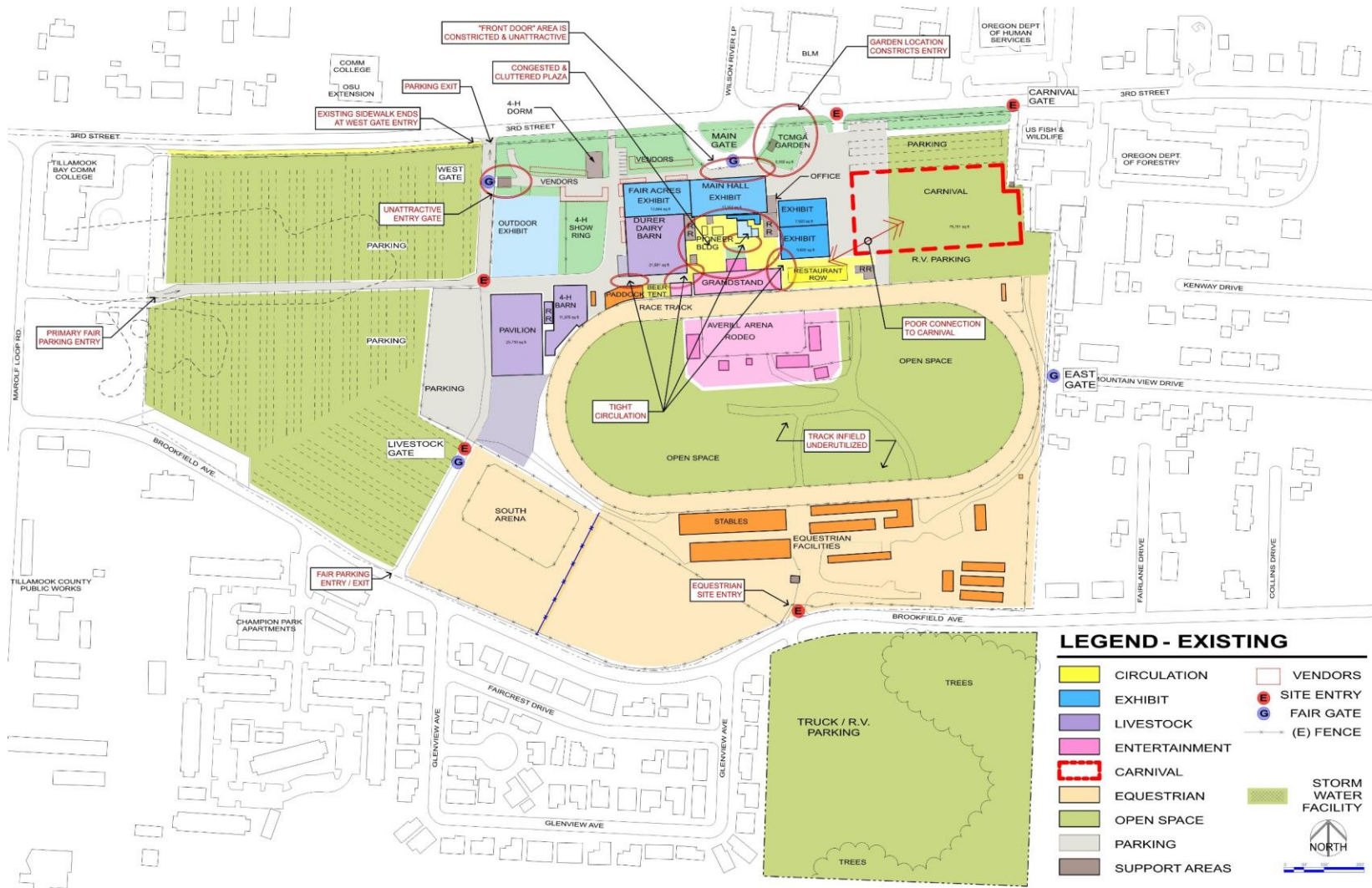
SHEET 1

Date:04/27/2017

By:LEO

APPENDIX D. CURRENT FACILITIES AND USES





CURRENT SITE PLAN - FAIR WEEK

TILLAMOOK COUNTY FAIRGROUNDS

PROJECT NO 216147

04.09.18





SkateMaster Coating System

CMT - 35

Revised: 02/10

1. PRODUCT NAME:

SkateMaster
Coating System

2. MANUFACTURER:

ThorWorks Industries, Inc.
2520 S. Campbell St.
Sandusky, OH 44870
Phone: 800-326-1994
Fax: 419-626-5477
www.thorworks.com

Additional Plant Locations:

SealMaster has a nationwide network of manufacturing and distribution facilities.

Phone 1-800-395-7325 or visit www.sealmaster.net to find the location near you.

3. PRODUCT DESCRIPTION & BENEFITS:

The SkateMaster Coating System is a 100% acrylic emulsion system consisting of one or two coats of Acrylic Resurfacer and two coats of SkateMaster coating.

Color: Forest Green, *Light Green, Dark Green, Beige, Brown, *Red, Maroon, Gray, Blue, Tournament Purple, Lt. Blue, *Dove Gray, *Ice Blue, and *Sandstone.

LEED: SS Credit 7.1:

Heat Island Effect: Non-Roof

*Specific colors may contribute toward LEED credits.

Uses: The SkateMaster system can be applied to any asphalt or concrete pavement where In-Line Hockey play is desired. SkateMaster can also be used as a durable surface for multi-purpose sport areas.

4. SURFACE PREPARATION:

Pavement surface must be cleaned entirely of dust, dirt, and debris. Repair of pavement surface defects, depressions and cracks must be completed prior to application. All repairs must be flush and smooth to adjoining surfaces.

New asphalt surfaces must cure 14 to 30 days prior to application.

New concrete surfaces must cure 28 days prior to application. Concrete surfaces should have a

medium broom finish or similar roughened texture. Etch surface with acid and thoroughly clean with brooms and water or power washer. Allow concrete slab to thoroughly dry and apply SportMaster Acrylic Adhesion Promoter at a rate of 200-300 square feet per gallon. Allow concrete sealer to thoroughly dry before applying successive coatings.

5. MIXING PROCEDURES:

Mix materials to a smooth, uniform consistency.

Neutral Acrylic Resurfacer.....55 gals.
ColorPlus Pigment Dispersion...3 gals.
Silica Sand (70 mesh or finer)....800 lbs.
Water.....33 gals.

SkateMaster is ready to use. Do not dilute.

Neutral SkateMaster.....55 gals.
ColorPlus Pigment.....4 gals.

Neutral SkateMaster.....30 gals.
ColorPlus Pigment.....2 gals.

Up to 7 lbs. per gallon of sand (80-100 mesh) can be added to SkateMaster, if texture is desired on a multipurpose court.

6. APPLICATION:

Apply 1 or 2 coats of Acrylic Resurfacer (depending on pavement porosity) followed by 2

coats of SkateMaster. Allow materials to dry completely between coats.

7. IMPORTANT:

Temperatures must be above 50°F both during application and for a period of at least 24 hours after application.

8. COVERAGE:

Yield calculations are based on undiluted gallons of Acrylic Resurfacer. SkateMaster is ready to use with no dilution.

- Acrylic Resurfacer - .07 to .09 gallons per square yard per coat. (Based upon undiluted material)
- SkateMaster - .06 to .08 gallons per square yard per coat. (Based upon ready to use material)

9. DRYING TIME:

Allow each coat of material to dry thoroughly before applying successive coats. Allow coating to dry for 48 hours prior to skating.

10. CAUTIONS:

KEEP OUT OF REACH OF CHILDREN. Do not take internally. If swallowed, call a physician immediately. In case of contact with eyes, flush immediately with water for 15 minutes and call a physician. When not in use, keep containers tightly closed and upright to prevent leakage.

Product Data:

Acrylic Resurfacer:

Type	Acrylic Emulsion
Pounds per Gallon @ 77°F	8.5 ± .5
% Non Volatile Material	27.5 ± 5.0
Odor	Slight Ammonia
Flammability	Non Flammable
Flash Point	None
Storage Life	One Year

SkateMaster:

Type	Acrylic Emulsion
Pounds per Gallon @ 77°F	8.5
Flammability	Non Flammable
Color	Several Available
Storage Life	One Year

SkateMaster Coating System

11. WARRANTY:

The statements made on this technical bulletin are believed to be true and accurate, and are intended to provide a guide for approved construction practices. Manufacturer does not make, nor does it authorize any agent or representative to make any warranty, express or implied, concerning this material as workmanship, weather, construction, equipment utilized and other variables affecting results are all beyond our control. Manufacturer warrants only that the material conforms to product specifications and any liability to the buyer or user of this product is limited to the replacement value of the product only. In no event shall Manufacturer be liable for any injury, loss or damage, either direct or incidental, special or consequential, however arising, in connection with material or equipment furnished or work performed. Manufacturer shall not, in any manner, be liable for any defects, variations or change in condition in the substructure over which its products are installed.

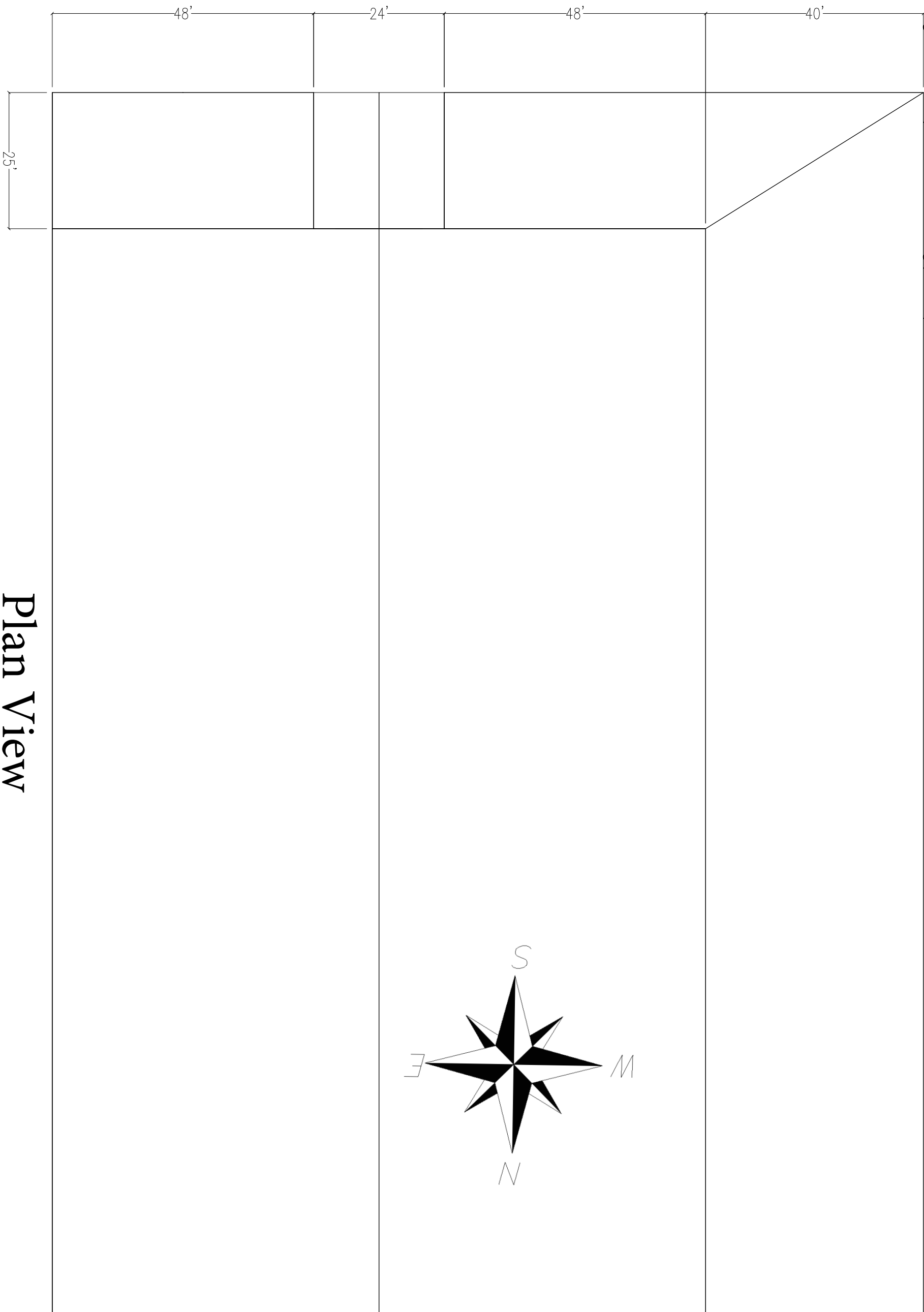
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ThorWorks Industries, Inc.
P.O. Box 2277
Sandusky, OH 44870

Phone: 1-800-326-1994
FAX: 1-419-626-5477

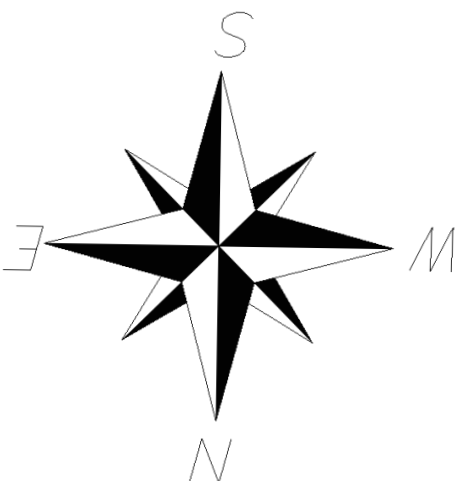
www.sportmaster.net





Plan View

This drawing is not for construction. This drawing is intended to depict general building information and is solely for conceptual presentation purposes. For clarity of presentation, items depicted may be different from actual design and final drawings.



Job Number

9-161031

Page Number

1

Customer:

Tillamook County Fair Grounds
 Camy VonSeggern
 Tillamook, Oregon

Site Address:

Scale: NTS

Date Drawn:

Drawn By: GDF

Reviewed By:

Rev. Date 1:

Rev. Date 2:

Rev. Date 3:

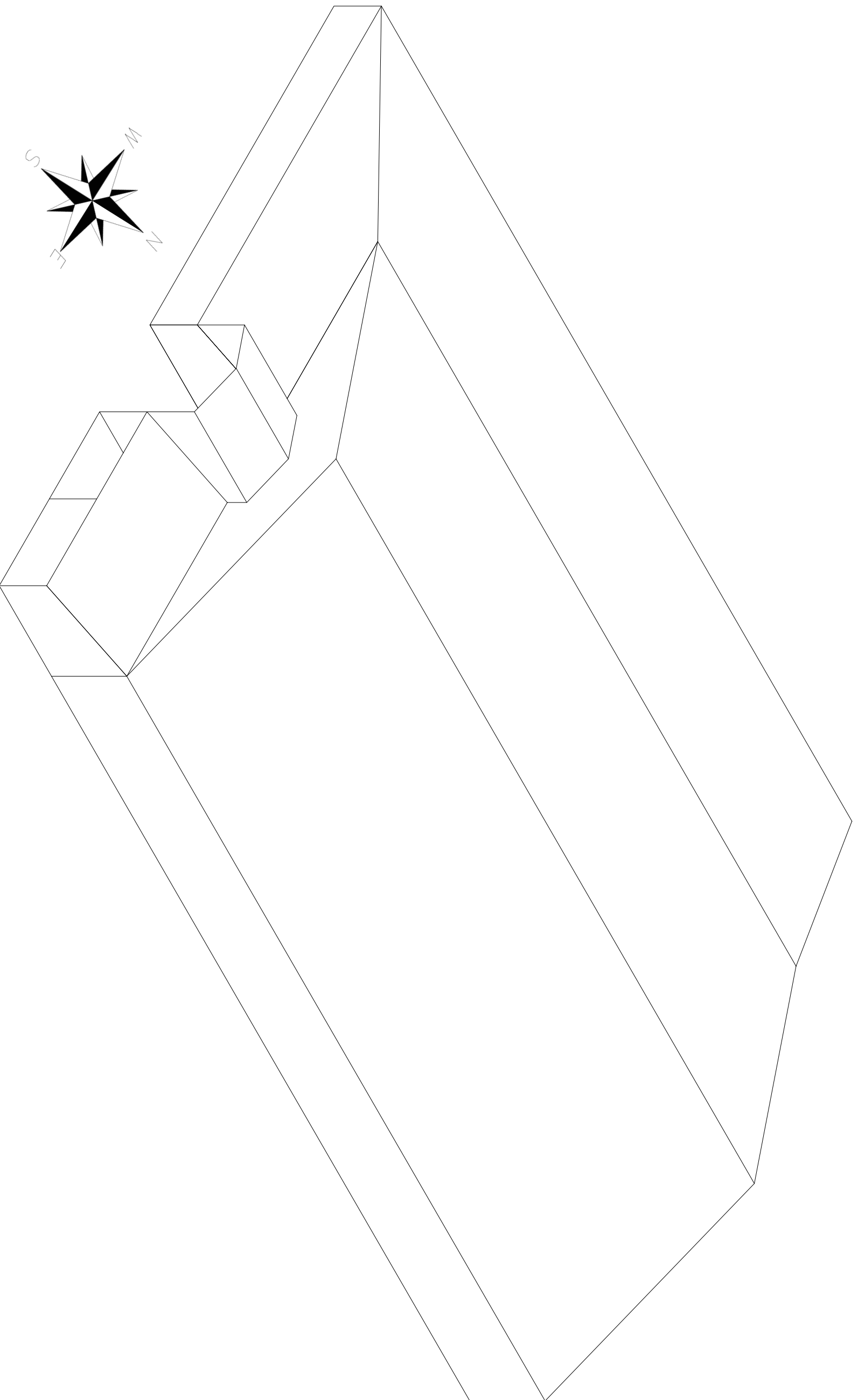


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Page Number	2

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 Tillamook County Fair Grounds
 Camy VonSeggern
 Tillamook, Oregon

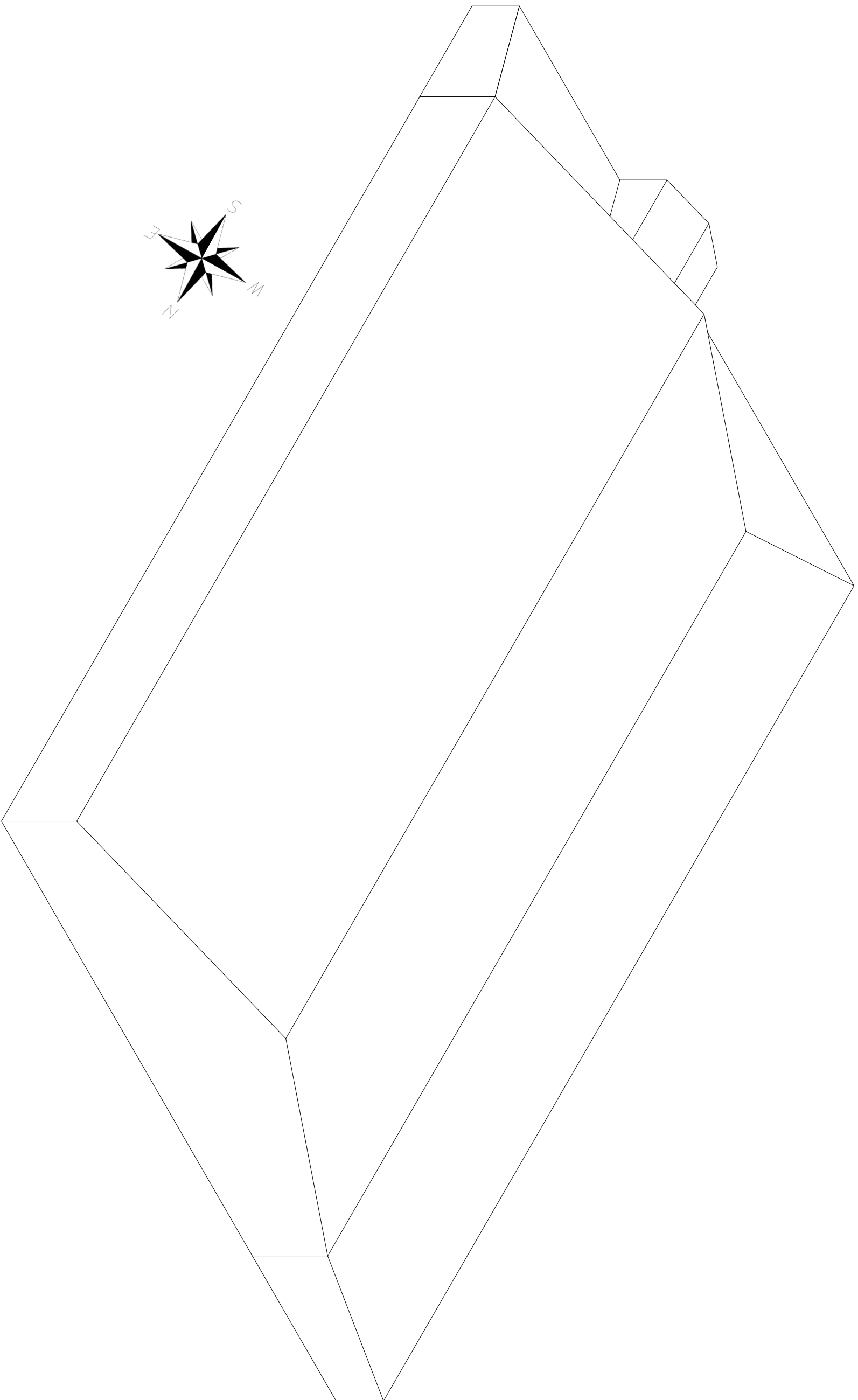
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Drawn By: GDF
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Rev. Date 2:
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HICORP
 Steel Buildings

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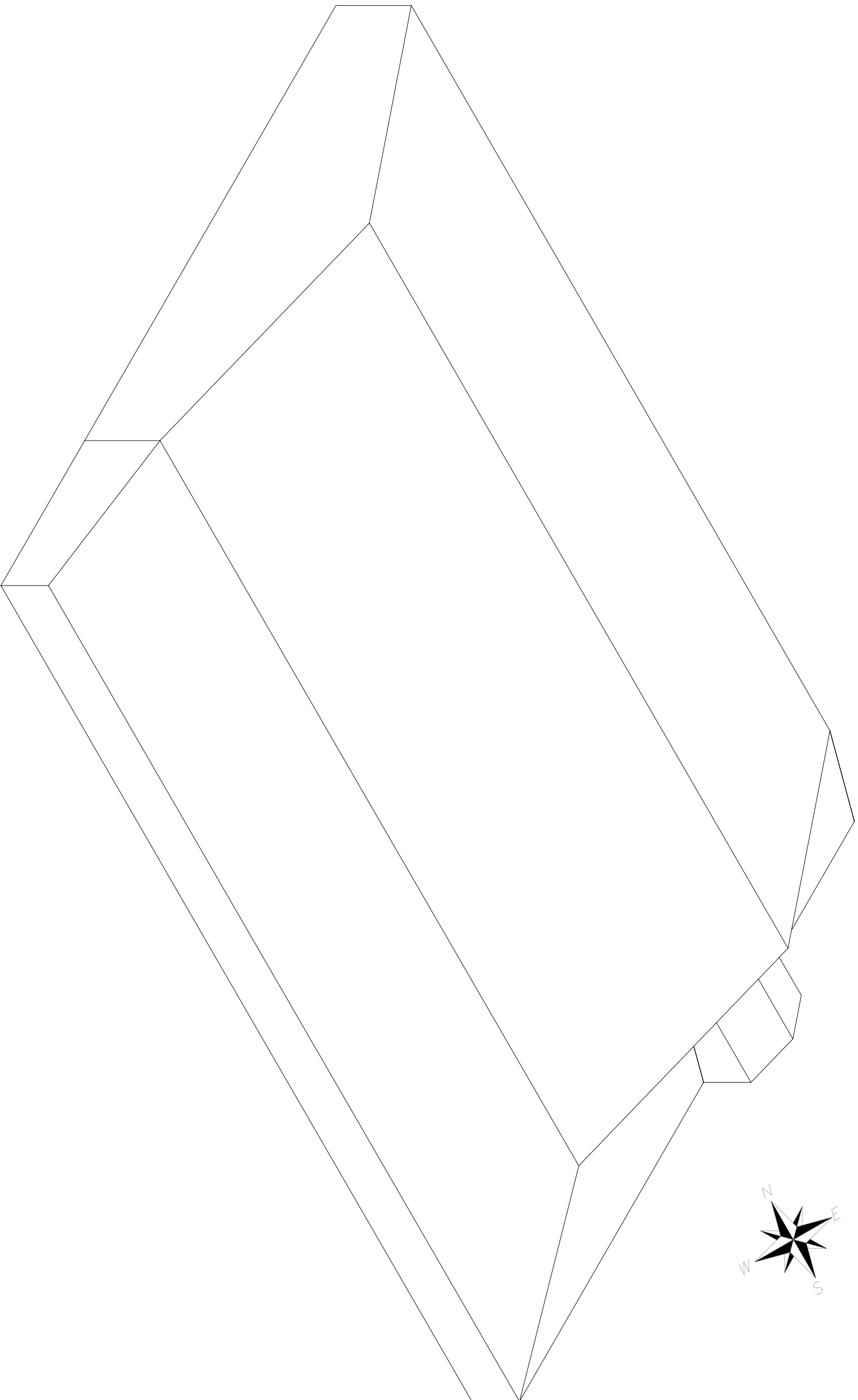
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Page Number	3

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 Camy VonSeggern
 Tillamook, Oregon

Site Address:

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Date Drawn:
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Camy VonSeggern
Tillamook, Oregon

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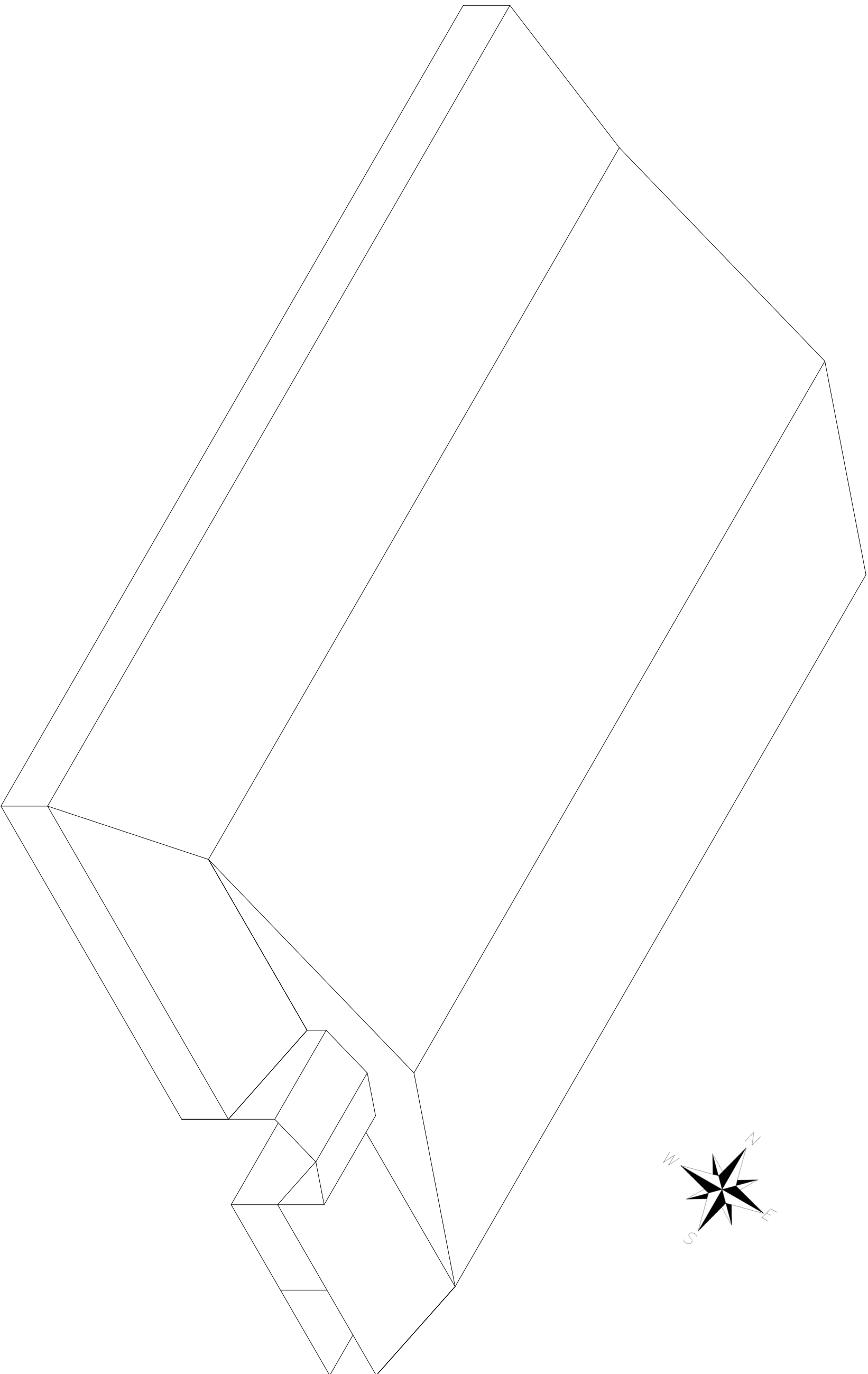
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Page Number	5

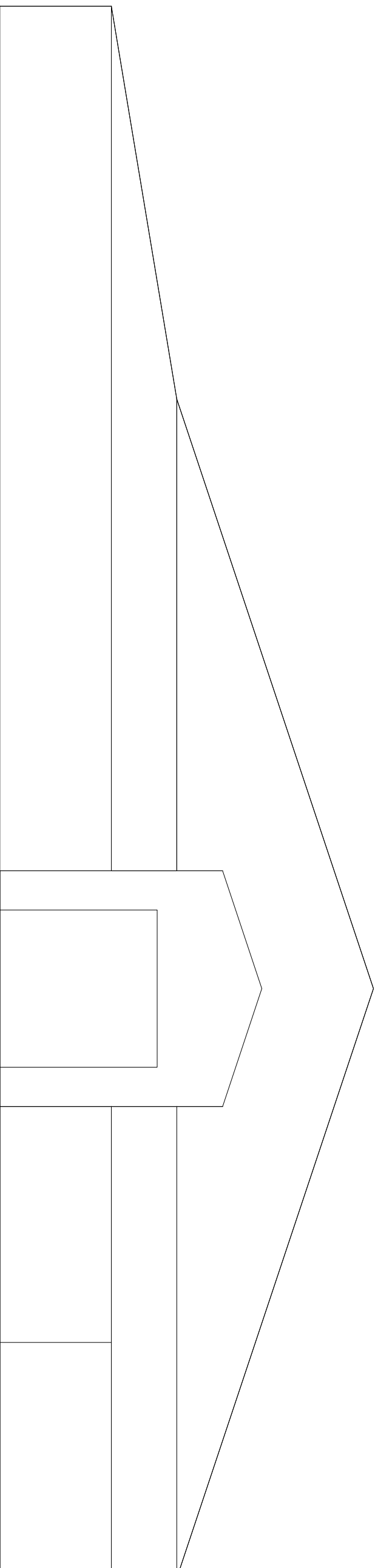
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 Tillamook County Fair Grounds
 Camy VonSeggern
 Tillamook, Oregon

Site Address:

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South End Elevation

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APPENDIX G. FUNDING TOOLS

The Tillamook Fairgrounds Master Plan project includes identification of tools to fund the projects identified in the Master Plan. Through the public process, the consulting team identified a range of projects necessary to implement the Master Plan.

This memorandum presents information about the tools available for funding fairgrounds facilities in Tillamook. This memorandum provides a starting place for the County to explore potential funding tools to support implementation of the Master Plan. This is not an exhaustive list of all available funding tools, but represents our understanding of the list of infrastructure concepts.

The funding sources in this memorandum focus on funding the capital improvements in the Master Plan. The operations and maintenance expenses for the Fairgrounds will predominantly come from rentals of facilities at the Fairgrounds. In the 2016-2017 Fiscal Year, the Fairground had about \$203,000 in off-season revenues. These revenues cover the costs of: day-to-day maintenance of the Fairground facilities and the costs of 3.5 full-time equivalent staff to run the Fairgrounds.

The tools outlined in this memorandum are grouped into the following funding categories:

1. Local Funding – Public/Increased Fees
2. Local Funding – Development Driven
3. Partnerships
4. Other Public Funding Sources
5. Grants – Infrastructure
6. Grants – Nonprofit

Local Funding – Public/Increased Fees

County Transient Lodging Tax and Tourism Marketing and Promotions Grant Program

How It Works In 2014, Tillamook County started to collect a Transient Lodging Tax of 1% in incorporated areas and 10% in unincorporated areas. Per state law, 70% of this tax is devoted to tourism promotion and tourism-related facilities; the 30% balance is dedicated to the maintenance of county roads.

Beginning July 1, 2016, Tillamook County changed its TLT allocation. Of the 70% devoted to tourism marketing, promotion, and tourism-related facilities, 45% will be allocated to marketing and promotion, escalating to 50% over five years (1% increase per year). The other 55% is spent on tourism-related facilities, declining to 50% over 5 years (1% decrease per year).

Based on revenues like those in 2016, the County had about \$983,000 annual revenues per to spend on facilities county-wide, including Fairgrounds projects, Strategic Investment Projects, and Grant Solicitations. This amount will change

with changes in TLT revenues, as well as changes in the percentage of Tourism funds spent on facilities projects over the next 5 years.

A portion of the TLT annual revenues may be available to support Fairgrounds facilities. The County will consider Fairgrounds improvements with a large estimated cost as Strategic Investment Projects (SIPs), which are reviewed on a countywide basis at the beginning of each fiscal year. Funding for Fairgrounds-related SIPs will vary based on the other SIPs under consideration each year.

Fund Sources	Overnight visitors
Benefits	<ul style="list-style-type: none">• Provides a good nexus between the visitors who use facilities and the sources needed to help fund those facilities.• Overall receipts have broader uses, including tourism-related facilities.• Provides a base for funding larger projects.
Drawbacks	<ul style="list-style-type: none">• Grants are limited to tourism promotion and are competitive.• Only a portion of the TLT funding may be available to support Fairground facility costs, requiring a variety of other funding to fill the gap for larger projects.• TLT revenues vary by year and the amount awarded to the Fairgrounds is likely to vary too.

Tourism Promotion Assessment

How It Works A Tourism Promotion Assessment is used to fund marketing activities. Umatilla County uses its Tourism Promotion Assessment for projects related to the Eastern Oregon Trade and Events Center. In addition to collecting TLT funds, the TPA charges \$1 per motel room per night and \$0.50 for all RV spaces per night in the City of Hermiston.

Fund Sources	Motel room and RV space users, above Transient Lodging Taxes.
Benefits	<ul style="list-style-type: none">• Increased marketing may result in increased Fair attendance, and thus increased admission revenue to dedicate to facilities.
Drawbacks	<ul style="list-style-type: none">• Funds marketing activities, <u>not</u> facilities.• TPA revenues vary by year depending on tourism activity.

General Fund and General Obligation (GO) Bonds

How It Works The County can use general fund monies on hand or can issue bonds backed by the full faith and credit of the county to pay for desired public improvements.

Fund Sources	Property taxes are increased to pay back the GO bonds.
Benefits	<ul style="list-style-type: none">• Community can implement public projects that can in turn catalyze other development (e.g. parking garage, transportation improvements...).
Drawbacks	<ul style="list-style-type: none">• Requires public vote.• Takes time and money to run a campaign for public vote.• Chance that voters will not support bond measure.• Raises property owner taxes.

County-led Commissioner Directed District or Independent Special District

How It Works	The tax base within the defined district votes to form a special district, likely focusing on economic development opportunities as the motivation for creating the district.
Fund Sources	Bonds levied by taxing district
Benefits	<ul style="list-style-type: none">• Gives bonding authority as a taxing district,• Smaller tax base can make chances for successful vote easier, especially when using economic development as the main motivation.
Drawbacks	<ul style="list-style-type: none">• Requires public vote.

Fees or Other Dedicated Revenue

How It Works	<p>Many counties have collected user fees for services that they direct into enterprise funds that provide dedicated revenue to fund specific projects. Examples of those types of funds can include parking revenue funds, stormwater/sewer fees, street fees, etc.</p> <p>In some counties, community members organize a foundation to benefit fairground activities. For example, Polk County Fair Foundation donates to the fairgrounds facilities through two programs. The “Brick-by-Brick” program takes donations in exchange for a brick with the donor’s name or organization placed in the main fair building. The Polk County Fair Foundation also organizes an annual appeal in the fall to raise funds for the fairgrounds facility and maintenance.</p> <p>In Clackamas County, the Fair Improvement Foundation uses the Fred Meyer Community Rewards Program to raise funds that are donated to the fairgrounds. Through this program, non-profits can receive up to \$650,000 per quarter.</p>
Fund Sources	Residents and businesses.
Benefits	<ul style="list-style-type: none">• Allows for new revenue streams into the County.• Many developers support fee-in-lieu programs if they allow them to receive the same parking allocation for less money than it would cost to build and manage the space.
Drawbacks	<ul style="list-style-type: none">• Political challenges of introducing new fees or increasing existing fees that are directed toward specific funding objectives, unless those objectives are widely supported.• Relies on community support and organization of a Fair Foundation

LOCAL FUNDING – DEVELOPMENT DRIVEN

SDC Financing or Credits

How It Works	SDC financing enables developers to stretch their SDC payment over time, thereby reducing upfront costs. Alternately, credits allow developers to make necessary improvements to the site in lieu of paying SDCs. Note that the City can control its own SDCs, but often small cities manage them on behalf of other jurisdictions including the County and special districts. Yamhill County dedicates SDC credits to the Fairgrounds.
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Fund Sources	SDC fund / general fund. In some cases, there may be no financial impact.
Benefits	<ul style="list-style-type: none"> • Reduced up-front costs for developers can enable quicker development timeframe and increase the availability of property to be taxed.
Drawbacks	<ul style="list-style-type: none"> • Reduces the availability of SDC funds over the short term.

Capital Improvement Program (CIP)

How It Works	A process for a jurisdiction to identify short- to long-term capital projects, appropriate funding resources, and develop a timeline for completion. Each jurisdiction will revisit its CIPs on a regular basis to re-evaluate project prioritization.
Fund Sources	Other funding tools
Benefits	<ul style="list-style-type: none"> • Provides an organization mechanism to identify and prioritize projects
Drawbacks	<ul style="list-style-type: none"> • Not a funding tool itself

Bancroft District

How It Works	The jurisdiction creates a series of developments (type or use can vary) alongside the fairgrounds facility or event center, using a Bancroft bond to pledge against the value of the construction of the developments. Bancroft bonds are typically used in Local Improvement Districts (LIDs) as a means for a jurisdiction to fund public facilities or infrastructure. Bancroft bonds also may allow private developers to partner with the jurisdiction to fund the new developments.
Fund Sources	Sale of properties after development or amenities provided on site help to pay off the bond.
Benefits	<ul style="list-style-type: none"> • No public vote required. • Allows for development of infrastructure around the public facility. • Depending on the type of facilities built and the amenities they bring, the County can pay off the Bancroft note through income made on the properties.
Drawbacks	<ul style="list-style-type: none"> • Potential financial risk in success of new developments. • Requires the County to act as a developer, which may not be in their capacity as a local government.

PARTNERSHIPS

Public-Private Partnership (PPP)

How It Works	An agreement between a public entity and one or more private sector partners to pool financial resources and other assets to fund and implement projects. A PPP must be implemented in conjunction with public funding sources such as general fund dollars, bonds, or lodging tax revenues. Public agencies pursue PPPs for several reasons, including access to private capital, budget certainty, accelerated project delivery, transfer of risk to the private sector, attraction of private sector innovation, and improved or more reliable service levels. However, PPPs, like conventional projects, usually require revenue in order to pay back the upfront investment.
Fund Sources	Private partner funds and a range of public funding tools

- Benefits
 - Supports projects that may not have been possible with one source of funds, and often with an innovative outcome.
 - Leverages private sector investment to implement projects that provide community benefits.
- Drawbacks
 - Partners are likely to be most interested in high-profile projects (i.e., a new building) or projects related to their business.
 - Must be supported by strong political will at all levels of government.
 - Financing risks can result in the inability to reach financial close or lead to default on project debt during the operating period.
 - Increased project timeline costs if the private sector entity is unable to receive the required federal, state, and local permits.
 - The time needed to negotiate partnership components can substantially increase the cost and risk of implementing a project.
 -

Community College Partnership

- How It Works An agreement between a public agency or facility (e.g., fairgrounds) and a local community college to pool financial resources and other assets to fund and implement projects. In the context of a fairgrounds facility or event center, the community college partnership would focus on the hospitality industry, by providing a teaching institution for culinary arts and hospitality.
- Fund Sources Community college and increased access to grants due to existence of an educational institution.
- Benefits
 - Positive mission for the community.
 - Cash flow through the food and beverage prepared by students.
 - Access to a wider range of grant funding as part of an educational institution.
- Drawbacks
 - Initial cash flow may not be high enough to fund facility improvements.
 - Need support and cooperation from community college.

OTHER PUBLIC FUNDING SOURCES

State Lottery Funds

- How It Works The State of Oregon gives each County Fairground with a Fair event a set amount to support the Fair event and maintenance of the Fairgrounds for the Fair event. In recent years, Tillamook County was allocated about \$175,000 in Lottery Funds. The County allocated a portion of this money (\$75,000 in FY 2015-16) to Fair Debt Service.
- Fund Sources State of Oregon
- Benefits
 - Provides funds on a consistent basis.
 - State-funding that does not require application process or public vote.
- Drawbacks
 - Fund amounts can vary each year.
 - State controls allocation of lottery funds to fairgrounds.

Emergency Shelter

How It Works	<p>Facilities built with hazard mitigation in mind may be eligible for assistance from FEMA, which provides funds for hazard mitigation projects, such as community natural hazard shelters, through the Pre-Disaster Mitigation (PDM) program. The agency or community applying for the PDM program must complete a hazard mitigation plan to be considered for funding. It may be possible to construct new facilities at the Fairgrounds as an evacuation site.</p> <p>Tillamook County completed a Multi-Jurisdictional Natural Hazards Mitigation Plan in June 2017. The plan includes the following jurisdictions within the County: Bay City, Garibaldi, Manzanita, Nehalem, Rockaway Beach, Tillamook, and Wheeler.</p>
Fund Sources	FEMA funding for hazard mitigation projects
Benefits	<ul style="list-style-type: none">• Provides funds to improve facilities that are currently in use, while also preparing for future natural hazards.
Drawbacks	<ul style="list-style-type: none">• Limited support available for this type of shelter.• Building new facilities to qualify as a natural hazard shelter may increase construction costs.• Requires a federal application process, which is likely competitive and may not cover the entire cost of the improvements.

GRANTS - INFRASTRUCTURE

Transportation Grants/Loans

How It Works	<p>ODOT administers several grant programs that help to pay for pedestrian and bicycle improvements, including crosswalks, bike lane striping, and pedestrian crossing islands. Local governments must often match grant funding. These programs include:</p> <ul style="list-style-type: none">• ConnectOregon. ConnectOregon focuses on improving connections and supporting local economies throughout the state. Dedicated to non-highway projects, ConnectOregon was first approved by the Oregon legislature in 2005 and has funded more than 130 marine/ports, aviation, public transit, and rail projects around the state. For ConnectOregon V, bicycle/pedestrian projects were also eligible to compete for funds. State program webpage: http://www.oregon.gov/ODOT/TD/TP/pages/connector.aspx• Statewide Transportation Enhancements Program. The Statewide Transportation Improvement Program, known as the STIP, is Oregon's four-year transportation capital improvement program. It is the document that identifies the funding for, and scheduling of, transportation projects and programs. STIP will be divided into two broad categories: Fix-It and Enhance. State program webpage: http://www.oregon.gov/ODOT/TD/STIP/Pages/about.aspx• Oregon Transportation Infrastructure Bank. The Bank is a low-interest revolving loan fund that can help to pay for transportation capital projects. These low-interest loans can be repaid with TIF, general fund, or local improvement district revenues. They provide up front monies (planning, engineering) as well as implementation funds which means cities don't need to wait for TIF build up. Need to make sure there will be a county repayment source. State program webpage: http://www.oregon.gov/ODOT/CS/FS/pages/otib.aspx
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- ODOT immediate Opportunity Fund. This fund supports economic development by providing road improvements where they will assure job development opportunities. The fund may be used only when other sources of funding are unavailable, and is restricted to job retention and committed job creation opportunities. To be eligible, a project must require an immediate commitment of road construction funds to address an actual transportation problem. The applicant must show that the location decision of a firm or development depends on those transportation improvements, and the jobs created by the development must be "primary" jobs such as manufacturing, distribution, or service jobs.

Fund Sources

State and federal funds

Benefits

- Direct public investment into private projects.
- Does not impact county funds.

Drawbacks

- Highly competitive and must meet state-identified criteria (varies by program).
- For loans, need to establish a county repayment source.

Water/Stormwater Grants/Loans

How It Works

The State of Oregon administers several grant programs that help to pay for water infrastructure improvements including clean drinking water, stormwater, wastewater, and other public water-related projects. Local governments may be required to match grant funding. These programs include:

- Oregon Health Authority. Oregon Health Authority implements the federal Safe Drinking Water Act, by distributing funds for safe drinking water systems. State program webpage: <http://healthoregon.org/dwp>.
- Business Oregon Infrastructure Finance Authority (IFA). This entity of Business Oregon funds a range of public infrastructure projects, including those related to water infrastructure. There are a variety of programs within IFA, including both loan and grant funding sources. State program webpage: www.orinfrastructure.org.
- Oregon Department of Environmental Quality (DEQ). DEQ provides both loan and grant programs to fund public infrastructure related to reducing pollution in water systems. The Clean Water State Revolving Fund, for example, provides loans to local governments for water infrastructure maintenance projects, without requiring a match from the jurisdiction. State program webpage: <http://www.oregon.gov/deq/wq/Pages/default.aspx>
- Oregon Water Resources Department (WRD). WRD specifically monitoring of the state's surface and ground water resources, offering a number of loans and grants to local governments in need of assistance in water resource maintenance. Programs sponsored by WRD include: Place-Based Integrated Water Resources Planning, Feasibility Study Grants, and Water Project Grants and Loans. State program webpage: <http://www.oregon.gov/owrd/Pages/index.aspx>

Fund Sources

State and federal funds

Benefits

- Direct public investment into private projects.
- Does not impact county funds.

- Drawbacks
- Grants for fire water are likely to be limited, as most of the programs focus on drinking water.
 - Highly competitive and must meet state-identified criteria (varies by program).
 - For loans, need to establish a county repayment source.

GRANTS - NONPROFITS

As Tillamook County considers how to fund future Fairground operations and capital cost, the County will want to look at opportunities for grant funding. While none of the granting organizations focuses on fairgrounds specifically, they all offer grants that include some of the functions that the fairgrounds provides, such as youth activities or community development. Some fairgrounds find qualifying for grants difficult because the fairground is part of a government agency.

The following section provides examples of organizations that offer grants that may be applicable to operations or capital costs at the Tillamook County Fairgrounds. This list is not intended to be a comprehensive list of granting organizations but to provide examples of grants available to organizations in Oregon, focusing on local granting organizations.

In addition, foundations, individual donors, and nonprofit organizations in and around Tillamook are good potential sources of funding for Fairground improvement projects.

Ford Family Foundation

How It Works The Ford Foundation provides grants to projects in rural communities with less than 30,000 people and that are not adjacent to or part of an urban or metropolitan area. It provides grants for a range of programs, such as public convening spaces and positive youth development. Grand awards ranged from \$2,000 to \$500,000 in 2017. The Foundation generally will consider grants that fund up to 30% of a project. Applications for capital projects and operations are considered, although preference varies by category.¹

Fund Sources Ford Family Foundation

Benefits

- Application is open year-round.
- If awarded, funds are available within a few months.
- Does not impact County funds.
- Funds are relatively flexible in their use.

Drawbacks

- Typical grant length is one year.
- Funds may cover only a small portion of project.
- The grant is not geared towards development of fairground facilities.
- Requires application process.

Meyer Memorial Trust

How It Works This Trust awards "Responsive Grants" for a range of activities in Oregon, including community development, conservation and environment, public affairs, arts and culture, and education. Most tax-exempt organizations are eligible to apply. These grants typically range from \$1,000 to over \$1,000,000 with

¹ <http://www.tfff.org/Grants/tabid/81/itemid/55/Default.aspx>. Accessed August 8, 2017.

grant periods from one to three years. These grants may help support building and renovating facilities, operating support, strengthening organizations, etc. ²

Fund Sources	Meyer Memorial Trust
Benefits	<ul style="list-style-type: none">• Application is open year-round.• Does not impact County funds.• Funds are fairly flexible in their use.
Drawbacks	<ul style="list-style-type: none">• Involves a multi-step application process.• Funds may cover only a small portion of project.• The grant is not geared towards development of fairground facilities.• Requires application process.

Oregon Community Foundation

How It Works OCF's Community Grant Program funds programs in arts and cultural organizations and community livability, among others. Eligible organizations include all 501 (c)(3) organizations. These grants are generally around \$10,000.

Fund Sources	Oregon Community Foundation
Benefits	<ul style="list-style-type: none">• Does not impact County funds.• Funds are fairly flexible in their use.
Drawbacks	<ul style="list-style-type: none">• Applications reviewed twice per year.• Not eligible for funding for more than one year.• Funds may cover only a small portion of project.• The grant is not geared towards development of fairground facilities.• Requires application process.

The Collins Foundation

How It Works The Collins Foundation awards grants in the areas of arts and humanities, children and youth, community welfare, and other areas. It is a general-purpose grant maker and considers all applications from 501 (c)(3) organizations. Grants are typically less than \$50,000, but ranged up to \$325,000 in 2017.³

Fund Sources	The Collins Foundation
Benefits	<ul style="list-style-type: none">• Awards grants longer than 1 year, typically 2-3 years.• Does not impact County funds.• Funds are fairly flexible in their use.
Drawbacks	<ul style="list-style-type: none">• Application process is competitive.• Funds may cover only a small portion of project.• The grant is not geared towards development of fairground facilities.• Requires application process.

² <http://www.mmt.org/program/responsive-grants>. Accessed August 8, 2017.

³ <http://www.collinsfoundation.org/grants-awarded/2017-grants>. Accessed August 8, 2017.

No.	Imp. Package	Building	Improvement	Description	Cost Estimate
1	A	Main Exhibit Hall	Install code compliant mezzanine guardrail	Safety improvement	\$25,000
2	A	Main Exhibit Hall	Restore siding and windows	Remove steel siding; restore and waterproof or replace wood siding for historic character; install windows or replications	\$250,000
3	A	Main Exhibit Hall	Upgrade/consolidate internal electrical system; add A/V hookups		\$150,000
4	A	Main Exhibit Hall	Remove interior partitions	Create more flexible interior space	\$5,000
5	A	Main Exhibit Hall	Minor code and accessibility upgrades	Safety and accessibility	\$25,000
6	A	Main Exhibit Hall	Weatherize the facility without detracting from its appearance	Improve for year-round use	\$350,000
9	A	Main Exhibit Hall	Upgrade beams for 100 psf live load	The existing beams appear to be under sized by approximately 10% based on a 100 psf assembly live load and an assumed lumber grade of dense select structural douglas fir-larch. These beams should be upgraded for assembly loading of 100 psf.	\$50,000-\$100,000
10	A	Main Exhibit Hall	Provide a full structural upgrade to meet current design code requirements.	Upgrade the seismic force resisting system, roof trusses, cupola framing, and foundations to meet current code requirements. Verify roof framing capacity and upgrade as necessary.	\$1,000,000-\$1,500,000
11	A	Auditorium/ Convention Center	Audio/visual system	Speaker system and video screen	\$50,000
12	A	Auditorium/ Convention Center	Ceiling panels	Repair or raise ceiling; insulation lays on top of ceiling panels; Potential to remove ceiling and expose or paint trusses	\$60,000
13	A	Auditorium/ Convention Center	Provide seismic upgrades to meet current design code requirements.	Create a competent lateral force resisting system: sheath shear walls and diaphragms with plywood, add hold-downs, and provide foundation upgrades.	\$300,000-\$400,000
20	A	Courtyard	Replace rotten Restaurant Row posts	A number of the 4x4 posts supporting the roof beams are rotting and require replacement.	\$500/post
21	A	Courtyard	Strengthen existing roof beams on Restaurant Row	The existing roof beams are significantly undersized and should be upgraded. Restaurant Row should not be used during a snow event until the roof beams have been strengthened.	\$10,000-\$15,000
25	A	Tennis Courts	Upgrade wall-to-roof anchorages	The masonry walls are not adequately anchored to the roof diaphragm. The anchorage of heavy walls (i.e. concrete, masonry) to the roof diaphragm is critical for good seismic performance. The wall-to-roof anchorage should be upgraded based on this importance.	\$15,000-\$20,000
26	A	Tennis Courts	Remove interior partition		\$5,000
28	A	Tennis Courts	Verify reinforcing is present in the masonry walls.	While on site, it could not be verified that the masonry walls were reinforced. A special inspection agency should be hired to verify the existance of reinforcing in the masonry walls.	\$1,500-\$2,000
29	A	Dairy Barn	Install seismic bracing in Class Dairy Barn	The north and south end wall Cross bracing in Dairy Barn is missing. The missing bracing should be re-installed to ensure a competent lateral force resisting system is provided for the structure.	\$1,500-\$2,500
35	A	4-H/FFAPavilion	Expand Pavilion	To west and south for additional seating	\$400,000
40	A	Transportation/ Parking	New, permanent and streamlined signage on OR 6 and US 101	Clear, consistent signage to Fairgrounds on the highways. Coordinate with local jurisdictions to remove and consolidate signs to reduce clutter at main entry.	<\$40,000
42	A	Entire Site	Create long-term power plan	Meet with Tillamook Public Utility District (PUD) to develop power plan for the Fairgrounds. This would include identifying a central point onsite for a distribution substation. Substation to be sized to convey electricity to all locations onsite with future development in-mind. Remove and underground overhead power lines to reduce the chance for electric shock on tall apparatus.	\$100,000
45	A	Entire Site	Assess fire access plan	Assess site access and fire truck driveability plan to ensure all buildings can be served in the event of fire and meets code.	\$20,000

46	A	Entire Site	Assess fire water plan	Assess fire water plan and determine the necessary requirements to implement to bring site up to code.	\$40,000
32	A	South Arena	Remove South Arena	Replace with additional grass parking area	\$10,000
33	A	Averill Arena	Enhance Averill Arena	Make enhancements as needed to replace South Arena functions	unknown
34	A	Arenas	Reconfigure south (equine) entry	Reconfigure south entry to minimize conflicts with surrounding uses.	unknown
48	A	Entire Site	Brookfield Road ROW dedication & Improvements	Brookfield Road is located at the S.W. corner of site. It currently is sub-par and according to the County, site improvements may trigger R.O.W. dedication and improvements.	Discuss with County to determine required improvements.
27	B	Tennis Courts	Upgrade doors	Code and safety upgrade	\$25,000
31	B	Dairy Barn	Improve east-west pedestrian access	Enhance east and west entries	\$50,000
23	B	Tennis Courts	Insulate and heat the Tennis Courts	Improve facility so it can serve as an exhibition space and accommodate tennis and roller skating.	\$250,000
24	B	Tennis Courts	New restrooms interior for expo space	Assume 30 fixtures @+/- \$6,500 ea	\$200,000
7	C	Main Exhibit Hall	Remove/relocate Fair office	Demolish existing structure. Office will be included in new Conference Center.	\$20,000
14	C	Auditorium/ Convention Center	Construct new conference center	21,000 sf including Office and Conference space for 400 with kitchen/concession space; in conjunction with improvements the Main Exhibit Hall and Tennis Courts for use as Exposition space. Includes accomodation of Restaurant Row.	\$6,500,000
36	C	Main Gate Entry	Replace and relocate fencing	Improve the sense of arrival to the Fairgrounds. Highlight the significant and historic architecture of the Main Hall. Relocate the fence and replace with a more formal and inviting fence and gate along the entry way. Reconfigure the access drive to promote circulation that is safe for pedestrian drop-off and allows vehicular access to the east parking lot. Enhance Main Gate Entry with pedestrian plaza and low maintenance landscaping to improve both the function and the aesthetic of the space.	\$250,000
37	C	Main Gate Entry	Relocate OSU Test Garden	Relocate the OSU Test Garden, get input from the gardeners to ensure that the new location allows for the appropriate facilities and space to meet their needs.	\$65,000
38	C	Transportation/ Parking	Reconfigure main gate entry/drop-off (new	Construct parking lot to support new event center and office building, including reconfiguration of	\$400,000
39	C	Transportation/ Parking	3rd Street roadway improvements	Public project to construct 3rd Street roadway improvements along fairgrounds site. Cross section could match the recently completed 3rd Street roadway project west of the fairgrounds. At a minimum the City may require the fairground construct roadway frontage improvements on the South side of the road with Phase 1.	\$1,000,000 for full roadway (public project). \$300,000-\$400,000 for frontage half-width only (fairgrounds project).
41	C	Transportation/ Parking	Temporary signage/flaggers at key intersections and driveways during Fair	Clear, consistent signage directing visitors to parking areas during Fair Week	<\$15,000
8	D	Main Exhibit Hall	Install lift/elevator	Coordinate with ADA ramp removal	\$125,000
15	D	Courtyard	Remove permanent structures in courtyard	Replace with temporary structures (food carts, tents, etc.) during Fair.	\$50,000
16	D	Courtyard	Additions on south side of Main Hall	Construct two new 1200 sf buildings at Main Hall south entry	\$480,000
17	D	Courtyard	Remove ADA ramp to Main Hall	In conjunction with new lift/elevator	\$10,000
18	D	Courtyard	Sanitary system upgrade	Install sanitary hookups in courtyard for vendors to convey waste water during fair events.	\$300,000
19	D	Courtyard	Grease interceptor	Install grease interceptor in courtyard to reduce sanitary clogging in fair events.	\$100,000

22	D	Courtyard	Remove Restaurant Row	Replace with temporary structures (food carts, tents, etc.) initially. Eventually provide kitchen and vendor windows in new conference center.	\$10,000
30	D	Courtyard	Combined sanitary upgrade	Separate the combined storm/sanitary system to minimize surface water overloading of the sanitary system.	\$300,000
43	E	Entire Site	Implement power plan	Install site substation and transformers and remove overhead power lines	Cost to be determined with PUD
44	E	Entire Site	Implement power plan cont.	Install underground conduit system for PUD to pull wiring. Update panels for each building and install new connections to transformers/substation.	\$500,000 Discuss cost sharing with PUD
47	E	Entire Site	Implement fire water plan	Install the necessary fire water main lines, connections to existing building sprinkler systems and any future building upgrades such as sprinklers and FDCs	\$400,000
49	E	Entire Site	General Site Improvements: Landscaping, Stormwater Mgmt, Wayfinding & Gathering Areas	Design courtyards relating to event spaces in the new conference center and main hall to promote year round use. Install landscaping to enhance primary building entrances and address	\$700,000