
CAPE KIWANDA
MASTER PLAN

SEPTEMBER 2016

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
INTRODUCTION	3
PLANNING PROCESS	8
EXISTING CONDITIONS	10
RECOMMENDATIONS	13
IMPLEMENTATION	21
Appendix A. List of Opportunities	23
Appendix B. Proposed Cape Kiwanda Improvements	25
Appendix C. Funding Dictionary	29

EXECUTIVE SUMMARY

Over the past ten years, Cape Kiwanda has seen a surge in tourism, particularly during the peak summer months. This can be attributed to the fact that population is growing in Tillamook County and the Portland area. While visitors are an integral element of any tourism destination, Cape Kiwanda's transportation facilities, infrastructure and the environment are under increasing pressure.

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

PHASE 1 (2017-2018)

Require a Fee to Park in County Parking Lots

Install kiosks to collect a daily parking fee or accept an annual pass in the Cape Kiwanda lot, Turnaround lot, and eventually a new lot on the current Webb Park site. The pay-to-park program will help overall parking management and provide a revenue stream for improving Park facilities. Requiring a fee to park in these lots must be paired with enforcement to be effective.

Parking Management Plan

Prepare a Parking Management Plan to coordinate short and long term parking throughout the area. The planning process will include a count of current and proposed public parking spaces and a community discussion to agree on a maximum number of spaces Pacific City can accommodate from infrastructure and livability standpoints. The Parking Management Plan will describe how public parking spaces are managed efficiently across the system, describe wayfinding strategies, and consider how parking-related infrastructure improvements will impact the system.

Trash Compactor and Recycling Program at Cape Kiwanda Parking Lot

Install a new trash compactor that can accommodate more garbage to eliminate excess accumulations of waste and reduce the number of needed pickup trips. Add recycling facilities and additional trash receptacles to the parking lot.

New Restrooms at Cape Kiwanda Parking Lot

Replace the existing restrooms at the Cape Kiwanda parking lot with a new facility that is more resilient to heavy use and vandalism. The new restrooms will reduce maintenance costs and improve the user experience.

PHASE 2 (2019-2021)

Cape Kiwanda Drive Pedestrian, Bicycle and Roadway Improvements

Add new bicycle and pedestrian infrastructure to Cape Kiwanda Drive to improve connections along the roadway and surrounding to areas. A 12-foot wide multi-use path on the west side of Cape Kiwanda Drive will provide a much needed connection for pedestrians and bicyclists of all ages between the Cape and the Pacific Avenue Bridge. The west side of the road is preferred to allow users access to the beach without crossing Cape Kiwanda Drive. New sidewalks, crosswalks, ADA curb ramps, and curbed medians will help calm traffic and create a more

comfortable environment for pedestrians. Most on-street parking will be removed and a left turn lane added for access to the future Community Park.

Parking Shuttle

Tillamook County will work with the Tillamook County Transit District to launch a shuttle from the Cape Kiwanda parking lot to other public parking lots to the south. The shuttle will help reduce congestion at Cape Kiwanda by spreading visitors out along the beach, keep cars away from the congested Cape area, and encourage visitors to patron a broader range of Pacific City businesses. Planning considerations include year-round versus seasonal service, hours of operation and the location of shuttle stops.

New Restrooms at Turnaround Lot

Install a permanent restroom for visitors parking in the lot. Use portable restrooms until increased use warrants a permanent facility.

PHASE 3 (2022-2027)

Relocate Webb Park / Construct New Parking Lot

Develop a new, larger Webb Park campground on the county-owned tract located just northeast of Webb Park. Once completed, redevelop the existing Webb Park as a public parking lot, while maintaining the existing restroom and fish cleaning facilities. The phasing of this development is critical as the new campground will be completed and operational before the current park closes, so that campground services and revenues are uninterrupted.

INTRODUCTION

Situated at the confluence of the Big and Little Nestucca Rivers with Nestucca Bay, Cape Kiwanda State Natural Area is one of the most popular tourist destinations in Tillamook County, Oregon. Part of the Three Capes Scenic Route, the area is known for its beautiful beaches, iconic sand dune and Chief Kiawanda “haystack rock.” Thousands of visitors flock to the area every summer to surf, fish, picnic, hang glide, explore tidal pools and sandstone formations, watch the famous Pacific City Dory Fleet and participate in a bevy of other recreational activities.

Cape Kiwanda is located within the Pacific City-Woods area; the largest unincorporated community on the Oregon Coast. Pacific City-Woods is a vibrant community with up-scale shops and eateries interspersed along the coastal strip and banks of the Big Nestucca River. It has numerous resorts, motels, RV Parks, vacation rentals, second homes and campgrounds. Amidst this mecca for tourism and part-time residents is an extensive residential community and social infrastructure of clubs and organizations, Chamber of Commerce, library and social activities. Just to the north of the Cape is the residential community of Tierra Del Mar. Although physically separated from Pacific City-Woods by the Cape, it is as much a part of the general planning area as it is a part of the Pacific City-Woods community.

Over the past ten years, Cape Kiwanda has seen a surge in tourism, particularly during the peak summer months. “Peak” used to be defined as the summer months, but now extends from May through September. This can be attributed to the fact that population is growing in Tillamook County and the Portland area. While visitors are an integral element of any tourism destination, Cape Kiwanda’s transportation facilities, infrastructure and the environment are under increasing pressure.

The Cape Kiwanda Master Plan for Tourism Related Facilities (Master Plan) is a blueprint to improve, locate, and develop tourism-related facilities and infrastructure within the Cape Kiwanda Focus Area. The objectives of the Master Plan include: protecting the beauty and natural resource values within and surrounding the community; minimizing and mitigating the adverse effects of visitors within the community; improving visitor experiences and encourage longer stays; and attracting new visitors during the shoulder seasons. While some community members are concerned that any improvements will only encourage more visitors, most agree that the Master Plan is needed to make existing resources and infrastructure work more effectively.

Study Area

The general planning area is quite expansive, including the Pacific City-Woods area and the residential community of Tierra del Mar, as shown in Figure 1. Many of the elements the Master Plan addresses are clustered in the area near the Cape Kiwanda parking lot. (Figure 2).

Figure 1. General Planning Area

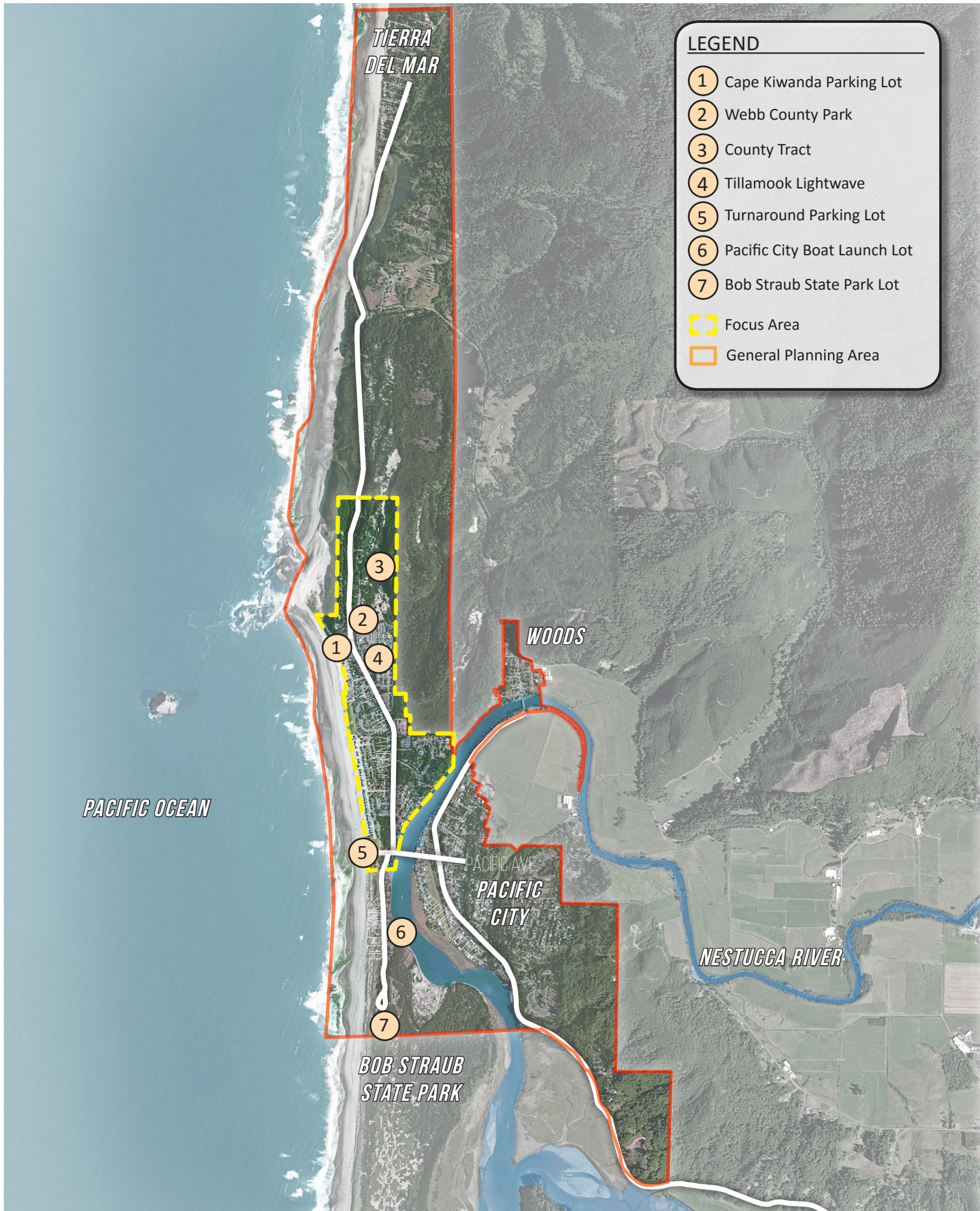
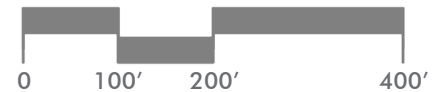


Figure 2. Cape Area



LEGEND

- ① Cape Kiwanda Parking Lot & Restroom
- ② Pelican Pub & Brewery
- ③ Inn at Cape Kiwanda
- ④ Cape Kiwanda RV Park
- ⑤ Webb County Park
- ⑥ County Tract
- ⑦ Dory Boat Launch
- ⑧ Cape Bluff
- ⑨ Future NVCA Park
- ▤ Pedestrian Crosswalk
- ⊙ Flash Beacon at Crosswalk
- ▭ Speed Bump (Southbound)



Study Area parcels include:

- 1. Cape Kiwanda Parking Lot.** A two-acre parcel owned and operated by Tillamook County Parks & Recreation. The parking lot is at the epicenter of visitor use at Cape Kiwanda. Located along Cape Kiwanda Drive, it is used for parking and beach access by the public and the historic Pacific City Dory Fleet. It also is used by patrons of the Pelican Pub & Brewery. The parking lot is defined by parking aisles extending off Hungry Harbor Road, with perpendicular parking stalls. Hungry Harbor Road allows vehicular access to the beach and Cape. Dory operators use Hungry Harbor Road to access the north end beach to launch dory boats into the ocean. The vehicles and trailers are then left parked on the beach. The parking lot also serves as the site for a number of major festivals and events throughout the year.
- 2. Webb County Park.** Located directly across Kiwanda Drive from the Cape Kiwanda Parking Lot, this 2.1-acre County RV Park and Campgrounds contains 38 sites. It adjoins three private RV parks/campgrounds on its southeast boundary. To the north, it adjoins a largely vacant county-owned parcel. The Webb Park parcel was acquired by the County in 1958 and subsequently dedicated for county road and park purposes.
- 3. County Tract.** This 33.2-acre parcel adjoins the north boundary of Webb Park. It consists of a large sand bowl on the southerly portion adjoining the Haystack Heights subdivision, but also includes a forested slope along the east half of the parcel. A number of Webb Park campsites encroach onto the southwest corner of the parcel
- 4. Tillamook Lightwave.** This 4.56-acre parcel has served as a cable landing station. When Tillamook Lightwave acquired the parcel, it committed to the community that the portions of the parcel not needed for telecommunications would be devoted to public uses for the community. Consequently, TLW presently retains ownership and control of about 80,300 square feet including the existing cable landing station. 10,500 sf are planned for lease to the Nestucca Valley Fire District for a building to house water rescue craft. The remaining approximately 102,700 sf are leased to the Nestucca Valley Community Alliance to use for social, recreational and related activities including a skate park, playgrounds, outdoor amphitheater, interpretive center and overflow parking for Cape Kiwanda. The Nestucca Valley Community Alliance is preparing a master plan for the site which also will provide public access to the hiking trails planned for the Bureau of Land Management parcel to the east.
- 5. Turnaround Parking Lot.** The 1.86-acre parcel is situated at the west end of the Pacific Avenue Bridge over the Big Nestucca River. The lot serves those accessing the beach by foot or driving onto the beach. Beneath the parking lot, a large vault serves as a landing point for a transoceanic fiber optic cable. The rectangular portion of the parcel is currently managed by the Tillamook County Parks Department, but with its limited budget has struggled to keep the parking lot free of sand for optimum use by the public. County Parks recently executed an agreement with Tillamook Lightwave the intergovernmental agency that currently owns the buried communications vault and cable landing station, to lease this parking lot parcel and assume responsibility for maintenance.
- 6. Pacific City Boat Launch.** The Pacific City Boat Launch is located south of the Turnaround Lot on the west side of the Nestucca River off Sunset Avenue. On-site facilities include a flush restroom, concrete boat ramp and approximately 150 parking spaces. Parking consists of large

stalls with little definition. The parking area is primarily used for vehicles and boat trailers. Although this parking lot becomes busy during peak fishing periods, there is generally sufficient capacity for boat launching and parking. The parking lot has been used as overflow parking for events at Cape Kiwanda when people parking at the boat launch site are shuttled to an event at the Cape.

7. Bob Straub State Park. Located south of the Pacific City Boat Launch, the 484-acre park encompasses the Nestucca Sand Spit and is bordered by the Pacific Ocean to the west and Nestucca River to the east. The park features beach access, restrooms and ample parking. Motorized vehicles are restricted in the park area, other than on designated roads and parking lots. Beach driving is allowed, but vehicle access from the park area to the beach is not. Annual day use attendance reported by OPRD is 119,696 people. Users include hikers and equestrians. Parking consists of angled parking stalls and a one-way loop in/out of the parking lot area. Parking supply generally serves demand.

PLANNING PROCESS

A variety of methods were used to engage the Pacific City-Woods community and other stakeholder groups in the Cape Kiwanda Master Plan process. A Steering Committee met five times over the course of the project to review and comment on work products, provide recommendations on key project issues and decisions, and help shape alternatives and policy options. The Steering Committee was comprised of representatives from the following agencies, departments and organizations:

- Bureau of Land Management, Tillamook Resource Area
- Nestucca Valley Community Alliance
- Nestucca Rural Fire Protection District
- Oregon Parks and Recreation Department
- Oregon State Marine Board
- Pacific City Doryman's Association
- Pacific City Joint Water and Sanitary Authority
- Pacific City–Nestucca Valley Chamber of Commerce
- Pacific City-Woods Citizen Advisory Committee
- Tillamook County Commissioners' Office
- Tillamook County Community Development
- Tillamook County Economic Development Council
- Tillamook County Parks Department
- Tillamook County Public Works
- Tillamook County Sheriff's Office
- Tillamook County Transportation District
- Tillamook Lightwave
- U.S. Forest Service, Hebo Ranger District

A Community Advisory Committee (CAC) comprised of local residents and business owners met twice to identify key issues and review and comment on alternatives to address those issues.

The purpose of Phase 1 of the process was to inventory existing and planned tourism facilities and identify tourism-related facility issues and opportunities. The Tillamook County Commissioners' Office convened a kickoff meeting and site tour at the project outset. On the tour and afterwards, meeting participants identified a number of issues related to tourism at Cape Kiwanda: traffic circulation/congestion, lack of pedestrian and bicycle facilities, parking and wayfinding, sand management, beach safety, garbage left by beachgoers, and a lack of adequate restroom facilities.

The Steering Committee and CAC met to review the preliminary inventory of tourism-related facilities and discuss opportunities to address the issues identified at the kickoff meeting. Members of both committees expressed concern that any improvements to tourism-related facilities would only result in encouraging more visitors. There was general consensus among community members that the goal of recommended tourist-related facilities is not to attract more visitors during peak months, but rather to make existing resources work more efficiently, improving the experience for residents and visitors.

The consultant team used information from the meetings, stakeholder interviews, planning documents and research to prepare the Existing and Planned Conditions Report (January 2016). Findings from the Existing and Planned Conditions Report were presented at the first of three

Town Hall meetings where community members added to the list of opportunities as shown in Appendix A.

The purpose of Phase 2 was to discuss and refine the opportunities identified in Phase 1. The Steering Committee met to discuss the advantages and disadvantages of each opportunity. The Steering Committee identified the most viable concepts and recommended removing several that were infeasible. The committee also reviewed a list of potential funding tools. The consultant team used that information to prepare a list of facility alternatives, including concept descriptions, illustrations, cost estimates and potential funding sources.

The focus of Phase 3 was to select and refine the preferred alternative(s). The Steering Committee and CAC met to discuss the alternatives and select the most viable options. The preferred alternatives were presented at a second Town Hall meeting where participants voted for the concepts they like best. Many concepts, such as improvements to address traffic congestion, were removed from consideration. The consultant team used the results of these meetings to prepare a list of new and improved tourism-related facilities. The Steering Committee reviewed, refined and approved the recommendations at their final meeting. The final recommendations were presented at the third Town Hall meeting and were approved by the Board of County Commissioners in September 2016.

EXISTING CONDITIONS

Tourism is growing in Tillamook County. About one-third of overnight trips to Oregon occurred at the Oregon Coast in 2013. Two-thirds of visitors to the Oregon Coast live in Oregon. Population in Tillamook County is expected to increase from 25,000 to nearly 29,000 by 2040. The Portland area is expected to grow from 1.7 million to nearly 2.3 million over the same period. Given the fact that Cape Kiwanda is about a two-hour drive from Portland and nearly half of Oregon's population lives in the Portland area, it is reasonable to assume that many of the visitors to Cape Kiwanda are from the Portland area.

To the extent that Cape Kiwanda and Pacific City have the infrastructure to support increases in tourism, tourism is likely to grow at least as fast as the population. Accommodating more visitors will require additional transportation capacity in the form of road improvements, additional parking, pedestrian, and bicycle improvements and other transportation improvements.

The following is a summary of the issues and concerns about tourism-related facilities identified by community members in the early stages of the project.

Parking

In general, public parking in the community is inconsistent in quality and availability. Increasing tourism has put a strain on the parking available during peak spring, summer, and fall months. Even without a festival or event, the parking lot regularly exceeds its capacity on weekends during these seasons. There will never be enough parking stalls in Pacific City-Woods to accommodate visitors at peak times. In fact, many residents do not want to provide any new parking as they fear it will encourage even more visitors.

The Cape Kiwanda public parking lot quickly fills up on a typical summer weekend, resulting in visitors parking in private lots, in adjacent neighborhoods, along the shoulder of Cape Kiwanda Drive or on the beach. Cars parked on Cape Kiwanda Drive and local streets often block residential driveways. Cars parked on neighborhood streets also can cause the roadway to become too narrow for emergency responders.

In addition, sand collects and builds in various locations around the Cape Kiwanda parking lot reducing parking area and obscuring parking stall lines. This can make the parking lot confusing to users. The area near the parking lot offers no barrier separating the beach and primary dune from the paved area and in reality the primary dune in this location does not really exist. Currently, sand intrusion is addressed by mechanically removing the buildup and depositing it back onto the dunes along the beach. County Parks and the Pelican Pub & Brewery fund sand removal several times per year.

In the Turnaround Lot, parking stalls, parking aisles, or pedestrian walkways are not defined. Sand collects, obscuring parking stalls and reducing the available parking area. The sand also forms a hill dividing the Turnaround Lot from the beach that requires drivers using the Turnaround Lot for driving onto/from the beach to accelerate over the hill without clear sight of pedestrians or other obstacles, creating a high safety risk for all users.

Wayfinding

Wayfinding and signage in Cape Kiwanda is inconsistent in message and quality. This can be confusing to visitors as they approach the area from the north and the south. Existing signs do not provide a clear direction to public parking or beach access. There is currently no comprehensive approach to signage, leaving visitors unsure of where they need to go.

Traffic Circulation

Cape Kiwanda Drive, the primary north-south route in the area, serves through traffic and is the primary means for circulating around town to the various destinations in the community. During the off-peak months (winter), traffic volumes are relatively low and traffic circulates in uncongested conditions, though sometimes at speeds that exceed posted limits. During the peak months, the route becomes congested with many different types of users. The high demand and associated issues become most prevalent at the Cape Kiwanda parking lot and beach access. Beach users compete for limited parking resources along the Cape and circulate to look for parking. The resulting traffic volumes degrade the quality of experience for all users and present safety issues. In times of overflow, people circulate and park on adjacent residential streets, at times blocking private driveways and narrowing the roadway so that emergency vehicles cannot get through.

Pedestrian/Bicycle Safety

There are limited designated bicycle and pedestrian facilities along Cape Kiwanda Drive. Those that do exist do not provide connections throughout the community. The lack of facilities and crosswalks from the Cape to and across the Pacific Avenue Bridge forces pedestrians and bicyclists to walk/bike along the street shoulder of Cape Kiwanda Drive. The Cape Kiwanda Marketplace offers various market goods which creates a steady flow of pedestrians moving back and forth from the beach to the market. A speed bump in the southbound lane of Cape Kiwanda Drive has been effective in slowing traffic at peak times. Pedestrian flashing beacons, crosswalks, and a rope barrier also have been installed to create safe movements, but pedestrians continue to cross as desired in front of traffic on Cape Kiwanda Drive.

Many visitors access the beach via the Cape Kiwanda parking lot and Hungry Harbor Road. Currently there is no dedicated pedestrian zone through the parking lot to provide access down to the beach. The public road and beach ramp lack well-defined walkways from Cape Kiwanda Drive, especially on the south side of the road. This results in pedestrians walking in the roadway. The ramp is narrow and offers one lane of travel for vehicles. There are no ADA facilities for residents or visitors to access the beach. Tillamook County Public Works does have plans to widen the Hungry Harbor Road beach access to two lanes and build an additional sidewalk on the south side of the road. This will create additional space for vehicles to access the beach and additional hardscape for pedestrians to walk to and from the beach. The County hopes to put a request for bids out in January and complete the improvements by mid-March 2017.

Beach Safety

The many attractions and activities around Cape Kiwanda draw a variety of people to the area, including tourists, surfers, dory boat fishermen, and residents. The area draws even more visitors because the vehicle access points that allow driving onto the beach are rare along the Oregon coast. The highest amount of the activity for access to the beach is centered on the Cape Kiwanda parking lot. The parking lot includes a paved ramp for beach access for vehicles, also known as Hungry Harbor Road. The different user groups of Cape Kiwanda sometimes create conflicts in terms of access and safety.

Cape Kiwanda State Natural Area is a 185-acre park composed of a rugged sandstone headland, a sand dune over 200 feet high and a forested strip along 1½ miles of ocean beach. Cape Kiwanda State Natural Area has unique attractions that are primarily retained in their primitive state. The sandstone headland at Cape Kiwanda is extremely hazardous. Deceptively treacherous areas have claimed many lives. Slipping sands of the "bowl" and "trough" have surprised visitors and hikers and caused falls into the frothing surf and on the barnacle-covered,

undercut sandstone. Escape from either area is almost impossible without direct assistance. Immediately upon acquiring the park in October, 1973, the State erected 4,000 feet of fence to protect the public from these hazards. However, in the last two years, seven people have died while exploring the Cape.

The beach near the Cape is wide, sandy, and relatively wind-sheltered. The same reason that this location is ideal for the dory boat launches and landings also attracts beach visitors. Landing dory boats must maintain a consistent speed to avoid being swamped by a breaker, which creates a dangerous situation for adults walking or children playing in the surf. Parking for the general public is prohibited in that boat launching area. However, visitors often ignore parking signs which contributes to the dangerous mix of vehicles, boats, and beach combers.

Soft sand is the primary hazard when driving on the beach. Vehicles without four-wheel drive get stuck in the sand and require assistance to get out before the tide comes in. Temporary concrete planks extend Hungry Harbor Road during the summer months, but are not sufficient to prevent all vehicles from getting stuck. Furthermore, efforts to avoid getting stuck requires drivers to maintain a certain speed, creating the potential for conflicts with children, dogs, and unknowing beach combers who step out in front of a vehicle accelerating towards the ramp. Vehicles that do get stuck block all vehicular traffic at the base of the ramp, which is a point of frustration for other users and a serious obstacle for emergency service providers responding to emergencies on the beach.

At the Turnaround Lot, sand collects and forms a hill dividing the lot from the beach. This requires drivers using this beach access point to accelerate up and over the hill without clear sight of pedestrians or other potential obstacles on the other side. The combination of high speeds and a blind approach creates a high risk condition for all users.

Restroom and Garbage Facilities

The Cape Kiwanda parking lot is served by public restrooms that were not constructed to withstand the wear and tear caused by the many users visiting Cape Kiwanda today. This results in high maintenance costs and a poor experience for residents and visitors. Visitors to the Turnaround parking lot are served by a portable toilet provided by the Pacific City – Nestucca Valley Chamber of Commerce.

Garbage is a perpetual problem at the Cape Kiwanda parking lot. The beach and trash receptacles are plagued with excess accumulations of waste from users at the site, visitors on the beach and others from off-site locations. Recycling opportunities on-site are minimal.

RECOMMENDATIONS

The following recommendations for new and improved tourism-related facilities and infrastructure were developed to address the community concerns described above: parking, traffic circulation, pedestrian/bicycle safety, beach safety, and restroom and garbage/recycling facilities. The intent is not to attract more visitors during the peak season. Rather, the recommended facilities and improvements utilize existing resources more efficiently, improving the experience for residents and visitors. The recommendations are organized in three phases, with preliminary cost estimates and potential funding sources (Figure 3).

PHASE 1 (2017-2018)

Project: Require a Fee to County Parking Lots

Cost Estimate: \$75,000 start-up; \$20,000 annual operations

Funding Source: OPRD Local Government Grant Program

The Cape Kiwanda and Turnaround parking lots are the only County Parks-owned lots in Tillamook County that do not require a parking fee. Fees are \$4 for a daily pass and \$45 for an annual parking pass. To implement a pay-to-park program, County Parks will install kiosks in both lots to collect the daily fee or accept an annual pass. The pay for parking program would eventually be extended to a new public parking lot on the current site of Webb Park. Implementing a pay-to-park program will help improve overall parking management and provide a much-needed revenue stream for improving Park facilities.

Requiring a fee to park in these lots must be paired with enforcement to be effective. The Steering Committee noted that allowances should be made so the fee program does not interfere with dory staging in the lot.



Approximately \$75,000 will be needed to plan for and install the kiosks. After the initial investment, revenues generated by parking fees will cover the estimated \$20,000 needed annually for operations with surplus funds contributing to parking meter enforcement, parking lot maintenance, or other on-site needs. Initial capital costs could be provided by County Parks or Tillamook County and repaid with parking fee revenues. The OPRD Local Government Grant Program also is a possible source for start-up funds.

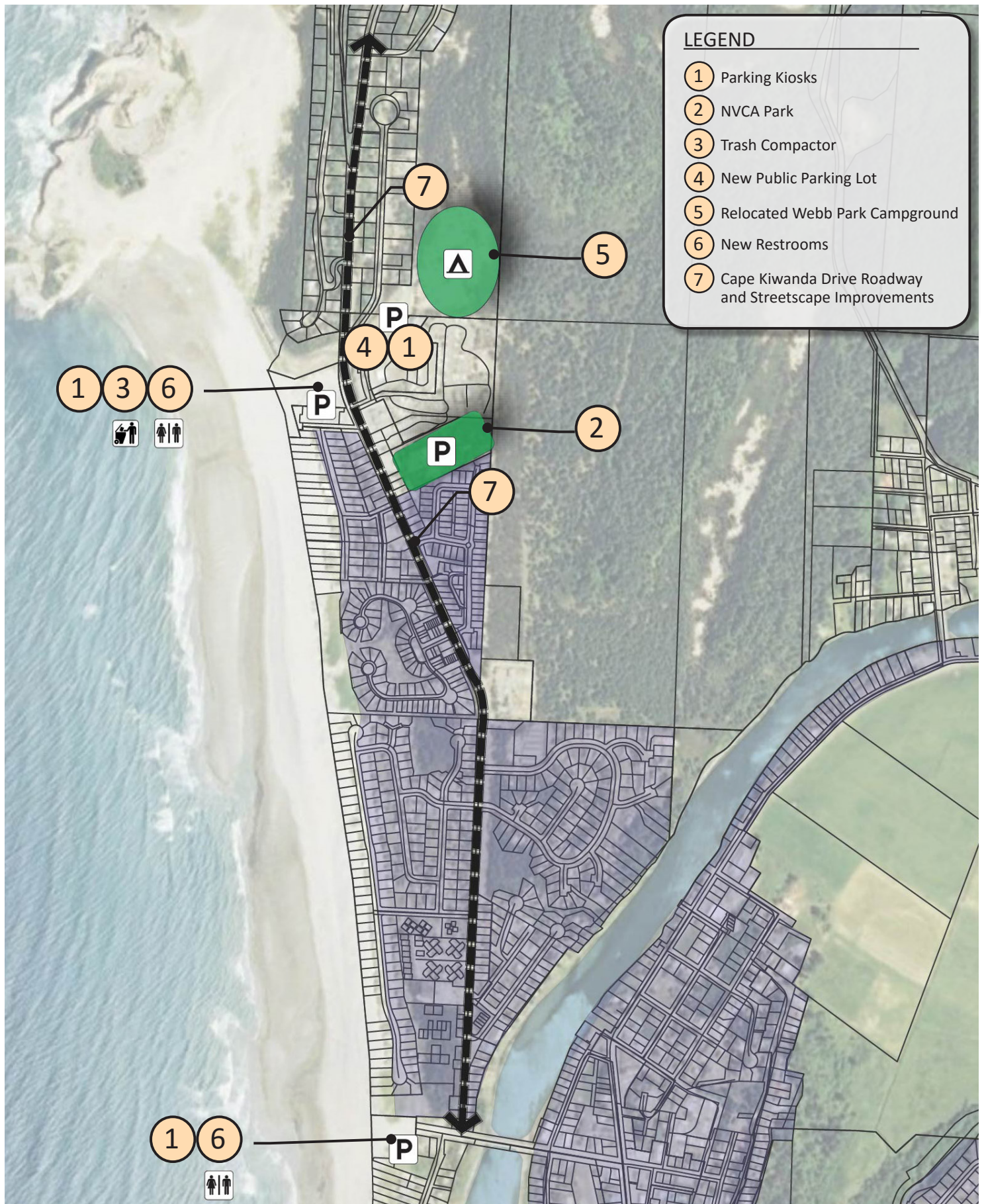
Project: Parking Management Plan

Cost Estimate: \$20,000

Funding Source: Transient Lodging Tax, state grants

A Parking Management Plan will develop parking management strategies to coordinate short and long term parking throughout the area, including where parking is located and how it is administered and maintained. The planning process will include a count of current and proposed public parking spaces and a community discussion to agree on a maximum number of spaces Pacific City can accommodate from infrastructure and livability standpoints. The Parking Management Plan will describe how public parking spaces are managed efficiently across the system and include wayfinding strategies to ensure visitors are aware of all public parking

Figure 3. New and Improved Facilities



NEW AND IMPROVED FACILITIES
CAPE KIWANDA



opportunities. Options should be explored for on-street and off-street provisions, shuttle services, and seasonal, residential and commercial parking restrictions and permit programs. It also will consider how parking-related infrastructure improvements (e.g. removing on-street parking from Cape Kiwanda Drive, creating a new public parking lot at the Webb Park site) will impact the system. County Parks will need to coordinate with the Pelican Pub & Brewery to manage the adjacent Pub and Cape Kiwanda lots as many visitors do not distinguish between the two.

Project: Trash Compactor and Recycling Program at Cape Kiwanda Parking Lot

Cost Estimate: \$30,000

Funding Source: Transient Lodging Tax, OPRD Local Government Grant Program



Replacing existing waste receptacles with a new trash compactor will help address garbage-related issues at the Cape. Since the trash compactor can accommodate more garbage, it will eliminate excess accumulations of solid waste and reduce the number of needed pickup trips. County Parks should coordinate with the County Solid Waste Department to install new recycling

facilities and develop outreach strategies to encourage visitors to recycle. In addition, County Parks and OPRD should explore opportunities to increase the number of trash receptacles on or near the beach to reduce the amount of litter. The cost to purchase and install a trash compactor would be approximately \$25,000 and could be funded by the TLT and/or the OPRD Local Government Grant Program. An additional \$5,000 will be needed to launch the recycling effort.

Project: New Restrooms at Cape Kiwanda Parking Lot

Cost Estimate: \$200,000

Funding Source: Transient Lodging Tax, OPRD Local Government Grant Program

Replacing the existing restroom facility at the Cape Kiwanda parking lot with a new structure that is more resilient to heavy use and vandalism will reduce maintenance costs and improve the user experience. The estimated cost to purchase and install a new facility similar to those used at some OPRD campgrounds is approximately \$200,000. The restroom could be paid for by the TLT and/or OPRD Local Government Grant Program.



PHASE 2 (2019-2021)

Project: Cape Kiwanda Drive Pedestrian, Bicycle and Roadway Improvements

Cost Estimate: \$1.5 million – \$2 million

Funding Source: To be determined combination of state and local sources

Adding pedestrian and bicycle infrastructure to Cape Kiwanda Drive will improve connections along the roadway and to surrounding areas. A 12-foot wide multi-use path on the west side

of Cape Kiwanda Drive will provide a much needed connection for pedestrians and bicyclists of all ages between the Cape area and the Pacific Avenue Bridge. The path will accommodate pedestrian and bicycle traffic in both directions along the corridor, as shown in the Figure 4 cross-section. The west side of the road is preferred to allow users access to the beach without crossing Cape Kiwanda Drive. We recommend a public bike parking area near the Alder Street intersection to encourage users to park their bicycles and walk to their destination within the Cape area. Two lanes of vehicular traffic will be maintained along Cape Kiwanda Drive with most on-street parking removed and a left turn lane added for access to the future Community Park.

Crosswalks, ADA curb ramps, and curbed medians will help calm traffic and create a more comfortable environment for pedestrians. While this project will promote and define pedestrian and bicycle facilities, it does not address traffic circulation. The estimated cost of all improvements is \$1.5 - \$2 million. The design and construction will require funds from multiple sources which could include TLT funds, local taxes and state grants. An overview of proposed improvements is included as Appendix B.

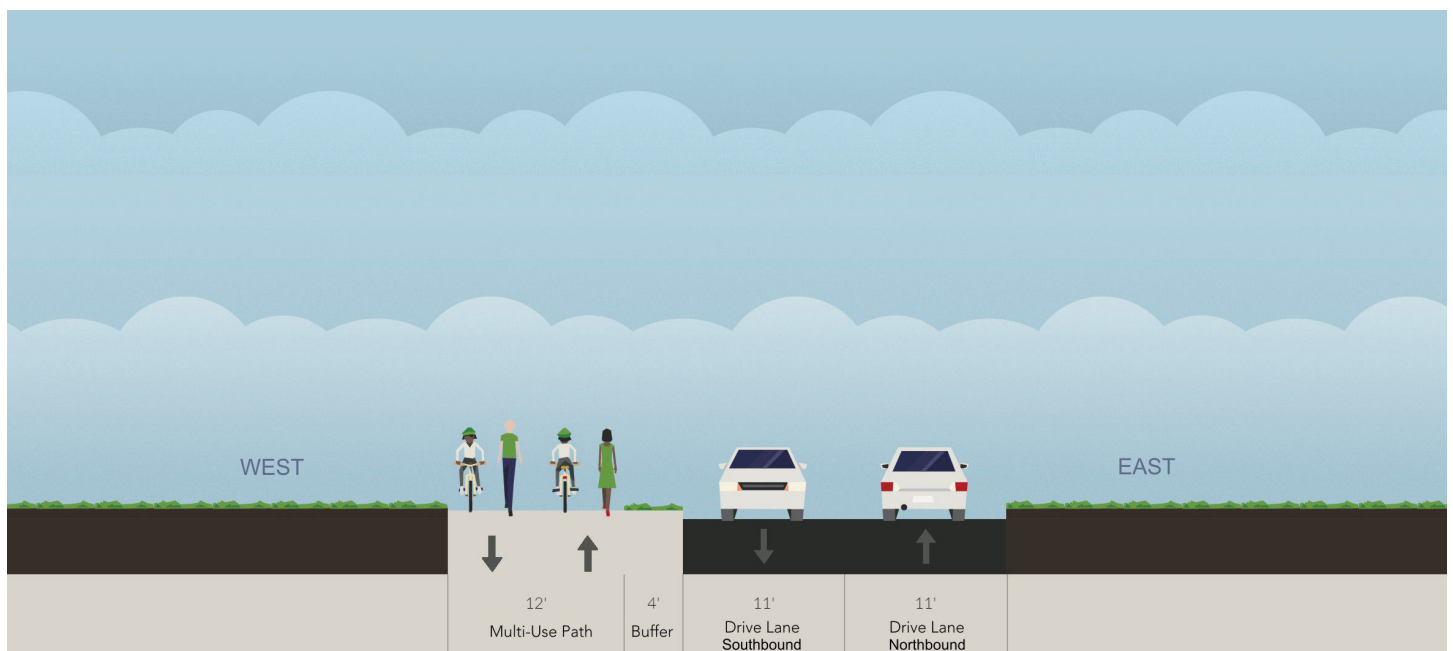


Figure 4. Cape Kiwanda Drive Cross Section

Project: Parking Shuttle

Cost Estimate: \$150,000 infrastructure, \$60,000 annual operations

Funding Source: To be determined combination of state and local sources

Tillamook County will work with Tillamook County Transit District (TCTD) to launch a shuttle from the Cape Kiwanda parking lot to other lots, including public parking opportunities at the Turnaround Lot, Pacific City Boat Launch, Bob Straub State Park and along Brooten Road. The shuttle will help reduce congestion at Cape Kiwanda by spreading visitors out along the beach, keeping cars away from the congested Cape area, and encouraging visitors to patron a broader range of Pacific City businesses.



In 2016, TCTD provided a shuttle for the Pacific City Dory Days Festival. The round-trip shuttle ride took approximately 20 minutes and the route extended from Chester's Thriftway Market on Brooten Road at Shade Street to the WAVE Pelican Pub & Brewery Bus Stop on Alder Street near Cape Kiwanda Drive. The experiment was considered a success, with more than eight passengers per hour during the limited time period. Most of the riders were local residents happy to leave their cars at home. Another large group of riders came from the KOA and other campgrounds. TCTD will consider providing this service for future events.

The cost of planning and infrastructure improvements is approximately \$150,000 and operations costs are approximately \$60,000 annually. Infrastructure improvements could be funded by a TLT grant. A combination of local revenue sources could be used to fund ongoing operations of the shuttle service, including a local/business improvement district, other local taxes and parking fees. TCTD is interested in administering the shuttle service and may be able to contribute some level of funding over time. Planning for the shuttle should begin immediately with a goal of launching the service sometime during Phase 2. Planning considerations include year-round versus seasonal service hours of operation, and the location of shuttle stops.

Project: New Restrooms at Turnaround Lot

Cost Estimate: \$100,000

Funding Source: Transient Lodging Tax, OPRD Local Government Grant Program

Use of the Turnaround Lot will likely increase once the sand is cleared on a regular basis by Tillamook Lightwave. A permanent restroom would be a logical amenity for the visitors using the lot. Some Steering Committee members are concerned that a permanent restroom will attract more use. Others prefer that visitors use a permanent facility rather than finding other alternatives. Portable restrooms will be used until increased use warrants a permanent facility. A new facility resilient to heavy use and vandalism would cost about \$100,000 and could be funded through the TLT and/or OPRD Local Government Grant Program.



PHASE 3 (2022-2027)

Project: Relocate Webb Park / Construct New Parking Lot

Cost Estimate: \$3 million

Funding Source: To be determined combination of state and local sources.

This is the only recommendation that adds parking capacity to the Cape Kiwanda area, although it may merely offset the loss of parking from Cape Kiwanda Drive and local streets. Webb Park is in a convenient location for a new parking lot, just across the street from the Cape Kiwanda parking lot. The tract located just northeast of Webb Park is owned by Tillamook County and sits vacant. The County Tract provides an opportunity for the campground to expand, increasing revenues to be used in the area. To develop a new Webb Park on the County Tract, Tillamook County and County Parks must first agree on the best mechanism to designate the tract as a park and bring it under County Parks' jurisdiction.

The phasing of this development is critical. The new campground must be completed and operational before the current park closes so that campground services and revenues are uninterrupted. Developing the new campground will require extending and possibly enlarging

public utilities to the site. The new parking lot will require vehicular and pedestrian access to Cape Kiwanda Drive in addition to a realignment of Circle Drive. Once the new campground is complete, the existing campground would be redeveloped as a parking lot, maintaining the existing restroom and fish cleaning facilities. The estimated cost for redevelopment is approximately \$3 million. This could come from a number of sources, including state grants and local tools, such as a general obligation bond, parking fees, and TLT.

LONG-TERM CONSIDERATIONS

While the recommendations for new and improved tourist-related facilities address many of the issues identified throughout the process, they may prove insufficient in the long-term. There is still significant development potential in Pacific City that will further impact existing and planned facilities. Long-term solutions will require ongoing evaluation.

Traffic circulation is the one community concern that is not addressed by any of the recommended new or improved facilities. The community considered, but did not support several options to improve traffic circulation during the process. These options included:

- A “backage road” that would begin at Circle Drive and run parallel to Cape Kiwanda Drive behind the Inn at Cape Kiwanda and Cape Kiwanda Market Place and reconnect with Cape Kiwanda Drive just north of Doryland Pizza.
- A “loop road” that would begin near Circle Drive and head east around the Cape Kiwanda RV Park and reconnect to Cape Kiwanda Drive to the south of Doryland Pizza. The loop road would include on-street parking.
- A roundabout just north of the Cape Kiwanda parking lot that would distribute vehicles to rental properties north of the parking lot, Circle Drive, the new parking lot at Webb Park and a potential backpage road, as shown in Figure 5.

Figure 5. Roundabout and Backage Road



Many of the recommendations described above will help relieve traffic congestion to some degree as visitors become more aware of parking and beach access. The County and Pacific City-Woods community should assess the level of traffic congestion as the Master Plan recommendations are implemented and determine if additional measures to address traffic circulation are needed.

Related Efforts

Cape Kiwanda Safety Steering Committee

The Cape Kiwanda Special Safety Work Group is comprised of state and local officials, local residents and business owners and emergency responders. Select members of the larger Work Group comprise the Cape Kiwanda Safety Steering Committee. The Committee's charge is to offer viable recommendations to State and local organizations to educate and encourage safe recreation behaviors in response to the increasing number of people who have died while climbing the bluffs at the Cape. The Steering Committee met most recently on July 28th and will have preliminary recommendations in late September, which may include: more fences and signs; changing fence locations and sign types; and direct outreach to young adults through social media or high schools.

Enhanced Sheriff Patrol District

Increasing law enforcement in the Cape Kiwanda area is critical, addressing a number of community concerns. Residents of Pacific City, Woods and Neskowin are considering the possibility of establishing an Enhanced Sheriff Patrol District (ESPD) that would be funded through a portion of their property taxes. A recent survey showed 2-to-1 support for putting the issue to a public vote. The ESPD would serve a defined geographic area within unincorporated Pacific City-Woods the same size as the Pacific City Joint Water-Sanitary Authority service area, as well as a separate location that encompasses the Neskowin watershed. These areas are increasing demand for law enforcement services more than the less-populated unincorporated areas served by the Sheriff's Office.

Residents who live within the ESPD will see an increase in patrol hours and a decrease in response time. One or two deputies (depending on a citizen committee decision) would be assigned only to these districts. Deputies hired would be required to live in or within a few miles of the District and be subject to call out. The enhanced patrol would not change the current level of patrol currently funded by the general fund. The additional deputies will not provide 24 hour coverage, but would be present year-round.

The next step is for the Pacific City-Woods and Neskowin communities to form a committee to work with the Sheriff's Office and Board of County Commissioners to prepare a ballot measure that would go before voters in March 2017.

OPRD Pilot Program

Through a 2016 pilot project, OPRD found that staffing Cape Kiwanda with a Park Ranger provides a better visitor experience. If current funding levels remain, they plan to continue providing that service during the peak season and holidays. Staff from Cape Lookout working in the area to service Whalen Island and Sitka Sedge state parks also will visit Cape Kiwanda regularly throughout the year.

Wayfinding

Visit Tillamook Coast sponsored a Tillamook Coast Wayfinding Master Plan to work with local communities to offer solutions for wayfinding issues. The Pacific City-Woods community should work with Visit Tillamook Coast to identify needed signage, kiosks, and visitor services and pursue funding for installation.

Sand Removal

Sand inundation is an ongoing issue for residents and business owners in Pacific City, as well as public entities responsible for maintaining public improvements. Remedial grading efforts to remove sand that inundates private residences and the Cape Kiwanda parking lot occur several times per year and the sand is re-deposited back onto the dunes along the beach. Ongoing remedial grading efforts are frequent and can be costly to oceanfront homeowners and public entities.

County Parks and the Pelican Pub & Brewery share the cost of sand removal of the Cape Kiwanda Parking area. Under a new agreement, Tillamook Lightwave has assumed responsibility for removing sand from the Turnaround Lot. The three entities may be able to reduce costs by coordinating their permitting and contracting efforts for the two parking areas.

The Unincorporated Community of Pacific City/Woods has a recognized Foredune Management Plan in compliance with Statewide Planning Goal 18: Ocean Beaches. The Foredune Management Plan regulates grading of the foredune to maintain views of the Pacific Ocean. The Foredune Management Plan requires ongoing stabilization and maintenance measures, including plantings. Challenges to implement the Plan include the cost and protecting plantings from public use of the beach.

Pacific City-Woods Community Plan Update

The Pacific City-Woods community is currently working with County staff to update the Pacific City-Woods Community Plan. As part of this effort, we recommend community members create a shared vision for the future of the area, addressing questions such as what type and how large a community they want to be.

IMPLEMENTATION

Tillamook County Transient Lodging Tax

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. Of the 70% devoted to tourism marketing, promotion and tourism-related facilities, 45% is 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 five years (1% decrease per year).

Based on revenues like those in 2014, the County would have about \$875,000 in revenue per year to spend on facilities county-wide, including Fairgrounds projects, Strategic Investment Projects, and Grant Solicitations. This amount will change with the changes in TLT revenues, as well as changes in the percentage of Tourism funds spent on facilities projects over the next five years.

By state law and county ordinance, a "tourism-related facility" means: a) a conference center, convention center or visitor information center; and b) other improved real property that has a useful life of ten or more years and has a substantial purpose of supporting tourism or accommodating tourist activities. Under this definition we have determined that the following recommendations could be funded in total or in part through the Transient Lodging Tax: trash compactor at Cape Kiwanda parking lot, new restroom at Cape Kiwanda parking lot, Pacific City shuttle service, new restrooms at Turnaround Lot, and relocated Webb Park / new parking lot. Furthermore, we predict these projects would score highly on the following TLT evaluation criteria:

- Degree of positive economic impact. This may be hard to measure for the infrastructure projects proposed in this report.
- Degree of visitor experience impact. More parking, better access to parking, reduced traffic congestion, less litter, and clean restroom facilities all contribute to a positive visitor experience.
- Operations and maintenance sustainability. The purpose of the restrooms and trash compactor is precisely to reduce operations and maintenance costs.
- Extent of community support. The Master Plan process is significant evidence of broad community support.
- Project readiness. The restrooms and trash compactor can be installed with little advanced planning. The shuttle service requires some advanced planning and coordination with the TCTD. The Webb Park / new parking lot project is complex and will require years of coordination, planning and design before construction can begin.

A number of state and local funding tools could be used to pay for new and improved facilities. A complete list of these funding tools is described in Appendix C. The following matrix summarizes which projects are eligible for each funding tool.

Table 1. Funding Tools

Project	Local/ Bus. Imp District	GO Bond/ General Fund	Parking Fees / Boat	Boat Ramp Fee	Transient Lodging Tax	Local Gas Tax	Public Private Partner- ship	State Grants
Parking fee kiosks		●	●	●				●
Parking Management plan		●			●			●
Trash compactor/ Recycling Program	●	●	●	●	●		●	●
Restrooms (Cape Kiwanda lot)	●	●	●	●	●		●	●
Cape Kiwanda Drive improvements	●	●	●	●		●		●
Parking shuttle (infrastructure)	●	●	●	●	●		●	●
Restrooms (Turnaround lot)	●	●	●	●	●		●	●
Webb Park / new parking lot	●	●	●	●	●	●	●	●

NEXT STEPS

We recommend the following short-term actions to begin implementing the Cape Kiwanda Master Plan for Tourism-Related Facilities and coordinate long-term activities:

- Convene the Master Plan Steering Committee or a sub-group of the Steering Committee on an annual or semi-annual basis to report on the progress that has been made on implementing the Master Plan and coordinate future activities.
- Pursue TLT or state grants to prepare a Cape Kiwanda Parking Management Plan. Initiate work to design proposed improvements to Cape Kiwanda Drive.
- Prepare and submit applications to the OPRD Local Government Grant program for the trash compactor at Cape Kiwanda parking lot, new restroom at Cape Kiwanda parking lot and pay-to-park kiosks.
- Include the trash compactor and new restroom at Cape Kiwanda parking lot in the 2017-2018 County Budget Committee requests for TLT funding.
- Initiate discussions with TCTD staff to identify potential funding sources for parking shuttle maintenance and operations. Continue to use large events (e.g., Dory Days, Reach the Beach) to pilot the shuttle.
- Initiate discussions between Tillamook County and County Parks to determine how to designate the County Tract as park land and bring it under County Parks' jurisdiction. Pursue funding to begin planning the new campground and parking lot.

Appendix A. Complete List of Opportunities to Address Cape Kiwanda Issues

Issue	Opportunity
Automobile Circulation	New road east of the Inn at Cape Kiwanda, parallel to Cape Kiwanda Drive with public parking.
	New road east of Cape Kiwanda RV Park to BLM land, parallel to Cape Kiwanda Drive with public parking.
	Traffic calming treatments on Cape Kiwanda Drive.
	Roundabout at Cape Kiwanda parking lot.
	Make the Pacific Avenue/Cape Kiwanda Drive intersection a all-way stop.
	Reduce posted speed limits along Cape Kiwanda Drive.
	Fix potholes on Cape Kiwanda Drive.
	Pedestrian/Bicycle Circulation
Pedestrian/ Bicycle Circulation	Install contiguous sidewalks from Pacific Avenue Bridge to Cape Kiwanda parking lot.
	Install contiguous multi-use paths from Pacific Avenue Bridge to Cape Kiwanda parking lot.
	Parking
Parking	Relocate Webb Park to adjacent parcel; convert Webb Park to parking lot with restrooms.
	Initiate shuttle service to circulate among local parking lots (Cape Kiwanda, PC Community Park, Turnaround, Bob Straub, Boat Launch).
	Initiate shuttle service to circulate among Cloverdale, Pacific City, Woods and Tierra Del Mar.
	No parking on Cape Kiwanda Drive.
	No parking on one side of Cape Kiwanda Drive
	No parking on local streets.
	No parking on one side of local streets.
	Construct parking garage.
	Parking fee in Cape Kiwanda parking lot, Turnaround lot, and potential lot on Webb Park site.
	Sand
Sand Management	Remove sand on regular basis.
	Grade dunes at Turnaround lot and Bob Straub State Park on a regular basis.
	Replant beachgrass to stabilize dune.

Way-finding	Create Pacific City app to direct drivers to available parking.
	Use electronic signs to direct drivers to available parking.
	Assess existing signs and create cohesive wayfinding system throughout Cape Kiwanda area.
Beach Safety	Create beach safety educational materials to place in local shops.
	Construct booth along Hungry Harbor Drive to intercept and educate visitors.
	Add County Sheriff staff to enforce regulations.
	Add OPRD staff to enforce regulations.
	Use temporary warning signs that can be put up and removed by Dorymen on a daily basis to establish a pedestrian safety zone from parking lot to Cape.
	Use posts and cable to establish a pedestrian safety zone from parking lot to Cape.
	Construct boardwalk from parking lot to Cape.
	Construct lifeguard tower; employ lifeguards during peak season.
	Do not allow vehicles on beach.
	Charge fee to park on beach; "sand pass".
	Ideas to prevent more deaths at Cape (memorial? Other?)
Infrastructure and Facilities	Increase frequency of restroom maintenance.
	Construct new restroom facilities at Cape Kiwanda parking lot.
	Construct additional restroom facilities (Turnaround, Tierra Del Mar).
	Reduce or mitigate impacts of visitors on sewer infrastructure.
	Increase garbage pickup frequency.
	More garbage receptacles in more convenient locations.
	Bags and receptacles for pet waste.

Appendix B. Proposed Cape Kiwanda Improvements

A 12-foot wide multi-use path on the west side of Cape Kiwanda Drive will provide a much needed connection for pedestrians and bicyclist of all ages between the Cape and the Pacific Avenue Bridge. The multi-use path will accommodate pedestrian and bicycle traffic in both directions along the corridor. The west side of the road is preferred to allow users access to the beach without crossing Cape Kiwanda Drive. Crosswalks will be striped at intersecting streets to provide a delineated connection for residents on the east side of the road to access the multi-use path.

The multi-use path layout assumes the path will be built four feet from the west edge of the southbound travel lane to provide a higher quality experience for the users, versus walking/biking next to traffic. One to four feet of right-of-way or public easement acquisition is likely necessary along much of the corridor and 12 feet for small portions at the south end where available right-of-way is only 30 feet wide. In addition, four southbound right-turn lanes (at Shore Pine Drive, Neptune Drive, Four Sisters Lane, and Kiwanda Community Center) will be removed to avoid additional impacts to adjacent properties. At the north end of the project, the path will end at the Alder Street intersection. We recommend a public bike parking area near this intersection to encourage users to park their bicycles and walk to their destination within the Cape area.

Sidewalks, crosswalks, ADA curb ramps, and curbed medians will be added to roadways (primarily Cape Kiwanda Drive) in the Cape area to help calm traffic and create a comfortable environment for pedestrians. The concept layout below highlights the following recommendations:

- Curb and sidewalk should be added along the west side of Cape Kiwanda Drive from the northerly driveway of Cape Kiwanda Inn to Hungry Harbor Road. A curbed median and crosswalk on the north side of the Hungry Harbor Road intersection provides an additional safe opportunity for pedestrians to access the beach from Cape Kiwanda Inn and associated shops.
- Pedestrian walkways should be striped along both sides of Hungry Harbor Road to provide a dedicated space for pedestrians to access the beach from the parking lot and Cape Kiwanda Drive.
- The existing sidewalk on the east side of the road (near Doryland Pizza) should be extended south along Cape Kiwanda Drive to the new community park driveway access.

In addition to these pedestrian improvements, a southbound left-turn lane will be added along Cape Kiwanda Drive for access into the proposed NVCA community park.







Appendix C. Funding Dictionary

Local Funding – Development Driven

Local Improvement District (LID)

How It Works	A special assessment district where property owners are assessed a fee to pay for capital improvements, such as streetscape enhancements, underground utilities, or shared open space. LIDs must be supported by a majority of affected property owners.
Fund Sources	LID bonds are backed by revenue committed by property owners (which can be public as well as private).
Benefits	<ul style="list-style-type: none"> • Organizes property owners around a common goal. • Allows property owners to make payments over time to bring about improvements quickly that benefit them individually. • Improvements within smaller areas can enhance catalytic and redevelopment value of the area. • LIDs can be bundled with other resources such as TIF.
Drawbacks	<ul style="list-style-type: none"> • Setting up fair LID payments for various property owners, who are located different distances from the improvement, is challenging. • Some lenders insist that LIDs be paid off when properties are transferred. • Small geographic areas may not have sufficient LID revenues to support bonds for the desired improvement.

Economic Improvement District (EID) / Business Improvement Area (BID)

How It Works	An EID. is a funding mechanism designed to enable a community to fulfill its commercial revitalization goals and plans; and is established as an assessment to property owners for use in promoting and improving the defined business district. A BID. is a funding mechanism designed to enable a community to fulfill its commercial revitalization goals and plans; and is established as an assessment (surcharge on business licenses) to business owners for use in promoting and improving the defined business district.
Fund Sources	EID (Property Owners), BID (Business Owners)
Benefits	<ul style="list-style-type: none"> • Flexible source of funding that organizes property owners around a common goal. • Allows property owners to make payments over time to bring about improvements quickly that benefit them individually. • Improvements within smaller areas can enhance catalytic and redevelopment value of the area. • Like LID's, can be bundled with other resources such as TIF. • A BID can be renewed indefinitely, but an EID has a term limit of 5 years.

Local Funding – Public / Increased Fees

General Fund and General Obligation (GO) Bonds

How It Works	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. Raises property owner taxes.

County Transient Lodging Tax (TLT) and Tourism Marketing and Promotions Grant Program

How It Works	<p>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.</p> <p>Beginning July 1st, 2016, Tillamook County will change 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% will be spent on tourism-related facilities, declining to 50% over 5 years (1% decrease per year). This has yet to be adopted by the County.</p> <p>Based on revenues like those in 2014, the County would have about \$875,000 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</p>
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.
Drawbacks	<ul style="list-style-type: none"> Grants are limited to tourism promotion and are competitive. This is likely a tool that will be limited to programs like wayfinding, branding, and infrastructure or services that directly support tourism.

Day Use Parking Lot User Fee

How It Works	<p>A fee per vehicle would be charged to park in the day use parking lot. Many cities have collected user fees for services that they direct into enterprise funds that provide dedicated revenue to fund specific projects. A parking revenue fund is an example.</p> <p>A day use parking fee must be implemented as part of a comprehensive parking strategy for Cape Kiwanda, to prevent visitors from parking along residential streets or in private parking lots.</p>
Fund Sources	Visitors and residents.
Benefits	<ul style="list-style-type: none"> • Majority of revenue from visitors • Allows for new revenue streams into the County. • If implemented as part of a comprehensive parking strategy for Cape Kiwanda, the parking system may alleviate visitor parking in residential areas.
Drawbacks	<ul style="list-style-type: none"> • Grants are limited to tourism promotion and are competitive. • This is likely a tool that will be limited to programs like wayfinding, branding, and infrastructure or services that directly support tourism.

County Fuel Tax

How It Works	A tax on the sale of gasoline and other fuels, levied as a fixed dollar amount per gallon. Typically, the use of local fuel tax revenues is limited to transportation projects. Tillamook County currently does not have a fuel tax.
Fund Sources	Users of the transportation system.
Benefits	<ul style="list-style-type: none"> • Gas stations already collect state and federal gas tax revenues, and could easily collect local gas tax revenues as well. • Revenues tend to be fairly stable and predictable, though subject to broader economic trends.
Drawbacks	<ul style="list-style-type: none"> • Requires public vote. • Unlikely to be politically feasible.

Fees or Other Dedicated Revenue

How It Works	Many cities 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.
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.

Other Tools

Land Disposition

How It Works	The public sector sometimes controls land that has been acquired with resources that enable it to dispose of that land for private and/or nonprofit redevelopment. In select cases, land acquired with funding sources such as tax increment, EB5, or through federal resources such as CDBG or HUD Section 108 can be sold or leased at below-market rates for various projects to help achieve redevelopment objectives.
Fund Sources	Land sales, CDBG/HUD 108.
Benefits	<ul style="list-style-type: none"> • Increases development feasibility by reducing development costs. Gives the public sector leverage to achieve its goals for the development via development agreement process with developer.
Drawbacks	<ul style="list-style-type: none"> • Public agencies sometimes buy land at the appraised value because they want to achieve multiple goals, which can impact costs of future public and private acquisitions. • Requires careful underwriting and program administration to reduce public sector risk and ensure program compliance