PACIFIC CITY
WOODS PARKING STUDY

JULY 2019

PREPARED BY
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ACKNOWLEDGEMENTS

Development of the Pacific City/Woods Parking Management Plan (PMP) was guided by a Project Management Team, a Project Advisory Committee, and the public.

PROJECT MANAGEMENT TEAM

The Project Management Team (PMT) consisted of Tillamook County staff, a representative from the local business community and the Tillamook County Transportation District, and the consultant team.

- Rachel Hagerty, Tillamook County Board of Commissioners' Office
- Susan Corbisiero, Tillamook County Board of Commissioners' Office
- Delbert Schleichert, Tillamook County Parks
- JoAnn Woelfle, Tillamook County Parks
- Chris Laity, Tillamook County Public Works
- Doug Pilant, Tillamook County Transportation District
- Jeff Schons, Nestucca Ridge Development
- Matt Bell, Kittelson & Associates, Inc.
- Camilla Dartnell, Kittelson & Associates, Inc.

PROJECT ADVISORY COMMITTEE

The Project Advisory Committee (PAC) consisted of all members of the PMT as well as other State and County staff and representatives from the local business community, civic and social institutions, and the public.

- David Yamamoto, Tillamook County Board of Commissioners' Office
- Andy Long, Tillamook County Sheriff's Office
- Sarah Absher, Tillamook County Department of Community Development
- Dennis Comfort, Oregon Parks and Recreation Department
- Kirk Barham, Oregon Parks and Recreation Department
- Jim Oeder, Nestucca Rural Fire Protection District
- Marie Heimburg, Nestucca Valley Community Alliance
- Ray Monroe, Pacific City Doryman's Association
- Merrianne Hoffman, Pacific City- Nestucca Valley Chamber of Commerce
- Larry Rouse, Pacific City/Woods Citizen Advisory Committee
- Janine Belleque, Oregon State Marine Board (Boating Facilities Manager)

PAC members devoted a substantial amount of time and effort to the development of the PMP. Their participation was instrumental in the development of the recommendations that are presented in this report. The Pacific City/Woods parking system will be better because of their commitment.

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INTRODUCTION

Tillamook County initiated the development of the Pacific City/Woods Parking Management Plan (PMP) in September 2017. The purpose of the PMP is to identify parking policies and strategies to improve the visitor experience and livability for Pacific City/Woods residents, especially during peak summer months.

The Pacific City/Woods area has an estimated population of just over 1,000 year-round residents. In the summer, the population increases significantly with residents and visitors accessing the beach, dunes, and commercial establishments. The influx in visitors creates issues, many of which are due to a high demand for parking. People park illegally in parking lots and on shoulders, and those trying to find parking circulate in the area, causing congestion.

The Cape Kiwanda Master Plan, adopted in September 2016, formed the basis for this PMP. The Cape Kiwanda Master Plan outlined several key steps to achieving the Master Plan objectives of:

- 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 encouraging longer stays
- Attracting new visitors during the shoulder seasons

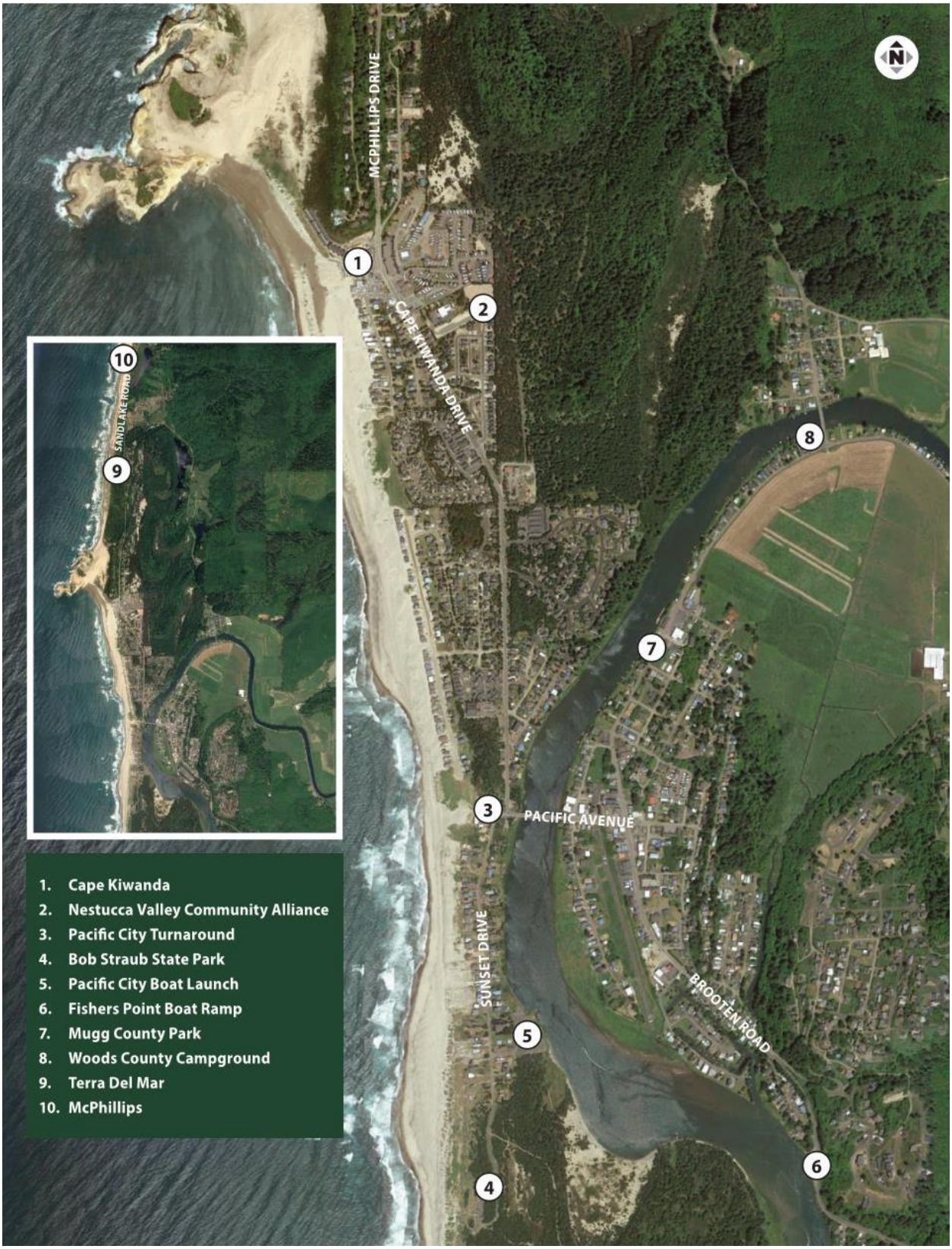
The first two near-term strategies identified in the Cape Kiwanda Master Plan include requiring a fee to park in County parking lots and preparing a PMP. The parking fee strategy was evaluated during the PMP process.

This PMP includes a comprehensive look at the parking facilities in the Pacific City/Woods area. It considers how they are currently being used, outlines recurring issues for residents and visitors, and identifies implementable solutions to improve the visitor experience and livability for local residents.

STUDY AREA

This study area includes several surface parking lots located near the Cape and further south along Cape Kiwanda Drive, Sunset Drive, and Brooten Road. The study area also includes several streets that allow on-street parking near the Cape, including Alder Street, Shore Drive, Pine Street, Madrona Drive, Circle Drive, Cape Kiwanda Drive and McPhillips Drive. The specific locations included in the study area are shown in Figure 1.

Figure 1: Study Area



PLANNING PROCESS

Development of the PMP began with a review of several background documents, including the Cape Kiwanda Master Plan, Tillamook County Transportation District Transit Development Plan, Tillamook Coast Wayfinding Master Plan, Pacific City/Woods Transportation Plan, and Pacific Avenue & Cape Kiwanda Drive Intersection Plan. Each of these documents included information that helped guide development of the PMP.

Next, an inventory of existing on- and off-street parking facilities was conducted to determine the total number and type of parking stalls located within the study area, the infrastructure that supports access to/from the parking facilities, and the primary users of the facilities. Following the inventory, a survey of on- and off-street parking conditions was conducted over two days in summer 2018, including a typical mid-week day and a typical weekend day. The survey provided information on existing parking conditions, including occupancy, duration of stay, and turnover as well as the effectiveness of existing policies and strategies.

After the existing parking conditions were analyzed, the team developed a preliminary list of potential policies and strategies for consideration within the Pacific City/Woods area. These policies and strategies were developed based on previous planning work, a series of interviews with agency staff of nearby similar communities (Cannon Beach, Newport, Lincoln City), and industry best practices. The preliminary list of policies and strategies was evaluated based on input from the PMT, PAC, and the public, and a preferred list of policies and strategies was selected for inclusion in the PMP.

PUBLIC INVOLVEMENT

As indicated previously, the PMT, the PAC, and the public guided development of the PMP. The PMT met with the PAC three times throughout the planning process to discuss the parking inventory, the preliminary list of policies and strategies, the parking survey, and the final plan. Each PAC meeting was open to the public. The PMT also hosted a town hall meeting at the Kiawanda Community Center in Pacific City to discuss the preliminary list of policies and strategies and solicit feedback on the preferred list. The goal of the public involvement process was to develop a PMP that improves the experience for visitors and livability for local residents.

VISIONS, GOALS, AND OBJECTIVES

Pacific City has an abundance of visitors during the summer. This plan does not intend to provide parking for all visitors and residents that may want to come to Pacific City/Woods. Instead, the vision for the plan is to improve the livability of the Pacific City/Woods area and to improve the parking experience for both visitors and residents.

The goals and objectives for the PMP were developed to help realize the vision and reflect the goals and objectives for the Cape Kiwanda Master Plan and input from the PMT and PAC. The goals and objectives were used to guide the planning process,

including the development, evaluation, and selection of the policies and strategies included in the PMP. In the future, the goals and objectives will provide guidance on implementation of the policies and strategies and help the County plan for and consistently work towards improving the user experience and livability for local residents. The goals and objectives include:

- Reduce congestion and improve access and circulation
- Improve efficiency and sustainability of existing parking facilities
- Improve user safety, information, and experience
- Minimize impacts to local businesses and residential areas
- Ensure strategies are predictable, adaptable, and financially sustainable

PARKING INVENTORY AND DEMAND ANALYSIS

PARKING INVENTORY

A parking inventory was conducted within the Pacific City/Woods area in March 2018. The inventory provides parking supply information for several parking facilities within the study area as well as the infrastructure that supports access to/from the parking facilities, the primary users of the parking facilities, and other key information.

Existing Parking Facilities

There are several existing parking facilities within the Pacific City/Woods area. Many of these facilities support access to retail/commercial businesses and local residences throughout the study area while others support access to the beach and other recreational activities. The parking inventory focuses on public parking facilities, which includes ten surface parking lots at locations throughout the study area. These surface parking lots, along with the local street network and the beach, provide public parking opportunities for local residents and visitors.

Table 1 summarizes information related to the public parking facilities, including the location, the approximate number of stalls available, who owns, operates, and/or maintains the facility, current parking strategies, and other supporting information. As shown, a total of 391 stalls are provided within the 10 surface parking lots included in the inventory; additional parking is provided along the adjacent street system and on the beach at Tierra Del Mar and Cape Kiwanda.

Table 1: Public Parking Facilities

Parking Facility	Stalls	Ownership	Maintenance	Current Strategies	Key Challenges
Cape Kiwanda	160	County	Tillamook County Parks Department	N/A	• Sand intrusion • Lack of pedestrian facilities • High level of parking demand • Mix of uses
Nestucca Valley Community Alliance (NVCA[1])	55	Tillamook Lightwave	NVCA	User Fee	• Lack of pedestrian facilities • Visibility of lot/Wayfinding • Limited availability
Pacific City Turnaround	20	County	Tillamook County Parks Department	N/A	• Safety • Sand intrusion • Wayfinding • Lack of striping • Lack of public restrooms
Bob Straub State Park	60	State	Oregon Parks and Recreation Department (OPRD)	N/A	• Sand intrusion • Proximity to commercial activity • Coordination with the State
Pacific City Boat Launch	60	County	Tillamook County Parks Department	User Fee	• User fee collection • Wayfinding • Proximity to commercial activity
Fisher Point Boat Launch	20	County	Tillamook County Parks Department	User Fee	• User fee collection • Wayfinding • Proximity to commercial activity
Mugg County Park	2	County	Tillamook County Parks Department	Time Limit	• Visibility of lot/wayfinding signs • Limited availability
Woods County Campground	4	County	Tillamook County Parks Department	User Fee	• Few non-camping parking spots • Proximity to the beach • Wayfinding signs
McPhillips	10	State	OPRD	N/A	• Visibility of the lot/wayfinding • Proximity to commercial activity • Limited parking • Limited beach access • Coordination with the State
Tierra Del Mar	N/A	State	OPRD	N/A	• Proximity to commercial activity • Limited parking • Coordination with the State
On-Street Parking	N/A	County	County	Location Restrictions	• Illegal parking • Parking in front of driveways • Parking in the street • Impacts to local residents
Beach Parking	N/A	State	State	Ambassador	• No specified parking spots • Potential to get stuck • Fluctuating tidal patterns • Removal of immobile vehicles • Conflicts with other uses

1. NCVA is planning to construct a skate park, amphitheater, and other amenities at the NVCA lot. Once these facilities are completed, there will be less parking available.

The Parking Inventory Memo in Appendix A provides detailed information about the existing public parking facilities within the study area and the infrastructure providing access between the parking lots and major destinations.

PARKING SURVEY

A parking survey was conducted within the Pacific City/Woods area in summer 2018. The survey was conducted on a typical mid-week day (Tuesday, July 24th) and a typical weekend day (Saturday, July 28th). The survey provides parking demand information for several parking facilities within the study area, including the ten surface parking lots included in the inventory plus two additional surface lots (the Pelican Brewing Company lot and the Kiawanda Community Center lot) and seven street segments. The parking demand is summarized by parking occupancy, duration of stay, and turnover.

Parking Occupancy

Parking occupancy refers to the number of occupied stalls in a parking system and is commonly shown as a percentage. A parking system is commonly considered to be at its *effective capacity* when occupancies reach or exceed 85% in the peak hour. When more than 85% of parking stalls are occupied, local residents or visitors may be discouraged from visiting local land uses or may add to area congestion by circling the area in search of available parking.

The survey data shows that parking occupancy within the surface parking lots increases steadily throughout the day with a peak occupancy rate of 80% at 2:00 p.m. Parking occupancy along the adjacent street system also increases steadily throughout the day, although it trails the off-street system, with a peak occupancy rate of 73% at 2:00 p.m. Generally, the on-street facilities do not fill up until the nearby surface lots are at or near capacity, which is reflected in the survey data.

The survey data also shows that while overall parking occupancy is below the *effective capacity* of the parking supply, parking occupancy within several surface parking lots and along several streets is above the *effective capacity* during peak time periods.

Parking occupancy at the Cape Kiwanda lot reached 105% during the peak time period (eight vehicles were parked illegally), while parking occupancy at the Pelican Brewing Company lot reached 102% (one vehicle was parked illegally). Similarly, parking occupancy at the NVCA lot, the Pacific City Turnaround, and along Pine Street reached 100% while parking occupancy at Bob Straub State Park, Woods County Campground, McPhillips, and along Cape Kiwanda Drive and Circle Drive exceeded *effective capacity*.

Duration of Stay

Duration of stay refers to the average length of time a vehicle remains in a parking stall. Duration of stay information can be useful in determining the amount of time people need to stay parked in an area. The survey data shows that average duration of stay

varies by surface lot and by street; however, most surface lots and most streets have an average duration of stay of less than three hours.

The Woods County Campground has the longest duration of stay, likely because of overnight campers. Alder Street, Shore Drive, the Cape Kiwanda lot, and the NVCA lot have the next longest duration of stay. These likely are serving residents, short-term renters, and those accessing the beach and the dining and retail options in the area. In comparison, facilities that provide access to the beach but do not have close access to dining and retail locations tend to have a shorter duration of stay. These include Tierra Del Mar, Bob Straub State Park, and the Pacific City Turnaround. Mugg County Park has the shortest duration of stay, likely because parking spaces associated with Mugg County Park are signed as 15-minute only spaces.

Turnover

Turnover refers to the number of vehicles that use a parking stall over the course of a survey day. Turnover is often used to measure how efficient or inefficient a parking system is operating and serving its intended user groups. The survey data shows that average turnover varies by surface lot and by street; however, most surface lots and most streets had an average turnover rate of less than 2.0, meaning that on average, less than two people used each stall throughout the study period. This reflects the nature of a recreational tourism location where people tend to stay longer, and stalls tend to turnover less than retail/commercial areas.

The Cape Kiwanda Parking Lot and the Pacific City Turnaround had the highest turnover rates, likely due to the mix of uses supported by the lots. Mugg County Park also had one of the highest turnover rates, likely due to the 15-minute time limits on the stalls. By contrast, Woods County Campground and Fishers Point Boat Launch had the lowest turnover rates, likely due to overnight campers and long fishing trips.

More information on parking demand within the Pacific City/Woods area, including parking occupancy, duration of stay, and turnover is provided in the Parking Survey Memo included in Appendix C.

KEY ISSUES

The parking inventory and survey identified the following key issues within the Pacific City/Woods area to address as part of the PMP:

- High parking demand is the most common parking issue and occurs in several of the public parking facilities during peak time periods. In general, high parking demand refers to a lot of vehicles parked in an area.
- Unbalanced parking demand is another common parking issue and refers to high parking demand in some facilities and low parking demand in others.
- Spillover is an issue along most residential streets within the Cape Kiwanda area and generally occurs once the off-street surface parking lots are full.

- Lack of consistent parking signage throughout the area, including guide signs, wayfinding signs, and public parking signs.
- Lack of continuous pedestrian and bicycle facilities throughout the area, including sidewalks, bike lanes, and shared-use paths, as well as crossings.
- Sand intrusion is generally an issue in the parking facilities located within close proximity to the beach, including the Cape Kiwanda Parking Lot and the Pacific City Turnaround as well as several local streets.

POLICY AND STRATEGY CATEGORIES

The policies and strategies developed for the PMP are organized into the following categories: (1) administrative; (2) user information; (3) transportation demand management; (4) parking management; (5) parking enforcement; (6) create new parking supply; and (7) funding mechanisms. A description of each category is provided below along with local examples of existing policies and strategies as applicable.

Administrative

Administrative policies and strategies help to establish the organization and governing structure for implementation of the PMP. There are two strategies under this category: *Appoint a Parking Manager*; and *Establish a Parking Advisory Committee*.

User Information

User information policies and strategies are intended to improve the dissemination of user information to improve the use of the transportation and parking systems. Many parking issues can be improved or resolved with more effective communication about the location, purpose, and availability of parking. This can include information about other methods of accessing a destination (e.g., walking, biking, transit, shuttle, etc.). The Pacific City/Woods area attracts many out-of-town visitors who may not have extensive knowledge about parking or alternative transportation options within the community. User information strategies provide people with the information they need to understand the local transportation and parking systems and the most appropriate ways to use them. Two local examples of user information strategies are the seasonal shuttle map and schedule displayed throughout the community and the OPRD Beach Ranger stationed on the beach to provide information to motorists about beach parking conditions.

Transportation Demand Management

Transportation demand management policies and strategies are intended to reduce parking demand by encouraging and promoting active transportation or transit. These programs and strategies are effective particularly in reducing parking demand generated by employees of local businesses and supporting non-motorized modes of accessing local destinations by residents and visitors. One local example of a

transportation demand management strategy is the seasonal shuttle that operates within the Pacific City/Woods area during the peak season.

Parking Management
Parking management policies and strategies are intended to encourage more efficient use of the existing parking facilities and improve the quality of service provided to parking users. When parking demand regularly exceeds the effective capacity of the parking supply, these tools and strategies can be used to help manage parking. A local example of a parking management strategy is the user fee imposed at the Pacific City Boat Launch and Fishers Point. These fees help manage the number of people parking at these locations and create a revenue stream for the County to maintain the facilities.

Parking Enforcement
Parking enforcement policies and strategies are intended to encourage proper use of parking management strategies. Almost all parking management strategies require regular enforcement to be effective. In general, parking enforcement should be frequent, fair, friendly, and designed to encourage proper parking behavior, not to discourage users from accessing an area. The Tillamook County Sherriff's Office currently enforces parking within the Pacific City/Woods area. Based on discussions with the Sherriff's Office, their current strategy is focused enforcement.

Create New Parking Supply
New parking supply related policies and strategies are intended to increase the amount of parking supply in an area. Generally, creating a new parking supply should be a last resort, as it is a major investment that has a long life and can significantly alter the character and landscape of an area, and previously listed policies and strategies can often more efficiently create a desired parking system. Creating a new parking supply can also be difficult in locations with space constraints, such as the Pacific City/Woods area.

Funding Mechanisms
Funding mechanisms provide the funding necessary to maintain the existing parking system and develop and maintain new parking facilities. The County currently relies on revenue from the Oregon State Marine Board, user fees collected at the Pacific City Boat Launch and Fishers Point, and user fees collected at other County parks and campgrounds to maintain the existing parking facilities.

Appendix B provides a more detailed discussion on the categories and includes the preliminary list of policies and strategies under each category. The following describes the evaluation of the preliminary list of policies and strategies and identifies which policies and strategies were removed.

POLICY AND STRATEGY EVALUATION

The preliminary list of policies and strategies was evaluated based on input from the PMT, the PAC, and the public. The PMT provided the PAC with an overview of the policies and strategies at one of the three PAC meetings. Following the meeting, PAC members were provided a summary of the policies and strategies and asked to indicate their preferences (i.e. agree, disagree, or neutral). The PMT provided the public with a similar overview and summary during a subsequent town hall meeting. A sample of the summary is included in Appendix D.

A total of 34 summaries were returned, which indicate the preferences of PAC members and the public. The following highlights findings from the summaries, including which policies and strategies were included on the final list for the PMP and which were removed.

- Most of the policies and strategies under **User Information** were supported by participants. *Real-time Parking Information* received the least support, which is likely due to its connection to the pay to park program. While *Real-Time Parking Information* may become available for dissemination in the future as part of the pay to park program, it was removed from the final list.
- Most of the policies and strategies under **Transportation Demand Management** were supported by participants, with the exception of the *Bicycle Share Program*, which was subsequently removed from the final list. *Transit Facilities and Services* was also removed from the final list in favor of *Local Shuttle Service*, which received more support. Also, the majority of transit facilities and services within the Pacific City/Woods area are provided by the Tillamook County Transportation District.
- Of the policies and strategies under **Parking Management**, only *Maintenance/Sand Clearing*, *Pay-to-Park*, *and Drop-off/Pick-up Areas* were supported by the majority of participants. While several of the other policies and strategies received little support, only the *Public/Private Partnership/Parking Collaborative* and *Good Neighborhood Agreement* were removed from the list. All other policies and strategies were either incorporated into other policies and strategies, included as supplemental policies and strategies for potential future implementation, or included as stand along policies and strategies on the final list.
- Two of the policies and strategies identified under **Parking Enforcement** were supported by participants: *Implement Focused Enforcement* and *Implement Regular Enforcement*. *Grace Period* and *Ticket Forgiveness* were generally not supported and therefore removed from the final list. The Tillamook County Sherriff's Office also indicated that given their limited ability to patrol the Pacific City/Woods area, they will likely not support grace periods or ticket forgiveness.

- Half of the policies and strategies identified under **Create a New Parking Supply** were supported by most participants. While *Construct a New Parking Facility* and *Webb Park* received little support, a new parking facility at Webb Park was identified in the Cape Kiwanda Master Plan and therefore, was included as a potential long-term strategy in the PMP that could be implemented after all other policies and strategies have been exhausted. Also, while *Create Electric Vehicle Charging Stations* received little support, these types of facilities are becoming more prevalent in tourist communities to support use of electric vehicles and therefore, was included on the final list.
- Of the policies and strategies identified under **Funding Mechanisms**, the parking lot user fee and the County Transient Lodging Tax were supported by most participants. The Food and Beverage Tax received the least support followed by Local Improvement District and Economic Improvement District. The Beach Access Fee was discussed with the PAC, but not included in the summary.

Appendix D contains a summary of the responses. The responses shown in light green agree with the policy/strategy while the responses shown in light orange are neutral and the responses shown in light red disagree.

RECOMMENDED POLICIES AND STRATEGIES

The policies and strategies that comprise the Pacific City/Woods Parking Management Plan are identified below. A phased approach to implementation is provided, including near-term (0-3 years), mid-term (3-5 years), and long-term (5-20 years) policies and strategies. Guidelines for implementing, monitoring, measuring, and evaluating the performance of the parking management plan are provided in subsequent sections.

PHASE 1: NEAR-TERM STRATEGIES (0-3 YEARS)

Phase 1 is comprised of policies and strategies that should be implemented over the next 0-3 years. Many of these strategies should be applied to the overall Pacific City/Woods area, but those strategies that are location-specific have the location(s) for implementation included in the description.

Administrative

1.1 Appoint a Parking Manager

A key component of an effective parking management plan is the designation of a parking manager whose responsibilities include monitoring parking conditions within the Pacific City/Woods area, implementing strategies from the parking management plan, and working with the County Sheriff's Office to ensure the strategies are enforced. The parking manager may lead or participate in the PAC to help make parking-related decisions and ensure adopted strategies are appropriately implemented and proactively managed.

Considerations for Implementation:
The parking manager should be a paid position. If there is not an existing staff person to take on this role, sufficient funding from the pay-to-park program or other revenue sources should be provided to fund the position. The position may be filled by an existing Tillamook County Parks Department staff member, Tillamook County Public Works staff member, a new staff member, or contractor. If funding from the pay-to-park program goes to several departments, those departments may collectively fund this position.

Although the parking manager's main responsibilities will be monitoring parking conditions and implementing strategies, the parking manager may also have authority to ticket illegally parked vehicles. Currently, only law enforcement officers can issue parking tickets. It may be necessary to explore options to change this rule in the future.

1.2 Establish a Parking Advisory Committee

Establish a Parking Advisory Committee with the purpose of spearheading the implementation of the PMP and maintaining on-going evaluation of parking issues in the Pacific City/Woods area. The Committee could make recommendations regarding the parking policies and strategies included in the PMP, including establishing parking fees. The Advisory Committee could oversee the Parking Benefit District and cooperate with County Public Works, Parks, and other entities to proactively address parking issues.

Considerations for Implementation:
The Parking Advisory Committee should be established under the authority of an elected or appointed body, such as the Tillamook County Board of Commissioners. The authority should issue a charge or charter the Committee, such that the number, type of representatives, purpose, duration, and other organizational characteristics are defined.

User Information

1.3 Consistent Parking Branding

Establish a parking brand for all signage in the Pacific City/Woods area, such as a common "P", and include names, logos, and other marketing elements consistent with the Tillamook County Wayfinding Master Plan. The Wayfinding Master Plan provides guidance on the look and style of signage, including typology, color, and symbology.

1.4 Wayfinding/Signage

Install wayfinding signs along Brooten Road, Pacific Avenue, and Cape Kiwanda Drive that direct motorists to the State and County parking facilities and provide "Public Parking" signs at the entrance to the parking facilities. Per strategy 1.3, signs should include consistent parking branding and be consistent with the Tillamook County Wayfinding Master Plan. Other site-specific signs include:

- Cape Kiwanda Parking Lot – Provide a temporary "Parking Lot Full" sign at the entrance to the Cape Kiwanda Parking Lot when the lot is full. The sign may direct motorists to the NVCA, Pacific City Turnaround, and other public parking facilities for overflow parking.
- Coordinate with OPRD to provide a "Beach Parking Full" sign at the entrance to Hungry Harbor Drive. The sign could direct motorists to McPhillips and Tierra Del Mar for alternate beach access.
- Coordinate with OPRD to provide wayfinding signs along McPhillips Drive that direct motorists to the McPhillips beach access and include an indication that public parking is available.
- Provide beach access signage for pedestrians on Shore Drive, Alder Street, and the path from Cape Kiwanda Drive to the southern Shore Drive pedestrian access.
- Provide a beach access wayfinding sign for vehicles at Brooten Road and Pacific Avenue.
- Install "No Overnight Parking" signs (7:00 AM to 10:00 PM) at all parking areas.
- Include wayfinding and signage that directs trucks with trailers and recreational vehicles longer than 20-feet to the Pacific City Boat Launch. Create signage to inform oversized vehicle owners that they can access the beach via Hungry Harbor Road but that there is no oversized vehicle parking in the Cape Kiwanda Parking Lot.

The Tillamook County Wayfinding Master Plan identifies the need for wayfinding signs on Cape Kiwanda Drive near Cape Kiwanda and in Pacific City near ocean access points. The Plan also identifies the need for kiosks with maps and directions with the Tillamook Coast brand at the Cape Kiwanda State Natural Area, and Bob Straub State Park.

1.5 "How to Get Around" Resource

Develop a "How to Get Around" resource that includes the location of the public parking facilities, the types of amenities available at each facility, and major destinations within the Pacific City/Woods area. The resource should also include the shuttle map and schedule and other available transit services. The resource should be posted on various websites, community bulletin boards, and shared with local businesses and short-term house rental agencies.

1.6 Coordinate with Community Destinations

Collaborate with local business owners and operators, particularly those in the Cape Kiwanda area, to develop the "How to Get Around" resource as well as other resources that will ensure that their employees and patrons are aware of parking opportunities, the shuttle, and other transit services. Work with local property owners to ensure their tenants are also aware of various parking opportunities (and limitations) – some communities impose penalties on land

owners whose tenants violate parking laws, such as parking on streets, along roadway shoulders. Encourage the local businesses, including short-term house rental agencies, to share the "How to Get Around" resource.

1.7 Stakeholder Outreach and Education

As parking strategies are implemented, survey customer experiences and educate the public about the new programs and strategies. Outreach can lead to more coordinated and strategic management of available parking supply and can improve the parking experience for residents and visitors. This outreach can be done by the parking manager with support from the parking advisory committee. It may also be done by parking ambassadors.

1.8 Parking Ambassadors

Work with local business owners and operators and the Pacific City-Nestucca Valley Chamber of Commerce to establish volunteers to serve as parking ambassadors: someone who provides information on how to avoid common parking errors and fines, where to catch the shuttle, and general information on when and where to park, during the peak season.

OPRD is launching their Trailhead & Beach Ambassadors project this summer and Cape Kiwanda is one of their four pilot areas. The project provides locals with an opportunity to take ownership and pride for their natural resources and connect with visitors by communicating safe and sustainable ways to enjoy outdoor recreation.

Transportation Demand Management

1.9 Improve Pedestrian and Bicycle Facilities: Cape Kiwanda Drive

Cape Kiwanda Drive – Construct a continuous 12-foot wide shared use path on the west side of Cape Kiwanda Drive from Pacific Avenue to Cape Kiwanda. This project is identified in the Cape Kiwanda Master Plan. Per the Master Plan, the shared-use path will provide a much-needed connection for pedestrians and bicyclists of all ages along the corridor. Constructing the path along the west side is preferred to allow users access to the beach without crossing Cape Kiwanda Drive. The shared-use path will necessitate removing parking from at least one side of Cape Kiwanda Drive. The County could consider extending the shared use path to Bob Straub State Park from Pacific Avenue as a potential second phase.

1.10 Shuttle Service

Reconfigure shuttle service – Reconfigure the existing shuttle service to increase service frequency, hours of service, and service coverage as necessary.

Reconfigure shuttle stops – Identify and sign areas where people can wait to get on and off the shuttle. Provide posts and signs, hard surface waiting areas, benches, shelters, and schedule information at the shuttle stops.

Real-time shuttle information – Install automatic vehicle location equipment on the shuttles and provide real time shuttle information. The information should be disseminated through a variety of applications, especially at terminals and on the internet or through an app, like the Transit App, which provides real-time transit information for Tillamook County Transportation District.

Shuttle Map – Work with the Tillamook County Transportation District to maintain and update the shuttle map as necessary. The map should include the shuttle route, stops, times, and hours of service as well as the location of public parking facilities and major destinations within the Pacific City/Woods area. The map should be posted on various websites, local bulletin boards, at local businesses, and at each stop location. The intention of the map is to increase awareness and use of the shuttle to serve remote parking areas. The map should be provided in print and online.

Considerations for Implementation:
The shuttle service was reconfigured prior to the 2018 summer season. The District should continue to reconfigure the service based on input from local residents and visitors and experience gained through operating the service as a pilot program.

Currently, the summer shuttle service is running as a free pilot. As it continues, it is important that it remains a free service. A pay-to-park program may help fund all or some of the shuttle service when it becomes a permanent program.

Parking Management

1.11 Maintenance/Sand Clearing

Cape Kiwanda Parking Lot/Alder Street/Shore Drive – coordinate with Nestucca Ridge Family Properties and others to develop and implement an on-going maintenance/sand clearing plan for the Cape Kiwanda Parking Lot, Alder Street, and Shore Drive to maintain the pavement, pavement markings, and other facilities as well as remove sand infiltration..

Pacific City Turnaround – coordinate with Tillamook Lightwave to develop and implement an on-going maintenance/sand clearing plan for the Pacific City Turnaround to maintain the facilities as well as remove sand infiltration.

Bob-Straub State Park – coordinate with OPRD to develop and implement an on-going maintenance/sand clearing plan for Bob Straub State Park to maintain the facilities as well as remove sand infiltration.

1.12 Time Limit Restrictions

Establish 15-minute time limit restrictions in up to two (2) stalls located adjacent to the restrooms at all lots. This includes Cape Kiwanda, the Pacific City Turnaround, and Fishers Point Boat Launch when the facilities are reconfigured, and public restrooms are installed.

1.13 Pay-to-Park

Establish a pay-to-park program in the Cape Kiwanda Parking Lot. *This project is identified in the Cape Kiwanda Master Plan.* Pay-to-park programs are the most effective way to manage parking demand. They also provide an equitable way for the County to charge people for the use of their facilities. A pay-to-park program in the Cape Kiwanda parking lot will help manage parking demand and provide a revenue stream for maintaining and improving the lot and the other public parking facilities addressed in this PMP. The pay-to-park program should initially charge a daily fee for use of the lot, consistent with other pay-to-park programs used by the County in the area. A smart parking meter located within an enclosure (similar to the one used at the Garibaldi boat launch) should be used to collect the fee. Season passes should be made available to Dory Boat operators, local residents, and others for a fee.

The daily fee of $4 and a seasonal pass fee of $45 could be used initially, which are the same fees used at the Pacific City Boat Launch and Fishers Point boat launch. A daily fee of $4 would generate about $329,000 annually in the Cape Kiwanda Parking lot. This estimate is based on an average of 400 vehicles per day for 183 days, representing the peak season from April 1st to September 30th, and an average of 50 vehicles per day during the rest of the year. This estimated number of vehicles per day during the peak season is based on information generated from the parking survey.

The implementation plan includes an evaluation of several possible pay-to-park funding scenarios: a $4 fee, a $4 fee during the peak season and no fee during the off-peak season, an $8 fee, an $8 fee during the peak season and a $4 fee during the off-peak season, and no fee. Table 2 summarizes the potential revenues associated with each scenario. It should be noted that the potential revenues do not account for the impact of season pass holders, nor do they account for potential violations or the revenue generated from violations. The potential revenues shown also do not account for an additional pay-to-park program in the Pacific City Turnaround, which is included in Phase 3.

Table 2: Parking Fees and Potential Revenue

Fee Structure	Peak Season	Off-Peak Season	Annual Revenue	20-year Revenue
Pay to Park Revenue ($4 fee)*	**$292,800**	**$36,400**	**$329,200**	**$6,584,000**
Pay to Park Revenue ($4/$0 fee)	$292,800	$0	$292,800	$5,856,000
Pay to Park Revenue ($8 fee)	$585,600	$72,800	$658,400	$13,168,000
Pay to Park Revenue ($8/$4 fee)	$585,600	$36,400	$622,000	$12,440,000

*Recommended Fee Structure

Other fees or fee structures could also be considered as part of the pay-to-park program, including an hourly fee ($1 per hour), a progressive hourly fee ($1 for the first hour, $2 for the second hour, etc.), or others. It will be necessary to monitor parking conditions within the Cape Kiwanda Parking Lot after the pay-to-park system is implemented, and if necessary, adjust the fee and/or fee structure to effectively manage parking demand.

Considerations for Implementation:
If a pay to park program is implemented in the Cape Kiwanda Parking Lot but not in all neighboring lots and streets, there is potential for some parking spillover by motorists who prefer to find free parking. This is a common impact of pay-to-park programs. The expected impacts for the area surrounding the Cape Kiwanda Parking Lot are as follows:

- On the highest demand days, especially summer weekends, many of the surrounding lots and streets, including those that require payment, reach capacity. With the exception of Alder Street, these lots and streets generally don't reach capacity until after the Cape Kiwanda Parking Lot reaches capacity. If a pay-to-park program is implemented in the Cape Kiwanda Parking Lot, it is likely that demand will be dispersed more evenly, and the surrounding lots and streets will reach capacity earlier in the day and remain at capacity for longer periods of time. It will be necessary to monitor this effect, and if necessary, implement an area parking permit program within the residential areas that surround the parking lots. More information about this potential future strategy is provided in the "Monitor, Measure, and Evaluation Performance" section of this PMP.
- Parking on the beach is also expected to be impacted by the pay-to-park program, especially if motorists can drive onto the beach and park for free instead of paying in the adjacent lot. A pay to park program could increase the number and type of vehicles parked on the beach, leaving less room for recreational activities and potentially increasing the number of vehicles that get stuck in the sand. It will be necessary to monitor this effect, and if necessary, implement limits on the number and/or type of vehicles that can park on the beach and/or implement a beach ramp fee. More information about these potential future policies and strategies is provided in the "Monitor, Measure, and Evaluate Performance" section of this PMP.
- The pay to park program is also likely to have an impact on surrounding lots and streets during off-peak days. It will also be necessary to monitor this effect, and if necessary, decrease the pay-to-park fee during the off-peak days/months to balance demand.

As indicated above, it will be necessary to monitor parking demand within the Cape Kiwanda Parking Lot on an annual and semi-annual basis. It will also be necessary to review the parking fee on at least an annual basis and make adjustments as necessary. Potential adjustments include:

- If parking demand in the Cape Kiwanda Parking Lot remains high during the peak season and circulation continues to create frustration for those trying to find a parking spot, increase the fee by $2 increments as appropriate.
- If parking demand in Cape Kiwanda Parking Lot is low during the off-season and the local streets are filling up prior to the lot, eliminate the fee or reduce by $2 increments as appropriate.
- If turnover is low because the all-day parking fee encourages longer time stays, change to a time-based pay-to-park structure. Start with a $2 hourly fee and adjust accordingly.

1.14 Parking Benefit District

Establish a parking benefit district within the Cape Kiwanda area to administer funds from the pay-to-park program and/or other potential revenue sources to fund improvements in the Cape Kiwanda Parking Lot and the transportation facilities and services that support access to the lot (i.e. sidewalks, crosswalks, bike lanes, etc.). The parking benefit district should include the Cape Kiwanda Parking Lot and the streets located within the surrounding area, including Pine Street, Madrona Drive, Shore Drive, Alder Street, Cape Kiwanda Drive, Circle Drive, and McPhillips Drive. Projects improving access to the area, like the shuttle service, should also be funded by parking benefit district funds. The Parking Advisory Committee should oversee the Parking Benefit District and cooperate with County Public Works, Parks, and other entities to make funding recommendations.

1.15 Development Parking Requirements

Review the County Development Code and identify opportunities to improve or enhance parking requirements to ensure new developments provide an appropriate amount of parking for a given use or mix of uses, including employee parking. Also ensure new developments provide an appropriate amount of bicycle parking for a given use or mix of uses: at least one bicycle parking rack for all new commercial or multi-family residential developments. The parking requirements could allow for some flexibility in how developments provide parking, including potential off-site parking and shared parking.

Parking Enforcement

1.16 Implement Regular Parking Enforcement

Work with the Tillamook County Sheriff's Office to implement regular parking enforcement in the Pacific City/Woods area with an emphasis during peak summer months. Implementation of regular parking enforcement may require the Sheriff's Office to add additional personnel (permanent or seasonal). Funds from the pay-to park program could be used to supplement the additional personnel. As an alternative, the Parking Manager could enforce parking regulations.

More regular enforcement should focus on the pay-to-park program within the Cape Kiwanda Parking Lot and parking rules and regulations along Hungry Harbor

Road, Alder Street, Shore Drive, Pine Street, Madrona Drive, Cape Kiwanda Drive, and McPhillips Drive. Parking enforcement should focus on vehicles parked in the street, in front of driveways, or in "no parking" zones.

Create New Parking Supply

1.17 Reconfigure Parking Facilities

Cape Kiwanda Parking Lot – reconfigure the Kiwanda parking lot to eliminate open spaces and more efficiently serve vehicles. Add motorcycle parking stalls and compact vehicles stalls, as feasible, in locations too small for standard vehicles. Add a pick-up/drop off area for motorists that may need to park in a satellite lot or boaters who need temporary parking for access to the restrooms or for equipment adjustment. Restrict recreational vehicles and trucks with trailers from parking at the Cape Kiwanda Parking Lot and provide signs to inform oversized vehicle owners that they can park at the Pacific City Boat Launch.

Bob-Straub State Park – coordinate with OPRD to reconfigure Bob Straub State Park parking lot to include striping. Add motorcycle parking stalls and compact vehicles stalls, as feasible, in locations too small for standard vehicles.

Pacific City Boat Launch – reconfigure the Pacific City Boat Launch to eliminate open spaces and more efficiently serve vehicles, trucks with trailers, and recreational vehicles. Add motorcycle parking stalls and compact vehicles stalls, as feasible, in locations too small for standard vehicles.

1.18 Establish Remote Parking Areas

Establish remote parking areas at the Pacific City Boat Launch and Bob Straub State Park to be served by the local shuttle service. Continue to work with Thousand Trails and other nearby businesses to provide a dedicated shuttle stop and parking for shuttle users at their locations. Provide shuttle stops and shuttle information near the parking areas and provide information about the remote parking areas on the "How to Get Around" resource. Additional remote parking areas (temporary or permanent) could be established throughout the Pacific City/Woods area in coordination with local organizations and private business owners. These areas could serve a mix of potential users, including employees of local businesses that do not provide on-site parking. Local business owners should be encouraged to identify parking for employees within the Pacific City/Woods area and ensure that it is served by local transit service and/or the local shuttle service. Currently, the only designated employee parking area is located at Heats Camp and is used by employees of the Pelican Brewery. Employees of other local businesses park along the road to Webb Park on the roadway shoulders.

Considerations for Implementation:
The parking lots at the Pacific City Boat Launch and Bob Straub State Park are provided for those using the local facilities. Coordinate with the Tillamook County Parks Department and OPRD to determine an appropriate number of parking stalls

at each parking facility for use as a remote parking area, so that parking spaces are still available for those using the local facilities. It will also be necessary to monitor the use of these facilities as remote parking areas to ensure those using the local facilities continue to have access.

1.19 Define Roadway Shoulders

McPhillips Drive – improve the shoulders along McPhillips Drive north of Circle Drive to more clearly define parking on the east side of the roadway and restrict parking on the west side of the roadway. Use signage, vegetation, and other physical constraints to reinforce where parking is allowed and where it is prohibited on both sides of the roadway.

Cape Kiwanda Drive – improve the shoulders along Cape Kiwanda Drive, south of Alder Street, to more clearly define parking on the west side of the roadway and restrict parking on the east side of the roadway until the shared-use path is constructed. Use signage, vegetation, and other physical constraints to reinforce where parking is allowed and where it is prohibited on both sides of the roadway.

Alder Street, Shore Drive, Pine Street, Madrona Drive, Circle Drive – improve the shoulders along these roadways to more clearly define parking on the east and west sides of the roadway as applicable. Use signage, vegetation, and other physical constraints to reinforce where parking is allowed and where it is prohibited on both sides of the roadway.

Considerations for Implementation:
Currently, the shoulders along Alder Street, Shore Drive, Pine Street, Madrona Drive, Cape Kiwanda Drive, McPhillips Drive, and Circle Drive are used for parking. There are some restrictions to parking along these streets, which are intended to provide a wide enough clear passage space for emergency vehicles. Signage, vegetation, and other physical constraints attempt to restrict parking where necessary, but especially during peak days, people sometimes park precariously or illegally. In addition to defining the roadway shoulders by adding additional signage, vegetation, and physical constraints, it will be necessary to have regular parking enforcement to make this strategy successful.

Amenities

1.20 Public Restrooms: Cape Kiwanda Parking Lot

Reconstruct the public restrooms at the Cape Kiwanda Parking lot with improved facilities that are more resilient to heavy use, sand, and vandalism. *This project is identified in the Cape Kiwanda Master Plan.* Per the Cape Kiwanda Master Plan, the new restrooms will reduce maintenance costs and improve the user experience.

PHASE 2: MID-TERM STRATEGIES (3-5 YEARS)

Transportation Demand Management

2.1 Improve Bicycle and Pedestrian Facilities: Bike Racks

Add bicycle racks to various locations (i.e. Cape Kiwanda Parking Lot, Bob Straub State Park) in the Pacific City/Woods area. Require developers to add at least one bicycle rack to any new development.

Create New Parking Supply

2.2 Create Electric Vehicle Charging Stations

Create up to two (2) electric vehicle charging stations in the Cape Kiwanda Parking Lot for electric vehicles.

Other

2.3 Roadway Improvements

Sunset Drive - Repave Sunset Drive to enable all vehicles to access destinations along Sunset Drive, including the Pacific City Boat Launch, Bob Straub State Park, and residences. Additional streetscape improvements, consistent with the County's street design standards, should also be included to improve multimodal access along Sunset Drive.

PHASE 3: LONG-TERM STRATEGIES (5-20 YEARS)

Transportation Demand Management

3.1 Improve Pedestrian and Bicycle Facilities: Hungry Harbor Drive

Hungry Harbor Drive – Construct sidewalks on both sides of Hungry Harbor Drive to delineate the roadway more clearly. The sidewalks could be flush with the pavement to ease sand clearing and maintenance. *This project is identified in the Cape Kiwanda Master Plan.*

Create New Parking Supply

3.2 Rebuild and Reconfigure Parking Facilities

Pacific City Turnaround – rebuild and reconfigure the Pacific City Turnaround to delineate the parking area more clearly by adding a paved surface and sidewalks (as feasible). The County also should consider eliminating the beach access for motor vehicles due to safety concerns and to further increase the size of the parking area. Add a pay-to-park system after the improvements are made like the system at the Pacific City Boat Launch and Fishers Point.

Fishers Point Boat Launch – rebuild and reconfigure the Fishers Point Boat Launch parking lot to delineate the parking area more clearly by adding a paved surface and sidewalks (as feasible). The County should consider establishing Fishers Point as a rest area/overlook and add picnic tables, restrooms, and other amenities.

Amenities

3.3 Public Restrooms: Pacific City Turnaround and Fishers Point Boat Launch

Pacific City Turnaround – construct public restrooms at the Pacific City Turnaround when the lot is reconfigured. *This project is identified in the Cape Kiwanda Master Plan.*

Fishers Point Boat Launch – construct public restrooms at the Fishers Point Boat Launch when the lot is reconfigured.

IMPLEMENTATION PLAN

Implementation of the policies and strategies described in the PMP requires a number of agencies to collaborate to ensure the best results. Recommended strategies 1.1 and 1.2 would create two participants, the Parking Manager and the Parking Advisory Committee, specifically for the purpose of implementing the plan and ensuring on-going monitoring and management. Figure 2 illustrates the implementation plan on the study area map. Figure 2 identifies where the strategies identified in the PMP will be implemented over time.

Table 3 outlines the cost estimates associated with each strategy. The strategies that can be completed by the parking manager, like writing the "How to Get Around" resource, are marked as $0 or include a small nominal amount because the cost is included in the cost of appointing or hiring a parking manager, which is considered separately. One-time or upfront costs, annual costs, and the number of years that each annual cost is required over the next 20 years are considered in Table 3. The cost estimates shown in Table 3 are planning level estimates and reflect the cost estimates included the Cape Kiwanda Master Plan and other similar plans for similar sized communities.

Figure 2: Implementation Plan

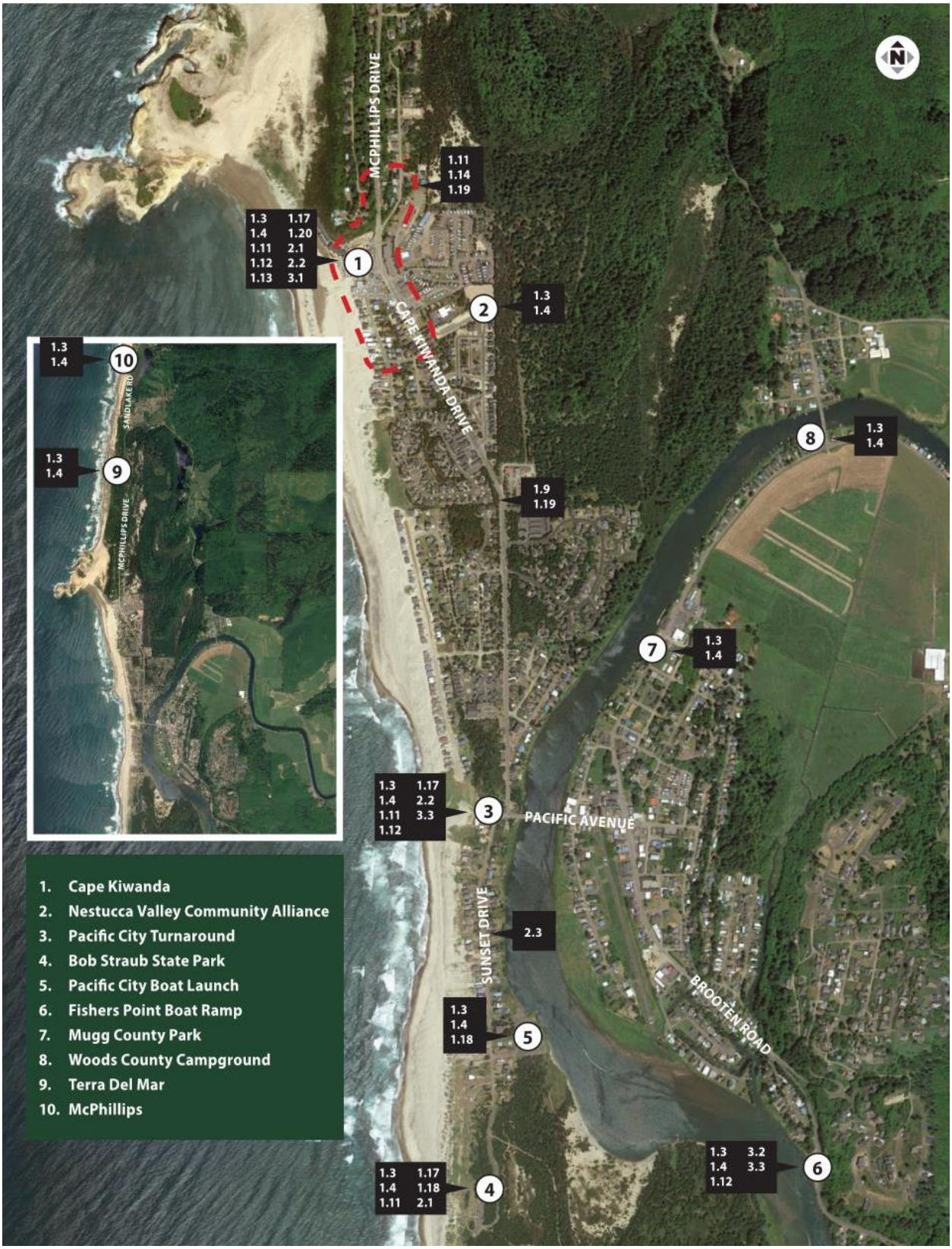


Table 3: Implementation Plan

Strategy	Location	One-Time Cost	Annual Costs	Funding Source	Lead
Phase 1: Near-term Strategies (1-3 Years)					
1.1 Appoint a Parking Manager	Area-wide	$0	$70,000	Pay-to-park	County
1.2 Establish a Parking Advisory Committee	Area-wide	$0	$0	N/A	County
1.3 Consistent Parking Branding	Area-wide	$0	$0	N/A	Parking Manager
1.4 Wayfinding/Signage	Area-wide	$25,000	$500	Pay-to-park/TLT	County
1.5 "How to Get Around" Resource	Area-wide	$2,500	$500	Pay-to-park	Parking Manager
1.6 Coordinate with Community Destinations	Area-wide	$0	$0	N/A	Parking Manager
1.7 Stakeholder Outreach and Education	Area-wide	$0	$500	Pay-to-park	Parking Manager
1.8 Parking Ambassadors	Area-wide	$0	$0	N/A	Parking Manager
1.9 Improve Bicycle and Pedestrian Facilities	Cape Kiwanda Drive	$0	$0	Other	County Public Works
1.10 Shuttle Service	Area-wide	$5,000	$35,000	District/Pay-to-park/TLT	County Transportation District
1.11 Maintenance/Sand Clearing	Cape Kiwanda Parking Lot/Alder Street/Shore Drive, Pacific City Turnaround, & Bob Straub State Park	$0	$55,000	Pay-to-park/TLT/Public Works/Parks	County Public Works/Parks
1.12 Time Limit Restrictions	Cape Kiwanda Parking Lot, Pacific City Turnaround, & Fishers Point Boat Launch	$2,500	$0	Pay-to-park/TLT	Parking Manager
1.13 Pay-to-Park	Cape Kiwanda Parking Lot	$75,000	$20,000	Pay-to-park/TLT	Parking Manager
1.14 Parking Benefit District	Cape Kiwanda Area	$0	$0	N/A	Parking Manager
1.15 Development Parking Requirements	Area-wide	$0	$0	N/A	County Community Development

Strategy	Location	One-Time Cost	Annual Costs	Funding Source	Lead
1.16 Implement Regular Parking Enforcement	Area-wide	$0	$70,000	Pay-to-park/Sheriff's Office	County Sheriff's Office
1.17 Reconfigure Parking Facilities	Cape Kiwanda Parking Lot, Bob Straub State Park, & Pacific City Boat Launch	$45,000	$0	Pay-to-park/TLT/Public Works/Parks/OPRD	County Public Works/Parks
1.18 Establish Remote Parking Areas	Pacific City Boat Launch & Bob Straub State Park	$5,000	$0	N/A	Parking Manager
1.19 Define Roadway Shoulders	Cape Kiwanda Drive, McPhillips Drive, Shore Drive, Pine Street, Madrona Drive, and Circle Drive	$50,000	$0	Pay-to-park	County Public Works
1.20 Public Restrooms	Cape Kiwanda Parking Lot	$200,000	$0	TLT/Grants	County Parks
Phase 2: Mid-term Strategies (4-6 Years)					
2.1 Improve Bicycle and Pedestrian Facilities: Bike Racks	Area-wide	$5,000	$0	Pay-to-park	Parking Manager
2.2 Create Electric Vehicle Charging Stations	Cape Kiwanda Parking Lot	$10,000	$0	Pay-to-park	County Public Works
2.3 Roadway Improvements	Sunset Drive	$150,000	$0	Public works/ Pay-to-park	County Public Works
Phase 3: Long-term Strategies (7-20 Years)					
3.1 Improve Bicycle and Pedestrian Facilities: Hungry Harbor Drive	Hungry Harbor Drive	$250,000	$0	Pay-to-park/TLT/Public Works/Parks/Grants	County Public Works/Parks
3.2 Rebuild and Reconfigure Parking Facilities	Pacific City Turnaround, & Fishers Point Boat Launch	$750,000	$0	Pay-to-park/TLT/Public Works/Parks/Grants	County Public Works/Parks
3.3 Public Restrooms	Pacific City Turnaround & Fishers Point Boat Launch	$400,000	$20,000	TLT/Parks/OPRD	County Parks
Monitor, Measure, and Evaluate Performance	Area-wide	$0	$25,000	Pay-to-park	Parking Manager
	Phase 1 (0-3 years) Cost	$410,000	$829,500		
	Phase 2 (3-5 years) Cost	$165,000	$829,500		
	Phase 3 (5-20 years) Cost	$1,400,000	$4,151,000		
	Total Cost	$1,975,000	$5,810,000		

As shown in Table 3, there is expected to be $1,975,000 in fixed costs and $5,810,000 in annual costs over the next 20 years, or a total cost of $7,785,000 for implementation of the PMP.

POTENTIAL FUNDING MECHANISMS

Four potential funding mechanisms were considered for implementation of the PMP, including a Local Improvement District, an Economic Improvement District (or Business Improvement District), the Transient Lodging Tax, and the pay-to-park program. The following summarizes information related to each potential funding mechanism.

Local Improvement District

A Local Improvement District (LID) is a special assessment district where improvements are financed and paid for over a period of time by benefiting business/property owners. Determining the financial obligation of the affected business/property owners can be based on a variety of methods, including frontage length and property size, trip generation, and/or others. The method can also be modified to account for the distribution of expected benefits from the improvements. A LID must be supported by the majority of affected business/property owners and only lasts until the improvements are complete and the debt obligation has been met. The County will need to work with an economic consulting firm to determine the potential revenue that could be generated by a LID.

Economic Improvement District

An Economic Improvement District (EID), or Business Improvement District (BID) is a district where businesses are required to pay an additional tax (or levy) in order to fund improvements in the district boundaries, which are often supplemental to those already provided by the local agency. The EID/BID is often funded through a levy but can also draw on other public and private funding streams. The County will need to work with an economic consulting firm to determine the potential revenue that could be generated by an EID.

Transient Lodging Tax

Tillamook County currently collects a Transient Lodging Tax (TLT) of 1% in incorporated areas and 10% in unincorporated areas. Per State law, 70% of the tax is dedicated to tourism promotion and tourism-related facilities; the remaining 30% is dedicated to the maintenance of County roads. The TLT is expected to generate approximately $875,000 annually throughout Tillamook County. Given the amount generated by Pacific City, it may be reasonable to expect up to 25% of the TLT to be expended in Pacific City on tourism-related facilities. Therefore, the TLT could generate approximately $218,750 each year or $4,375,000 over the next 20 years. For planning purposes, this PMP assumes this expectation may be realized. However, this assumption in no way implies the 25% allocation is authorized by the Board of Commissioners.

Pay-to-park Program

Pay-to-park programs charge users a fee for the use of a parking facility. As indicated above, Pay-to-park programs are the most effective way to manage parking demand. They also provide an equitable way for the County to charge people for the use of their facilities. A pay-to-park program in the Cape Kiwanda parking lot with a daily fee of $4 would generate about $329,200 annually or $6,584,00 over the next 20 years. Given the variability in how the pay-to-park program could be implemented, several potential funding scenarios are summarized below.

POTENTIAL FUNDING SCENARIOS

The PMP is expected to be funded through multiple funding mechanisms. For planning purposed, two main funding mechanisms were assumed: the pay-to-park program and the Transient Lodging Tax (TLT). At a minimum, additional funding sources will likely include County Parks and Public Works funds and Federal, State, and Local grants. However, these sources are not considered here making this a more conservative evaluation and a starting point to determine what additional funding may be needed in the future.

As indicated above, a pay-to-park program with a $4 flat fee could generate $329,200 each year or $6,584,000 over the next 20 years while the TLT could generate $218,750 each year or $4,375,000 over the next 20 years. With a total cost of $7,780,000 and total revenue of $10,959,000 (assuming a $4 flat fee), the pay-to-park program and TLT are expected to have a surplus of $3,179,000 over the next 20 years. While this is the most likely funding scenario, other funding scenarios were evaluated below, including:

1. Funding Scenario 1 - $4 flat fee
2. Funding Scenario 2 - $4 flat fee peak season, no fee off-peak season
3. Funding Scenario 3 - $8 flat fee
4. Funding Scenario 4 - $8 flat fee peak season, $4 flat fee off-peak season
5. Funding Scenario 5 – no fee

Table 4 summarizes the funding evaluation for implementation of the PMP. The total costs of Phases 1-3 were compared to the total revenues generated by the pay to park program and the TLT under Funding Scenarios 1-5.

As shown, funding scenario 1, which is the recommended scenario with a pay-to-park program, results in a surplus of $3,179,000 over the 20-year period while funding scenario 2 results in a surplus of $2,451,000. Funding scenarios 3 and 4 also result in a surplus of $9,763,000 and $9,035,000, respectively. As with scenarios 1 and 2, scenarios 3 and 4 have moderate surpluses each year that could accumulate significantly over time or advance implementation of the PMP over a shorter period. Funding scenario 5 is the only scenario that results in a net deficit of $3,405,00 over the 20-year period.

Table 4: Plan Cost Summary

	Phase 1 Total (0-3 years)	Phase 2 Total (3-5 years)	Phase 3 Total (5-20 years)	PMP Total (20 years)
Costs				
Fixed Costs	$410,000	$165,000	$1,400,000	$1,975,000
Annual Costs	$829,500	$829,500	$4,151,000	$5,810,000
Total Costs	**$1,239,500**	**$994,500**	**$5,551,000**	**$7,785,000**
Funding Scenario 1 - $4 Flat Fee				
Pay to Park Revenue	$987,600	$987,600	$4,608,800	$6,584,000
TLT Revenue	$656,250	$656,250	$3,062,500	$4,375,000
Scenario 1 Revenue	**$1,643,850**	**$1,643,850**	**$7,671,300**	**$10,959,000**
Net Difference	**$404,350**	**$649,350**	**$2,120,300**	**$3,174,000**
Funding Scenario 2 - $4 Flat Fee Peak Season, No Fee Off-Peak				
Pay to Park Revenue	$878,400	$878,400	$4,099,200	$5,856,000
TLT Revenue	$656,250	$656,250	$3,062,500	$4,375,000
Scenario 1 Revenue	**$1,534,650**	**$1,534,650**	**$7,161,700**	**$10,231,000**
Net Difference	**$295,150**	**$540,150**	**$1,610,700**	**$2,446,000**
Funding Scenario 3 - $8 Flat Fee				
Pay to Park Revenue	$1,975,200	$1,975,200	$9,217,600	$13,168,000
TLT Revenue	$656,250	$656,250	$3,062,500	$4,375,000
Scenario 2 Revenue	**$2,631,450**	**$2,631,450**	**$12,280,100**	**$17,543,000**
Net Difference	**$1,391,950**	**$1,636,950**	**$6,729,100**	**$9,758,000**
Funding Scenario 4 - $8 Flat Fee Peak Season, $4 Flat Fee Off-Peak				
Pay to Park Revenue	$1,866,000	$1,866,000	$8,708,000	$12,440,000
TLT Revenue	$656,250	$656,250	$3,062,500	$4,375,000
Scenario 3 Revenue	**$2,522,250**	**$2,522,250**	**$11,770,500**	**$16,815,000**
Net Difference	**$1,282,750**	**$1,527,750**	**$6,219,500**	**$9,030,000**
Funding Scenario 5 – No Fee (Current)				
Pay to Park Revenue	$0	$0	$0	$0
TLT Revenue	$656,250	$656,250	$3,062,500	$4,375,000
Scenario 4 Revenue	**$656,250**	**$656,250**	**$3,062,500**	**$4,375,000**
Net Difference	**($583,250)**	**($338,250)**	**($2,488,500)**	**($3,410,000)**

Implementation Plan Summary

Implementation of the PMP policies and strategies assists the County in meeting the PMP and Cape Kiwanda Master Plan goals and objectives. More specifically, the PMP creates an organizational structure designed to actively manage parking within the Pacific City/Woods area and provides the policies and strategies necessary to address issues as they arise. The PMP provides a variety of ways for people to gain information about how to access the area, where and how to park, and what parking limitations/restrictions exist. The PMP also increases the number of options people have to access area, including walking, biking, and taking the shuttle. The County can more actively manage and maintain parking conditions and facilities by implementing policies and strategies partially supported by revenue generated and enforcing those strategies.

It is important to note that implementation of the policies and will not significantly increase the capacity of the parking supply. Some of the policies and strategies, such as *Reconfigure Parking Facilities* and *Define Roadway Shoulders*, could increase the parking supply in some areas and decrease it in others, while other policies and strategies, such as the *Cape Kiwanda Drive Shared-Use Path* has the potential to significantly reduce the parking supply. The PMP focuses primarily on improving the efficiency of the parking system rather than the capacity.

MONITOR, MEASURE, AND EVALUATE PERFORMANCE

Monitoring, measuring, and evaluating the performance of the parking facilities in the Pacific City/Woods area are needed to verify appropriate adjustments are being made in a timely manner to continue meeting the needs of residents and visitors. The following data should be collected and evaluated as part of the monitoring, measuring, an evaluating process:

- **Parking Demand** – parking demand data should be collected within the municipal parking lots and along the adjacent street system on an annual or semi-annual basis to determine how parking demand has evolved with implementation of the PMP. The data should be collected and evaluated in a manner consistent with the data collected as part of this study and include, at a minimum, occupancy, duration of stay, and turnover. The data collected as part of this study is included in Appendix C: Parking Survey.
- **Parking Perceptions** – parking perception data should be collected within the Pacific City/Woods area on an annual or semi-annual basis to determine the effectiveness of the PMP in addressing the goals and objectives. The perception data could be collected using either online or intercept (in-person) surveys. The information gained from the surveys will provide an understanding of how people typically access the Pacific City/Woods area, including travel modes (auto, transit, bicycle, walking), the factors that influenced their travel mode, where they came from, what they plan to do in Pacific City/Woods, and if they drove, where they parked, how long they spent looking for parking, and their general perception of parking conditions.
- **Parking Violations** – Parking violations, citations, verbal, and non-verbal warnings issued by the Tillamook County Sheriff's Office and/or the parking manager should be monitored and tracked to better understand parking behaviors and identify opportunities to improve conditions.
- **Neighborhood Complaints** – Neighborhood complaints issued by local residents and business owners should be monitored and tracked to better understand parking behaviors and to identify opportunities to improve conditions. An online resource could be established to help facilitate the collection of neighborhood complaints.
- **Other Incidents** – Other incidents that could be related to parking conditions, including theft, vandalism, and injuries (by mode), should be monitored.

The data should be collected in samples, either through third party data collection, County data collection, and/or volunteer processes. Data derived from these efforts can be used by the County, the Parking Manager, and the Parking Advisory Committee to inform decisions, track use, and assess the success of measures. The Parking Manager should oversee the monitoring program.

SUPPLEMENTAL POLICIES AND STRATEGIES

Two additional strategies that do not fit into the phased strategy approach were identified through the planning process to address the potential impacts of the pay-to-park program. The first supplemental strategy, the Parking Permit Program, is designed to address spillover into the adjacent neighborhood. This strategy is typically implemented through a "bottom up" approach, meaning that if there is interest, neighborhood residents typically design and implement the strategy with input and oversight from the local agency and enforcement from the local enforcement officers.

The other strategy, the Beach Ramp Access Fee, is designed to address spillover onto the beach. This strategy is expected to offer the same benefits as the pay-to-park program. It is included as a supplemental strategy because of the amount of coordination between Tillamook County and OPRD that will be required.

Parking Permit Program

Monitor the impact of the pay-to-park program on the adjacent street system, especially Shore Drive, Pine Street, Madrona Drive, and Circle Drive. If visitor parking is having a negative effect on residents and there is local support, create a parking permit program that limits or restricts visitor parking. The details of the program should be determined by the Parking Manager and Parking Advisory Committee in coordination with local residents.

Considerations for Implementation:

- Each household should be allowed to purchase up to two annual parking permits for their vehicles and/or their guests. Vehicles displaying a parking permit will be exempt from time limits or other restrictions, as outlined below. The permits should be transferable to long-term and short-term renters.
- Time limits or other restrictions could be imposed on vehicles not displaying a parking permit (i.e., two-hour time limits from 9 AM to 6 PM daily, no visitor parking after 6 PM). If time limits or other restrictions are imposed, signs that identify the restrictions should be added to all included streets. Time limits could increase turnover of visitor vehicles, improving the likelihood that residents and their guests will be able to find on-street parking.
- Revenue from the parking permit program should cover the cost of permits, signs, enforcement, and maintenance of the program.

Beach Ramp Access Fee

Monitor the impact of the pay-to-park program to determine if there is a negative effect on beach parking conditions or traffic operations and safety along Hungry Harbor Drive and on the beach. If so, establish a beach ramp access fee along Hungry Harbor Drive. The fee should help reduce the number of vehicles parked on the beach, and the fee could be used to improve transportation infrastructure in the area. The County should coordinate this effort with OPRD and split the revenue to help fund the ranger information station. Allow those with a valid

boating license should be allowed to access the ramp for free because of their prior contribution to the Oregon State Marine Board.

Construct a New Parking Facility

Webb Park – relocate Webb County Campground (1.2 acres) to the vacant county-owned land (32.5 acres) located northeast of the campground and construct a new parking lot at the former campground site. *This project is identified in the Cape Kiwanda Master Plan.* Per the Master Plan, the new campground must be completed and operational before the current park closes so that campground services and revenues are uninterrupted.

Considerations for Implementation:
The new parking facility will increase the capacity of the parking supply within the Pacific City/Woods area by approximately 200 parking stalls. While the increase could be off-set by the loss of parking along Cape Kiwanda Drive (due to the addition of the shared-use path) and other local streets (due to further delineation of the roadway shoulders and parking restrictions), the increase in parking capacity will increase the number of people that can access the Pacific City/Woods area. This will have a significant impact on livability and therefore should only be considered when all other policies and strategies have been implemented, including regular enforcement, and there continues to be high parking demand. Other considerations include:

- Implement a pay-to-park program in the new parking lot consistent with the Cape Kiwanda Parking Lot.
- Consider a crossover easement with The Inn at Cape Kiwanda to provide vehicular and pedestrian access to the new parking lot and the relocated Webb County Campground.