

Tillamook County



Land of Cheese, Trees and Ocean Breeze

Board of Commissioners
Tim Josi, Mark Labhart, Bill Baertlein
201 Laurel Avenue
Tillamook, Oregon 97141
Phone 503-842-3403
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TTY Oregon Relay Service

June 30, 2015

Nan Devlin, Tourism Director
Visit Tillamook Coast
Tillamook County Economic Development Council
4301 Third Street
Tillamook, OR 97141

To Ms. Devlin:

Tillamook County is please to submit an application to the Transient Lodging Tax Grant Program for Tourism Related Facilities for the **Cape Kiwanda Master Plan**.

This local planning effort seeks to improve, locate, and develop tourism facilities and infrastructure in the Cape Kiwanda area. The Focus Area includes 284 acres of eight publicly-owned parcels along Cape Kiwanda Drive that are largely contiguous and might accommodate future public uses to grow our local economy while protecting what we love about it.

Tillamook County has selected the consulting firm Cogan Owens Greene, LLC of Portland to undertake the Master Planning effort. The consultant will collaborate with agencies and community groups to develop the plan, the contents of which will be used in competitive applications for funding tourism-related infrastructure under the TLT and other programs. If awarded, this grant would fully fund the consultant's work and deliver a final Master Plan in July 2016.

We are excited to commence this project and continue improving what the Cape Kiwanda has to offer its residents and visitors. Please contact Rachel Hagerty at 503-842-3404 or rhagerty@co.tillamook.or.us regarding the application. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, which appears to read "Paul Levesque". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Paul Levesque
Chief of Staff

**TILLAMOOK COUNTY
TRANSIENT LODGING TAX (TLT) GRANT PROGRAM
FOR TOURISM RELATED FACILITIES**

TLT GRANT APPLICATION

Name of Applicant

Tillamook County
201 Laurel Avenue
Tillamook, OR 97141

Name of Property Owner(s)

See #1

Name of Project Contact

Rachel Hagerty
201 Laurel Avenue
Tillamook, OR 97141
503-842-3404
rhagerty@co.tillamook.or.us

Property Information

See #1

Project Name: Cape Kiwanda Master Plan

Amount Requested: \$95,000.00

- ☐ If applicant is the intended long term holder of the property interest, check this box.
Otherwise provide additional information here.
- ☐ Attach fully executed Land Use Compatibility Statement

1. Project Description

Provide a complete description of the project's intended function, design and structural components. Attach a plan view drawing of the facility showing its position on the property with all related parking, driveways and accessory structures. Also attach any available design drawings, plans and specifications.

Cape Kiwanda is located within the Pacific City-Woods area; the largest unincorporated community on the Oregon Coast and the third largest in the state. Haystack Rock is the largest sea stack on the Oregon Coast and is among the top ten largest in the world. Pacific City's Dory Fleet is one of the last of its kind in the country. All of this helps Pacific City run neck in neck with the Tillamook Creamery as the most visited site in Tillamook County and the entire Oregon Coast, seeing well over a million visitors per year. This is in quite the contrast to the community of Pacific City- Woods, in which currently reside approximately a thousand people. On any given day, the population can increase by a factor of 10.

This project will result in the Cape Kiwanda Master Plan for Tourism Related Facilities. The Plan **goals** are to create:

- 1) A sustainable blueprint to improve, locate, and develop tourism facilities and infrastructure within the Cape Kiwanda Focus Area.
- 2) A framework for Tourism facilities and infrastructure that will:
 - (a) protect the beauty and natural resource values within and surrounding the community;
 - (b) minimize and mitigate the adverse effects of visitors within the community;
 - (c) improve visitor experiences and encourage longer stays; and
 - (d) attract new visitors during the shoulder seasons.

The Master Plan document will include:

- 1) A description of the planning process.
- 2) An inventory of existing and planned tourism facilities and other visitor-related infrastructure within the Focus Area.
- 3) A detailed analysis and recommendations for proposed additional Tourism Related Facilities, including: design, siting and relationship of the existing and previously planned facilities and infrastructure, approximate construction costs, and a rationale for TLT funding for each such facility based on the Economic Development Council grant criteria.
- 4) Recommendations for other proposed improvements to existing and previously planned visitor-related infrastructure that will likely be ineligible for TLT funding.
- 5) Identification of additional tourism related facilities and other visitor infrastructure that will be needed within the next 20 years within the Focus Area to achieve the goals of the Plan.
- 6) Location of proposed sites for the recommended tourism related facilities and other visitor infrastructure within the Focus Area.
- 7) A prioritized, phased implementation schedule for the projects described in the Plan.

Although the general planning area is quite expansive, the focus of the Cape Kiwanda Master Planning effort is the area west of the Big Nestucca between Cape Kiwanda and entry to Bob Straub State Park including eight largely contiguous parcels in public ownership consisting of approximately 287 acres. Each of these public properties is described below and depicted in Exhibit A:

- 1) Pacific City Turn around/Parking Lot (4S11 25AA 500). This 1.86 acre parcel is situated at the south end of the Focus Area and the west end of the bridge over the Big Nestucca River. This is the one parcel of the eight public parcels described here that is not contiguous to the remaining seven parcels. It was acquired by Tillamook County in 1939. The extension of Pacific Avenue was dedicated to the public in 1952 for road and highway. The remaining rectangular piece was dedicated by the County in 1954 as a public park and recreational area. It has been used as a parking lot for access to the beach and Bob Straub State park. However, the utility of the parcel for parking has been limited by chronic accumulations of wind-blown sand. Approximately 25 years ago a large vault was buried beneath the parking lot, serving 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. More recently there have been discussions with Tillamook Lightwave (TLW), an intergovernmental agency that currently owns the buried communications vault and cable landing station, to lease this parking lot parcel and assume responsibility for maintenance.

- 2) Pacific City Joint Water and Sanitary Authority (PCJWSA) Parcel(4S10 19 301). This 3.21 acre parcel is owned by PCJWSA and used for providing its sewer and water services. It consists of the sewer treatment plant and office. The parcel is included in the planning effort for its continuity with the other public parcels and to provide a context for planning within the Focus Area.

- 3) Bureau of Land Management (BLM) Recreation and Public Purpose Lease Area (4S10 19 300). This is a 77.75 acre tract of forest land owned by BLM. Over the past decade BLM has worked with PCJWSA to develop a Recreation and Public Purpose (R&PP) Lease that would enable PCJWSA to develop on the parcel a communication site for remote operations of treatment facilities, fencing around its existing well heads located on the tract, an access road for PCJWSA's continued operations, an emergency evacuation area with shelter, and public hiking trails. The parcel is located along the west boundary of the PCJWSA parcel (#2 above) but lacks legal access. Consequently, a public access agreement to reach the hiking trails is being finalized with TLW over parcel #4 as described below. Much like parcel #2, no additional facilities or uses should be proposed for the BLM parcel as part of the Master Plan inasmuch as the Environmental Assessment (EA) for the R&PP has been finalized and any change or proposed additional plans for proposed new uses at this time would derail the EA process. The BLM tract is included in this effort to provide context for the Master Plan.

- 4) Tillamook Lightwave (TLW) Parcel (4S11 24AA 5900). This is a 4.56 acre parcel, accessed from Kiwanda Drive. Around 1990, Pacific Telecom Cable Co. (PTC) constructed the 8,000 square foot cable landing station on this parcel for North Pacific Cable (NPC). Completed in 1991, NPC connected Pacific City to Japan, with a branch to Alaska. The submarine cable landed at the vault on parcel #1, traveled up Kiwanda Drive in multiple conduits to the Cable Landing Station where it then followed a terrestrial route through Woods, Highway 101, and Blaine Road to the Willamette Valley. The cable ceased operations in 2005. Following bankruptcy proceedings by PTC, the beach vault, conduits, and cable landing station were purchased by Tillamook Lightwave (TLW) in 2010. TLW is an ORS Chapter 190 agency comprised of Tillamook County, Tillamook County People's Utility District, and the Port of Tillamook Bay. When TLW 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 80,330 square feet including the existing cable landing station. It presently leases most of the building to the University of Washington for its use in the Ocean Observatories Initiative. Several additional transactions are pending with other telecommunications providers for use of the remainder of the building, as well as for new construction on other areas of its retained area. The balance of the parcel has been allocated for community uses as follows.
 - **Nestucca Rural Fire Protection District Lease**
This 10,500 square foot tract is planned for lease to the fire district for future use of a building that will house water rescue craft. The proximity of this tract to the Cape Kiwanda Beach was a critical factor for developing the lease that is presently ready for finalization.

 - **Nestucca Valley Community Alliance (NVCA) Lease**
The 93,810 square foot tract was leased to NVCA in November 2013. This 49-year lease enables NVCA to use the property for social, recreational and related activities including a skate park, playgrounds, outdoor amphitheater, interpretive center and overflow parking for

Cape Kiwanda. NVCA is a 510(c)(3) non-profit made up of representatives from other local agencies and organizations formed for the express purpose of leasing this tract and holding a revocable license. They are presently engaged with a consulting firm for developing a master plan on possible uses on these two tracts. It is also on this tract that provision is in place for public access to the hiking trails planned for parcel #3.

- **NVCA Revocable License**

This is 8,898 square foot parcel is situated between the TLW retained parcel #4 and the NVCA Lease. TLW granted the Revocable License to NVCA for the same purposes as for parcel #4. However the difference being that if TLW should ever need this tract for expansion of its telecommunications uses, it can revoke the License. Consequently, NVCA's use of the licensed tract over the 49-year term of the agreement will be for those uses that do not involve significant capital expenditures and can be readily relocated onto their adjoining leased tract.

- 5) Cape Kiwanda Parking Lot (4S11 24AA 1600). This 2 acre county-owned parcel is the epicenter of visitor use at Cape Kiwanda and arguably the **biggest factor** driving the need for a Master Plan. Acquired in October 1955, it was dedicated for county road and parking purposes. Not only is this parcel used for parking and beach access for vehicles and the dory fleet, the parcel also serves as the site for a number of major festivals and events during the summer and shoulder seasons. Even without a festival or event, the parking lot regularly exceeds its capacity on weekends during these seasons, often exacerbated by chronic sand accumulations. Often parking is pushed onto adjoining properties and into nearby residential neighborhoods.

The site is served by public restrooms that should have been replaced years ago and is plagued with excess accumulations of solid waste from users at the site, visitors on the beach and others from off-site locations. Conflicts occur regularly between user groups including surfers, dory men, members of the public driving on this beach and pedestrians. The single lane access to the beach is dangerous and often difficult to negotiate with vehicles becoming bogged down in the sand. Law enforcement, sand management and maintenance are a continuing challenge. There are some who feel the user experience at Cape Kiwanda has been degraded due to these conditions and overuse during the peak season.

- 6) Webb County Park (4S11 24AA 400). Located directly across Kiwanda Drive from the Cape Kiwanda Parking Lot is this approximately 2.1 acre County RV Park and Campgrounds containing 38 sites. It adjoins three private RV parks/campgrounds on its southeast boundary. However, on its north boundary, it adjoins the largely vacant 33.2 acre county-owned parcel #7 described below. The Webb Park Parcel was acquired by the County in 1958 and subsequently dedicated for county road and park purposes. Due to its proximity to the Cape Kiwanda parking lot, it has been suggested that Webb Park be relocated entirely into parcel #7 and the Webb Park parcel be used for Cape Kiwanda Parking, joined by a tunnel or alternative crossing over Kiwanda Drive.
- 7) County Tract (4S11 13D 1001). Acquired by the County under a 1944 tax foreclosure, this 33.2 acre parcel adjoins the north boundary of Webb Park, parcel #6. 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. As noted below, a number of Webb Park Campsites encroach onto this parcel at the southwest corner. This tract has legal access at three locations. There is no known dedication of this parcel.

- 8) US Forest Service Tract (4S10 18 6001). This 161.44-acre parcel is largely forested with coastal pine. It lacks legal access but the entire south half of its west boundary adjoins the entire east boundary of parcel #7.

The purpose of this Master Plan Project is to create a framework for the livability, visibility, and usability for both visitors and residents in the Cape Kiwanda area. Although the Master Plan is centered on the Focus Area, it will not be accomplished in a void. Due regard and context will be given to the affects, issues, and opportunities within the General Planning Area. The effects on adjoining land uses, traffic impacts, and neighborhoods will be considered.

2. Describe how this project will have a positive economic impact on the county and local community; how it will lead to increased and sustained jobs; how it will enhance current services or provide an identified need; and how it will increase community capacity for tourism.

Currently, the Pacific City-Woods community's ability to increase its capacity for tourism is being hampered by the congestion and chaos that defines the Cape area any given weekend. The County parking lot at Cape Kiwanda has only 150 parking spaces and this represents only a fraction of the vehicle use generated by up to 10,000 visitors per day. To compensate, tourists frequently park along Cape Kiwanda Drive and in nearby neighborhoods, and brave the short but difficult beach access lane for a chance to park on the beach. Dozens of visitors get stuck in the sand every day on this route, which temporarily blocks beach access for emergency services, dorymen, tourists and local residents. This congestion rapidly backs up traffic and parking a mile in each direction. Safety issues are emerging and congestion is beginning to cause conflict and tension.

As Cape Kiwanda is the Oregon Coasts crown jewel and one of the key gateways to Tillamook County, we need to create an environment where the visitor experience is first rate, and if not completely accommodating, is at least as orderly and pleasant as possible. If we can make the visitor experience memorable, we can better convince them to return during off peak seasons where they can fully take advantage of the Cape Kiwanda and Pacific-City Woods excitement.

Increasing off peak visitation is key to generating quality local jobs. Many coastal communities, Pacific City included, see extreme visitor fluctuation throughout the year. Increased summer traffic helps generate numerous seasonal jobs, but full time year round jobs remain elusive. Upgrading area infrastructure and planning to better accommodate and encourage off peak visitation will widen the length of the busy season, leading to increased employment periods. Ultimately, with directed improvements, full time year round employment will become a reality.

3. Describe how this project would improve the visitor experience, attract new visitors or encourage a longer stay and return visits; how it will increase non-peak destination spending by visitors; and how it aligns with Visit Tillamook Coast tourism priorities.

As we have discussed, the major impediment to the usability of Cape Kiwanda is congestion and under developed facilities and infrastructure. While the key to a positive visitor experience in the summer is minimizing frustration, in the off peak season the key is effective visitor management. Effectively the Master Plan area is at 100% capacity during off season weekends. However, this is misleading because the actual visitor impact is over visualized due to the facilities dysfunction.

At the south end of the Master Plan area, the county parking lot at the turnaround is minimally utilized due to dune encroachment. At the north end the Cape, the frequency of stuck vehicles in the beach access area dramatically reduces the usability of the beach, creates congestion, and backs traffic up throughout three quarters of the Master Plan Area. Cape Kiwanda Drive is often saddled with overflow parking on the side of the road in areas not conducive to parking. Written over 30 years ago, the current community plan is woefully outdated in its ability to effectively manage the visitor impact on the Master Plan area.

In order to better fit the current and projected usability, we need a Master Plan that encompasses both visitor and community needs and cohesively ties them together to reduce the impact on the Plan area. Effectively managing the Plan area in the off peak season will allow the full capacity of the Area (as opposed to the false congestion capacity) to be realized, thus allowing for dramatically increased use. This increased use will have a huge influence on destination spending in the off peak season.

4. Who will operate and maintain (O&M) the completed project and how will O&M be funded over the life of the project? Submit a written O&M plan signed by the party who will be performing the O&M.

As this application is for a Master Plan document there will be no operations or maintenance.

5. Describe the extent of community support for this project. Does the project have multi-agency support and/or match through dollars, labor, donations, or technical assistance from one or more sources.

For nearly six months, a diverse group of partners have been meeting monthly to brainstorm ideas to better improve the visitor experience in and around Cape Kiwanda. This group includes the Nestucca Valley Community Alliance, Tillamook County Commissioners, Pacific City Dorymen's Association, Pacific City-Nestucca Valley Chamber of Commerce, Pacific City Woods Citizen Advisory Committee, Tillamook Sheriff's Department, Tillamook Public Works, Nestucca Rural Fire Department, Tillamook County Parks, Oregon State Parks, and a number of interested community members.

Other planning partners include: Pacific City Joint Water and Sanitary Authority, Bureau of Land Management, U.S. Forest Service, Tillamook Lightwave, and Tillamook County Economic Development Council.

While not everyone agrees on how best to develop tourism, everyone is in agreement that the facilities and infrastructure of the Cape area are under developed and the congestion derived from inadequate facilities is a major problem for the community. Everyone agrees that improving beach access, clearly delineating emergency lanes and access, and improving pedestrian safety are vital to improving the Cape Kiwanda experience. Tillamook County Public Works department has agreed to provide improvements to pedestrian access and safety, including a Rapid Flash Beacon cross walk, as part of the matching funds for a parallel but separate application. This project will cost approximately \$30,000. Public Works has already spent \$12,000 on a roadway study to help guide this process.

The Pacific City Dorymen's Association is spending \$4,500 on new concrete planks to install in the sand on the State Park's side of the improved beach access lane. Additionally, stakeholders will continue to meet and donate their time and effort to ensure that this and future projects reflect the needs of both our resident and visitor communities.

Area partners are also submitting a TLT application for improving the vehicle and pedestrian access to the Cape Kiwanda area. The Nestucca Rural Fire Protection District is spearheading this effort in order to improve the safety of visitors and emergency access to the Cape and beach area. Reducing multi-use congestion in this area is vital for improving visitor management. If both projects are awarded, partners will coordinate efforts.

Tillamook County released a request for proposals for a Cape Kiwanda Master Plan and the selection committee unanimously selected Cogan Owens Greene, LLC. The County has negotiated a \$95,000 scope of work that will commence immediately following a TLT funding award.

6. Is the project ready to be constructed? Has due diligence been done regarding bids, zoning, permits, funding designs, and plans? What more needs to be done before the project can begin?

As this application will support the completion of a facilities Master Plan, it precedes any potential construction phase. The Master Plan will identify the types of facilities that will be needed to address facility and infrastructure needs, construction areas, and how to efficiently bridge them together to improve visitor experiences.

Tillamook County has selected a consultant and issued a Notice of Intent to Award. Once a TLT grant is awarded to the County, Master Plan work can commence immediately.

7. Who will manage the project? What is their experience with project management? What will be the roles and responsibility for each of the project partners?

The vast majority of the project will be undertaken by Cogan Owens Greene. The Nestucca Valley Community Alliance, led by the Tillamook County Board of Commissioners' office staff Rachel Hagerty and Paul Levesque, will oversee and guide the project.

Rachel Hagerty, Legal Secretary, has 12 years' experience in the management of a variety of complex projects. Mrs. Hagerty develops and implements projects, providing overall leadership and coordination, bringing together diverse partners, acquiring and administering grants, and managing contracts. Paul Levesque, Chief of Staff, has 25 years' experience in public facility project management and serves as the County's contract and procurement officer.

8. By what date will this project be completed? Attach a detailed schedule showing the dates that each project component (e.g. design, site prep, permitting, start of construction, final completion and occupancy) will be accomplished in order to achieve completion.

Cogan Owens Greene is ready to begin work upon a TLT award, approximately September 1. During the 11 month work period, the consultant will carry out the following tasks, which are further detailed in the attached scope of work.

TASK	2015				2016						
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Task 1: Project Assessment & Management											
Kickoff Meeting	X										
Project Management	Ongoing										
Task 2: Stakeholder Engagement											
Community Engagement Plan	X	X									
Project Assessment		X									
Citizen Advisory Committee Meetings		X					X				
Community Meetings			X				X		X		
Task 3: Existing & Planned Facilities											
Existing & Planned Conditions Report			X	X							
Task 4: Needed Facilities											
Needed Facilities					X	X					
Facility Alternatives Report							X				
Task 5: Preferred Alternative & Implementation											
Preferred Alternatives								X	X		
Implementation Strategy								X	X		
Task 6: Master Plan											
Master Plan Final											X

EXHIBIT A **CAPE KIWANDA MASTER PLAN** **FOR TOURISM-RELATED FACILITIES**

Public Ownership
 Focus Area
 General Planning Area

PUBLIC OWNERSHIP SUMMARY

Parcel	Exhibit	Owner	Acreage	Taxlot
1	B	Tillamook County	1.86	4S11 25AA 500
2	C	Pacific City Joint Water & Sanitary Authority	3.21	4S10 19 301
3	C	Bureau of Land Management	75.50	4S10 19 300
4	D & G	Tillamook Lightwave	4.56	4S11 24AA 5900
5	D	Tillamook County	2.00	4S11 24AA 1600
6	D	Tillamook County	2.10	4S11 24AA 400
7	E & H	Tillamook County	33.20	4S11 13D 100
8	F	US Forest Service	161.44	4S10 18 600
			283.87	

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 application. The information should not be relied on for solving a problem whose incorrect solution could
 result in injury to a person or loss of property. If you do use the data in such a manner,
 it is at your own risk.

EXHIBIT B

**COGAN OWEN GREENE, LLC
SCOPE OF WORK & BUDGET**



Cape Kiwanda Master Plan for Tourism Related Facilities

Scope of Work

June 29, 2015

The Cape Kiwanda Master Plan for Tourism Related Facilities will achieve the following goals:

1. Provide a sustainable blueprint to improve, locate, and develop tourism facilities and infrastructure within the Cape Kiwanda Focus Area.
2. Create a framework for tourism facilities and infrastructure that will:
 - (a) Protect the beauty and natural resource values within and surrounding the community;
 - (b) Minimize and mitigate the adverse effects of visitors within the community;
 - (c) Improve visitor experiences and encourage longer stays; and
 - (d) Attract new visitors during the shoulder seasons.

Task 1: Project Assessment and Management

1.1: Project Partners

Consultant will design and facilitate a kickoff meeting with Project Partners (meeting #1) to agree on a refined scope of work, schedule, budget, roles and responsibilities, and public outreach and communications activities. Project Partners will participate in a tour of relevant sites and discuss key stakeholders and community engagement strategies. This first meeting of the Project Partners will be longer to accommodate the site tour. Project Partners will meet six (6) times during the course of the project. Project Partners will include, but are not limited to:

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

Deliverables

County: meeting logistics (roster, invitations, location, site tour transportation, printed materials), background materials.

Consultant: kickoff meeting agendas, materials and summaries, base maps for site tour.

Timeline

Kickoff meeting – September 2015.

Project Partners meetings – ongoing.

Task 1.2: Project Management

Throughout the vision process, the consultant and County project managers will hold bi-weekly project management phone calls to track progress on key tasks and deadlines, identify unanticipated issues and develop alternative approaches as needed. To ensure accountability and conformance with the project budget, the consultant will prepare monthly progress reports and invoices that describe the activities undertaken, estimate the percent completion of each task, and track expenditures and hours.

Deliverables

County: bi-weekly phone calls.

Consultant: bi-weekly phone calls, monthly progress reports and invoices.

Timeline

Ongoing.

Task 2: Stakeholder Engagement

Task 2.1: Community Engagement Plan

The consultant will prepare a Community Engagement Plan that:

- Establishes citizen engagement and communications objectives.
- Identifies target audiences and their issues and concerns.
- Develops key messages to be communicated clearly and consistently.
- Describes the array of tools and activities best suited to inform and engage all stakeholder groups, including those that do not normally participate.
- Includes a schedule for initiating strategies and recommends when and how to use preferred communications tools.

Deliverables

County: draft Community Engagement Plan review/comment.

Consultant: draft and revised Community Engagement Plan.

Timeline

Draft Community Engagement Plan – September 2015.

Revised Community Engagement Plan – October 2015.

Task 2.2: Stakeholder Interviews

Following the kickoff meeting, the consultant will conduct up to 10 phone interviews with key stakeholders to identify project issues, opportunities and challenges. The consultant will prepare a project assessment based on interview results to be shared with all Project Partners.

Deliverables

County: stakeholder contact information, project assessment review/comment.

Consultant: draft and revised project assessment.

Timeline

Draft and revised project assessment – October 2015.

Task 2.3: Citizen Advisory Committee

County staff will appoint a Citizen Advisory Committee (CAC) representing a broad cross-section of community interests. The CAC will meet a minimum of two times over the course of the project. At the first meeting, CAC members receive a project overview, review and comment on the Community Engagement Plan, and discuss opportunities and challenges identified in the project assessment and evaluate the draft inventory of existing and planned facilities. At a second meeting, the CAC will review and comment on tourism facility alternatives.

Deliverables

County: CAC meeting logistics (roster, invitations, location, printed materials).

Consultant: CAC agendas, materials and summaries.

Timeline

CAC meeting #1 – October 2015.

CAC meeting #2 – March 2016.

Task 2.4: Community Meetings

The consultant team will design and facilitate three community meetings throughout the course of the project to coincide with key decision points in the process. The following is a general description of topics for each community meeting:

Meeting 1: Existing and Planned Conditions

- Project overview
- Existing and Planned Conditions
- Opportunities

Meeting 2: Tourism Facility Alternatives

- Review and comment on elements of alternatives

Meeting 3: Preferred Alternatives

- Review and comment on preferred alternatives and implementation strategy
- Identify facility priorities

Deliverables

County: community meeting logistics (roster, invitations, location, printed materials).

Consultant: community meeting design, agendas, materials and summaries.

Timeline

Community meeting #1 – November 2015.

Community meeting #2 – March 2016.

Community meeting #3 – May 2016.

Task 3: Existing and Planned Facilities

The Existing and Planned Facilities report will inventory existing and planned tourism-related facilities and infrastructure in the study area and assess the implications of population and tourism growth over the next twenty years. The report will use maps, graphics and narrative to describe the following elements:

Population and Tourism Projections

The consultant will outline the likely implications of local, regional, and statewide population projections on tourism in Tillamook County. In addition, the consultant will compile information on tourism trends from Travel Oregon visitor research, the Oregon Statewide Outdoor Recreation Plan, and other sources to understand what the implications are for future tourism at Cape Kiwanda.

Land Use

The consultant will analyze current and planned land use conditions in the project study area. The analysis will include land use and zoning designations, land ownership, and environmental and physical constraints. The consultant also will conduct an inventory of existing and planned tourism facilities, including a description of the condition of existing facilities.

Landscape

The consultant will conduct a Landscape Character Assessment to understand and articulate the character of the landscape. The results of this assessment will help identify the features that give Cape Kiwanda its “sense of place.” As part of our foundation for the inventory, the consultant will identify and analyze fundamental resources, features, systems, processes, experiences, scenes, sounds, smells, etc., that are significant in the area. The assessment will articulate the inventory of the experience in a visual and narrative manner.

Engineering

The consultant will conduct a concept level assessment of existing public stormwater, water and sanitary sewer utilities and, in consultation with local agencies and service providers, provide a summary of planned provision of public facilities and identified funding mechanisms.

Transportation

The consultant will assess the existing transportation network for biking, walking, vehicles and transit. This assessment will be informed by local, regional, and regulatory plans (Transportation System Plans, Community Plans, Transit Plans), public and private parking inventory, roadway location and vehicle jurisdictional responsibility and functional classification, crash history in the study area, and right-of-way boundaries in the study area. A summary of existing conditions will include: existing parking inventory; infrastructure inventory for all modes including, bicycles, pedestrians, vehicles, and transit; and existing right-of-way.

The consultant will facilitate meetings of the Project Partners (meeting #2) and the CAC (meeting #1) to review and comment on the Existing and Planned Facilities report and identify opportunities based on existing and planned conditions. The consultant will design and facilitate a community meeting for community members to review and comment on existing conditions and potential opportunities. The results of the community meeting will inform development of tourism facility alternatives.

Deliverables

County: provide relevant background documents, draft Existing and Planning Conditions review/comment.

Consultant: draft and revised report of Existing and Planned Conditions.

Timeline

Draft Existing and Planned Conditions report – November 2015.

Revised Existing and Planned Conditions report – December 2015.

Task 4. Needed Facilities

Task 4.1: Inventory of Needed Facilities

Based on population and visitor estimates over the next 20 years, the consultant team will assess the need for additional tourism-related facilities and other visitor infrastructure and programs that will help achieve the Goals of the Master Plan. The inventory of needed facilities will include options to address the design, siting and relationship of the existing and planned facilities to proposed new facilities. The consultant will identify conceptual future transportation improvements based on forecast population and tourism growth within the study area. Estimated “triggers” will be identified to guide the need for future transportation improvements (triggers may include but are not limited to forecast growth within the study area and potential future funding). Project Partners will meet (meeting #3) to review and refine the inventory of needed facilities and options.

Deliverables

County: draft Needed Facilities review/comment.

Consultant: draft and revised Needed Facilities report.

Timeline

Draft Needed Facilities report – January 2016.

Revised Needed Facilities report – February 2016.

Task 4.2: Facility Alternatives

Based on Project Partner comments, the consultant will create up to three (3) feasible alternatives for the location of proposed facilities. Each alternative will include a rough order of magnitude cost estimate for improving existing facilities and infrastructure and designing and constructing new tourism related facilities and other visitor infrastructure. The alternatives will be described using maps, graphics and narrative.

The consultant will facilitate meetings of the Project Partners (meeting #4) and the CAC (meeting #2) to help refine the alternatives. The consultant will design and facilitate a community meeting for community members to review and comment on the alternatives. Participants will identify the elements of each alternative they like best. The results of the community meeting will inform development of preferred alternatives.

Deliverables

County: Facility Alternatives review/comment.

Consultant: Facility Alternatives report.

Timeline

Facility Alternatives report – March 2016.

Task 5. Preferred Alternative and Implementation

Task 5.1: Preferred Alternatives

Following the community meeting, the consultant will prepare a summary of preferred alternatives in consultation with the Project Partners (meeting #5) and County staff. The preferred alternatives will include a summary of whether or not specific projects meet criteria for Transient Lodging Tax (TLT) funding. The consultant will perform economic analysis on the preferred alternative to provide rough estimates of the impacts of facility investments to the broader community in terms of jobs, visitor

spending, and worker spending. The results of the analysis will depend on the quality of information available about how each facility improves access or amenities in the area.

Deliverables

County: Preferred Alternatives review/comment.

Consultant: draft and revised Preferred Alternatives.

Timeline

Draft Preferred Alternatives – April 2016.

Revised Preferred Alternatives – May 2016.

Task 5.2: Implementation Strategy

The consultant will develop a funding and phasing strategy to serve as a roadmap for how Project Partners can request TLT grant funding in the future and leverage complementary funding sources. The strategy will identify methods for effectively implementing the preferred concept for tourism-related facilities and infrastructure. These may include recommended Comprehensive Plan policies, Comprehensive Plan and zoning designations and development code provisions. The strategy will include a summary of potential funding sources, as well as a rationale for TLT funding based on the Economic Development Council (EDC) grant criteria. It is likely that the initial analysis will show funding gaps, where costs exceed revenues, if not in the aggregate, then for certain periods of time. The consultant will examine how certain tools, or combinations of tools, could be used to provide sufficient funding for projects in the phasing strategy. This analysis will be an iterative process, where key variables like timing of infrastructure projects and the assumed rates for each of the funding sources are refined until a feasible funding strategy is developed. The strategy also will identify funding sources that could work well with TLT funding, bringing in additional state or other investment that might not otherwise be possible without a local funding match.

The consultant will facilitate meetings of the Project Partners (meeting #6) to help refine the preferred alternative and implementation strategy. The consultant will design and facilitate the community meeting #3 for community members to identify priorities by which each of the projects can be evaluated. The process will account for economic impact, visitor experience impact, operations and maintenance sustainability, community support, and project readiness. Once these projects have been prioritized, the consultant will develop a funding and phasing strategy to serve as a roadmap for how Project Partners can request TLT grant funding in the future and leverage complementary funding sources.

Deliverables

County: Implementation Strategy review/comment.

Consultant: draft and revised Implementation Strategy.

Timeline

Draft Implementation Strategy – April 2016.

Revised Implementation Strategy – May 2016.

Task 6. Master Plan

The consultant will prepare a draft Cape Kiwanda Master Plan for Tourism Related Facilities that compiles the information gathered provides a detailed description of the preferred plan for tourism-related facilities and infrastructure in narrative and graphic format. The Master Plan will include:

- Description of the planning process

- Inventory of existing and planned tourism facilities and infrastructure
- Analysis and recommendations regarding design, siting and relationship of tourism facilities
- Recommended improvements to planned tourism facilities, including funding sources and rough order of magnitude cost estimates
- Recommended new tourism facilities, including funding sources and rough order of magnitude cost estimates
- Prioritized, phased implementation schedule based on the priorities identified in the plan: potential economic impact, visitor experience impact, operations and maintenance sustainability, community support, and project readiness.

The consultant will assist County staff with a presentation of the draft Master Plan to the Board of Commissioners to gather feedback on the draft Master Plan. The consultant will address BOC comments in the final Master Plan.

Deliverables

County: BOC presentation materials review/comment, draft Master Plan review/comment.

Consultant: BOC presentation materials, draft and revised Master Plan.

Timeline

Draft Master Plan and presentation materials – June 2016.

Revised presentation materials – June 2016.

Final Master Plan – July 2016.

Budget Summary

Cape Kiwanda Master Plan for Tourist Facilities	Total
Tasks	
Task 1. Project Assessment and Management	\$25,337
Task 1.1 Project Partners (6)	\$16,455
Task 1.2 Project Management	\$8,882
Task 2. Stakeholder Engagement	\$16,845
Task 2.1 Community Engagement Plan	\$600
Task 2.2 Stakeholder Interviews (10)	\$1,500
Task 2.3 Citizen Advisory Committee (2)	\$3,080
Task 2.4. Community Meetings (3)	\$11,665
Task 3. Existing and Planned Facilities	\$13,972
Task 4. Needed Facilities	\$18,437
Task 4.1 Inventory of Needed Facilities	\$8,605
Task 4.2 Facility Alternatives	\$9,832
Task 5. Preferred Alternative and Implementation	\$15,165
Task 5.1 Preferred Alternative	\$8,371
Task 5.2 Implementation Strategy	\$6,794
Task 6. Master Plan	\$5,244
Total Fees	\$95,000

Nestucca Valley Community Alliance
PO Box 253
Pacific City, Oregon 97135
nvcainfo@gmail.com
www.nestucca.org



June 26, 2015

Nan Devlin
Tourism Director
Visit Oregon Coast
Tillamook County Economic
Development Council

Dear Ms. Devlin,

This is a letter of support for the Cape Kiwanda Master Plan proposal.

As Chair of the Nestucca Valley Community Alliance (please review our website); I agree that it is critical to complete a master plan for the Cape Kiwanda community.

As an appointed Tillamook County Park & Recreation advisory member, I also support the Master Plan. There is opportunity to access numerous acres of county land and incorporate it in the Master Plan for the betterment of our thriving tourism and their accommodations in our natural environment.

As an appointed 8 year member of the Tillamook County Futures Council; a Master Plan is visionary to the needs of South County and proactive, not reactive.

As a full time resident of Pacific City for the past 15 years; not only are the citizens of our small unincorporated community overwhelmed with 1 million visitors a year but we have serious safety issues that need to be addressed and resolved. The Master Plan would provide directive as how to make these change for the safety and betterment of our community.

Thank you for your consideration and if needed, please contact me at your convenience.

Sincerely,

Marie Heimburg
Nestucca Valley Community Alliance
Board Member Chair
mheimbur@co.tillamook.or.us

TWIST WINE COMPANY

June 26, 2015

Nan Devlin
Tourism Director
Visit Oregon Coast
Tillamook County Economic
Development Council

Dear Nan,

For nearly the last year, a group of diverse stakeholders has been meeting to discuss concerns over the impact that tourism has on the Cape Kiwanda and Pacific City area. As one of the Oregon Coasts prized jewels, Cape Kiwanda sees over a million visitors per year. Our little community of 1000 or so residents is often overwhelmed by a temporary population that can exceed 10 times our permanent residents.

As you probably know, Tillamook County has struggled over the last few years to fill the gaps in the budget due to the loss of timber revenue. Our County Commissioners have done an admirable job of allocating funds, and I don't envy their responsibility. Nevertheless, the Cape Kiwanda area has had to make due with resources that are nowhere near commiserate with the level of visitors we see every year.

As the owner of two businesses here in town, it is vital for my success to increase the number and quality of customers that frequent my establishments. Every weekend I watch traffic congestion build up in front of my shops, which are over a mile from Cape Kiwanda. Our community is woefully deficient in the infrastructure, planning, and strategic resources necessary to effectively manage a destination as popular as ours.

The EDC will be receiving two applications for TLT funding from our stakeholder group: The Cape Kiwanda Master Plan and the Cape Kiwanda Pedestrian and Vehicle Beach Access Improvement Project. Both of these concepts are vital for our Community's livability.

I wholeheartedly support both of these projects.

Sincerely,



Sean Carlton

REVEA^{SA}L

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STUMBLING BLOCK

LAND USE INFORMATION FORM

This information is needed to determine if the proposed project complies with statewide planning goals and is compatible with local comprehensive plans (ORS197.180). The completed and signed form must be submitted before Tillamook County releases grant funds. The County will release grant funds only if the project is neither regulated by, nor is incompatible with the local comprehensive plan and zoning ordinance. If a project is regulated by the local comprehensive plan and zoning ordinance, the County will void Grant Contracts for projects the county or city determines to be incompatible with the local comprehensive plan and zoning ordinance. If the county or city requires additional local approvals for a project regulated by the local comprehensive plan and zoning ordinance, the County will not release grant funds until these conditions are satisfied.

1. TO BE COMPLETED BY THE APPLICANT

Applicant Name: Tillamook County

Project Name: Cape Kiwanda Master Plan

2. TO BE COMPLETED BY CITY/COUNTY PLANNING OFFICIAL

Complete this section only after section 1, above, has been completed. Check the box below that applies:

- ☒ This project is not regulated by the local comprehensive plan and zoning ordinance.
- ☐ This project has been reviewed and is compatible with the local comprehensive plan and zoning ordinance.
- ☐ This project has been reviewed and is not compatible with the local comprehensive plan and zoning ordinance.
- ☐ Compatibility of this project with the local planning ordinance cannot be determined until the following local approvals are obtained:

_____ Conditional Use Permit
_____ Plan Amendment
_____ Other

_____ Development Permit
_____ Zone Change

An application has _____ has not _____ been made for the local approvals checked above.



*Signature of Local Official

Date 6/30/15

Print Name: Bryan Powell

Phone: (503) 842-3408 x-3123

Title: Director

Email: bpowell@co.tillamook.or.us

***Must be an authorized signature from your local City/County Planning Department, regardless of which box is checked above.**

TILLAMOOK COUNTY – TRANSIENT LODGING TAX (TLT) GRANT PROGRAM FOR TOURISM
RELATED FACILITIES – GRANT INSTRUCTIONS AND APPLICATION (March 2015)
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