

APPENDIX A: WORKSHOP EXERCISE RESULTS

The Recreation Economy for Rural Communities workshop with Glenwood Springs involved several exercises that helped define workshop participants’ vision, goals, and actions they wish to take to strengthen outdoor recreation and downtown revitalization efforts in their community. The following appendix documents many of these activities that shaped the action plan developed through this planning process.

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Words of Excitement

When introducing themselves, participants offered up to three words on what they were excited about in relation to the workshop and outdoor recreation. The responses to this prompt, including as a word cloud summary, are below.

<i>Assets</i>	<i>Happy to be here!</i>	<i>Preserving nature</i>
<i>Beer</i>	<i>Historical</i>	<i>Pride</i>
<i>Bikes</i>	<i>History</i>	<i>Promoting business</i>
<i>Building infrastructure</i>	<i>Hospitality</i>	<i>Proud</i>
<i>Collaboration</i>	<i>Housing</i>	<i>Recreation</i>
<i>Community</i>	<i>Hunting</i>	<i>Resiliency</i>
<i>Community based action</i>	<i>Implementation</i>	<i>Revitalization</i>
<i>Community improvement</i>	<i>Leadership</i>	<i>Ride your bike!</i>
<i>Diversify</i>	<i>Learn more</i>	<i>Right-sized growth</i>
<i>Dogs</i>	<i>Learning</i>	<i>River rafting</i>
<i>Economic growth</i>	<i>Leveraging assets</i>	<i>Rivers</i>
<i>Economy</i>	<i>Local</i>	<i>Show me the \$</i>
<i>Engagement</i>	<i>Local accountability</i>	<i>Snow skiing</i>
<i>Equity</i>	<i>Love</i>	<i>Stewardship</i>
<i>Experience</i>	<i>Marketing</i>	<i>Strategizing</i>
<i>Family outdoor</i>	<i>Mountain biking</i>	<i>Tacos</i>
<i>Fish coming back!</i>	<i>Nature</i>	<i>Teaching</i>
<i>Fishing</i>	<i>Networking</i>	<i>Team</i>
<i>Future</i>	<i>Opportunities</i>	<i>Tourism</i>
<i>Future</i>	<i>Optimization</i>	<i>Trails</i>
<i>Get people outside!</i>	<i>Partnering</i>	<i>Water</i>
<i>Getting things done!</i>	<i>Partners work together!</i>	<i>Wine</i>
<i>Growing community!</i>	<i>Passion</i>	<i>Youth</i>
<i>Growth</i>	<i>Poised rural community</i>	



What Does Outdoor Recreation Mean to You?

Participants were asked to describe what outdoor recreation means, or includes, to them. The responses to this prompt, including as a word cloud summary, are below.

- | | |
|--|------------------------------------|
| <i>Access</i> | <i>Leaving my house and being</i> |
| <i>Adventure!</i> | <i>at a high mountain lake</i> |
| <i>Being outside</i> | <i>Milky Way & dark skies!</i> |
| <i>Chasing cows</i> | <i>Absence of lights</i> |
| <i>Education</i> | <i>Mountain Biking</i> |
| <i>Exploring</i> | <i>Mowing weeds in my garden</i> |
| <i>Family</i> | <i>Rafting</i> |
| <i>Farming</i> | <i>Regional tourism!</i> |
| <i>Fishing</i> | <i>Road trips</i> |
| <i>Fishing</i> | <i>Rock climbing</i> |
| <i>Focusing on your activity &</i> | <i>Rowing the river</i> |
| <i>joy</i> | <i>Snowshoeing</i> |
| <i>Gardening</i> | <i>Spelunking</i> |
| <i>Having fun</i> | <i>Strolling</i> |
| <i>Hiking</i> | <i>Walking</i> |
| <i>Hunting</i> | |
| <i>Kayaking</i> | |



Headlines Exercise Results

Participants were asked to imagine future news headlines as a way to define what success would look like. The responses to this prompt are below.

- ***“Yreka to Host “Outdoor Olympics” Games”***
 - Grow tourism surrounding outdoor rec. put Yreka on map
 - Strategic planning + marketing
- ***“Yreka Revitalizes 5 Brownfield Sites, Builds Affordable, Mixed Use Housing Infrastructure”***
 - City leverages EPA assessment & cleanup grants to assess & clean 5 contaminated sites in Yreka
 - More affordable housing is available, attracts workers, higher housing density, city becomes more walkable
 - Community engagement & federal funding & support
- ***“Chronic Disease Rates Plummet in Yreka Following a Series of Local Active Living-promotion Projects & Policies”***
 - WHAT HAPPENED:
 - Daily engagement in wellness practices (nutrition, physical activity, decline in unhealthy activities)
 - IMPACT:
 - Active/engaged youth & intergenerational healthy lifestyles
 - WHAT MADE IT POSSIBLE:
 - Local projects related to community health
 - Upstream policy adoption & implementation
 - Uplifting local voices
- ***“Yreka Restores Carnegie Library”***
 - Visitor center & community workspace available to local community
 - More knowledge about outdoor recreation
 - Community supports fundraising
- ***“Humbug OHV Area Expands Mountain Bike Trail Network”***
 - Increased tourism, health increases, increased outdoor access, improved fire resilience in conjunction with fuel treatments
 - Collaboration between USFS, CDF, & local groups, forest health groups?
- ***“Yreka Saved From Wildfire by Active Reintroduction of Intentional Fire & Managed Wildlife”***
 - How?
 - Collaborative fire management
 - Siskiyou Prescribed Burn Association
 - Expand Cultural Burning
- ***“Historic Theater Opens on Broadway”***
 - Serves community and youth with an activity out of the elements

- Historic grants
- ***“Local Mountain Biker Wins Greentown Race, Then Celebrates Eating Local Beef”***
 - Revitalized downtown
 - Tourism to draw mountain bikers
 - Economic stimulus
 - Local, state, & federal investment
- ***“Biggest Event of the Year!”***
 - Downtown, outlying areas saw the most traffic
 - Thanks to Discover Siskiyou
- ***“City Builds Boathouse at Greenhorn”***
 - Impact: people learn to sail
 - City established recreation district to cover insurance requirement and to run program
- ***“500,000 People Attend Art Festival”***
 - Tourism – economic boom
 - What happened:
 - Local groups joined together to produce 5 day festival
 - Art in nature, children’s sidewalk chalk art, music in the park, art gallery opening, performances over groups in different areas worked together, happily
- ***“Yreka Takes a Breath of Fresh Air”***
 - Development of a disc golf course in the city’s park
 - A community effort to push through new ideas
- ***“Community of Yreka and Tribes Work to Create a Recreation Action Team”***
 - A companion to the outdoor recreation action plan
 - Truth & healing
 - Cultural capacity building
 - Listening
- ***“OHV Park Finally Approved After 7 Years of Planning From the Jefferson Offroad Association”***
 - OHV Park received county approval for the project
 - The project will bring in TBID funding and recreational activity to our community
- ***“Greenhorn Music Festival a Hit”***
 - Large regional music festival
 - Influx of revenue
 - New ampitheater at Greenhorn
- ***“Yreka Carnegie is Showcased a National Model for Adaptive Reuse”***
- ***“Springers Roar Back”***
 - Increased population
 - Fishing/guiding opportunity

- Tribes utilizing a historic resource
- Dam removal & other restoration
- ***“Yreka Awarded Firewise Community Status”***
 - Safer community, reduced smoke, reduced insurance rates, outdoor recreation protection
 - HMP & FSC active planning with city and county codes rewritten
- ***“City Develops Historical Mining Tour”***
 - Community input for Historical Culture
 - Increases tourism dollars
 - Collaborative grant for structure & trail development funding
- ***“Tour de France Champion Wins Tour de California Race in Mt. Shasta”***
 - More hotels, more paved roads, more lobbying
- ***“Pandemic Drives People Away from Large Cities and Into Siskiyou County”***
 - People tired of lockdowns
 - Desire for open space made rural America attractive
 - Remote work and better internet transformed Yreka
- ***“Increased Salmon Runs Bolster Siskiyou Economy”***
 - The \$450 million investment in revitalizing the Klamath River actually worked
 - Fly fishermen rediscovered Happy Camp, other local communities
 - New businesses were launched to accommodate fishermen
- ***“Yreka Hosts Tour de France Training Camp for Elite Cycling Athletes”***
 - 4 staging areas in town region
 - Host city cultural events
 - Lodging in Siskiyou area
 - Youth interest

Value Chain Diagramming Exercise Results

Another small group exercise enabled workshop participants to explore different sectors of the recreation economy value chain using a value chain diagram. The diagram allowed participants to generate post-it style boxes to document what currently exists or is a strength (yellow post-its), what is missing or needs strengthening (blue post-its), and best practices or good examples from other communities that could be helpful (green post-its). The blank value chain graphic and instructions are below and the results of the diagramming are on the following page. *Note that all of the responses for this exercise fell under the “existing asset or strength” category, except for those comments with an asterisk (*) before them, which indicate “missing or needs strengthening”.*

MAPPING THE REC ECONOMY VALUE CHAIN



Yellow - Existing asset or strength

Blue dots - missing or needs strengthening

Best practice or good example

Destinations & Activities

- McCloud Falls (hiking, swimming, camping)
- Etna Summit (backcountry skiing, hiking, mountain biking)
- Klamath River (rafting, fishing, floating)
 - Supports guides, draws tourists, values = nature preservation
 - Fishing & rafting guides
- Pluto's Cave (exploring, hiking)
- Mt. Shasta (skiing, snowboarding, cross-country, hiking, mountain biking, golf course)
- Greenhorn (hiking, biking, disc golf, birding, horseback riding, soccer, kids' playground)
- Forks of Salmon (Salmon River Loop, swimming, kayaking, gold mining)
- Road cycling
 - Events, tourists, quality of life for residents
 - Bike shops, event organizers
 - Need maps/bike shops
- Lake Siskiyou (kayaking, rent houseboat, camp)
- Castle Crags (hiking)
- Disc golf (recreation)
- Wildlife Refuges
- Humbug Mountain OHV Trails
 - Gets people outside, draws new people to area
 - SCORR (S.C. Offroad Riding)
- Siskiyou Outback (Mt. Ashland)
- Running Events at Mt. Shasta (Grinduro, Tin Man)
 - Draw to Yreka
- Greenhorn Park
- Historic Downtown (Miner Street)
- Klamath River (rafting, fishing, camping)
- Marble Mountain Wilderness
- Russia Wilderness
- Trinity Alps Wilderness (hiking, backing)
- Youth Camps (Kolder Camp)
- GAP
 - Birding – is there an Audubon chapter?
 - Siskiyou – Josephine Co., Oregon
 - Shasta Valley Audubon
 - USFWS – Migratory Birds
- Carnegie Library (coworking space)
- Camp Siskiyou
 - Based in Yreka

- Booking agent

Goods & Services

- Grocery
 - Raley's
 - Nature's Kitchen
 - Grocery Outlet
- Bella Art Works
- Restaurants
 - Wine Bar
 - Mexican Options
 - Black Bear
 - Jefferson Road House
 - Smoked Tom Pie
 - Nature's Kitchen
 - Natalee Thai
 - JD Diner
 - Klanders
- Coffee Shops
 - MacGregors
 - Zephyr
 - Drive Thru
- Baxter R.V. Repair
- N.W. Chainsaw Repair
- Lodging
 - Holiday Inn
 - Baymont Inn
 - Chains & economy lodging
 - Waiika RV Park
- Collier Road Stop (bathrooms, rest area, visitor center)
- Bike Repair
 - Upper Greenhorn
- *Breweries, restaurants, taprooms

Outfitters & Guides

- Etna Outfitters
- Shasta Gravity Biking
- Fishing Guides:
 - SC Guide Service
 - Wild Rivers Fly Fishing
- *Transportation to Yreka from Etna for PCT Hikers

- THC Guide Service/Camp trip
- Base Camp – outdoor rentals
- Run4Salmon
- Permitted Rafting Guides:
 - Adventure Whitewater
 - All Outdoors CA Whitewater Rafting
 - ARTA
 - Entrada
 - Indigo Creek Outfitters
 - Ironhead Guide Service
 - JH Ranch
 - Kidder Creek Orchard Camp
 - Klamath River Outfitters
 - Living Waters Recreation
 - Marble Mountain Guest Ranch
 - Momentum River Expeditions
 - Noah’s River Adventures
 - OARS
 - Orange Torpedo Trips
 - RaftCalifornia.com
 - Redwoods & Rivers
 - River Dancers
 - Scott River Lodge
 - Second Wind
 - Sierra South, Inc.
 - Six Rivers Rafting
 - Sunrise Rafting
 - Treehouse Outfitters
 - Trinity River Rafting Companions
 - W.E.T. River Trips
 - YMCA – Siskiyou Family
- Rawhide Outfitters
- Shasta Vortex Adventures
- YMCA
- Mid-Klamath Watershed Council
- Save California Salmon
- California Rivers

Rental

- Fifth Season
- Loge

- McCloud Outdoors
- Lack of rental -> YMCA as partner for gear?
- Gear library
- Base Camp – outdoor rentals
- *Camp equipment
- *Uhaul
- *Kayak rentals
- *White water rafting
- *Standing paddle boards
- *Snowshoeing

Retail

- Miner St. Meats
- Siskiyou Farm Co.
- Zephyr's (coffee, local goods)
- Shoppe Serendipity
- Yreka Farmers Market
- Hunter Orchards
- Yreka Junction (Raley's, Dollar Tree)

Wholesale

- Denny Bar Co.
- Etna Brewing
- Five Marys

Small-scale Manufacturing

- Denny Bar Co.
- Etna Brewing

Other

- Discover Siskiyou (marketing, promotion, direct relationship with business owners)
- USDA Rural Development Programs
- Energize Chamber
 - Business walks
 - Business coaching
 - Assessment of needs
 - Resources
 - Coordinate business activity
 - Hospitality
- Summary:

- River rafting & guides
- Birding tours
- Chamber of commerce engagement
- Small-scale manufacturer like Denny Bar/Etna Brewing
- Opportunity for rental shop for outdoor gear
- Marketing/branding

Mapping Exercise Results

During the workshop, one small group exercise involved participants placing map markers on strong existing assets; future opportunities; supportive services and assets; and gaps, needs, and fixes. Participants reviewed assets that were pre-populated prior to the workshop and added their own. This exercise allowed for exploration of assets and opportunities as preparation for action brainstorming in a following workshop session.

The mapping results from this exercise are documented and summarized below.

Siskiyou County Map

Marker #	Comment Category	Comment
1	Outdoor Recreation/Community Asset	Greenhorn park is a key outdoor recreation asset
2	Outdoor Recreation/Community Asset	The West Miner and Third Street Historic District is a community asset, with quaint storefronts and eateries

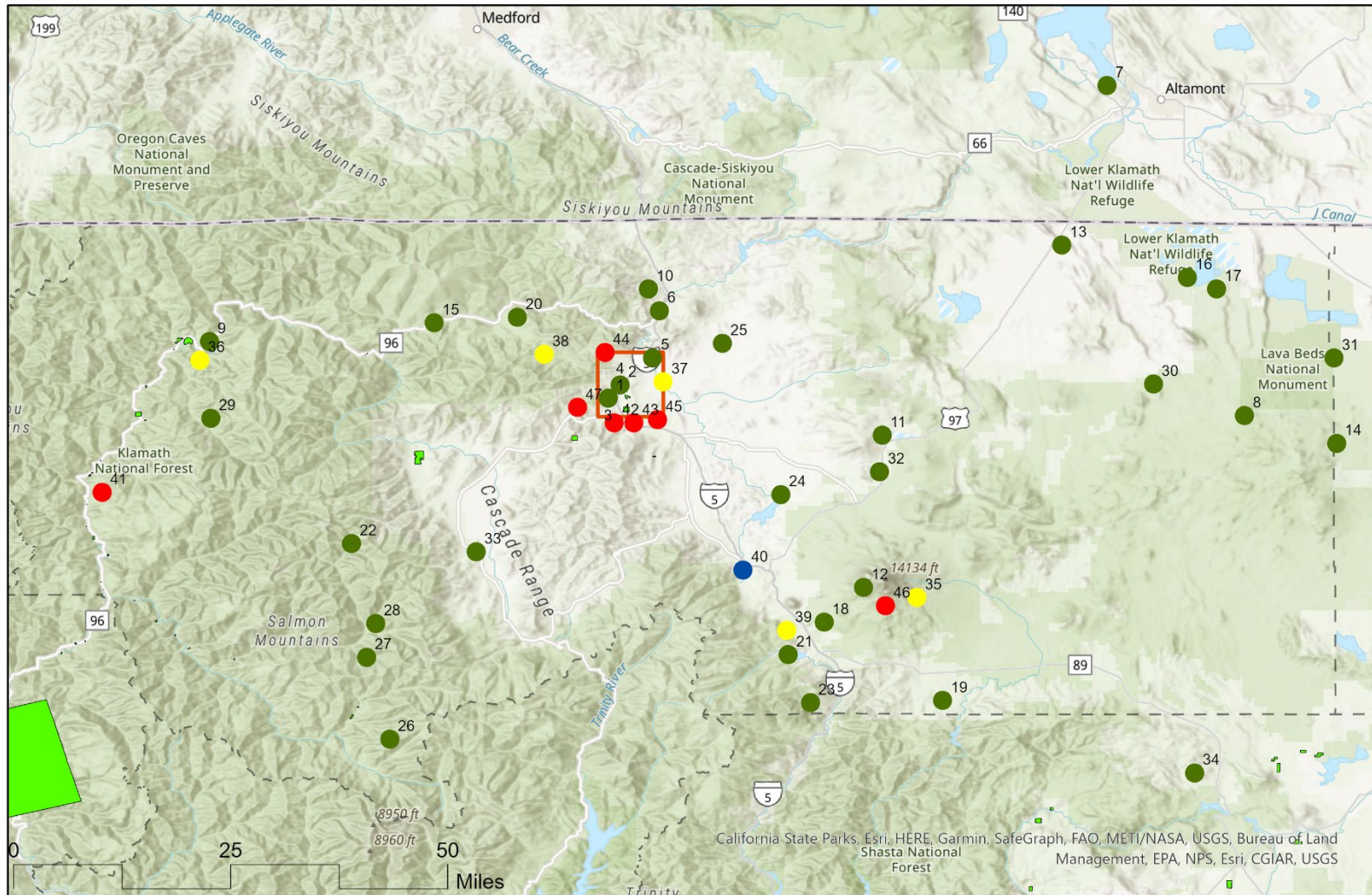
Marker #	Comment Category	Comment
3	Outdoor Recreation/Community Asset	Offers access to many hiking and trail bike riding levels and respite for travelers
4	Outdoor Recreation/Community Asset	This is a natural starting place for tourists, and community members
5	Outdoor Recreation/Community Asset	Shasta Valley Vista Point – This is a beautiful Vista Point approaching Yreka – from 1-5 southbound into Yreka
6	Outdoor Recreation/Community Asset	Randolph E. Collier Northbound and Southbound Rest Area – Information about Siskiyou County Outdoor Recreation, and Klamath River Access
7	Outdoor Recreation/Community Asset	Crater Lake
8	Outdoor Recreation/Community Asset	Lava Beds NM
9	Outdoor Recreation/Community Asset	Happy Camp
10	Outdoor Recreation/Community Asset	Larsen NP
11	Outdoor Recreation/Community Asset	Elk Herds (Hunting)
12	Outdoor Recreation/Community Asset	Mt. Shasta
13	Outdoor Recreation/Community Asset	Volcano Legacy Scenic Byway
14	Outdoor Recreation/Community Asset	Mule Deer Head (Hunting)
15	Outdoor Recreation/Community Asset	Klamath River Scenic Byway
16	Outdoor Recreation/Community Asset	Klamath (Birding) Refuge
17	Outdoor Recreation/Community Asset	Cycling Routes (well known & used) – cyclesiskiyou.com (maps) worked w/ WFS to create maps

Marker #	Comment Category	Comment
18	Outdoor Recreation/Community Asset	Mt. Shasta Gateway Mountain Biking Trail
19	Outdoor Recreation/Community Asset	McCloud Falls
20	Outdoor Recreation/Community Asset	Rafting & Fishing (“Home of the Kings”) nature dams – salmon
21	Outdoor Recreation/Community Asset	Lake Siskiyou
22	Outdoor Recreation/Community Asset	Pacific Crest Trail
23	Outdoor Recreation/Community Asset	Castle Crag SP
24	Outdoor Recreation/Community Asset	Lake Shastina
25	Outdoor Recreation/Community Asset	Bass Lake
26	Outdoor Recreation/Community Asset	Trinity Alps Wilderness Area
27	Outdoor Recreation/Community Asset	Russian Mountains
28	Outdoor Recreation/Community Asset	Marble Mountains
29	Outdoor Recreation/Community Asset	Silver Springs (hot springs)
30	Outdoor Recreation/Community Asset	Buffalo herd
31	Outdoor Recreation/Community Asset	Japanese Internment Site (memorial)
32	Outdoor Recreation/Community Asset	Vietnam Vet Memorial Sculpture Garden

Marker #	Comment Category	Comment
33	Outdoor Recreation/Community Asset	Multiple Kids Camps
34	Outdoor Recreation/Community Asset	Mt. Shasta Rail Trail
35	Supportive Partners/Businesses	Siskiyou Outdoor Rec. Alliance – county-wide
36	Supportive Partners/Businesses	Karuk Tribe (base office)
37	Supportive Partners/Businesses	Cycle Siskiyou – routes, maps, promotion
38	Supportive Partners/Businesses	SCORR – off-roade rides (Humbug OHV Area)
39	Supportive Partners/Businesses	Mt. Shasta Trail Association
40	Opportunity/Big Idea	Siskiyou County Historical Tour (McCloud, Dunsmuir, M.S. Weed, FJ, Yreka)
41	Gaps, needs, fixes	OR outfitters bringing many people to Klamath for rafting, why not local outfitters?
42	Gaps, needs, fixes	Shuttle services for road cycling & mountain biking – lots of out of state contractors
43	Gaps, needs, fixes	Bike shop & bike rentals
44	Gaps, needs, fixes	Hub for off-road vehicles
45	Gaps, needs, fixes	Housing – no housing - can't hire staff, workforce
46	Gaps, needs, fixes	Transit for ski mountain workers
47	Gaps, needs, fixes	Lack of RV parks

RECREATION ECONOMY FOR LOCAL COMMUNITIES

SISKIYOU COUNTY



- County Boundaries
- Indian Lands and Native Entities
- Yreka, CA
- Outdoor Recreation/Community Asset
- Opportunity/Big Idea
- Supportive Partners/Businesses
- Gaps, needs, fixes



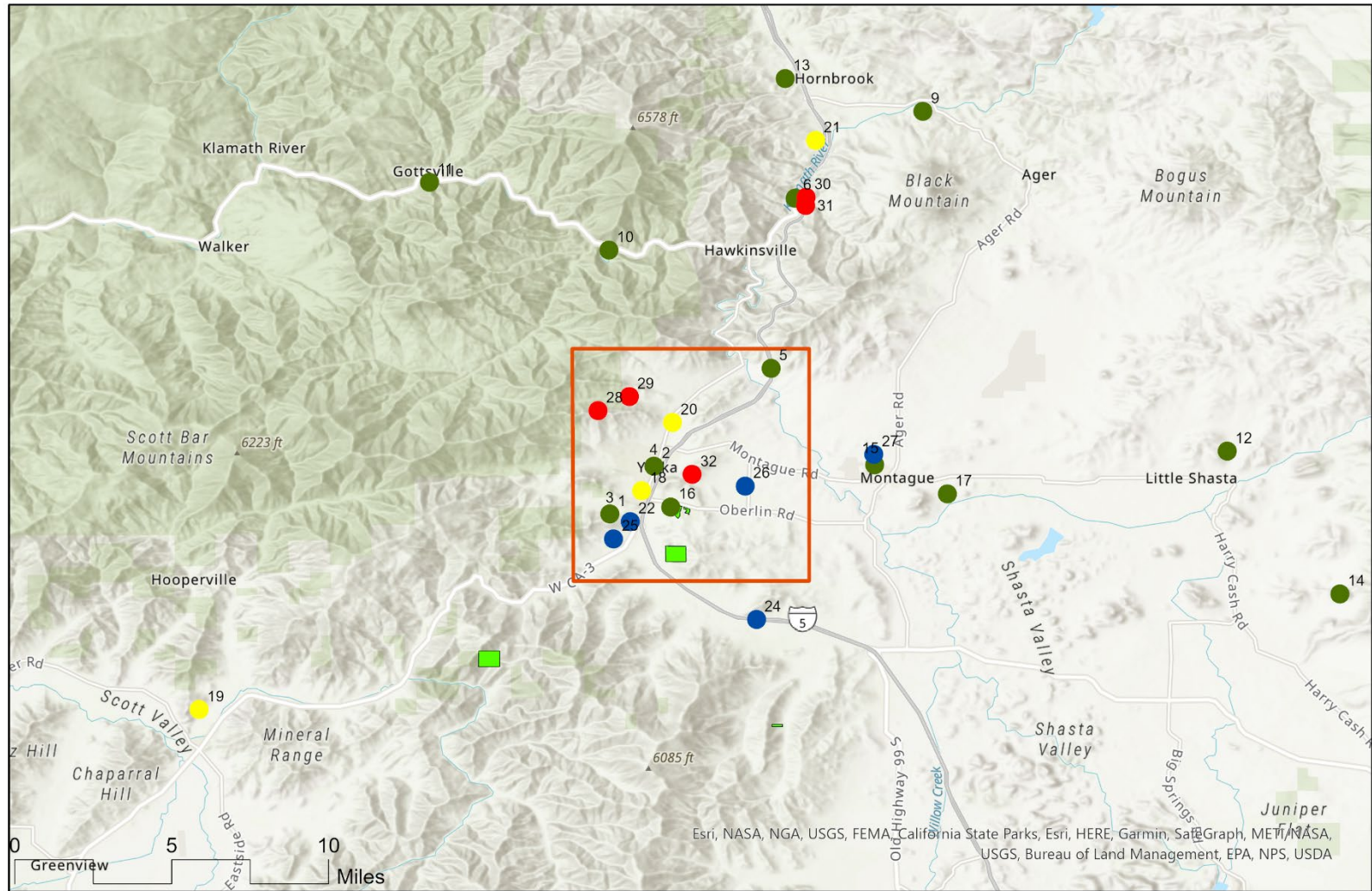
Regional Map

Marker #	Comment Category	Comment
1	Outdoor Recreation/Community Asset	Greenhorn park is a key outdoor recreation asset
2	Outdoor Recreation/Community Asset	The West Miner and Third Street Historic District is a community asset, with quaint storefronts and eateries.
3	Outdoor Recreation/Community Asset	Offers access to many hiking and trail bike riding levels and respite for travelers.
4	Outdoor Recreation/Community Asset	This is a natural starting place for tourists, and community members.
5	Outdoor Recreation/Community Asset	Shasta Valley Vista Point – This is a beautiful Vista Point approaching Yreka – from I-5 southbound headed into Yreka.
6	Outdoor Recreation/Community Asset	Randolph E. Collier Northbound and Southbound Rest Area – Information about Siskiyou County Outdoor Recreation, and Klamath River Access
9	Outdoor Recreation/Community Asset	River access/boat launch at Klamath
10	Outdoor Recreation/Community Asset	Tree of Heaven Campground & Boat Launch
11	Outdoor Recreation/Community Asset	River Access & Boat Launch
12	Outdoor Recreation/Community Asset	Dude Ranch
13	Outdoor Recreation/Community Asset	Jilson Mine
14	Outdoor Recreation/Community Asset	Hang Gliding
15	Outdoor Recreation/Community Asset	Balloon Festival
16	Outdoor Recreation/Community Asset	Gold Rush Days

Marker #	Comment Category	Comment
17	Outdoor Recreation/Community Asset	Shasta Valley Wildlife Area
18	Supportive Partners/Businesses	Biking organizations
19	Supportive Partners/Businesses	SVG+M Society (Scott Valley GEM + Mineral Society)
20	Supportive Partners/Businesses	EDC Yreka
21	Supportive Partners/Businesses	Forest Service (boat launch)
22	Opportunity/Big Idea	Miner Street Park is an underutilized asset, and should be reintroduced to the community and visitors as a programed, and improved space for engagement, events and community gathering.
23	Opportunity/Big Idea	Zip line @ Greenhorn
24	Opportunity/Big Idea	GPS tours (marketing history)
25	Opportunity/Big Idea	Gold panning
26	Opportunity/Big Idea	Splash Pad
27	Opportunity/Big Idea	Potential to bring back hot air balloon festival
28	Gaps, needs, and fixes	Bait & tackle
29	Gaps, needs, and fixes	Sporting goods store
30	Gaps, needs, and fixes	No boat launch at Collier's Rest Stop
31	Gaps, needs, and fixes	No raft rentals
32	Gaps, needs, and fixes	Bike rentals

RECREATION ECONOMY FOR LOCAL COMMUNITIES

YREKA, CA (REGION)



- County Boundaries
- Indian Lands and Native Entities
- Yreka, CA
- Outdoor Recreation/Community Asset
- Opportunity/Big Idea
- Supportive Partners/Businesses
- Gaps, needs, fixes

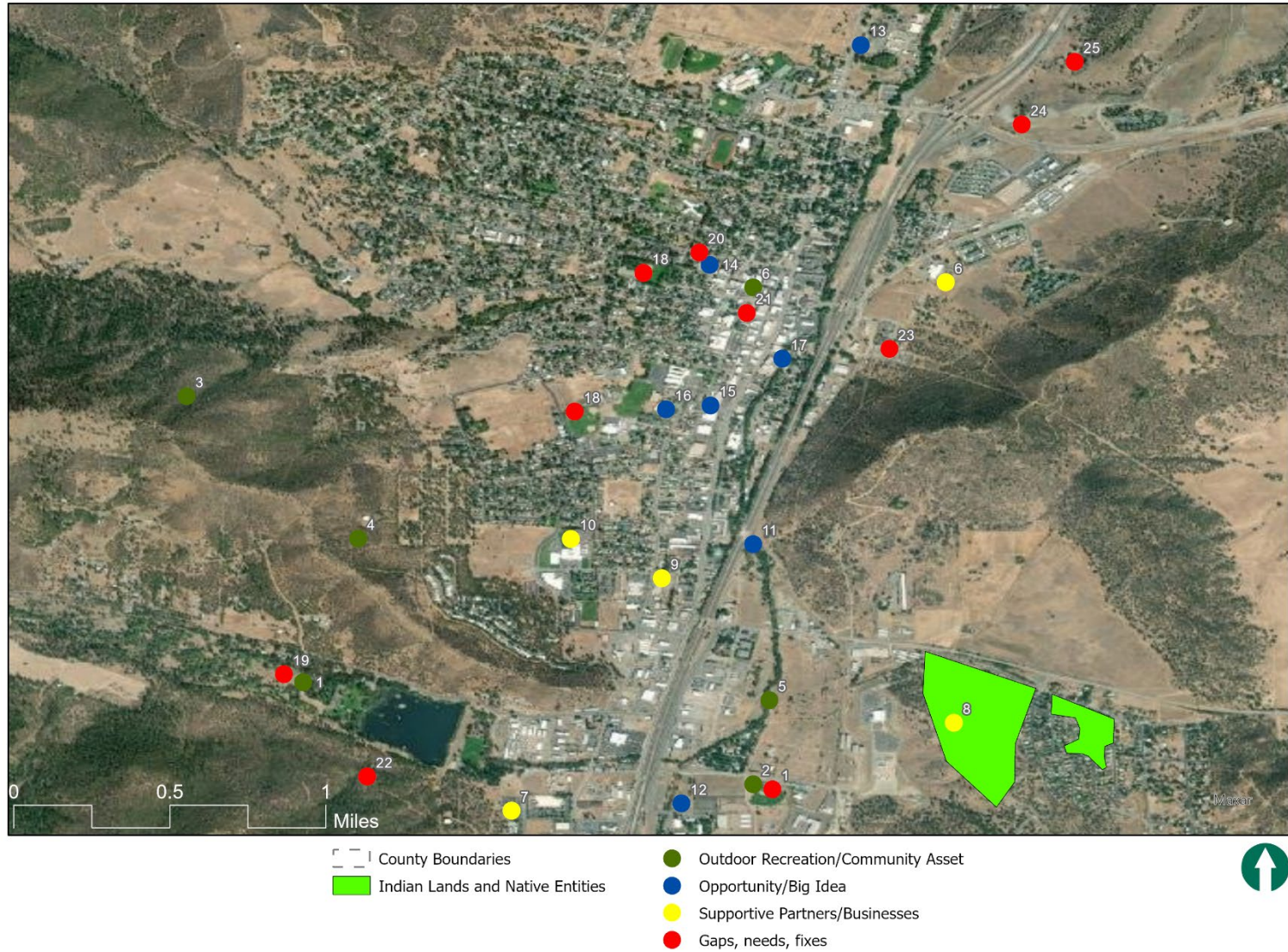


Yreka City Map

Marker #	Comment Category	Comment
1	Outdoor Recreation/Community Asset	Greenhorn Park & Reservoir
2	Outdoor Recreation/Community Asset	Hibbard – baseball field
3	Outdoor Recreation/Community Asset	OHV trails
4	Outdoor Recreation/Community Asset	OHV entry point (one of a few)
5	Outdoor Recreation/Community Asset	Greenway (SRPGA)
6	Supportive Partners/Businesses	YMCA
7	Supportive Partners/Businesses	COS
8	Supportive Partners/Businesses	Karuk (tribe is building convention space)
9	Supportive Partners/Businesses	EDC-SBDC
10	Supportive Partners/Businesses	Hospital
11	Opportunity/Big Idea	Greenway
12	Opportunity/Big Idea	Fairgrounds
13	Opportunity/Big Idea	Community theater & center
14	Opportunity/Big Idea	Carnegie Library Building
15	Opportunity/Big Idea	Library
16	Opportunity/Big Idea	SPAC
17	Opportunity/Big Idea	SC Museum
18	Gaps, needs, fixes	Softball/baseball tourney – draw regional business
19	Gaps, needs, fixes	Amphitheater – Greenhorn for events
20	Gaps, needs, fixes	Adaptive reuse of Carnegie Library
21	Gaps, needs, fixes	Old Broadway Theatre re-opening
22	Gaps, needs, fixes	Zip line @ Greenhorn Park (big idea)
23	Gaps, needs, fixes	Old Mill site (huge space for some opportunity – entertainment, recreation, youth-centric)
24	Gaps, needs, fixes	Memorial to Chinese Railroad workers – could be improved & visitation point (off-map)
25	Gaps, needs, fixes	Yreka Phlox – endangered species

RECREATION ECONOMY FOR LOCAL COMMUNITIES

YREKA, CA (CITY)



Assets and Challenges Exercise Results

Another small group exercise involved using pre-prepared Google Slides to help workshop participants explore and discuss assets and what's working well, and the challenges and barriers that Yreka faces when working towards achieving each workshop goal. The results of this exercise are summarized below.

Challenges/Barriers

- **Planning for the future**
 - Lack of revitalization
 - Lack of accountability
 - Lack of plans
 - We are unknown
 - Homogenous looking – nothing unique
 - Capacity limitations (governance, organizations, grant writing, project management)
 - Lack of diverse partnerships across priorities (climate agriculture, etc.)
- **Housing**
 - Housing limitations
 - Housing
 - Workforce housing
 - Limited housing for stewardship economy workforce
 - Homelessness
- **Dining**
 - Retail and dining doesn't face Yreka Creek
 - Lack of dining variety (sushi!)
 - Lack of outdoor dining
- **Transportation**
 - Lack of public transportation
 - Traffic on Miner Street
 - Physical distance from major cities
- **Natural Resources**
 - Lack of water
 - Poor water quality
 - Short on infrastructure capacity – water, wastewater, stormwater
 - Wildfires
 - Perceived fire risk
- **Amenities**
 - Lack of shopping
 - Vacant storefronts
 - Lack of opportunities for young families
 - Not enough services for outdoor rec visitors in surrounding small towns
 - Healthcare provider deficiency, including mental health services

- **People**
 - Fear of change
 - Reluctance to grow
 - People resist change
 - Short-sighted thinking
 - People
 - Nimbyism (not in my backyard)
 - Closed-mindedness
 - Negativism
 - Isolation
 - Disinterest
 - Lack of volunteerism
- **Community Capital**
 - Barriers for local youth to access outdoors
 - Lack of wealth
 - Limited financial resources
 - Depressed economy
 - Low socioeconomic status is a barrier to affording an active outdoor lifestyle

Assets/Opportunities

- **Charming Downtown/Miner Street**
 - Miner Street Dining
 - Historic Downtown District & Unique Buildings
 - Charming Historic Downtown
 - Downtown Revitalization
 - Quaint, Memorable Downtown
- **River & River Activities**
 - New whitewater run – Ward’s Canyon
 - River rafting and established guide services
 - Klamath River and Tributaries and related fisheries
 - Mighty Klamath River
- **Tribal Relationships**
 - Tribes as leaders and stewards
 - Co-management of community facilities with tribes
- **Opportunity**
 - Room for expansion
 - Room to grow
 - A blank canvas to create upon
- **People as Assets**
 - Hard working people
 - People who care
 - Capacity
- **Abundant Cultural & Natural Resources**

- Beauty
- Biodiversity
- Unspoiled nature
- History
- Mount Shasta
- Sacramento River
- Klamath River
- Natural beauty and resources
- Natural beauty in our surroundings
- Wild open spaces
- Forests, trees, rivers & state parks
- Rivers, trails, cycling roads
- Lava Beds National Monument and cultural/historical/natural resources
- Volcanic
- Scenic byway, all-American legacy
- Availability of natural resources
- Endless trails into backcountry
- Incredible beauty, different outdoor activity
- **Ideal Location/Proximity & Setting**
 - I-5 asset
 - Distance to big cities in CA & OR
 - Yreka City as a hub of tourism for county
- **Unique Assets**
 - Laid back culture
 - Renewable energy infrastructure
 - 500 acres of city parks
 - Yreka's YMCA
 - The Wine Bar
 - The local museum telling the story of mining, native culture, and the Wild West
 - Friendly neighborhoods
 - Live music in Greenhorn Park

Action Brainstorming Exercise Results

In this exercise, participants were asked to propose actions to achieve four workshop goals. To prioritize these proposed actions, participants cast votes to indicate which actions they preferred.

Goal 1: Grow Yreka's Downtown Amenities: Make Yreka's Main Street a vibrant community gathering space and hub to support outdoor recreation and local businesses.

- **Lights Event (7 votes)**
 - Create a Holiday Light Festival at the outdoor museum. Include food vendors, music, and maybe even Santa

- Yreka Garden of Lights: place a seasonal garden of lights as an attraction at the Outdoor Siskiyou museum (Thanksgiving – Christmas)
- **Brewery (5 votes)**
 - More breweries with outdoor areas for games
 - Brewery with outdoor space in downtown Yreka
- **Broadway Theater (3 votes)**
 - Research feasibility of Broadway Twin Theater – could the City of Yreka absorb cost of managing theater?
 - Remodel and open the Broadway Theater on Broadway & begin showing movies
- **Carnegie Library (3 votes)**
 - Renovate the Carnegie Library. This would create a space for community gathering efforts and support local business development
 - Obtain funding for Carnegie Library Revitalization
 - Adding a visitor's services kiosk inside Carnegie would help direct tourists to outdoor rec. Opportunities (this is in the Carnegie plan!)
- **Downtown events (3 votes)**
 - Bring back Friday "Concerts in the Park" (Miner Street Park)
 - Friday farmers' market on Miner Street
- **One-Way Miner (3 votes)**
 - Create one-way street downtown. Miner St (going West) so restaurants have room to put out tables & chairs for outside dining
 - Establish relationship with "Main Street California" organization (Fed Partner)
- **Smoke-free downtown (3 votes)**
 - Build healthy downtown environment that is smoke & commercial tobacco free. Goal: grow Yreka's downtown amenities
- **Playground (2 votes)**
 - Apply for Kaboom playground grant for Miner Park
- **Rents (2 votes)**
 - Grow Yreka's downtown. Provide rent offsets for standing up businesses on Miner

Goal 2: Enhance Connections to Outdoor Recreation for All: Address physical and informational barriers to accessing local outdoor recreation for community members of all ages to promote a healthy, safe, amenity-rich quality of life.

- **Master Planning (14 votes)**
 - Ensure cell phone service, electricity, and clean water at campground sites
 - Create GPS app tour to promote history and culture of our area (2 years). Pride & identity
 - Build a zipline at Greenhorn Park to attract tourists and locals
 - Digitize bike trail routes and future trails

- Inventory of trailheads, water body access points
- Develop a recreation & parks district in Yreka
- Plan the reconstruction of existing trails at Greenhorn Park. Provide trails that will allow for multi-use
- USDA & USFS to connect with local recreational organizations to find needs and potential opportunities
- Update/modernize the Greenhorn Master Plan & present it to the public. Access public funding & expertise
- Water fountains, shade, splash pad, lights, trails, new trailheads, electric locations (amphitheater, music), frisbee golf
- Create parks master plan for Yreka city parks that includes Greenhorn amphitheater project, improved mountain bike trails, and general improvements that draw families into Yreka for outdoor recreation
- Build a disc golf course in Upper Greenhorn Park. The Greenhorn Disc Golf Club in 6 months time with the proper funding can build Yreka's first disc golf course. Partner w/ Yreka, every school, and use private & public funding
- **College Programming (4 votes)**
 - Leverage college programming coming online for outdoor recreation and natural resource stewardship
 - College of the Siskiyous to develop a tourism & outdoor recreation AA program
- **Tours & Transportation (4 votes)**
 - Provide transportation in several areas:
 - YMCA
 - River floating and rafting, etc.
 - Support & fund private micro-transportation business to transport visitors to outdoor recreation sites & trailheads
 - Create the audio "tour" of the area's history and recreational opportunities
- **OHV Trails (3 votes)**
 - Build secure OHV staging center & trails using investments from Yreka, EMJ & West, county. City & SCORR meet and plan design & location & draft trail system
- **River Access (3 votes)**
 - Chase grant funding to get river access at Collier Rest Area (state boating and waterway program? Infrastructure bill rec program?)
- **Smoke-Free Rec. Spaces (3 votes)**
 - Establish clean outdoor recreation spaces that are free of tobacco product waste. Goal: enhance connections to outdoor recreation for all
- **Assess Youth Connection to Nature (2 votes)**
 - Work with County Office of Education to assess "connection to nature" through a survey to students annually to help identify gaps and answer questions about youth outdoor recreation participation and relation to nature
- **Airport (1 vote)**

- Create group that supports County of Siskiyou with implementation of FAA grant to develop Siskiyou County Airport. USFS, Cal Fire, EDL, & city support county
- **Four-Season Activities (1 vote)**
 - Develop 4-season opportunities in Yreka
- **Gear Library (0 votes)**
 - Develop Gear Library for community through a local org. or business
- **Inform USFS Plan (0 votes)**
 - Enhance connections to Alder Rec. Engage with USFS and Siskiyou EDC and coordinate Forest Service 10-year plan with CEDS development
- **Signage (0 votes)**
 - Improve signage for downtown parks, vista points, sports

Goal 3: Enhance Connections to Outdoor Recreation for All: Build off existing regional promotional efforts to carve out a unique celebration of Yreka’s natural, recreational, cultural, and historical assets as a destination and hub of activity.

- **Yreka Marketing (6 votes)**
 - Create a “Miner Street” kiosk promoting the outdoor opportunities in the county (maybe in a small downtown space). Send the information to all businesses to aid in promotion
 - Create a marketing toolkit for Yreka: brand guidelines, voice, values, messaging
 - Create a “name” for the connection to outdoors from Yreka (“Yreka Outdoor”, “Wild Yreka Connection”, “Yreka Outdoor Hub”)
 - Publish “Top 5 Things to do in Yreka/Siskiyou” to print and distribute at visitor center and downtown businesses(Fed Partner)
 - Create regional brand rooted in Klamath River. Similar to example from Las Cruces, NM with the Organ Mountains
 - Enhance connections to outdoor rec. Provide free advertising for outfitters via Discover Siskiyou
 - Add tourism & educational outreach materials/signs to vista point locations (Fed Partner)
- **RERC Coordinator (4 votes)**
 - Hire RERC plan coordinator (Fed Partner)
- **Amphitheater at Greenhorn (3 votes)**
 - Build a venue in Greenhorn Park for concerts for local citizens & attracting tourists
 - Plan and build an amphitheater at Greenhorn park to showcase cultural art and entertainment for the public
- **Events (3 votes)**
 - Host bluegrass & food/beer festival or pop-up farmer’s & maker’s market at county museum outdoor space (with lights)

- Hold a beef and brew festival in 2023
- **Follow-up Summit (3 votes)**
 - Follow up summit targeting businesses, YMCA, trail labs, Shasta Gravity, guides, AG food producers, w/ three outcomes:
 - 1. Program expansions for youth
 - 2. Restaurants & retail customer engagement
 - 3. Local foods & local places
- **Nonprofit Leadership (3 votes)**
 - Create a board that includes all nonprofits in Yreka in order to work together, establishing common goals for the growth of downtown and the pride & identity of Yreka (1 year)
- **River Experience (2 votes)**
 - Yreka and the Klamath River are uniquely joined and opportunities to leverage the restoration to embrace the stewardship economy are abundant & need collection & attention
- **Klamath Restoration Promotion (1 vote)**
 - Create a brand and advertising campaign in regards to the river restoration via the Klamath Dam removal. Have EDC champion this project and influx of money.
 - Create a museum to portray the process & outcome of the Klamath dam removals
 - Leverage Klamath River restoration to build a visitor experience, celebrating the river and the tribes
- **Inform 2044 Gen Plan (0 votes)**
 - Via the General Plan 2044 process, create standards for development that maintain historical relevance and identity for Yreka.
- **Museum Updates (0 votes)**
 - Hold conversation with museum staff to reflect upon the historical accuracy and impact of the current narrative. Make changes!
 - Work with the museum to update the display descriptions using historically accurate information. Address racism through community education efforts.
 - Hold community conversations about the accuracy of the historical narrative

Goal 4: Catalyze Business & Entrepreneur Development: Attract, engage, and grow businesses in Yreka that support the outdoor recreation sector.

- **Business Support (5 votes)**
 - Create a business plan for entrepreneurs to follow for a successful Miner St. venture
 - Prepare a “small business formation in Yreka” guide & conduct workshops on “how to”

- Grow Yreka's downtown. Coordinate industry partners. Provide training for management & front line workers around service-oriented actions
- Provide training for downtown shop staff to make visitors feel welcome

- **Rental Business (2 votes)**
 - Encourage rental shops for rafting, bicycling
 - Base camp - outdoor rentals
- **Tour Business Development (2 votes)**
 - Tours trip. See Siskiyou County and what has to create a day up and down to H.C. to go rock climbing, hiking. Lucky River Park or two-day or five-day trip going camping or rafting. Hiking in Marble's Lakes with trip fishing, hunting, camping.
- **Voluntourism (2 votes)**
 - Restoration tourism vacations:
 - pay \$3,000
 - do restoration work (2 weeks)
 - feed them
 - house them
- **Zoning for Camping (1 vote)**
 - Create (or verify) local ordinance which will allow for low-intensity camping opportunities and private enterprise / entrepreneurship. Allow for hip campsites. (zoning issues)
- **Boutique Store Development (0 votes)**
 - Bring some boutique style stores that sell locally-produced goods/gifts
- **Federal Contracting (0 votes)**
 - Federal contract training for Klamath & other restoration projects. Allow local businesses to access
- **Overland Business (0 votes)**
 - Overland Industry? Conduct market analysis about opportunities around Overland products and attracting related businesses. Look into possibility of hosting annual Overland Expo.
- **Van Life Business (0 votes)**
 - Create hipster "Sprinter Van" or related van-life overnight 'base-camp' for 1-5 travelers + firepit and beer on tap (year-round friendly)

APPENDIX B: WORKSHOP PARTICIPANTS

Below are listed everyone who either registered for the workshop, was appointed to the Local Steering Committee, or participated in some capacity during the process.

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Local Committee	Elizabeth	Bentley	Karuk Tribe Council Member-Yreka District	esuper@karuk.us
Local Committee	Brandon	Bethea	Karuk Tribe / Rain Rock Casino	bbethea@rainrockcasino.com
Participant	Mary	Bozzacco	CORE (Community Organized Relief Effort)	mary.bozzacco@coreresponse.org
Participant	Samuel	Brogioli	CORE (Community Organized Relief Effort)	samuel.brogioli@coreresponse.org
Local Committee	Marie	Caldwell	SiskiyouWorks	mcaldwell@siskiyouworks.org
Federal/State Partner	Lauryn	Coombs	US EPA	coombs.lauryn@epa.gov
Local Committee	Aman	Dhillon	Hotel Management Solutions	dhillon.aman2@gmail.com
Local Committee	Heather	Dodds	Discover Siskiyou	heather@discoversiskiyou.com
Local Committee	Tonya	Dowse	Siskiyou EDC	tonya@siskiyoucounty.org
Federal/State Partner	Jill	Drinkwater	GO-Biz	jill.drinkwater@gobiz.ca.gov
Local Committee	Sarah	Eberenz	Discover Siskiyou	sarah@discoversiskiyou.com
Local Committee	Jason	Espie	Revive Strategies LLC	jason@revivestrategies.com
Local Committee	Quintin	Gaddy	Siskiyou Small Business Development Center	quintin@siskiyoucounty.org
Local Committee	Amy	Goolsby	Sisikiyou Economic Development Council	amy@siskiyoucounty.org
Facilitator	Todd	Gordon	Facilitator - EPR, PC	t.gordon@epr-pc.com
Federal/State Partner	Laurel	Harkness	California Governor's Office of Business and Economic Development (GO-Biz)	laurel.harkness@gobiz.ca.gov
Local Committee	Kory	Hayden	Siskiyou Economic Development	koryhayden@gmail.com
Federal/State Partner	Tan	Hoang	Federal Emergency Management Agency (FEMA) - Community Planning and Capacity Building (CPCB)	tan.t.hoang@fema.dhs.gov
Local Committee	Arron	Hockaday Sr.	Karuk tribal council member	ahockaday@karuk.us
Local Committee	George	Jennings	Volcanic Legacy Scenic Byway: An All American Road	orecalrcanddc@gmail.com

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Federal/State Partner	Christine	Jordan	Wildlife Biologist - U.S. Fish and Wildlife Service	christine_jordan@fws.gov
Participant	Mark	Klever	College of the Siskiyous	mklever@siskiyous.edu
Participant	Roxann	Kuhnert	Department of Housing & Community Development	roxann.kuhnert@gmail.com
Local Committee	JoAnne	Lang	Minton Hometown Properties	joannelangrealtor@gmail.com
Local Committee	Patricia	Lord	Siskiyou County Arts Council	patricia@siskiyouarts.org
Federal/State Partner	Malinda	Matson	US EDA	mmatson1@eda.gov
Local Committee	Brian	Meek	Yreka Preservation, SCEDC	bmeekorelse@yahoo.com
Local Committee	Connie	Meek	Liberty Arts//Yreka Preservation&Enrichment	abcmeeks2@gmail.com
Local Committee	Dave	Meurer	RES (Resource Environmental Solutions)	dmeurer@res.us
Local Committee	Bright	Nichols-Stock	Siskiyou County Office of Education	bstock@siskiyoucoe.net
Federal/State Partner	Tim	O'Connell	USDA Rural Development	tim.oconnell@usda.gov
Local Committee	Nancy	Ogren	Supervisor, Siskiyou County	nogren@co.siskiyou.ca.us
Local Committee	LOWELL	Pratt	Holiday Inn Express	hiexpressyreka@gmail.com
Federal/State Partner	Tamy	Quigley	Caltrans, D2	tamy.quigley@dot.ca.gov
Federal/State Partner	Vince	Ray	CalTrans, Office of Complete Streets and Livable Communities D2	Vincent.ray@dot.ca.gov
Participant	Robin	Richards	Community member	robinrichards9@gmail.com
Local Committee	Elizabeth	Riggall	Siskiyou County Public Health	eriggall@co.siskiyou.ca.us
Local Committee	Bill	Robberson	Jefferson Mountain Bike Association	billr71@gmail.com
Local Committee	Jade	Robertson	Siskiyou County Public Health Tobacco Education Project	jarobertson@co.siskiyou.ca.us
Local Committee	Alia	Roca-Lezra	Siskiyou Economic Development Council	alia@siskiyoucounty.org
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Local Committee	Kevin	Shinohara	Siskiyou Economic Development Center	kevin@discoversiskiyou.com
Local Committee	Mason	Smith	Hipcamp	mason@hipcamp.com
Local Committee	Joan	Smith Freeman	City of Yreka	joan@clearpathconsulting.net

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Federal/State Partner	Scott	Stollman	US EPA, Region 9	stollman.scott@epa.gov
Local Committee	Tandy	Thackeray	SEDC	tandy@siskiyoucounty.org
Federal/State Partner	Christina	Thomure	Caltrans	christina.thomure@dot.ca.gov
Federal/State Partner	Jennifer	Womack	US Forest Service	jennifer.womack@usda.gov
Local Committee	Dan	York	Resource Environmental Solutions, Dir. CA Government Affairs	dyork@res.us

APPENDIX C: COMMUNITY SELF-ASSESSMENT

The Recreation Economy for Rural Communities Self-Assessment is a pre-workshop information gathering tool designed to help the local steering committee identify and describe the existing and aspirational elements your outdoor recreation economy. It also helps facilitators to better prepare for and tailor a content for the community and helps with goal identification. This page describes what the self-assessment is, followed by the results of what the Yreka local steering committee submitted to the workshop facilitators to help guide the agenda and focus for the RERC workshop.

What this self-assessment is

- A conversation starter.
- A learning tool for the community steering committee to begin thinking about recreation economy initiatives.
- An information-gathering tool for an outside facilitator to better understand where the community is today and where it wants to go.

What it is not

- A scorecard, ranking, audit, or judgment of any kind.
- A checklist of programs and projects you could have.
- A permanent assessment that cannot be revised.
- Intended to be an onerous task for the community.

Benefits for the community

- Helps the community conceptualize their current recreation economy and place-based initiatives and begin to examine the scope of possibilities and interrelated activities.
- Helps generate ideas about possible stakeholders to invite to the workshop.
- Provides a preliminary activity for the steering committee to do together.

Benefits for an outside facilitator

- Provides valuable background information on the status of the recreation economy and place-based initiatives.
- Helps clarify workshop goals and desired outcomes.
- Helps identify case studies and supplemental materials most pertinent for the community.

Recreation & Community Vision: Narrative Overview

In this section, consider your vision and thoughts about your community's potential and how recreation fits into your vision. Please attach a document with your response to these questions.

1. Describe your ideal vision for your community.

- Basecamp for outdoor enthusiasts / gathering place with restaurants / hotels / outdoor stores.
- Well connected to outdoor rec opportunities available.
- Miner/Main St. Revitalization
- It would be nice to have the community of Yreka focus on all of the above. Outdoor recreationists love to spend the day in nature, enjoying their favorite sport—and then wrap it up with a nice place to enjoy a good meal and drink in an aesthetically pleasing restaurant/pub.
- Miner and Broadway Street with outdoor dining, a lighting and landscape scheme and cohesive signage to Greenhorn and Miner Street Park
- Downtown revitalization
- General community accessing the outdoors, not just tourists. Foster a comprehensive outdoor access strategy
- Connect the youth in the community to outdoor resources
- Think about the sustainability of getting people connected to outdoors—mostly people within the county
 - Enthusiasm within all sectors
- City of Yreka has historical/cultural pieces that can tie in in an educationally
 - Should be some historical/cultural/public art pieces
 - Museum has cultural pieces
 - Recreated mining town at Greenhorn
 - Collier Interpretive Center
- A community that is inclusive and welcoming
- Cultivating of stewardship values for both local community and visitors
- Cultural relevance and sensitivity, a vision that would include a plan for reconciliation action
- Siskiyou Co ranks 56/58 counties in public health outcomes in CA. An ideal vision would prioritize community health & wellness.
- A vision that centers community prosperity and quality of life

2. How does outdoor recreation fit into that vision?

- Within driving distance of some of the best outdoor activities in California.
- Community that in part thrives with the assistance of the outdoor rec tourism industry
- Outdoor recreation is the core of this vision. The closer outdoor recreation opportunities are to tourist amenities, the better.
- Outdoor rec is a sector where we know we can compete.
 - Don't need to invest in a built asset necessarily, it's sustainable
- Discover Siskiyou—Yreka has an opportunity to tap into branding opportunities

- Lots of momentum!
- GP—feedback from public that they want to deviate from Mt. Shasta mold
 - Reluctant to placing the volcano into marketing/discussions/value statement
 - Sentiment not to be Mt. Shasta
- TBID—differentiate Yreka area and what it has to offer
 - South County has gotten most of the advertising/focus
- This program is really exciting—hopefully Yreka will have specific brand after this
- OHV/motorized recreation (off-highway vehicle) route from Yreka to coast, Yreka more open to OHV-recreation
 - Focus on this for the Klamath and Yreka area
 - County working to initiate this—waiting on CHP to allow roads/highway use access
- Greenway project, flood hazard reduction program/Yreka creek project
- Recreation has been a long-term vision for the city
- Concern over the safety of people who are using those spaces, needs to be addressed in our vision
 - Need to build a safety element into this plan
- Ensuring that the vision taps all economic benefits of outdoor recreation: expenditures, GDP, tourist spending, amenity migration, attracting entrepreneurs, job recruitment/retention, retirement & investment, reduced cost of illness
- Increasing community participation in outdoor recreation, removing barriers, promoting equity
- Centering outdoor recreation in a way to also address larger community challenges: health, climate, housing, capacity
- Mapping outdoor recreation into state/federal priorities, better positioning for sustainable funding
- Utilizing the broader community conversation around outdoor recreation to forge long-term partnerships and collaboration within the community, could cross over into other future planning efforts (i.e. hazard mitigation, transportation)

3. What are important historical and current aspects of your community's identity and culture?

- Former Gold Mining Town. Downtown area with historical value.
- County seat (governmental entities all reside in Yreka).
- 3 of the recognized top 15 whitewater runs in the US (Upper Klamath, Scott River, Salmon River)
- All three are important. Also Yreka's proximity to mountain (Mt. Shasta) and Southern Oregon and South Siskiyou County.
- Diverse outdoor experiences> PCT, Russian Wilderness, Mt. Shasta, Castle Crags SP
- Historic Miner Street, Foodery Highlights (Madalenas, Pipeline, Denny Bar),
 - Have these types of restaurants in Yreka's downtown area
- Basecamp in Yreka that people come back to as opposed to just passing through
- Advertising for South County in Yreka is a sticking point
- Time and place for promoting other parts of the county

- Ensure inclusive marketing materials—not just focused on Dunsmuir/Mt. Shasta
- Yreka has significant number of underground mineshafts
 - Offer underground tourism
 - Unique underground historic tours
 - People have already indicated interest in seeing them
 - Look at other city's models for funding mechanisms
- Proposals in state budget for historical tours.
- Klamath River "personhood", granted by Yurok Tribe. Yreka is gateway to Klamath River.
- Klamath River dam removals: one of the most significant conservation initiatives of this generation
- Colonialism, and historical genocide of tribes. Current reparations/reconciliation with tribes including removal of Klamath dams, possible co-management of Pacificorp lands (Parcel B) granted back to California.
- Modoc Tribe reintroduction of bison to the region, the only historical bison range in California.
- Working landscapes: agriculture, private forestland, ranching
- State of Jefferson culture
- Spiritual and healing culture

4. What outdoor amenities does your community have and how are they currently enjoyed? Please include any available maps, use statistics, or other relevant data.

- Too many to count.
- Fishing...still one of the top steelhead fisheries on the west coast
- Rafting, hiking, biking, skiing, backpacking, camping, running
- Suppliers: Walmart/Raleighs
 - Attract an outdoor store/rental supplier
- EV charging stations?
 - 12 stations at Raleighs, more at truck stop
- Fishing, river sports, gravel and road biking. Access to world-class backcountry skiing in the Etna Summit and Carter Meadows areas.
- USFS Backcountry trails- Rugged access points> Day/overnight hikes/horseback.
- Juanita Lake, Lake Siskiyou, Castle Lake and Kangaroo Lake are accessible assets.
- Gooseneck summit and Martin's Dairy Camping can pair nicely with Yreka
- Ideal times are late Spring, early summer and October
- Castle Crags SP is a world class asset
- Over 400 acres of city-owned parkland
- Rafting—2014 U.S. nationals, 21 boats at the event
 - Rafters around the world have heard about Scott River
 - 4 of top whitewater rafting
- Fishing—1 of 3 systems with half-pounder return
 - Lot of fish to catch here
- Salmon river—Otter Bar Lodge is famous
 - World-class road biking

- Backcountry skiing at Etna Summit/Carter Meadows = world-class, untapped
- IRF would look at Salmon River as host for world champs if it had any infrastructure
- SEDC—work with local businesses to understand cycling/skiing/fishing/boating culture to build around that.
- South County—attract people to restaurant/hotel amenities more than the sports
- Attract people already participating in outdoor rec to Yreka
- Butte Valley National Grassland – only national grassland in California
- Birding & pacific flyway migration
- Hunting, wildlife, elk migratory path
- Dark skies
- Adventure cycling / bike touring
- Russian Wilderness “Miracle Mile”, record 18 species of conifers
- Access to Pacific Crest Trail
- OHV – lots of access – right outside Yreka
- Plutos Cave – spelunking.

5. Are there gaps in access or use that are impacting any part of your community?

- No downtown for gathering / no outdoor enthusiast amenities causing most to travel to south county.
- Lack of tourist amenities in Yreka. And business owners who understand outdoor culture and outdoor people’s needs/expectations.
- Yreka- Miner Street Park- Evening lighting + a paved border would inspire use
- After hours entertainment, a community place.
- There are some tourist amenities in Yreka, but they aren’t as attractive to the demographic we want to bring here
- People in outdoor rec age group are looking for trendier/“instagrammable” amenities
- “Instagram effect”--planning term, tourism marketing
- Yreka/planning in general--hasn’t been a focused effort to do anything
 - There are pockets of people trying to push these efforts forwards, but nothing centralized.
 - Using GP update as a way to centralize ideas/initiatives
 - Great ideas/initiatives that haven’t made their way through the city as a whole
 - More support from city side will make implementation/longevity better
- Demand has changed, creating space that makes people want to come and stay
- Socioeconomically disadvantaged community
- Capacity constrictions
- Transportation
- Barriers to access equipment, programs, information
- Forest closures
- Outdated National Forest plans (last updated ~early 90’s)
- Public / private land checkerboard, connectivity issues

6. How does outdoor recreation currently contribute to your community’s priorities, such as quality of life; Main Street revitalization; attracting new businesses and residents; or promoting tourism?

- Currently it does not – hoping to make it a priority to revitalize downtown.
- Those interested are aware of nearby assets. We say “there is a lot here” but we should market specifics and express access/difficulty levels.
- We currently do not have a sophisticated tracking mechanism to measure the impact of outdoor recreation on our tourism.
 - Tracking mechanism needed. Sample sizes are small
 - DS has been using UberMedia
- Movement/growth inspires community confidence/pride--something Yreka lacks in recent years
- Lack of strategic direction overall in post-timber era
- YMCA—starts with a single component
- How does outdoor component contribute to City’s priorities?
 - Important to ensure sustainability/longevity of our efforts
- Mineshaft could be a starting ground and bridge out
- Strategic direction from City/county—single set point of growth that we could categorically start from
- Tourism makes up tax rev in South County
- Industry tax base in Yreka
 - Yreka services mainly just I-5 corridor, large employers like hospital, govt services, etc.
 - Tourism isn’t a driver right now for the city economy, but it could be
- Median age of 36 years old, larger youth contingency than other cities
 - Public-health, family-oriented, youth planning strategies

7. What excites you the most about the potential outdoor recreation economy in your community? What would you like to grow or change?

- A gathering location in historical downtown / more restaurants and other amenities that attract visitors to the area.
- Provides employment in a field that local residents have relatively easy access to getting educated in.
- Attract families, retired people attracted to Yreka hotels
 - Age of typical Yreka traveler is skewed older
 - Yreka positioned as a place to stay for people interested in birding
- I would love to see a gathering location in historical downtown / more restaurants and other amenities that are geared towards outdoor enthusiasts.
- Signage, lighting and landscaping on Miner and Main to attract travelers
 - We will see some of this happen with Caltrans HWY 3 project, beautification
 - 3-year project, will be difficult process but well worth it
 - Yreka integrating active transportation into already developed frameworks, promote active lifestyle/roadbiking
- Street maps/app to express nearby assets and difficulty levels
- Contemporary Marketing/media assets
- 60% off staff have turned over at the City

- Historical issues with city planning and city-focused initiatives will improve over the next few years
 - Exciting!!
- Yreka applied for planning grant to do a feasibility study to move fire station and construct a bigger facility
 - More open seating, community event center
- Growing community engagement, collaboration
- Enhancing quality of life and community resilience
- Increasing net migration
- Improving community health

8. Tell us about how your community relates to your region – how would you describe your region, and is your vision connected to regional assets or opportunities? What is unique about your community that you want to emphasize?

- Centralized location
- High downtown potential—Jacksonville-ish
- Greenhorn Park
- Road cycling
- Describe: Yreka is central for so many: commerce, county seat, services. Vision: On trend city meets old time history, Emphasize: Experiential itineraries and visuals to help everyone access signature experiences
- Mid-way point b/w Ashland & Mt. Shasta, access to best of both
- Yreka as county seat, and Klamath NF HQ, more job opportunities than other communities in region
- Yreka is a community of generational, long-term residents. Contrast to Mt. Shasta with increasing number of (absent) 2nd home owners and new residents.

9. Are there communities that are similar to yours that you find appealing? Are there aspects of potential growth that don't fit your community's vision or that you want to avoid?

- Ashland / LaConnor Washington / Jacksonville
 - These communities know who they cater to and have designed their downtowns to cater to that audience
- Maybe Yreka has a signature event?
 - Something outdoorsy—rock climbing event/gym?
- Avoid what has happened in the other big tourism regions like Aspen or Tahoe.
 - Priced out workforce and are now trying to attract tourists
- Be proactive with housing element!
- McCloud—has allowed 50% of housing to turn to VRBO and AirBnB
 - Can't find workforce
- Be proactive when it comes to housing
 - Maybe tourism-specific housing
- Limit VRBO/AirBnB
- Quality of life for locals is important to consider with housing

- Try to avoid losing housing to third-party tourism sites
- Oceanside has banned AirBnB/VRBO
- Yreka doesn't have an ordinance
- Not just housing—what about schools?
- Need housing element in place in Yreka
 - Need for third-party housing in a balanced way in Yreka
 - No ordinance for AirBnB/VRBO
- Take advantage of ToT
- Whitefish, Montana has some interesting recreation and sustainability initiatives that could apply here
- Moab, Utah is a larger community but they have great programs that focus on responsible OHV use in the surrounding area. The community is also very outdoor recreation oriented with proximity to Arches National Park. The City has some nice programs around economic revitalization that could apply to Yreka.
- Grand Junction, Colorado west slope
- Mt. Horab, Wisconsin has excellent bike infrastructure and festivals throughout the year. Also a small city with limited budget. Has breweries, some industry (Duluth Trading Company), and museums
- Grand Junction, Colorado west slope
- Quincy, CA
- Grass Valley, CA
- Ellensburg, WA

10. In general, how far along is your community in achieving your community vision? What are the top successes your community has had in making progress towards your vision, and who was involved?

- Far behind. Need support from City Council / Governmental entities.
- Need support from the casino / Karuk tribe.
 - What support are we asking for?
 - Can help host events that can help attract visitors
 - Casino getting ready to launch Phase 2
 - Work in partnership with chamber and are open to working with city/other entities when asked
- A recent related success for Yreka, significant \$8.5M prop 68 grant from state in support of rebuilding public pool and park development
- Iruai in Etna..
- Hard to find employees in Yreka. Most businesses are mom & pop
- Current driving force is EDC.
- Yreka Rotary hosts Siskiyou Scenic Bike Ride
 - Fundraiser for their group, but it does attract people
- Siskiyou County Museum
- Fairgrounds—they do a Spring event around Mother's Day, summer fair, concerts
 - Jacksonville Brit festival
 - Why not have a country music festival at fairgrounds? Maybe in partnership with the casino

- Logging event? 3-day festival?
- Recreational activities tend to take place outside of Yreka, but Yreka is a basecamp, equidistant—how to get people to stay in Yreka?
 - Mt. Shasta/South County gets oversaturated during summer
- Shasta Gravel Hugger—in the Shasta Valley but they work with Yreka for lodging (reserve rooms at Yreka hotels)
- Several visioning activities have occurred over the years. (Ford, City, SRN)
- We tend to have dated, archaic ideas, in general.
- Modern thinking and unity will help.
- Funding and commitment from several will be needed for progress.
- Top Success: Discover Siskiyou Marketing, Mt. Shasta Ski Park, Denny Bar Co.

11. What kind of capacity or support do you most need? What are your known gaps or challenges in making progress towards your vision? Please describe any steps your community has already taken to overcome barriers or bring in additional capacity.

- No real “destination” in Yreka for recreation—it's all outside (Mt. Shasta)
- No boutique hotels, restaurants, stores, infrastructure that cater to outdoor enthusiasts
- County seat—governmental, not a huge focus on tourism
 - Mt. Shasta—attract tourists to Yreka
- Yreka \$\$ comes from big box stores
- I think it would be helpful to provide market research support for business owners who are interested in catering to outdoor enthusiasts. They need to understand this demographic’s values, needs, desires, expectations, etc.
- Needs: Like-city models of success, practical steps to real change, funding gap solutions, benchmarks to reach Gaps/Challenges: Modern vision, capital, building block for success Steps, long-term dedication is needed
- Workforce, education for local businesses
- Developing night life
- Incentivize businesses that operate on off-peak hours
- Get businesses to coordinate business hours so not everything is closed at the same time
 - How do we do this?
 - Query on business’s hours of operation
- San Joaquin Valley—incentive to hire displaced workers without causing a loss for businesses
- Determine issues based on industry, case-by-case basis?
- Work with local, state and federal partners to get a feel for where we are at and determine what needs are
- Needs: Like-city models of success, practical steps to real change, funding gap solutions, benchmarks to reach Gaps/Challenges: Modern vision, capital, building block for success Steps, long-term dedication is needed

12. Do you have any current data, maps, planning or strategic documents, website links, or other information that can provide context and support your vision for growing your

recreation economy? (Some of the sections below identify specific information that could inform our work together.)

- Nothing Yreka-specific
- Resiliency Planning Guide- EDC, 2021

13. Who are the primary current user groups or stakeholders, and are there groups of people or populations who could be better included?

- Tourism—DS, EDC, North Siskiyou Chamber, lodging properties
- Better included—Karuk tribe, Miner Street Merchants
- Local rafting groups, fishing guides, outdoor camps
- All Outdoor Professionals, Lodging Properties, Targeted age groups
- Local businesses
- Schools—developing workforce, determine their needs
 - High schools
 - Cradle-to-Careers
 - Encompasses babies through career age-people
 - Marie Caldwell
 - \$\$, connections
 - Can help connect us to resources
 - 4H & UC extensions
 - Market research, grant funding
- Service clubs—Rotary, Elks, Kiwanis
- Public health stakeholders—Fairchild and Mercy are conducting community health assessment
 - Line up this process with what they are doing
- Banks
- Community foundations—Ford, McConnell, Nancy Driscoll Foundation
- Pacific Corps—donations and community support
- Forest Service

14. Please share any other thoughts that are important this program.

- N/A

Areas of Focus: Questionnaire

In this section, assess your community's current status in the following categories related to the outdoor recreation economy and Main Street revitalization:

1. Outdoor Recreation Asset Identification and Mapping
2. Recreation Infrastructure Development
3. Recreation Economy Support and Ancillary Services
4. Downtown Revitalization & Placemaking
5. Economic Development: Opportunities and Advancement

6. Local and Regional Promotion and Branding
7. Diversity, Equity and Inclusion
8. Public Health
9. Leveraging Partnerships
10. Natural Resource Stewardship

As you fill out this questionnaire, please think about any supporting information, data, or related topics that are specific to your community. You are welcome to attach any additional materials or add narrative and explanatory comments where needed.

In answering the questionnaire, please:

- ⇒ Use the “Level of Interest” column to provide a sense of your community’s level of priority for the strategy or action identified: Low, Medium, High or Not Applicable.
- ⇒ Use the “Level of Achievement” column to indicate your community’s progress towards achieving the strategy or action identified: No Activity Yet, Limited Activity, Well Underway, or Established.
- ⇒ Use the Notes/Comments section to explain your answer or reference related information. For example, if the strategy or action is “Your community knows what types of recreational activities are most popular, and where those activities generally occur,” and your community has completed a visitor use survey and map, you can use the Notes/Comments section to reference the survey and relevant results.

At the end of the questionnaire, you will be asked to share any additional information, context, or background data that you believe is important for the project team to understand for recreation-related economic development and Main Street revitalization in your community.

I. Outdoor Recreation Asset Identification and Mapping

A key first step is to identify what outdoor amenities your community already has and how they are currently enjoyed. What are the major natural assets? What is the landownership mix for those assets? Are there existing maps or guides that show your community’s outdoor amenities, and how they are connected to your downtown? Please attach any maps, statistics, visitation, usage, or other relevant data as part of your response to this section.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has identified high value outdoor recreation assets in or around your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well-established. People know what/where the amenities are in the County.
2. Your community knows what types of recreational activities are most popular, and where and when those activities generally occur.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well-established. A lot of work can still be done. Need data on who is participating in different activities. Data could inform investments in infrastructure. Yreka-specific= biking, ATV, hiking, fishing, boating... Need economic valuation of recreational assets. Ecosystem services valuation on rec assets.
3. Your community understands how recreational experiences are currently supporting outcomes you want to see (e.g. quality of life, public health, Main Street revitalization, recruiting new residents and businesses, attracting visitors).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No. Primary focus has been on gov't/big box stores. Disconnect between positive impacts of tourism and quality of life/business
4. Your community has maps, guides or other materials (print or online) that show recreational	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium	<input type="checkbox"/> No activity yet	DS has some guides that include Yreka. Website has info

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
opportunities and related amenities.	<input type="checkbox"/> High	<input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	too. Room for improvement for Yreka-centric materials.
5. Your community has identified known access points for recreation, and also knows where there are gaps in access to outdoor assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well-established.
6. Your community has identified regional outdoor assets that are relevant for your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well-established. General community knows where to find this info/where these assets are. Many have lived here or come here to do these things. General community doesn't participate in these rec activities. These questions are specific to people who outdoor recreate. Need an outdoor rec storefront! Target people who don't have the experience to find the rec assets.
7. Your community has identified cultural or historic assets that connect to outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Identification is more than just displaying assets. Collier Information and Interpretive Center, Museum, Chamber. Have our own Yreka Information Center—

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
			discussions about downtown kiosk with brochures, QR codes that people can scan for online brochures. Volcanic Legacy Scenic Byway. Lava Beds. DS audio tour on Modoc War. DS historic hot spots brochure.
8. Your community has identified areas of current or potential user or landowner conflict.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Klamath Dam removal—lots of vacation rentals, concerned that Copco Lake will dry up. Iron Gate. Greenhorn Park.

2. Recreation Infrastructure Development

Recreation infrastructure, including hiking, biking, ORV, and horse trails, boat ramps, signs, infrastructure for activities like climbing, archery or skiing, etc., supports outdoor access and opportunities. How is your existing infrastructure serving your community’s goals and priorities for outdoor recreation? Are there gaps in access, connection, or type of recreation infrastructure? What are your areas of greatest need for investment? Do you have a plan and funding for your areas of greatest potential growth, as well as maintenance and upkeep of existing infrastructure? Please attach any relevant planning, funding, or visioning documents in your response to this section.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has outdoor infrastructure relevant to your local activities (e.g. trails, boat ramps, archery ranges).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Yreka Greenway (work is underway), mountain biking trails at Greenhorn.
2. Your community has identified opportunities for new infrastructure and has created a development plan.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited activity—downtown/main street revitalization, Trans. Comm. thinking through a “rails to trails” project, pedestrian walkway that goes under Hwy. 3 at South end of Yreka. Active transportation planning.
3. Your community has a sustainable source of funding for facilities and infrastructure maintenance, as well as development.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well underway/limited Government/big box.
4. Your community understands where there are access barriers for different demographics, and is invested in creating solutions.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No. Understand how outdoor rec is being used. More information needed to understand access barriers. Yreka not in tourism/recreation space, limited interest in that process.
5. Your recreation infrastructure design	<input type="checkbox"/> NA <input type="checkbox"/> Low	<input type="checkbox"/> No activity yet	No rec infrastructure. NA. Opportunity to

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
mitigates user conflict and supports multiple types of locally relevant recreational opportunities.	<input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	create a recreation plan!
6. Your community is working with multiple landowners across jurisdictions where easements or acquisitions may be necessary for development.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Unknown. Pool center being moved to YMCA. City working with multiple landowners for Greenway project on Yreka Creek. Opportunity for partnership with RCDs. Yreka is within Shasta Valley RCD. E/A important for trail activity, active transportation, connectivity. Rails to Trails. Flag private forests (SPI, Green Diamond, etc.). Williamson Act—financial incentive for private landowners to convert use to recreation.
7. Outdoor recreation infrastructure is safe, accessible, and well maintained.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Greenhorn Park is accessible/maintained. Safe? Demographic-dependent. Race, age, socio-demographic factors, more data needed to understand what everyone’s experience is.
8. Recreation infrastructure is well marked, with clear wayfinding signs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Greenhorn is well-marked. Historic downtown signs. Miner St. Park visible directly off of freeway—implement more signage for people coming into that part of town.

3. Recreation Economy Support and Ancillary Services

Outdoor activities support and are supported by a rich ecosystem of community amenities and complementary activities and investments. These can include direct services, like outfitter and guide operations, outdoor gear retailers, repair shops, and lodging, as well as indirect businesses and opportunities like coffee shops, restaurants, breweries, art galleries, farmer’s markets, cultural and historic attractions, colleges and universities, and more.

A thriving outdoor recreation economy can support quality of life for current residents, attract visitors, and bring new residents to a community – but access to core services is also important for success. For example, access to a qualified workforce, adequate housing, broadband, health and education services, rescue operations, adequate infrastructure (like water and sewage), and transportation are important to the overall picture and makeup of a healthy outdoor economy.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has a mix of amenities for day visitors, overnight or weekend visitors, and local residents.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Not specific to outdoor tourism. Museum/art gallery/shops/restaurants.
2. Your community has businesses and services that directly support outdoor recreation users, e.g. outfitter and guides, gear and retail stores, tour operators, repair shops, rental stores, etc.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No. Needed.
3. Your community has lodging and affordable housing options for visitors, those working in recreation industry and related services, and new residents.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Hotels, yes. Long-term workforce housing, limited. Better in Yreka area than region as a whole.
4. Your community has adequate infrastructure to support visitation and growth including water, sewage, and broadband.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited for broadband, although Yreka has best broadband in the county. Room for improvement. Water is limited. Outdoor infrastructure development could transition away from water-intensive land uses

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
			to aid in groundwater stabilization. Drought has taught us many lessons.
<p>5. Your community has a thriving local food scene, e.g. with local restaurants, breweries, coffee shops, farmer’s market, etc.</p>	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	<p>Limited activity. Not for outdoor enthusiasts. No “destination” spots in Yreka. (Dunsmuir/Mt. Shasta better-suited). Down to one farmer’s market. Brewery is gone. Would like to see more food trucks and designated area for them, along with gathering place. Potential with food truck hub to serve the region as a whole. Great way for Yreka to differentiate itself. Example = Bellingham, Boulder, Medford.</p>
<p>6. Your community has a mix of other attractions and services, including cultural and historic attractions, a walkable Main Street, community events, etc.</p>	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	<p>Limited activity. Summer concerts in the park. Not a lot suited for outdoor enthusiasts. Greenhorn park trails, bicycle trails, walking and riding trails. Main St. being redone, will be much more walkable after Caltrans project. Cultural = Native American cultural gazebo en route to Miner Street Park. Museum, casino.</p>
<p>7. Your community has sufficient emergency services, search and rescue vehicles, and capacity to support increased visitation.</p>	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	<p>Well established. CHP, Sheriff’s Dept. Hospital. Will YPD be able to support increased visitation? Conflict when Casino was built. Fairchild Hospital, Karuk Clinic, emergency services, Mt. Shasta Ambulance Service (Mt. Shasta & Yreka), Yreka Fire</p>

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
			Department search & rescue vehicle, CalFire

4. Downtown Revitalization & Placemaking

The outdoor economy can support Main Street revitalization, and can play a key role in placemaking. Similarly, thriving downtowns will attract and support visitors, residents, and businesses. Communities can choose to purposefully connect and integrate outdoor recreation with local businesses and downtowns as well as other local attractions, so that the outdoor recreation economy can help drive Main Street revitalization.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Your community has an active Main Street program or downtown association.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited activity. Miner Street Merchants Association, North Siskiyou Chamber of Commerce.
2. Your community has a plan to target growth to the downtown and identifies goals and strategies for advancing revitalization connected to outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited activity. SRN has focused on downtown, some outdoor rec, but limited. Business that would go to hotels and transport people to outdoor recreation in the area—like a shuttle. People could sign up for different activities. Adventure center. Get hotels to sign up for that.
3. Your downtown is designed to foster walkability, including sidewalks, safe bike routes, and transit, and has attractive and functional streetscaping and landscaping.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No. Downtown revitalization needed. Main Street 3-year Caltrans project! South to north end of town. Widening sidewalks, old fashioned lighting, hoping to create food truck/festivity area. Bike routes and bike lanes also part of Main St. Plan.
4. Your downtown has strong physical or visible connections to your recreation infrastructure, such as trails, wayfinding	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway	Limited activity. Physical = bike lanes/routes through parks. Signs through Greenhorn Park. Walking, picnicking.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
signs, branding, shuttle services, etc.		<input type="checkbox"/> Established	Shuttle services are limited. Siskiyou Local Transportation Commission is looking to improve shuttle services. Private taxi services, Uber, Lyft.
5. Visitors and residents can access recreation infrastructure throughout the community and connect to adjacent public and private lands that are used for recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well established. Hills surrounding Yreka. Greenhorn trails. Trails behind high school. OHV ordinance is still pending. Trails that connect Yreka to the coast. CHP needs to get last roads approved.
6. Year-round recreation opportunities are available for residents and visitors.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well established. Yreka is a central location/hub/basecamp for people to venture out.
7. Local guides, directories, or websites identify recreation destinations and events, making it easier for people to learn about outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well established. Always room for improvement. Museum requested funding from Council for maps, guides, directories.
8. Your downtown has businesses that directly support or serve the experience of your outdoor recreation assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No. Sporting goods store closed. ATV store. Walmart. Tractor supply has some hunting stuff.
9. Signs, websites, and routes are designed to connect outdoor recreational users to relevant services, amenities, businesses, and Main Street.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited activity in Yreka. Some signage for Greenhorn.
10. Your downtown offers multiple other attractions or desirable services/amenities that	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity	Indoor/outdoor museum & walking trail behind museum.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
would attract or retain visitors or users of your recreation assets.		<input type="checkbox"/> Well underway <input type="checkbox"/> Established	
11. Your community has identified primary historic structures or features that are important to recreation economy and actively supports their preservation or rehabilitation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Yreka Preservation Society. Carnegie. Museum. Greenhorn—lumber presses, etc.
12. Your community and region’s natural assets and heritage are celebrated through local events, public art, festivals, etc.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Gold Rush Days, usually every June. Liberty Arts—once a month wine event that celebrates culture/heritage.
13. Regional partnerships with other local communities and recreation destinations is increasing use of recreation opportunities offering visitors more destinations and activities in the area, and increasing visitor length of stay in the region.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Established. Discover Siskiyou/NoRTEC
14. Your community regularly surveys users of your recreation assets, services, and businesses to better serve interests and needs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. SORA did survey last year—land-use and impact on local trails was the focus. DS has potential to design/implement one.
15. Your community has an active public engagement strategy to build and sustain social and political support for recreation-related economic development.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Yreka no. County has a lot of public/social/political engagement re tourism. EDC stakeholder engagement that supports tourism.

5. Economic Development: Opportunities and Advancement

The recreation economy can help to drive economic development and growth that can sustain long-term prosperity. Once outdoor recreation has been identified as a key sector in economic development planning, policy, and programming in your community, development opportunities can include businesses and services that market directly to outdoor users as well as indirect businesses and services, manufacturing, local food and beverage options, lodging and housing development, and more. Areas of focus can include growing and retaining existing businesses, supporting small enterprises and entrepreneurs, attracting new businesses, providing job training that aligns the workforce with current needs, and ensuring that well-paying, year-round jobs are available to residents.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has identified outdoor recreation as a driver of economic prosperity, and has a clear vision for future development and growth.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Not widespread. Lots of potential. Years ago—van tour service/tourist guide company that would take tourists hiking/biking/fishing/skiing. Did not come to fruition. Lake Shastina group doing something similar, but could not build much capacity. Great idea!
2. Local and regional plans (e.g. comprehensive, economic development, transportation, and forest plans) explicitly prioritize recreation-based economic development, conservation, and Main Street revitalization, and include goals and strategies to	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No/limited. Not specifically to re-based infrastructure. Caltrans is putting in bike lanes. Includes SRN—looking at Main St. Revitalization. Each city put together a list of activities for their area. Take that out and update these with new businesses. ATV plans. George Jennings—putting together tour of VLSB. Invite him to workshop. Yreka Rotary Siskiyou Scenic. Need Main St. Revitalization!!

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
achieve priorities.			
3. Your community has identified capacity gaps and is implementing a plan to address those needs (e.g. access to capital for new and existing businesses, job training, workforce development).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Underway. EDC/County/City entities looking at workforce component. Capacity gaps on new and existing businesses, job training, workforce development. Miner St. Filling up with newer businesses. JEDI does job training—only place in county? Smart Workforce Center—job and business development; based in Weed. College of the Siskiyous, based in Yreka and Weed. Reach out to new president and discuss WF dev/job training.
4. Your community has policies and financial incentives to support small businesses and entrepreneurs (e.g. revolving loans or microloans, reduced rent/tax incentives, marketing support, business coaching, a business incubator, etc.).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Established. SBDC/CDBG microloans through EDC.
5. Your community is utilizing grant, funding, or capacity building opportunities available through Opportunity Zone, USDA	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Established. SBDC, CDBG, FMPP, RBDG, Opp. Zones (currently two in Yreka), state parks grant (funding community pool, 8.5 million dollar grant).

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
Rural Development, Small Business Administration, and other programs.			
6. Local residents are employed in recreation-based businesses, and receive a living wage.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited—more than you’d think. Mostly government jobs. Some local residents are fishing guides—Scott Caldwell, Scott Eastman, etc... Skiing... some based just outside of Yreka
7. Training events, classes, or other vocational development programs for residents and students exist to prepare them for jobs in outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Culinary programs through COS and local schools. SOU has outdoor leadership program—cool idea for COS. COS used to have a leadership program—bring it back. Ford Family Foundation had a leadership class that lasted two years; installed trail signs at Greenhorn. Approach Ford and COS—see if they’re interested.
8. Recreation-based entrepreneurship is encouraged through business training and/or loan programs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Not recreation-specific. Nothing locally. More of a question for recent graduates. No job opportunities/trainings for starting a new business. Etna Creek Outfitters (Meg and Allison Pick)—did they have any help getting started? Outfitter-type business in McCloud. Nothing in Yreka—needed.
9. Processes for acquiring permits or licenses to operate relevant businesses follow a clear and transparent process.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No/underway. City is working on transparency—putting permitting processes online, as well as financials.
10. Recreation asset development is designed to	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway	Limited for economic development. Greenhorn Park has variety of trails—both for walking and biking.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
<p>support community livability and opportunities for local economic development.</p>	<p><input type="checkbox"/> High</p>	<p><input type="checkbox"/> Established</p>	<p>Great feedback from the community re the trails. GP great asset for community livability, but not as relevant to local economic development. Contact Bill Robberson—all things mountain biking at Greenhorn. Upcoming spring social—Jill will send Alia link to event. YMCA bike race series—one day event. From ED perspective, these races brought people to town but did not have a huge impact. Some ED involved in restaurants/hotels/campgrounds/RV parks—not as much as we’d like, though.</p>
<p>11. Planning, policies, zoning and other codes, and financial incentives support downtown revitalization (i.e. mixed-use development, infill development, brownfield revitalization, adaptive reuse of historic structures, etc.).</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High</p>	<p><input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established</p>	<p>Limited/underway. Carnegie Library, brownfields program. County “No Place Like Home” building planned for Foothill.</p>
<p>12. Planning, policies, zoning and other codes, and financial incentives support the primary and ancillary businesses necessary for the recreation</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High</p>	<p><input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established</p>	<p>Limited/underway. Carnegie, some lodging, no affordable housing/incubators. Affordable housing planned w/ “No Place Like Home”; Senior living community above YMCA, mixed-use/low-income apartments beyond that. Yreka Aquatic Center Gardens and Trails 3-5 years out.</p>

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
economy and their workforce (e.g. traditional lodging, AirBnBs, small manufacturing, business incubators, affordable housing, etc.)			
13. Your community has an active business association, or network of outdoor recreation economy businesses that provide peer support and work together.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Biking, horseback riding, fishing. No org that tracks/supports the recreation economy. Need someone to coordinate activities. Chamber of Commerce used to manage this—reach out to Siskiyou North Chamber.

6. Local and Regional Promotion and Branding

To activate an outdoor recreation economy, it is important to connect natural assets to local branding, marketing, and promotion efforts so that residents and visitors alike associate your community with your unique outdoor amenities and activities. Your community may also want to connect local opportunities to assets available within the region that may attract visitors and new residents and businesses.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Your community has a clear brand and identity that emphasizes your key natural and recreational assets, reflected in consistent public and private marketing materials.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Yreka known as “The Golden City”-- historical significance. Yreka High School Miners—gold. Rebrand to include TGC marketing. County brands for whole county.
2. Your community has identified target demographics, markets, and opportunities to promote your natural and recreational assets and quality of life.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	We know them via DS, but City doesn’t do anything for them specifically. DS pitched digital marketing campaign.
3. Your community has a tourism plan and economic development plan with goals and strategies to strengthen and promote the region’s natural and recreational assets.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Dependent on TBID—great for Yreka. Coming out of pandemic, businesses are coming back to life.
4. Prospective visitors and new residents and businesses have multiple ways to find out about your community and region’s outdoor amenities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well-established. Print (not as much)/digital resources. DS!!
5. Your community has a webpage and an active social media presence that promotes your recreational brand.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Not for Yreka. Something that comes out of this? DS!! Camp Siskiyou
6. Your community has developed outdoor recreation-related outreach, recruitment, and marketing materials that are	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited for Yreka. Regionally, yes. Crystal from North Siskiyou Chamber has rack cards,

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
available for local residents, businesses, and others to use.			Yreka included on these. DS could partner and help develop more.
7. There are clear and consistent signs and wayfinding throughout your community that reflect your brand.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No. Not clear/consistent. Needs improvement!
8. Your community markets recreation and tourism opportunities through other entities, such as regional or state tourism offices.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No. Regional—c2c, Collier Info and Interpretive Center; passes info out at Collier rest area. Forest service has maps. Museum. DS digital/print flyers

7. Diversity, Equity, and Inclusion

Recreational amenities and the economic opportunities that flow from them will provide the greatest long-term benefits to the community when they are available to everyone no matter their identity or background, across race, gender, culture, religion, socioeconomic status, age, and physical abilities. Representing the diversity of the community in planning and policy decision-making and when designing programming and managing natural amenities can help ensure equitable access and environmental justice. Outdoor opportunities and activities that reflect and harness the unique strengths, celebrate the special traditions, and build on the interests of all segments of the population are likely to be more inclusive and successful in the long term. Meaningful engagement goes beyond seeking feedback, and includes inviting people from all parts of the community to help create project ideas and to lead and share responsibilities in the work.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Recreation assets and amenities are equitably distributed and accessible to everyone in your community.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Depends on recreational activity. Cost-wise there is no equal access to sports that require equipment. Hiking is accessible and free.
2. Your community is actively addressing any barriers to access for trails, parks, playgrounds, and green space.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well-established. Trails/parks = free
3. Community planning efforts are meaningfully engaging low-income residents, residents of color, youth, and other traditionally underrepresented populations.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. YMCA scholarships for low-income kids? School programs.
4. Your community’s plans for economic development, outdoor recreation, and Main Street revitalization involve traditionally underrepresented populations in leadership and decision-making.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. SRN includes Yreka and all cities— includes/open to everyone.
5. Access to technical and financial assistance, business incubators, marketing, and other support for economic	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway	Well established. SBDC helps connect people to resources.

<p>development related to the outdoor economy is available to all.</p>		<input type="checkbox"/> Established	
<p>6. Recreation spaces, events, infrastructure, programs, and opportunities are welcoming, inclusive, and reflective of diverse cultures and identities.</p>	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	<p>Limited. Opportunity to include Karuk community. Karuk people will be involved in Yreka Aquatic Center Native Gardens and Trails</p>

8. Public Health

Outdoor recreation is directly related to public health. It is well documented that engaging in physical activity and spending time in nature supports better physical and mental health outcomes. Intentionally connecting the design and location of outdoor amenities and infrastructure with your community’s priorities for public health can make a big difference for local health outcomes, and also can be an important selling point for new residents and businesses that care about having a healthy workforce.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Many in your community participates in some form of outdoor recreation.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well-established
2. Your community promotes healthy lifestyles, including through the siting and design of outdoor recreation infrastructure.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Yreka Greenhorn Park. Within county culture well-established. Could be more bike-friendly. Yreka one of first cities in county to add bike lanes—adding more!
3. Your community holds events or festivals that take place outdoors or include outdoor recreation as a key component.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well underway. Gold Rush, Siskiyou Scenic Bike Event, YMCA (after-work bike events at Greenhorn? Ask Scott/Brandon), Greenhorn, softball league.
4. Your community has active clubs or groups that facilitate experiences, host events, and build community for a range of outdoor activities.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well underway. YMCA, Rotary, JMBA, Kiwana’s Easter event in Yreka Miner St. Park, Lion’s Club—put out flags for Labor/Memorial day, Breast Cancer Walk Downtown
5. Local schools are connected to trails and green space, and have programs and clubs that support outdoor pursuits.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Ski/snowboard/golf/cross country teams at HS.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
6. Health professionals in your community understand the mental and physical health benefits of outdoor recreation and recommend time outdoors to their patients.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. Doctors do recommend outdoor activity.
7. Residents generally have equitable access to social services, health care, and healthy food.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited access to fresh, healthy food/produce. FMPP aiming to reach low-income people. Food Bank in Yreka—regular distributions.
8. Environmental justice issues that negatively impact public health, including access to clean air, water and green space, are being addressed.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Underway. During fire season, crisis centers are open. Our area has some of the cleanest air/water in CA. Water comes from Fall Creek—cleanest/coldest Refugio on the entire Klamath River
9. Recreation businesses engage in outreach programs to recruit newcomers and under-represented groups to outdoor experiences, e.g., first time ski packages.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	No, except for school programs. HS students are actively involved in outreach programs. Not a lot of outreach. Elementary schools are also involved in skiing programs. Forest service/CDFW have a program at Greenhorn Park where they take kids to identify fish and wildlife. Sam Cuenca highly involved. Siskiyou Gardens, Parks and Greenways Association recruit volunteers to identify/maintain local wildlife/plant life. Jerry Mosier involved in Siskiyou Gardens, Parks and Greenways. Retired

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
			from Forest Service. Mosiers@att.net . Yreka Garden Club does activities up and down Miner Street, maintains area around miner area at freeway entrance, community garden on Knapp Street.

9. Leveraging Partnerships

A successful recreation economy requires the coordination of policies and projects across land ownership boundaries and across disciplines, such as recreation, conservation, land management, community planning, economic development, public health, education, health, local services, and transportation. Partnerships across a region can strengthen each community’s economy as part of a larger region. Partners may represent local, state, and federal governments; nonprofit and community-based organizations; the private sector; and regional anchor institutions.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
1. Diverse recreation groups are working with each other to support your community’s outdoor economy.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well underway. Discover Siskiyou, SORA, JMBA, NoRTEC
2. Economic development groups and partners are working together to strengthen the recreation sector (e.g. economic development and workforce organizations, Small Business Development Centers, Chambers of Commerce, large employers, the business community, universities and community colleges, lending institutions, etc.).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well underway.
3. At least one collaborative stakeholder group is active and working with partners and landowners to prioritize and accomplish projects and address concerns or needs.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Underway. Carnegie, Brownfields, Yreka Aquatic Center (community pool, gazebo for picnicking, trails, and native plants gardens; will be a public center, not just a pool)
4. Your community has established partnerships with public land managers and has had meaningful input into relevant plans	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Well underway. As county seat, good relationship with federal/state/county/city agencies.

Common Strategy or Action	Level of Interest	Level of Activity	Notes/Comments
and projects on adjacent public lands.			
<p>5. Your community is connected with neighboring communities and with services and amenities in your region that complement local offerings. Local priorities are reflected in regional plans.</p>	<p><input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High</p>	<p><input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established</p>	<p>Well underway. NoRTEC working on relationship with Ashland, Discover Siskiyou. Working with C2C, SRN (all communities, including the county), RC&D (George Jennings), Fire Safe Council, Forest Service, CalFire, Yreka Rotary (helps Montague with hot air balloon fair, regional event!), Elks—outreach with Boy Scouts,</p>

10. Stewardship of Natural Resources

Natural resources are the assets that drive the entire outdoor recreation economy. Without investing in stewardship and management, recreation assets—and related economic opportunities—will not be sustained. To ensure the longevity of economic prosperity related to outdoor recreation, communities can design recreation infrastructure, distribute use, and invest in funding and capacity for stewardship in order to protect natural resources and give back to the places and experiences that support community livability and growth.

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
1. Your community has a core group of volunteers and/or stewardship organizations that help to maintain outdoor assets and natural resources.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Resource Conservation District (Rod Dowse), Resource Conservation and Development Council (George Jennings), Siskiyou Gardens, Parks and Greenways
2. Communication between community leaders and public land managers supports mutual understanding of stewardship capacity and needs and cooperation on high priority stewardship projects.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Underway/established. Resource Advisory Committee have these conversations.
3. Your community's private landowners are engaged and support your community's vision for natural resource stewardship and management.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	RCD provides the programs on the ground, RC&D works with the community on projects that benefit the communities (non-traditional economic development projects)
4. Your community provides stewardship-related education to students, visitors, local residents, and others.	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	Limited. DS has been hosting stewardship education programs and partnering with "Leave no Trace" to get the message across.
5. Recreation opportunities have been designed to be sustainable, and appropriate resource	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity	Limited, but on our radar!

Common Strategy or Action	Level of Interest	Level of Achievement	Notes/Comments
management plans are in place.		<input type="checkbox"/> Well underway <input type="checkbox"/> Established	
6. Sustained stewardship funding is available to maintain and protect recreation resources (e.g., local bonds or tax dollars are available to address stewardship needs).	<input type="checkbox"/> NA <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High	<input type="checkbox"/> No activity yet <input type="checkbox"/> Limited activity <input type="checkbox"/> Well underway <input type="checkbox"/> Established	RC&D involved with deer guzzlers, but this is not in Yreka. Juniper Eradication/Maintenance Project—junipers are an invasive species. Creates more water when you remove them because they use a lot of water. JP works with RC&D and COS.

Additional Data

Please attach any other data or information that might be helpful for this project, for example:

- Major local and regional employers, industry sectors, and employment rates
- Median income, percent of population below the poverty line
- Local and regional population numbers and demographics
- Environmental or other known hazards in the area
- Age and type of housing stock, landownership and homeownership patterns
- Location of your downtown and list of current businesses and amenities available
- Status of base infrastructure and services: water, sewage, search and rescue, etc.
- Current availability and/or quality of broadband
- Description of local food and beverage options, lodging, and other visitor services
- Description of health care availability
- Identification of local educational institutions, including all pre-school, elementary, middle school, high school, vocational schools, colleges and universities
- Availability of key support services, e.g., daycare
- Workforce overview and list of local workforce development and training centers or programs
- List or map of the major natural assets in your community and region, and identification of who owns or manages these assets
- Description of how outdoor assets are connected to each other and to population and commercial centers with transportation infrastructure
- Any available visitation/use/revenue data—how many visitors do you have, when do they come, what do they do, what do they spend money on currently?
- List or map of any cultural or historic sites in your area or region
- List of any stakeholder groups that are active in land management planning, economic development, Main Street revitalization, outdoor recreation, or any other relevant activities
- A list of key partners from different sectors/fields, including

- Public and private land management/natural resource management/stewardship and outdoor recreation
- Main Street/downtown development
- Economic development, business retention and attraction, and small business development
- Tourism and local/regional branding and marketing
- Transportation
- Links to any relevant websites
- Other

Additional Feedback

Please identify or discuss any other issues or aspirations related to recreation, people, places, or opportunity in your community:

N/A

APPENDIX D: REFERENCES

This compendium of references was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, and the Northern Border Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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Community Engagement, Diversity, Equity, and Inclusion

American Indian Alaska Native Tourism Association (AIANTA). AIANTA has served as the national voice for American Indian nations engaged in cultural tourism. In addition to serving as the voice for Indian Country tourism, AIANTA provides technical assistance and training to Tribal nations and Native-owned enterprises engaged in tourism, hospitality and recreation.

<https://www.aianta.org/aianta-reports-publications/>

Diversify Outdoors. Diversify Outdoors is a coalition of social media influencers – bloggers, athletes, activists, and entrepreneurs – who share the goal of promoting diversity in outdoor spaces where people of color, LGBTQIA, and other diverse identities have historically been underrepresented. We are passionate about promoting equity and access to the outdoors for all, that includes being body positive and celebrating people of all skill levels and abilities.

<https://www.diversifyoutdoors.com/>

Outdoor Afro: Where Black People and Nature Meet. Outdoor Afro has become the nation's leading, cutting edge network that celebrates and inspires Black connections and leadership in nature. Outdoor Afro is a national not for profit organization with leadership networks around the country. With nearly 90 leaders in 30 states from around the country, the organization connects thousands of people to outdoor experiences, who are changing the face of conservation.

<https://outdoorafro.com/about/>

Community-Specific Strategies and Examples

Oregon Outdoor Recreation Network. The Travel Oregon website has many great resources on many aspects of outdoor recreation.

<https://industry.traveloregon.com/opportunities/programs-initiatives/outdoor-recreation/outdoor-recreation-development/>

Pennsylvania Department of Conservation and Natural Resources. Outdoor Recreation Plan Webinar Series. (October 2020). This video series was produced to support Pennsylvania's Outdoor Recreation Plan.

<https://www.dcnr.pa.gov/Recreation/PAOutdoorRecPlan/Pages/default.aspx>

1. Recreation for All: <https://youtu.be/P6Ubw9yrbjE>
2. Sustainable Systems: <https://youtu.be/ORTzpvo9VcA>
3. Funding and Economic Development: <https://youtu.be/HYid2q9Ay-Q>
4. Technology: <https://youtu.be/BSquMY-Kde4>
5. Health and Wellness: <https://youtu.be/StUz6s2J8pc>

Skowhegan, Maine. *Transformation Through Outdoor Recreation*. (2016). Residents of Skowhegan came together to share ideas for the future of their town, resulting in the Skowhegan Strategic Plan for Community Transformation at which voters adopted during the June 2016 town meeting.

<https://runofriver.org/outdoor-recreation-plan/>

<https://mainstreetskowhegan.org/strategic-planning/>

State of Colorado. *Colorado Statewide Comprehensive Outdoor Recreation Plan (SCORP)* (2019). Colorado's SCORP considers both conservation and recreation together and looks at current and changing demographics and recreation trends to help the outdoor recreation sector be culturally relevant and respond to future shifts.

<https://cpw.state.co.us/Documents/Trails/SCORP/Final-Plan/SCORP-Without-Appendices.pdf>

The Conservation Fund. *Conservation Leadership Network Project Profiles*. This landing page provides access to various rural and gateway community projects from across the U.S., with many examples of communities that have successfully leveraged the outdoor recreation economy.

<https://www.conservationfund.org/our-work/conservation-leadership-network/our-projects>

Tompkins County, New York. *Tompkins County Outdoor Recreation Tourism Implementation Plan*. (2018). Identifies collective steps to develop and promote Ithaca and Tompkins County as a premier regional destination for outdoor recreation.

<http://tompkinscountyny.gov/files2/tourism/2018-3-14-Outdoor%20Rec%20Implementation%20Plan.pdf>

Vermont Urban and Community Forestry. *Town Forest Recreation Planning Toolkit and Webinar Series*. (June 2020). This toolkit offers the resources needed to develop a town forest recreation plan for your community from start to finish, including step by step planning and detailed materials organized around planning themes such as stories, existing conditions, public engagement, natural resources, plan development, and implementation. Links to several webinars in the "Town Forest Recreation Planning Webinar Series" are also included below.

<https://vtcommunityforestry.org/places/town-forests/recreation-planning-initiative/recreation-planning-toolkit>

- New Tools for Sustainable Forest Based Recreation Webinar
<https://youtu.be/UTHEj0AC3pE>
- Connecting Downtowns w/Trails for Economic Vibrancy Webinar
<https://youtu.be/s1SQoUqN22s>
- Trails for People and Wildlife Webinar
<https://youtu.be/uhbYUMrgLqU>
- Mountain Biking Trails 101 Webinar
<https://youtu.be/zCmco-WDrPM>
- Trail Building & Maintenance Webinar
<https://youtu.be/lrv9eqoUQNE>

Land Conservation, Stewardship, Parks, and Health

National Park Service and Centers for Disease Control and Prevention. *Parks, Trails, and Health Workbook: A Tool for Planners, Parks & Recreation Professionals, and Health Practitioners*. A

workbook to help strengthen the design and implementation of community-based parks and trails projects.

https://www.nps.gov/orgs/rtca/upload/Parks-Trails-and-Health-Workbook_2020.pdf

The Trust for Public Land and the City Parks Alliance. *The Field Guide for Creative Placemaking and Parks* (2017). How-to guide that connects creative placemaking with parks and open spaces by strengthening the role of parks and open space as an integrated part of comprehensive community development, advancing arts- and culturally-based approaches to park making, and highlighting the role of parks as cultural products unto themselves.

<https://www.tpl.org/field-guide-creative-placemaking-and-parks>

U.S. Department of Agriculture Forest Service. *The Stewardship Mapping and Assessment Project (STEW-MAP)*. STEW-MAP is a research methodology, community organizing approach, and partnership mapping tool developed by scientists at the USDA Forest Service Northern Research station that answers the question: who takes care of the local environment? This question is important because stewards, or civic groups that engage in caring for local nature, play a significant role in building stronger, healthier, greener, and more resilient communities.

<https://www.nrs.fs.fed.us/STEW-MAP/>

Main Street Revitalization and Economic Development

International City/County Management Association and Smart Growth Network. *Putting Smart Growth to Work in Rural Communities*. (2010). Focuses on smart growth strategies that can help guide growth in rural areas while protecting natural and working lands and preserving the rural character of existing communities.

<https://www.epa.gov/smartgrowth/putting-smart-growth-work-rural-communities>

Main Street America Resource Center. The Main Street Resource Center is a comprehensive digital library containing a broad range of member resources, including their signature Main Street Approach handbooks and guides, newly released revitalization toolkits, and the popular Main Street Now Journal archive. There are some non-member materials available here as well.

<https://www.mainstreet.org/howwecanhelp/resourcecenter>

McMahon, Ed. *Why Some Places Thrive and Others Fail: The New Formula for Community Revitalization*. Virginia Town and City. (January/February 2017). This article describes why some communities can maintain and build on their economic vitality and quality of life in an ever-changing world.

https://www.vml.org/wp-content/uploads/pdf/VTCJanFeb17_pg21-25.pdf

National Association of Counties (NACo). *Resources for Transitioning Economies*. (2015). Website developed by NACo and the National Association of Development Organizations to share publications, tools and training, funding and other resources on economic diversification with communities and regions seeking to strengthen their local economies.

<http://diversifyeconomies.org/>

National Association of Development Organizations (NADO). *Planning for Prosperity in Small Towns and Rural Regions*. (2015). Contains materials developed by NADO and its partners through the HUD Sustainable Communities Initiative capacity building program, including publications, webinars, workshop materials, and other information on a variety of topics such as economic resilience, entrepreneurship, community engagement, downtown redevelopment, food systems, and many more.

<https://www.nado.org/online-resource-planning-for-prosperity-in-small-towns-and-rural-regions/>

National Association of Development Organizations, *WealthWorks Rural Economic Development Case Studies*. (2019). Series of case studies examining how rural communities are applying concepts of wealth creation, an approach to community and economic development that is demand-driven, focusing on market opportunities that capitalize on a community's existing assets or underutilized resources. Includes stories of communities building lasting livelihoods and supporting local ownership and control of assets related to outdoor recreation, tourism, and more. <https://www.nado.org/wealthworks-case-studies/>

National Endowment for the Arts. *How To Do Creative Placemaking: An Action-Oriented Guide to Arts in Community Development*. (2016). This action-oriented guide is focused on making places better. It includes instructional and thought-provoking case studies and essays from leading thinkers in creative placemaking and describes the diverse ways that arts organizations and artists can play essential roles in the success of communities across America.

<https://www.arts.gov/publications/how-do-creative-placemaking>

Next Generation. *The Future of Arts & Culture Placemaking in Rural America: Digital Exchange Webinars*. Each of these one-hour webinars feature voices from across the country, sharing specific themes, challenges, and opportunities collectively encountered in rural placemaking. This series was made possible through the support of the Rural Policy Research Institute (RUPRI), National Endowment for the Arts, the McKnight Foundation, and USDA Rural Development.

<https://ruralgeneration.org/digital-exchange/>

Project for Public Spaces (PPS). *The Power of Ten*. The Power of 10+ is a concept PPS developed to evaluate and facilitate Placemaking at multiple city scales. The idea behind this concept is that places thrive when users have a range of reasons (10+) to be there. This concept can be applied to outdoor recreation economy resources and assets at the main street, town, and area scale, namely to increase the reasons for people to come, stay longer, and do more in a place.

<https://www.pps.org/article/the-power-of-10>

Smart Growth America. *(Re-)Building Downtown: A Guidebook for Revitalization*. (2015). This guide uses Smart Growth America's seven-step approach to downtown redevelopment and is

aimed at local elected officials who want to re-invigorate and strengthen neighborhood centers of economy, culture, and history.

<https://smartgrowthamerica.org/introducing-rebuilding-downtown-a-guidebook-for-revitalization/>

The Democracy Collaborative. *Community Wealth*. This website offers resources, guides, case studies, videos and examples of strategies for building wealth in a community. Some strategies are nonprofit and profit-making models such as community development corporations (CDCs), community development financial institutions (CDFIs), employee stock ownership plans (ESOPs), community land trusts (CLTs), cooperatives, and social enterprise.

<https://community-wealth.org/>

U.S. Department of Agriculture. National Agricultural Library Rural Information Center. The Rural Information Center (RIC), a service of the National Agricultural Library (NAL), assists rural communities by providing information and referral services to rural government officials, community organizations, libraries, businesses, and citizens working to maintain America's rural areas. The "Downtown Revitalization" sections features a wide variety of planning resources, case studies, funding, journal, and organizations.

<https://www.nal.usda.gov/ric/community-development-resources>

<https://www.nal.usda.gov/ric/downtown-revitalization>

U.S. EPA. *Essential Smart Growth Fixes for Rural Planning, Zoning, and Development Codes*. (2012). Offers 10 essential fixes to help rural communities amend their codes, ordinances, and development requirements to promote more sustainable growth.

<https://www.epa.gov/smartgrowth/essential-smart-growth-fixes-communities>

U.S. EPA. *Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns*. (2016). Provides a step-by-step guide to building a place-based economic development strategy for small and mid-sized cities, particularly those that have limited population growth, areas of disinvestment, or a struggling economy.

<https://www.epa.gov/smartgrowth/framework-creating-smart-growth-economic-development-strategy>

U.S. EPA. *Smart Growth Self-Assessment for Rural Communities*. (2015). Tool designed specifically for rural communities that helps villages, towns, and small cities evaluate their policies to create healthy, environmentally resilient, and economically robust places.

<https://www.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities>

Outdoor Recreation

Bureau of Economic Analysis, *Outdoor Recreation Satellite Account*. Federal dataset measuring the economic activity as well as sales and receipts generated by outdoor recreational activities across the U.S. and by state. These statistics also measure each

industry's production of outdoor goods and services and its contribution to the U.S. GDP. Industry breakdowns of outdoor employment and compensation are also included.

<https://www.bea.gov/data/special-topics/outdoor-recreation>

Daily Yonder. Provides articles on outdoor recreation, many based on Headwaters Economics research. A few relevant articles are listed here:

- *How Outdoor Recreation Supports Rural Economic Development*. (Feb 24, 2019). <https://www.dailyyonder.com/speak-piece-outdoor-recreation-supports-rural-economic-development/2019/02/25/>
- *Recreation Is Bigger Share of U.S. Economy than Ag or Mining, Report Says*. (May 10, 2018.) <https://www.dailyyonder.com/recreation-bigger-share-u-s-economy-ag-mining-report-says/2018/05/10/>
- *Rural "Recreation Counties" Show More Population Resilience*. (Feb 10, 2019) <https://www.dailyyonder.com/rural-recreation-counties-show-population-resilience/2019/02/11/>

Headwater Economics. Headwaters Economics is an independent, nonprofit research group that works to improve community development and land management decisions. The organization receives funding from a wide variety of sources, including contracts with federal agencies such as the Bureau of Land Management and U.S. Forest Service; charitable foundations; and contract work for partner organizations. Its website provides outdoor recreation economic data by state in addition to other outdoor recreation industry research and analysis. Several relevant reports are listed below:

- *Best Practices for States to Fund Outdoor Recreation*. (2017). Seven case studies illustrate best practices and lessons learned to develop programs for outdoor state recreation funding. <https://headwaterseconomics.org/economic-development/state-recreation-funding/>
- *Economic Profile System*. Tool allowing users to produce free, detailed socioeconomic reports at the community, county, or state level and including topics such as Land Use and Public Land Amenities as well as Agriculture, Timber, and Mining. EPS is also known as the Human Dimensions Toolkit by the Forest Service. <https://headwaterseconomics.org/tools/economic-profile-system/about/>
- *How Outdoor Recreation Supports Rural Economic Development*. (2019). Report that finds that counties with outdoor recreation economies are more likely to attract new residents with greater wealth and have faster-growing wages than their non-recreation counterparts, particularly in rural communities. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation/>
- *National Forest Socioeconomic Indicators Tool*. Tool allowing users to run free, easy-to-use reports detailing economics, demographics, land use, business sectors, and other topics for communities near every National Forest. <https://headwaterseconomics.org/tools/forest-indicators/>

- *The Outdoor Recreation Economy by State*. (2019). Report outlines the outdoor recreation economy impacts by state, using Bureau of Economic Analysis data. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation-economy-by-state/>

National Governors' Association. *Outdoor Recreation Learning Network*. This resource highlights many opportunities for states to advance the outdoor recreation economy and conservation, stewardship, education, workforce training, economic development, infrastructure, equity, inclusion, public health, and wellness.

<http://nga.org/outdoors>

National Park Service, *River Access Planning Guide*. An online and downloadable resource for planning river access. The step-by-step process guides planning for river access with recreation users in mind. This guide can assist the challenging task of providing for a variety of uses while protecting natural resources in rivers and other waterways. The guide's approach provides a framework for meeting the needs of people seeking to enjoy river recreation on, off, and in the water.

<https://www.nps.gov/articles/river-access-planning-guide-a-decision-making-framework-for-enhancing-river-access.htm>

Northern Forest Center. *The Northern Forest Outdoor Recreation Economy Symposium*. (2018). Summarizes the 2018 gathering, which explored evolving trends in outdoor recreation and its role as a critical economic driver in the Northern Forest region. Links to presentations, notes, and priorities for each of the participating states (Maine, New Hampshire, Vermont and New York).

<https://northernforest.org/programs/regional-strategy/recreation-economy>

Outdoor Industry Association (OIA). OIA synthesizes the different strategies and programs currently employed in the U.S. and overarching themes, best practices, and lessons learned. Several relevant resources are listed below.

<https://outdoorindustry.org/>

- *Outdoor Participation Report*. (2019). Study showing levels of participation in outdoor activities. <https://outdoorindustry.org/resource/2019-outdoor-participation-report/>
- *State Funding Mechanisms for Outdoor Recreation*. (2017). Provides a summary from Headwaters Economics that outlines state funding mechanisms for outdoor recreation. <https://outdoorindustry.org/wp-content/uploads/2015/03/Headwaters-Economics-v5-screen.pdf>
- *State-Level Outdoor Recreation Reports*. (2017). Provides links to reports describing the participation in and economic impact of the outdoor recreation sector in every state and Congressional district. <https://outdoorindustry.org/advocacy/>

- *The Outdoor Recreation Economy*. (2017). Summarizes the economic impact of the outdoor recreation sector across the U.S. and includes national statistics on consumer spending, jobs, and tax revenue, along with statistics for specific recreation activities. https://outdoorindustry.org/wp-content/uploads/2017/04/OIA_RecEconomy_FINAL_Single.pdf
- *White Paper on State Leadership Roles for Outdoor Recreation*. (2016). This white paper describes the role that states can play in promoting outdoor recreation, with examples from states that were early to adopt state-level directors of outdoor recreation. <https://outdoorindustry.org/resource/white-paperstate-leadership-roles-for-outdoor-recreation-a-promising-trend/>

Outdoor Recreation Roundtable (ORR). ORR promotes the growth of the outdoor recreation economy and outdoor recreation activities, educating decision makers and the public on balanced policies that conserve public lands and waterways and enhance infrastructure to improve the experience and quality of life of outdoor enthusiasts everywhere. ORR publishes many white papers, research, statistics and reports on the importance of outdoor recreation. <https://recreationroundtable.org/>

- *The Outdoor Recreation Roundtable Rural Economic Development Toolkit*. (2021). This toolkit outlines strategies for using outdoor recreation as a tool for economic development, including key best practices and examples from around the country. <https://recreationroundtable.org/rural-development-toolkit/>

Sausser, Brooke and Jordan W. Smith, Ph.D. *Elevating Outdoor Recreation*. Institute of Outdoor Recreation and Tourism at Utah State. (July 2018). This study provides an overview and analysis of eleven state offices of initiatives of outdoor recreation. https://www.nps.gov/orgs/1892/upload/Elevating_Outdoor_Rec_Together.pdf

Society of Outdoor Recreation Professionals (SORP). SORP is the nation's leading association of outdoor recreation and related professionals who strive to protect natural and cultural resources while providing sustainable recreation access. The organization's website provides access to webinars, scholarships, and tools for outdoor recreation planning including a library of all state comprehensive outdoor recreation plans (SCORPs) and technical resources. <https://www.recpro.org/>

U.S. Department of Agriculture. *Federal Outdoor Recreation Trends: Effects on Economic Opportunities*. (2016). Summarizes participation trends and projections for 17 outdoor recreation activities common on federal lands, describes the current economic activity supported by outdoor recreation, and discusses how anticipated future changes in recreation participation and climate may impact the economic activity supported by outdoor recreation. <https://www.fs.usda.gov/treearch/pubs/53247>

U.S. Department of Agriculture. *Recreation Economy at USDA Economic Development Resources for Rural Communities*. (2020). USDA's Forest Service, Rural Development, and the

National Institute for Food and Agriculture developed this resource guide for rural communities to identify resources that develop the recreation economy. It describes the roles of federal agencies and programs in the recreation economy and highlights numerous financing strategies and case studies from communities.

https://www.rd.usda.gov/sites/default/files/RD_Recreation_Economy_USDA.pdf

U.S. Department of Agriculture. *Recreation Economic Values for Estimating Outdoor Recreation Economic Benefits from the National Forest System*. (2017). This report presents the most recent update of the Recreation Use Values Database, based on an exhaustive review of economic studies spanning 1958 to 2015 conducted in the United States and Canada, and provides the most up-to-date recreation economic values available.

<https://www.fs.usda.gov/pnw/publications/recreation-economic-values-estimating-outdoor-recreation-economic-benefits-national>

Trails and Transportation

American Trails. *Resource Library*. Search thousands of articles, studies, training, and projects on every aspect of trails and greenways. This website also has a national map searchable by state for agencies, organizations, training, and state-specific resources relating to trails and greenways.

<https://www.americantrails.org/resource-library/>

Centers for Disease Control and Prevention. *Resources for Implementing Built Environment Recommendations to Increase Physical Activity*. This website contains a compilation of real world examples, an Implementation Resource Guide, and a Visual Guide to help communities implement recommendations for built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity. <https://www.cdc.gov/physicalactivity/community-strategies/beactive/index.html>

Federal Highway Administration. *Bicycle and Pedestrian Program*. The Federal Highway Administration's Bicycle and Pedestrian Program promotes safe, comfortable, and convenient walking and bicycling for people of all ages and abilities. This program supports pedestrian and bicycle transportation through funding, policy guidance, program management, and resource development. The website contains information on funding resources, design and implementation, case studies, guidebooks, and other information.

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/

Federal Highway Administration. *Small Town and Rural Multimodal Networks*. (2016). This document helps small towns and rural communities support safe, accessible, comfortable, and active travel for people of all ages and abilities. It provides a bridge between existing guidance on bicycle and pedestrian design and rural practice, encourages innovation in the development of safe and appealing networks for bicycling and walking, and shows examples of project implementation.

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwa_hep17024_lg.pdf

Headwaters Economics. *Trails Research and Searchable Benefits Library*. (2019). Compilation of 144 trail studies on the impacts of trails in a single library, searchable by type of benefit, use, year, and region.

<https://headwaterseconomics.org/economic-development/trails-pathways/trails-research/>

Main Street America and Project for Public Places. *Navigating Main Streets as Places: A People-First Transportation Toolkit*. (2019). This toolkit provides guidance on how to evaluate streets and transportation through the lens of placemaking; balance the needs of mobility and other street activities; and build stronger relationships with other decisionmakers and the community. It's a one-stop-shop toolkit featuring guidance and best practices for rural downtowns and urban neighborhood commercial districts.

<https://www.mainstreet.org/howwecanhelp/navigatingmainstreets>

Rails-to-Trails Conservancy. *Trail-Building Toolbox*. A one-stop-shop for the basics to create a vibrant rail-trail for your community, including technical tips and tried-and-true methods for generating neighborhood, political, and funding support for your project. Parts of the toolbox include organization, acquisitions, funding, planning, design, and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/>

Rails-to-Trails Conservancy. *Trail Towns*. Provides examples, best practices, and resources for communities and regions seeking to start or grow Trail Town programs, which can help to entice trail users off the trail and into adjacent communities, supporting economic development.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/planning/trail-towns/>

Safe Routes to School National Partnership. *Get to Know Your Neighborhood with a Walk Audit*. Walk audits are a great tool to gather information about street conditions, engage community members, and inform planning and traffic safety projects. This is a how-to manual to conduct your own walk audit. Though designed for safe routes to school, it can be applied to routes and connections between amenities in and around a downtown/Main Street area.

https://www.saferoutespartnership.org/sites/default/files/get_to_know_your_neighborhood_with_a_walk_audit.pdf

The Scenic Route. *Getting Started with Creative Placemaking and Transportation*. A guide for using creative placemaking strategies in transportation projects to reflect and celebrate local culture, heritage, and values.

http://creativeplacemaking.t4america.org/?utm_source=Design+-+2016+Highlights&utm_campaign=Design+2016+Highlights+Newsletter&utm_medium=email

APPENDIX E: FUNDING AND TECHNICAL ASSISTANCE

This compendium of funding and technical assistance resources was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, the Northern Border Regional Commission, and the Appalachian Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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COVID-19 Pandemic Assistance

America Outdoors – COVID-19: America Outdoors has summarized many resources to support the outdoor recreation industry during the COVID-19 crisis, including guidance documents, best practices, and funding resources.

<https://www.americaoutdoors.org/covid-19/>

Forbes – List of Coronavirus (COVID-19) Small Business Loan and Grant Programs: Forbes compiled a list of loans and grants available to small businesses to recover from the COVID-19 crisis.

<https://www.forbes.com/sites/advisor/2020/04/10/list-of-coronavirus-covid-19-small-business-loan-and-grant-programs/?sh=78255b63cc4b>

Go Fund Me – Coronavirus Relief for Small Businesses: Six Ways to Get Help: An article that summarizes help that is available to small businesses during the COVID-19 crisis.

<https://www.gofundme.com/c/blog/coronavirus-relief-small-businesses>

Travel Oregon – COVID-19 Toolkit: This toolkit includes links to federal and other resources available for communities impacted by COVID-19. While focused on Oregon, there is a link to “Federal Resources” that can be helpful for any community.

<https://industry.traveloregon.com/opportunities/marketing-co-ops-toolkits/toolkits/covid-19-toolkit/>

USDA Rural Development – COVID-19 Federal Rural Resource Guide: USDA Rural Development has taken a number of immediate actions to help rural residents, businesses, and communities affected by the COVID-19 crisis.

<https://rd.usda.gov/coronavirus>

https://rd.usda.gov/sites/default/files/USDA_COVID-19_Fed_Rural_Resource_Guide.pdf

U.S. Small Business Administration – Paycheck Protection Program: This SBA loan helps businesses keep their workforce employed during the COVID-19 crisis.

<https://www.sba.gov/funding-programs/loans/coronavirus-relief-options/paycheck-protection-program>

Federal Funding and Technical Assistance

Appalachian Regional Commission (ARC): ARC is an economic development partnership agency of the federal government and 13 state governments focusing on 420 counties across the Appalachian Region. ARC’s mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia. The Area Development program relies on a flexible “bottom up” approach to economic

development, empowering Appalachian communities to work with their state governments to design impactful investment opportunities supporting ARC's mission and investment priorities. ARC's Area Development program makes investments in two general areas: critical infrastructure and business and workforce development. Critical infrastructure investments mainly include water and wastewater systems, transportation networks, broadband, and other projects anchoring regional economic development. Business and workforce investments primarily focus on entrepreneurship, worker training and education, food systems, leadership, and other human capital development. In addition, ARC invests in Business Development Revolving Loan Funds to help the Region's smaller businesses access capital. All ARC Area Development grant proposals originate at the state level in consultation with the ARC state program manager.

- ARC's service area:
<https://www.arc.gov/about-the-appalachian-region/>
- ARC's investment priorities:
<https://www.arc.gov/investment-priorities/>
- ARC's Business Development Revolving Loan Funds:
<https://www.arc.gov/resource/arc-business-development-revolving-loan-fund-grant-guidelines/>
- ARC State Program Managers:
https://www.arc.gov/state_partner_role/state-program-manager/

Appalachian Regional Commission (ARC) – READY Appalachia: READY Appalachia is ARC's new community capacity-building initiative offering flexible funding to organizations in four key economic development pillars: nonprofits, community foundations, local governments, and Local Development Districts, and free training to the Appalachians that work for them. Participants in each READY Appalachia learning track access 10 weeks of cohort-based learning, skill development, and grant opportunities to increase their capacity to solve pressing issues and create positive economic change.

<https://www.arc.gov/ready/>

National Endowment for the Arts—Our Town: Our Town is the NEA's creative placemaking grants program. Through project-based funding, the program supports activities that integrate arts, culture, and design into local efforts that strengthen communities. Our Town projects advance local economic, physical, or social outcomes in communities, ultimately laying the groundwork for systems change and centering equity. These projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Grants range from \$25,000 to \$150,000, with a minimum cost share/match equal to the grant amount.

<https://www.arts.gov/grants/our-town>

National Fish and Wildlife Foundation – Grant Opportunities: The National Fish and Wildlife Foundation provides funding on a competitive basis to projects that sustain, restore and enhance our nation's fish, wildlife and plants, and their habitats.

<https://www.nfwf.org/apply-grant>

National Park Service (NPS) – Community Assistance: This website provides an overview and links to NPS funding, project assistance, and special designation programs that are available to the public and community groups.

<https://www.nps.gov/articles/community-assistance-national-regional-programs.htm>

National Park Service (NPS) – Federal Land Acquisition: The Federal portion of the Land and Water Conservation Fund is used to acquire lands, waters, and interests therein necessary to achieve the natural, cultural, wildlife, and recreation management objectives of the National Park Service.

<https://www.nps.gov/subjects/lwcf/federalside.htm>

National Park Service (NPS) – Historic Preservation Grant Programs: The NPS Historic Preservation Grant Programs can assist communities with a variety of historic preservation and community projects focused on heritage preservation.

<https://www.nps.gov/orgs/1623/whatwedo.htm>

National Park Service (NPS) – Land and Water Conservation Fund: The Land and Water Conservation Fund provides grants to states for park and recreation-related land acquisition and development. Individual state pages for LWCF funding are most helpful.

<https://www.nps.gov/subjects/lwcf/stateside.htm>

National Park Service (NPS)—Outdoor Recreation Legacy Partnership (ORLP) Program: ORLP is a nationally competitive grant program that delivers funding to urban areas – jurisdictions of at least 50,000 people – with priority given to projects located in economically disadvantaged areas and lacking in outdoor recreation opportunities. These awards help underserved communities address outdoor recreation deficits by supporting projects in cities and densely populated urbanized areas that create new outdoor recreation spaces, reinvigorate existing parks, and form connections between people and the outdoors.

<https://lwcfcoalition.org/orlp>

National Park Service (NPS) – Rivers, Trails, and Conservation Assistance Program (RTCA): RTCA Supports community-led conservation and outdoor recreation projects

across the country. RTCA's network of planning and design professionals collaborate with community groups, nonprofits, tribes, and state and local government to design trails and parks, conserve and improve access to waterways, and protect special places.

www.nps.gov/rtca

National Telecommunications and Information Administration – Internet for All: Funding has been provided with the goal of connecting everyone in America to affordable, reliable high-speed internet. This multi-agency effort sponsors programs that support high-speed internet planning, infrastructure, and adoption.

<https://www.internetforall.gov/programs>

Northern Border Regional Commission (NBRC): The NBRC provides grants in support of community and economic development projects (including outdoor recreation) across a region that includes much of Maine, New Hampshire, New York, and all of Vermont. NBRC's largest annual grant opportunity is the State Economic & Infrastructure Development (SEID) program, which funds projects up to \$1 million (for true infrastructure), or \$350,000 (for non-infrastructure) per project. The SEID opportunity typically opens in March/April, with applications due in May, and awards made in early fall. For updates on funding opportunities, and a comprehensive listing of projects previously funded, please see NBRC's website.

<https://www.nbrc.gov>

U.S. Department of Housing and Urban Development – Continuum of Care: The U.S. Department of Housing and Urban Development (HUD) released a first-of-its-kind package of resources to address unsheltered homelessness and homeless encampments, including funds set aside specifically to address homelessness in rural communities. The \$322 million available under this NOFO will enhance communities' capacity to humanely and effectively address unsheltered homelessness by connecting vulnerable individuals and families to housing, healthcare, and supportive services. This Special NOFO strongly promotes partnerships with healthcare organizations, public housing authorities and mainstream housing providers, and people with lived expertise of homelessness.

https://www.hud.gov/program_offices/comm_planning/coc/specialCoCNOFO

U.S. Department of Transportation—Pedestrian and Bicycle Funding Opportunities: The link below will take you to a table that indicates potential eligibility for pedestrian and bicycle activities and projects under U.S. Department of Transportation surface transportation funding programs. Activities and projects need to meet program eligibility requirements. Project sponsors should integrate the safety, accessibility, equity, and convenience of walking and bicycling into surface transportation projects.

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.pdf

U.S. Department of Transportation – RAISE Grants: This program helps communities around the country carry out projects with significant local or regional impact. RAISE discretionary grants, which were originally created under the American Recovery and Reinvestment Act as TIGER grants, can be used for a wide variety of projects. Recent examples of funded projects include dedicated bus lanes in Baltimore, highway and bridge repair in New Mexico, dock replacements in Alaska, and a rail-to-trail project in Arkansas. Overall, USDOT has awarded \$9.9 billion to more than 700 projects.

<https://www.transportation.gov/RAISEgrants>

U.S. Department of Transportation – Reconnecting Communities Pilot Program: The first-ever Federal program dedicated to reconnecting communities that were previously cut off from economic opportunities by transportation infrastructure. Eligible facilities can be a highway, including a road, street, or parkway or other transportation facility, such as a rail line, that creates a barrier to community connectivity, including barriers to mobility, access, or economic development, due to high speeds, grade separations, or other design factors. Funding supports planning grants and capital construction grants, as well as technical assistance, to restore community connectivity through the removal, retrofit, mitigation, or replacement of eligible transportation infrastructure facilities.

<https://www.transportation.gov/grants/reconnecting-communities>

U.S. Department of Transportation – Rural Opportunities to Use Transportation for Economic Success (ROUTES): An initiative to address disparities in rural transportation infrastructure by developing user-friendly tools and information, aggregating DOT resources, and providing technical assistance. The ROUTES Initiative aims to ensure rural transportation infrastructure's unique challenges are considered in order to meet priority transportation goals of safety, mobility, and economic competitiveness.

<https://www.transportation.gov/rural>

U.S. Department of Transportation – Safe Streets and Roads for All (SS4A): This is a discretionary program with \$5 billion in appropriated funds over the next 5 years. In fiscal year 2022 (FY22), up to \$1 billion is available. The SS4A program funds regional, local, and Tribal initiatives through grants to prevent roadway deaths and serious injuries. The following activities are eligible for the SS4A program: Develop or update a comprehensive safety action plan (Action Plan); Conduct planning, design, and development activities in support of an Action Plan; Carry out projects and strategies identified in an Action Plan.

<https://www.transportation.gov/grants/SS4A>

U.S. Department of Transportation – Thriving Communities Program: The Thriving Communities Program (TCP) aims to ensure that disadvantaged communities adversely or disproportionately affected by environmental, climate, and human health policy outcomes have the technical tools and organizational capacity to compete for federal aid and deliver quality infrastructure projects that enable their communities and neighborhoods to thrive.

<https://www.transportation.gov/grants/thriving-communities>

U.S. Department of Transportation Federal Highway Administration – Federal Lands Access Program: Improves transportation facilities that provide access to, are adjacent to, or are located within Federal lands. Funds, distributed among States by formula, supplement State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

<https://flh.fhwa.dot.gov/programs/flap/>

U.S. Department of Transportation Federal Highway Administration – Recreational Trails Program: The Recreational Trails Program provides funds to the States to develop and maintain recreational trails and trail-related facilities for both nonmotorized and motorized recreational trail uses. Each State administers its own program, usually through a State resource agency, and has a state coordinator.

https://www.fhwa.dot.gov/environment/recreational_trails/rtpstate.cfm

<http://www.recreationaltrailsinfo.org/>

U.S. Department of Transportation Federal Highway Administration – Transportation Alternatives Set-Aside: These set-aside funds from the Surface Transportation Block Grant (STBD) program funding include all projects and activities that were previously eligible under the Transportation Alternatives Program, encompassing a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity.

<https://www.fhwa.dot.gov/fastact/factsheets/transportationalternativesfs.cfm>

U.S. Economic Development Administration (EDA) – Economic Development Integration (EDI) Funding and Resources: EDA’s Economic Development Integration (EDI) team works with a wide range of federal partners to help communities access programs and coordinate resources to optimize federal assistance. The funding and resources page

provides useful and relevant information about tools and funding opportunities available to communities.

<https://eda.gov/integration/funding-resources/>

U.S. Economic Development Administration (EDA) – Local Technical Assistance and Short Term Planning: Through its Planning and Local Technical Assistance programs, EDA assists eligible recipients in developing economic development plans and studies designed to build capacity and guide the economic prosperity and resiliency of an area or region.

- Local Technical Assistance: The Local Technical Assistance program strengthens the capacity of local or State organizations, institutions of higher education, and other eligible recipients to undertake and promote effective economic development programs through projects such as feasibility studies, market research impact analyses and other projects leading to local economic development.
- Short Term Planning: The Planning program helps support organizations, including District Organizations, Indian Tribes, and other eligible recipients, with Short Term and State Planning investments designed to guide the eventual creation and retention of high-quality jobs, particularly for the unemployed and underemployed in the Nation's most economically distressed regions.

<https://www.eda.gov/funding-opportunities/>

U.S. Environmental Protection Agency (EPA) – Brownfields Program: EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfield activities.

<https://www.epa.gov/brownfields/types-epa-brownfield-grant-funding>

U.S. Environmental Protection Agency – Clean Water State Revolving Fund (CWSRF): The Clean Water State Revolving Fund (CWSRF) program is a federal-state partnership that provides communities low-cost financing for a wide range of water quality infrastructure projects.

<https://www.epa.gov/cwsrf>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Thriving Communities Technical Assistance Centers (EJ TCTAC) Program: EPA's new EJ Thriving Communities Technical Assistance Centers Program will establish technical assistance centers across the nation providing technical assistance, training, and related support to

communities with environmental justice concerns and their partners. The services provided will include training and assistance on writing grant proposals, navigating federal systems such as Grants.gov and SAM.gov, effectively managing grant funds, community engagement, meeting facilitation, and translation and interpretation services for limited English-speaking participants.

<https://www.epa.gov/environmentaljustice/environmental-justice-thriving-communities-technical-assistance-centers>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Collaborative Problem-Solving (CPS) Cooperative Agreement Program: EPA's EJ Collaborative Problem-Solving Cooperative Agreement Program provides funding for eligible applicants for projects that address local environmental and public health issues within an affected community. The CPS Program assists recipients in building collaborative partnerships to help them understand and address environmental and public health concerns in their communities.

<https://www.epa.gov/environmental-justice/environmental-justice-collaborative-problem-solving-cooperative-agreement-0>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Small Grants Program: EPA's EJ Small Grants Program supports and empowers communities working on solutions to local environmental and public health issues. The program is designed to help communities understand and address exposure to multiple environmental harms and risks.

<https://www.epa.gov/environmentaljustice/environmental-justice-small-grants-program>

U.S. Environmental Protection Agency (EPA) – Office of Community Revitalization: EPA's Office of Community Revitalization works with communities to help them grow in ways that expand economic opportunity while protecting human health and the environment. The Office of Community Revitalization conducts research; produces reports and other publications; provides examples of outstanding smart growth communities and projects; and works with tribes, states, regions, and communities through grants and technical assistance programs on a range of smart growth topics.

<https://www.epa.gov/smartgrowth>

U.S. Environmental Protection Agency (EPA) – The State Environmental Justice Cooperative Agreement Program (SEJCA): EPA's State Environmental Justice Cooperative Agreement Program provides funding to eligible applicants to support and/or create model state activities that lead to measurable environmental or public health results in communities disproportionately burdened by environmental harms and risks. These models should leverage or utilize existing resources or assets of state agencies to

develop key tools and processes that integrate environmental justice considerations into state governments and government programs.

<https://www.epa.gov/environmentaljustice/state-environmental-justice-cooperative-agreement-program>

USDA Forest Service – Citizen Science Competitive Funding Program: Citizen Science Competitive Funding Program (CitSci Fund) was launched in 2017 to support innovative projects that address science and resource management information needs while connecting people to the land and one another. It is an opportunity for USDA Forest Service units and partners to apply for up to \$60,000 over the course of 6 years for collaborative citizen science projects.

<https://www.fs.usda.gov/working-with-us/citizen-science/competitive-funding-program>

USDA Forest Service – Community Forest & Open Space Program: The Community Forest and Open Space Conservation Program provides financial assistance grants to local governments, Indian tribes, and qualified nonprofit organizations (including land trusts) to establish community forests that provide defined public benefits such as recreational opportunities, the protection of vital water supplies and wildlife habitat, demonstration sites for private forest landowners, economic benefits from timber and non-timber products.

<https://www.fs.usda.gov/managing-land/private-land/community-forest/program>

USDA Forest Service – Forest Legacy Program: The Forest Legacy Program is a conservation program administered by the USDA Forest Service that provides grants to state agencies to permanently conserve important forest lands that support strong markets for forest products, protect air and water quality, provide recreational opportunities, and sustain important fish and wildlife habitat.

<https://www.fs.usda.gov/managing-land/private-land/forest-legacy>

USDA Forest Service – Forest Stewardship Program: The Forest Stewardship Program (FSP) works in partnership with state forestry agencies, cooperative extensions, and conservation districts to connect private landowners with the information and tools they need to manage their forests and woodlands. FSP works to assist landowners to actively manage their land and related resources, keep land in a productive and healthy condition for present and future owners and increase economic benefits of land (e.g., timber harvesting) while conserving the natural environment. FSP also helps landowners identify goals for their land and the management activities needed to realize them.

<https://www.fs.usda.gov/managing-land/private-land/forest-stewardship/>

USDA Forest Service – Regional Research Stations: Forest Service R&D research needs to reflect the diversity of natural resources across the country. To accomplish this, research is conducted at nearly 80 locations across the United States, organized around five regional research stations plus the International Institute of Tropical Forestry in Puerto Rico and the Forest Products Laboratory in Madison, Wisconsin. R&D laboratories are complemented by a network of 80 experimental forests. In addition, R&D research includes collaborations in other countries.

<https://www.fs.usda.gov/research/stations>

USDA Forest Service – Urban & Community Forestry Program: The Urban and Community Forestry Program supports the health of all our nation's forests by creating jobs, contributing to vibrant regional wood economies, enhancing community resilience, and preserving the unique sense of place in cities and towns of all sizes. By working with our state partners to deliver information, tools and financial resources, the program supports fact-based and data-driven best practices in communities, maintaining, restoring, and improving the more than 140 million acres of community forest land across the United States. Technical support is provided to communities by state forestry agencies and non-profit partners for local actions, such as conducting tree inventories, preparing management plans and policies, and planting and caring for trees.

<https://www.fs.usda.gov/managing-land/urban-forests/ucf>

USDA Forest Service and American Indian Alaska Native Tourism Association (AIANTA) – NATIVE Act: This program will award grants of up to \$250,000 out of a total funding amount of approximately \$900,000 and is intended to advance the intent and purpose of the NATIVE Act through supporting and investing in efforts to enhance and integrate cultural tourism/cultural recreation to empower Native American communities and to advance the National Travel and Tourism Strategy. The program seeks applications from Tribal Nations, Tribal Enterprises and native nonprofits that border and/or have historic ties to USFS managed lands and USFS Regions.

<https://www.aianta.org/request-for-proposal-us-forest-service-aianta-native-act-grant/>

USDA Natural Resources Conservation Service (NRCS): The NRCS has several grants and technical assistance programs that support community conservation efforts. Some of them include:

- Conservation Technical Assistance: NRCS can provide farmers and landowners technical assistance to manage their natural resources in a responsible and sustainable way.
- Environmental Quality Incentives Program (EQIP): Provides landowners and land managers with financial assistance to address natural resource concerns on private, working lands through conservation practices. Issues addressed can

include soil erosion, water quality impacts, soil quality degradation (soil compaction, soil productivity/health), low plant productivity, and degraded wildlife habitat.

- Conservation Stewardship Program (CSP): Provides financial assistance to conservation minded agricultural and forestry producers by paying for existing conservation activity AND for newly adopted conservation measures. Adopting a new conservation activity is a requirement for program participation.

<https://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/>

USDA Rural Development – Business and Industry Loan Guarantees: Provide guarantees on loans made by private lenders to help new and existing businesses gain access to affordable capital by lowering the lender’s risk and allowing for more favorable interest rates and terms.

<https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees/>

USDA Rural Development – Community Facilities Program: Provides affordable loans, loan guarantees, and grants to construct, expand, or improve facilities that provide essential public services in rural areas, such as health care, education, public safety, and others.

<https://www.rd.usda.gov/programs-services/all-programs/community-facilities-programs>

USDA Rural Development – Rural Business Development Grants: Help small and emerging private businesses and/or nonprofits in rural communities startup or expand businesses. Funds may be used to acquire or develop land, buildings, plants, and equipment; build or improve access roads, parking areas, utility extensions, and water and waste disposal facilities; provide technical assistance; establish revolving loan funds; and support rural distance learning programs that provide educational or job training.

<https://www.rd.usda.gov/programs-services/rural-business-development-grants>

USDA Rural Development – Single Family Housing Programs: Provide loans, loan guarantees, and grants to give families and individuals the opportunity to buy, build, repair, or own safe and affordable homes located in rural America. Eligibility for these loans, loan guarantees, and grants is based on income and varies according to the average median income for each area.

<https://www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs>

USDA Rural Development – Summary of Major Programs: A summary document that catalogs the more than 40 programs USDA has to support rural America, including

telecommunications, electric, community facilities, water and environment, business and cooperative programs, and single and multi-family housing programs.

https://www.rd.usda.gov/files/RD_ProgramMatrix.pdf

USDA Rural Development – Telecom Programs: Loans and grants to build and expand broadband networks in eligible rural areas. Loans build broadband networks and deliver service to rural households and businesses and provide capital for rural telecommunications companies and broadband providers. Grants are reserved for communities with the highest need.

<https://www.rd.usda.gov/programs-services/all-programs/telecom-programs>

USDA Rural Development – Water and Waste Disposal Loan and Grant Programs: Provides funding for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal, and storm water drainage to households and businesses in eligible rural areas.

<https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program>

U.S. Small Business Administration (SBA): Created in 1953, SBA helps small business owners and entrepreneurs pursue the American dream. The SBA is the only cabinet-level federal agency fully dedicated to small businesses and provides counseling, capital, and contracting expertise as the nation’s only go-to resource and voice for small businesses. If you need access to capital to help you achieve your business goals, the SBA offers various funding programs for all business types. Whether you need to create a successful business plan, get expert advice on expanding your business, or train your team, SBA’s resource partner network is here to help!

- For Funding Programs: <https://www.sba.gov/funding-programs>
- For Local Assistance visit: <https://www.sba.gov/local-assistance/find?address=87107&pageNumber=1>

Non-Federal Funding and Technical Assistance

AARP Community Challenge Grants: These grants fund projects that help communities make immediate improvements and jump-start long-term progress towards livability for people of all ages in communities across the nation. 2019 projects were designed to create vibrant public places, demonstrate the tangible value of “Smart Cities,” deliver a range of transportation and mobility options, and/or support the availability of a range of housing choices.

<https://www.aarp.org/livable-communities/community-challenge/>

America Walks – Technical Assistance for Walkable Communities: America Walks provides technical assistance and “rapid-response” services at no charge. We regularly receive questions on a variety of walking topics, including starting community groups, getting a crosswalk installed, passing a Vision Zero policy, and more. We respond with advice, best practices, case studies, and provide connections to other practitioners.

<https://americawalks.org/programs/technical-assistance-for-walkable-communities/>

American Trails – Legacy Trails Grant Program: American Trails has partnered with the U.S. Forest Service to create the Legacy Trails Grant Program. The goal of the program is to support projects that restore, protect, and maintain watersheds on our national forests and grasslands. The Forest Service identifies and prioritizes watershed acres or areas where Forest Service roads and trails may impact water quality in streams and water bodies. American Trails will be looking to fund projects that restore fish and aquatic organism passage, improve trail resiliency, preserve trail access, decommission unauthorized trails, and convert unneeded Forest Service roads to trails. American Trails is administering this grant program, and is soliciting applications for funding, with awards up to \$100K per project.

<https://www.americantrails.org/legacy-trails-program>

Bass Pro Shops & Cabela’s: Together with their partners in conservation, Bass Pro Shops and Cabela’s are working to positively shape the future of the outdoors through donations, grant-making and advocacy. They invest in programs and initiatives aimed at conserving wildlife and habitat, connecting new audiences to the outdoors, advocating for access and sportsmen’s rights, supporting military and veterans, and strengthening communities in the Missouri Ozarks.

<https://about.basspro.com/community/support/?lcab.rdr=TRUE>

Blue Zones – Made to Move: The Made to Move program is a competitive funding opportunity created to assist communities in advancing active transportation through local project development, implementation, and supporting policies. With the ultimate goal of promoting more walkable, bikeable, transit-friendly environments for all ages, incomes, and abilities, this funding opportunity will be awarded to five mid-sized communities in the United States. Each community will receive \$100,000 plus technical assistance from the Blue Zones, LLC, built environment team.

<https://www.bluezones.com/made-to-move/>

Causality Brand Grant: Causality offers both full (pro bono) and matching (partial, funding requirement of 50 percent) service grants to nonprofits for brand marketing and creative services such as brand assessment and development, identity design or

logo refresh, marketing materials, marketing campaign development, website design and build, digital/social media graphics, and more.

<https://www.causalitybrandgrant.com/>

Cliff Family Foundation: The Cliff Family Foundation awards grants on an annual basis for general operational support as well as for specific projects. The Foundation's funding priorities include strengthening foods systems, enhancing equitable community health outcomes, and safeguarding the environment and natural resources. Priority is given to applicants that address two of their funding priorities at the same time, demonstrate strong community ties, and operate within visible and clearly defined plans for positive change.

<https://clifffamilyfoundation.org/grants-program>

Community Transportation Association of America – Rural Passenger Transportation Technical Assistance Program: Funded by USDA Rural Development, this program helps rural communities enhance economic growth and development by improving transportation services. The program provides planning assistance for facility development, transit service improvements and expansion, new system start-up, policy and procedure development, marketing, transportation coordination, training, and public transit problem-solving activities.

<https://ctaa.org/rural-tribal-passenger-transportation-technical-assistance/>

Fluor Giving: Grants are only made to organizations that are 501(c)(3) non-profit organizations or qualifying non-governmental organizations. An emphasis is placed on programmatic and operating support. Special event and fundraising support is generally not considered. Priority is given to organizations that align to Fluor's strategic focus areas and provide opportunities for employee volunteerism. Fluor's key focus areas are Education, Public Health and Critical Human Needs, Economic Development, and Environment.

<https://www.fluor.com/sustainability/community/fluor-giving/applying-for-fluor-grants>

GrantWatch: A website listing thousands of current grants, funding opportunities, awards, contracts and archived grants.

<https://www.grantwatch.com/>

KaBoom! Playground Grants: Several KaBoom! grants support the development of playgrounds in communities.

<https://kaboom.org/grants>

National Center for Rural Road Safety: A national hub of training, resources, and technical assistance for rural road safety improvements. The center is intended to develop and share multidisciplinary rural road safety training, resources, and technical assistance that is dynamic, collaborative, and responsive. The funding page provides updated links to grants and funds that focus on rural transportation safety.

<https://ruralsafetycenter.org/resources/funding/>

National Recreation and Park Association (NRPA): NRPA provides information about grant and fundraising opportunities that are available for park and recreation agencies and affiliated friends groups and 501(c)(3) nonprofits.

<https://www.nrpa.org/our-work/Grant-Fundraising-Resources/>

National Wilderness Stewardship Alliance: NWSA is a network of volunteer-based organizations to provide stewardship for America's enduring resource of wilderness. They have variety of funding grant programs (\$2-10,000 range) related to stewardship and trails. Applications are usually due by late March of each year.

https://www.wildernessalliance.org/funding_programs

People for Bikes: The People for Bikes Community Grants Program provides funding for important projects that build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives. Grant cycles are 1-2 per year and are up to \$10,000.

<https://www.peopleforbikes.org/grants>

Project for Public Spaces – Community Placemaking Grants: Provides funding to US-based nonprofits and government agencies to address inequalities in public space access by working directly with local stakeholders to transform public spaces or co-create new ones. We do this by providing direct funding, technical assistance, and capacity building facilitated by Project for Public Spaces.

<https://www.pps.org/community-placemaking-grants>

Rails-to-Trails Conservancy: This website lists many federal, state, and local government funding mechanisms, as well as grants, partnerships, and other creative funding methods available for trail building – for acquisition and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/acquisition-funding/>

<https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/maintenance-funding/>

Safe Routes Partnership – Safe Routes to Parks: The Safe Routes to Parks Activating Communities program provides in-depth technical assistance and grant funding to ten communities working to improve safe, secure park access for people of all ages and abilities in low-income communities and communities of color.

<https://www.saferoutespartnership.org/healthy-communities/saferoutestoparks>

Shell Oil Grant Program: Shell partners with leading organizations that are aligned to our global footprint and have proven track records for making a difference in our three areas of focus: Community, Education, and Environment. While the program generally funds large national non-profit organizations it also invests in local communities where Shell has a strong presence. Typically, Shell chooses to work with community organizations with which we have established or proactively developed relationships.

<https://www.shell.us/sustainability/request-for-funding-from-shell.html#vanity-aHR0cHM6Ly93d3cuc2h1bGwudXMvc3VzdGFpbmFiaWxpdkVxdWVzdC1mb3ltYS1ncmFudC1mcm9tLXNoZWxsLmh0bWw>

T-Mobile Hometown Grant Program: T-Mobile's Hometown Grant program is investing big in small towns by awarding up to 100 towns a year with project funding—up to \$50,000 each. The program focuses on projects that revitalize community spaces in towns with 50,000 people or less. Recipients are selected and awarded on a quarterly basis.

<https://www.t-mobile.com/brand/hometown-grants>

The Conservation Alliance: The Conservation Alliance Grants Program seeks to protect threatened wild places throughout North America for their habitat and recreational values. These grants are given to registered 501(c)3 nonprofit organizations working to protect the special wild lands and waters in their backyards. While these funds are often for protecting land, they have been utilized for providing pedestrian access to wild lands, which includes trail development.

<http://www.conservationalliance.com/grants/>

Together Outdoors – Grant Programs: The goal of Together Outdoors is to fund outdoor inclusion initiatives that are “by the community, for the community.” They use a trust-based approach to dismantle historical barriers to funding. In this initial pilot round of grants, Together Outdoors will make one-time awards of \$5,000 to \$10,000. Funding supports two main initiatives. “Research + Resources” provides monetary support for the development of research and resources concerning inclusion in the outdoors, such as toolkits, educational resources, audio and video resources and linguistic translations. “Activating Change Outdoors” supports outdoor recreation-related programming,

events and leadership development initiatives that benefit communities of color and intersecting minority groups.

<https://www.togetheroutdoors.com/grantprograms>

U.S. Endowment for Forestry and Communities – Innovative Finance for National Forests Grant Program: This grant program, developed in partnership with the USDA Forest Service National Partnership Office and the National Forest Foundation, develops, refines, and scales tools, templates, and approaches that direct private investment capital to improve the health of the National Forest System through projects that deliver environmental and social outcomes and financial returns. Project activities may take place on the National Forest System; on adjacent state, private or tribal lands; or across boundaries provided outcomes contribute to the health of Forest Service ownership.

<http://www.ifnfggrants.org/>

State-Specific Funding and Technical Assistance

California

California Arts Council – Grant Programs and Applications: A full list of grant opportunities addressing aspirational areas in the CAC’s strategic framework, including increased capacity building for local arts agencies, general operating support, multiyear grant opportunities, geographic equity, small organization prioritization, and funding for individual artists.

<https://arts.ca.gov/grants/grant-programs/>

California Department of Conservation – Funding, Grants, and Easements: financial incentive programs to further California's goals to conserve agricultural lands, restore and manage watersheds, and reduce greenhouse gas emissions.

<https://www.conservation.ca.gov/information-for/funding-grants-easements>

California Department of Fish and Wildlife – Grant Programs: CDFW grant programs fund projects that sustain, restore, and enhance California’s fish, wildlife, plants, and their habitats. Focus areas include drought response, fish and wildlife management, watershed restoration, planning, and protection, and oil spill prevention and response.

<https://wildlife.ca.gov/Grants>

California Department of Forestry and Fire Protection – California Forest Improvement Program: California Forest Improvement Program (CFIP) program encourages private

and public investment in, and improved management of, California forest lands and resources. This focus of CFIP is to ensure adequate high quality timber supplies, related employment and other economic benefits, and the protection, maintenance, and enhancement of a productive and stable forest resource system for the benefit of present and future generations. Cost-share assistance is provided to private and public ownerships containing 20 to 5,000 acres of forest land. Cost-shared activities include management planning, site preparation, tree purchase and planting, timber stand improvement, fish and wildlife habitat improvement, and land conservation practices.

<https://www.fire.ca.gov/grants/california-forest-improvement-program-cfip/>

California Department of Forestry and Fire Protection – Forest Health: CAL FIRE’s Forest Health Program funds active restoration and reforestation activities aimed at providing for more resilient and sustained forests to ensure future existence of forests in California while also mitigating climate change, protecting communities from fire risk, strengthening rural economies and improving California’s water & air. Through grants to regionally-based partners and collaboratives, CAL FIRE seeks to significantly increase fuels management, fire reintroduction, treatment of degraded areas, and conservation of forests.

<https://www.fire.ca.gov/grants/forest-health/>

California Department of Forestry and Fire Protection – Forest Legacy: The purpose of the Forest Legacy Program is to protect environmentally important forest land threatened with conversion to non-forest uses. Protection of California’s forests through this program ensures they continue to provide such benefits as sustainable timber production, wildlife habitat, recreation opportunities, watershed protection and open space. Intact forests also contribute significantly to the storage and sequestration of carbon.

<https://www.fire.ca.gov/grants/forest-legacy/>

California Department of Forestry and Fire Protection – Wildfire Prevention: CAL FIRE’s Wildfire Prevention Grants Program provides funding for fire prevention projects and activities in and near fire threatened communities that focus on increasing the protection of people, structures, and communities. Qualifying projects and activities include those related to hazardous fuels reduction, wildfire prevention planning, and wildfire prevention education with an emphasis on improving public health and safety while reducing greenhouse gas emissions.

<https://www.fire.ca.gov/grants/wildfire-prevention/>

California Department of Housing and Community Development – Technical Assistance to Improve the Delivery of Homelessness Programs: HCD is offering technical assistance

to California counties and Continuums of Care (CoCs) to enhance, develop, build capacity, or improve the design and the delivery of programs and services for people experiencing homelessness. Using an on-demand response model, HCD will deploy consultants to provide more than 13,000 hours of assistance, at no cost to the jurisdictions.

<https://www.hcd.ca.gov/technical-assistance>

California Department of Parks and Recreation – Division of Boating and Waterways: DBW invests in publicly accessible recreational boating facilities and boating safety activities throughout California. DBW funding allows local agencies to renew deteriorated facilities or to develop new public access. Boating safety education grants help in training, basic boating education and boating instruction safety centers, and equipment grants assist law enforcement agencies with the purchase of patrol boats and other safety equipment. DBW grants also are involved in furthering environmentally sound boating practices through its clean and green programs, abandoned vessel and boater sewage management grants, as well as research on climate change and wave prediction.

http://dbw.parks.ca.gov/?page_id=28715

California Department of Parks and Recreation – Off-Highway Motor Vehicle Recreation Division: Grants provided by the Off-Highway Motor Vehicle Recreation (OHMVR) Division provide for well-managed, safe off-highway vehicle recreation in the state. The funding provided by its grants supports numerous entities, including local and federal agencies, educational institutions, Native American communities and nonprofits. The financial assistance helps organizations and agencies implement sustainable, environmentally responsible off-highway vehicle programs.

http://ohv.parks.ca.gov/?page_id=1164

California Department of Parks and Recreation – Office of Grants and Local Services: addresses California's diverse recreational, cultural and historical resource needs by developing grant programs, administering funds, offering technical assistance, building partnerships and providing leadership through quality customer service. The funding has established indoor and outdoor recreation in every corner of the state, built trails, acquired and restored sensitive habitat, built natural and cultural interpretative facilities, and fostered outdoor natural experiences for thousands of children, youth and families. More than 7,400 California parks have been created or improved through OGALS' grant programs.

http://www.parks.ca.gov/?page_id=1008

California Environmental Protection Agency – Brownfields Revolving Loan Fund Program: The RLF provides U.S. EPA-funded grants, up to \$200,000, for brownfields sites where redevelopment or reuse is planned. Under this program, local government agencies, nonprofit organizations, and tribes who are not considered to be responsible parties could be eligible for a grant to help with the cost of implementing a hazardous substance or petroleum cleanup.

<https://dtsc.ca.gov/revolving-loan-fund-rlf-program/>

California Grants Portal: Free database of funding opportunities available through State of California grantmaking agencies. Search the database and sign-up to receive notifications.

<https://www.grants.ca.gov/>

California Natural Resources Agency – Museum Grant Program: This competitive grant program intends to solicit project proposals that assist the California Cultural and Historical Endowment (CCHE) in supporting and enhancing museums that are deeply rooted in, and reflective of, previously underserved communities.

<https://resources.ca.gov/grants/california-museum>

California Natural Resources Agency – Urban Greening Program: This program will fund projects that reduce greenhouse gases while also transforming the built environment into places that are more sustainable, enjoyable, and effective in creating healthy and vibrant communities. These projects will establish and enhance parks and open space, using natural solutions to improving air and water quality and reducing energy consumption, and creating more walkable and bike-able trails.

<https://resources.ca.gov/grants/urban-greening>

California Office of Historic Preservation – Incentives and Grants for Historic Preservation: A brief outline of some of the grant and other incentive programs that are available to help support preservation efforts.

https://ohp.parks.ca.gov/?page_id=1073

California Transportation Commission – Active Transportation Program (ATP): This program was created to encourage increased use of active modes of transportation, such as walking and biking. The goals of the ATP include, but are not limited to, increasing the proportion of trips accomplished by walking and biking, increasing the safety and mobility of non-motorized users, advancing efforts of regional agencies to achieve greenhouse gas reduction goals, enhancing public health, and providing a broad spectrum of projects to benefit many types of users including disadvantaged communities. Since its inception, the ATP has funded over 800 active transportation

projects across the state benefiting both urban and rural areas. More than 400 of the funded projects are Safe Routes to Schools projects and programs that encourage a healthy and active lifestyle throughout students' lives. In addition, every cycle has seen more than 85% of funds going towards projects that will benefit disadvantaged communities throughout the state.

<https://catc.ca.gov/programs/active-transportation-program>

California Transportation Commission – Bike Program: The Bicycle Facilities Unit (BFU) is responsible for coordinating all aspects of the Caltrans bicycle program with a goal to fully integrate bicycles into all aspects of the California transportation system. To do this, the BFU promotes safe, well designed bicycle facilities and the funding, regulations, and education that make such facilities possible. It envisions connected networks of bikeways that fit well with other transportation modes, increase safe transportation options for California citizens, and lessen the carbon footprint of California transportation. BFU works with local, State, and federal transportation agencies to improve cycling for all Californians.

<https://dot.ca.gov/programs/local-assistance/fed-and-state-programs/bike-program>

California Wildlife Conservation Board – Public Access Program: The Public Access Program is one of the original Wildlife Conservation Board (WCB) programs. Initially the Public Access Program worked with California Department of Fish and Wildlife (CDFW) to support projects focused on the protection and development of public access areas and the promotion of hunting and fishing opportunities. This program funded construction of fishing piers, fishing ponds, boat ramps, wetlands for waterfowl, duck blinds, and development of parking lots and restrooms at CDFW-managed wildlife areas. Over time the public demand for other wildlife-oriented uses grew to include uses such as bird watching, kayaking, and hiking. The WCB's authority expanded to new partners, and broadened its program to accommodate new uses, including ADA trails, kayak "put-in" areas, interpretive signs, and bird observation shelters.

<https://wcb.ca.gov/Programs/Public-Access>

Visit California – Tourism Development Programs: Provides training, funding, and technical assistance to address a variety of tourism development needs. Programs include digital optimization, crisis response, sustainable tourism and destination stewardship, and rural marketing.

<https://industry.visitcalifornia.com/partner-opportunities/programs>

APPENDIX F: PHOTO ALBUM



Figure 1 – Mural; Downtown Yreka



Figure 2 – U.S. 3; South Main Street



Figure 3 – Greenhorn Park



Figure 4 – Greenhorn Park



Figure 5 – Greenhorn Reservoir; Greenhorn Park



Figure 6 – Lewis Park



Figure 7 – U.S. 3; North Main Street



Figure 8 – Yreka welcome sign



Figure 9 – Miner Street business district



Figure 10 – Miner Street business district



Figure 11 – Miner Street business district



Figure 12 – Miner Street business district



Figure 13 – Community tour participants



Figure 14 – Greenhorn Park



Figure 15 – Siskiyou County Museum



Figure 16 - Siskiyou County Museum



Figure 17 – Community tour; Miner Street



Figure 18 – Miner Street business district



Figure 19 - Miner Street business district



Figure 20 - Miner Street business district



Figure 21 – Community tour; Greenhorn Park



Figure 22 – Randolph Collier Rest Area



Figure 23 – Klamath River



Figure 24 - Community tour; Greenhorn Park



Figure 25- Carnegie Library; 412 Miner Street



Figure 26- Community Tour; Shasta Valley Viewpoint



Figure 27 – Information Center; Collier Rest Area



Figure 28 - Shasta Valley Viewpoint



Figure 29 – RERC workshop; Day 1



Figure 30 – RERC workshop; Day 1