



COMMUNITY  
ACTION PLAN

**RECREATION** ECONOMY  
*for*

**RURAL** COMMUNITIES

Haines, Alaska

2023



Northern Border  
Regional Commission



Appalachian  
Regional  
Commission



## PROJECT CONTACTS

For more information about the Recreation Economy for Rural Communities program, please visit:

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

U.S. EPA Project Contact:

Steph Bertaina

Office of Community Revitalization

U.S. Environmental Protection Agency

1200 Pennsylvania Ave. NW (MC 1807T)

Washington, DC 20460

202-566-0157

[bertaina.stephanie@epa.gov](mailto:bertaina.stephanie@epa.gov)

Local Project Contact:

Cindy Zuluaga Jimenez

PO Box 1734

Haines, AK 99827

907-766-2607

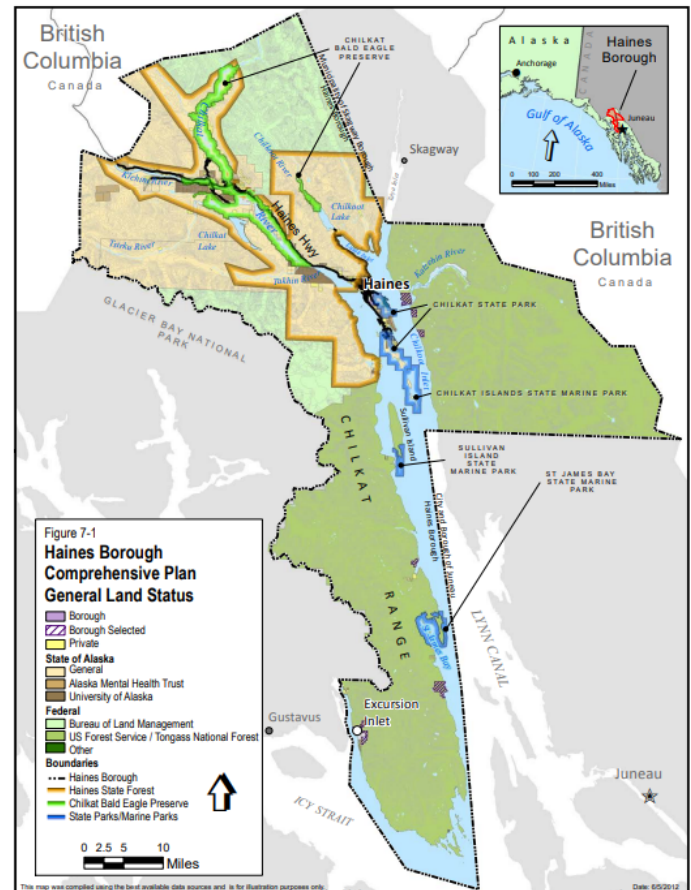
[cindy@hainesedc.org](mailto:cindy@hainesedc.org)

## PLAN CONTEXT

Haines, Alaska, was one of 25 towns across the nation selected to receive planning assistance through the second round of the Recreation Economy for Rural Communities (RERC) program. Sponsored by the U.S. Environmental Protection Agency (EPA), the USDA Forest Service, the Northern Border Regional Commission (NBRC), and the Appalachian Regional Commission (ARC), the program is helping communities develop action plans to strengthen their outdoor recreation and revitalize their downtowns.

Local leaders from Haines requested planning assistance to leverage its natural, cultural, and historic assets to diversify economic development opportunities and build community consensus around infrastructure investments that would support a more robust outdoor recreation economy in the Haines community.

Located in Southeast Alaska, Haines' economy historically revolved around logging and fishing. Today, it is built on a diverse mix of business and government activity. In addition to tourism, seafood, and health care, the arts, forest products and other activities are also present in the community. The community can be characterized by a division between those who see natural resource extraction as the source of economic growth, and those who see the preservation of the area's pristine character as a source of wealth. More pragmatically, because of the geographical location at the head of Lynn Canal, transportation is a significant barrier to economic development. With no jet airport and the only road connection to both Alaska and the lower 48 states requiring a border crossing into Canada, there is an outsized reliance on the Alaska Marine Highway System for access to health care, extended family, education and job training, and for independent tourists to enter the community.



Map of Haines Borough Land Status. (Source: Haines Borough Comprehensive Plan, 2012)

The first people to call the Chilkat Valley home were Tlingit Indians. Originally called “Dei-Shu” or “End of the Trail,” Haines is home of the Chilkat Indians whose mother village is Klukwan, located 22 miles north of Haines. Klukwan is recognized as the earliest of the Chilkat villages and contains many reminders of its rich past. Now the Haines Highway into Canada, and previously the Dalton trail used by gold-seekers, the Tlingit trade route to the interior was dubbed the “grease trail” because the most important item carried was oil extracted from the eulachon fish.

Haines is known for its abundance of wildlife that can be seen practically anywhere in the valley, even in the downtown area. Bald eagles, brown and black bears, moose, and more than 260 species of birds pass through the Chilkat Valley, drawing visitors from all over the world.

Haines is located within a complex network of land management jurisdictions that include borough lands, state forest lands, state university and mental health trust lands, tribal lands, and federal lands. Creating new trail networks, revitalizing and restoring old trails, and including cultural trails, will require coordination across multiple government agencies.

## LOCAL STEERING COMMITTEE

**Harriet Brouillette**, Chilkoot Indian Association

**Dustin Craney**, Sockeye Cycle Co.

**Natalie Dawson**, Haines Huts and Trails

**Shawna Hotch**, Jilkaat Kwan Heritage Center/ Chilkat Indian Village (Klukwan)

**Rebecca Hylton**, Haines Visitor Center

**Douglas Olerud**, Haines Borough

**Annette Kreitzer**, Haines Borough

**Preston Kroes**, Alaska State Parks Southeast Region

**Andrew Letchworth**, Haines Chamber of Commerce

**Greg Palmieri**, Haines State Forest

**Tammy Piper**, Haines Visitor Center

**Morrigan Shaw**, Klukwan

**Carol Tuynman**, Tourism Advisory Board Member

**Brian Willard**, Chilkat Indian Village

**Zach Wentzel**, Chilkoot Indian Association

**Cindy Zuluaga Jimenez**, Haines Economic Development Corporation (Point of Contact for the Local Steering Committee)

The Haines Economic Development Corporation applied to the Recreation Economy for Rural Communities (RERC) program in order to seize these opportunities and create a thriving, working landscape that supports local livelihoods, quality of life, and recreational opportunities for all. The community is seeking to improve coordination among the various tribal, local, state and federal government entities in the region, create inclusive wayfinding and signage for trails, improve transportation connections, and promote stewardship and authenticity of place.

**Key point: With thoughtful planning and coordinated action, outdoor recreation can be a strong part of a diversified Haines economy and support continued high quality of life for residents.**

Over the course of about six months, a Local Steering Committee worked with a Planning Assistance Team made up of planning consultants and federal and state agency partners to assess opportunities and challenges, set goals to strengthen Haines’s recreation economy and invigorate the historic downtown; convene a public workshop on March 29-April 1, 2023; and create this Community Action Plan. The plan was developed through a collaborative process starting at the workshop and continuing in follow-up meetings focused on refining it and identifying implementation resources.

The plan documents the workshop process and community feedback and includes a set of specific actions—complete with initial steps and timeframes, lead and support roles, and measures of success—to guide recreation economy development in Haines and the Chilkat Valley over the next two to three years.

## PLANNING ASSISTANCE TEAM

**Jason Anderson**, Tongass National Forest

**Zach Babb**, National Park Service, Rivers, Trails, and Conservation Assistance Program

**Steph Bertaina**, US EPA Office of Community Revitalization

**Steve Brown**, US Small Business Administration

**Lizzy Dean**, National Park Service, Rivers, Trails, and Conservation Assistance Program

**Tristan Fluharty**, Tongass National Forest

**Nate Merrill**, US EPA Office of Research and Development

**Erik O’Brien**, Denali Commission

**Margaret Olson**, US EPA Region 10

**Kristin Pace**, National Park Service, Rivers, Trails, and Conservation Assistance Program

**Anne Marie Palmieri**, Alaska Department of Environmental Conservation

**Ángel Peña**, Nuestra Tierra Conservation Project (Facilitator)

**Amanda Poncy**, EPR, PC (Facilitator)

**Frances Sakaguchi**, U.S. Economic Development Administration

**Marc Thomas**, Alaska Department of Environmental Conservation

## THE OPPORTUNITY

Advertised as the “adventure capital of Alaska,” Haines is a small town surrounded by awe-inspiring natural beauty and abundant wildlife. Nestled among snow-capped mountains on the shores of the Lynn Canal between the Chilkoot and Chilkat Rivers in northern Southeast Alaska, Haines offers a wealth of outdoor recreation opportunities during all seasons of the year. During the winter months, locals and visitors enjoy downhill and cross-country skiing, snowshoeing, snow machining, and hiking. In the summer, Haines offers kayaking, fishing, hiking, paddleboarding, camping, hiking, and other activities.

Surrounding Haines, accessible public lands include Glacier Bay National Park, Tongass National Forest, Bureau of Land Management Unit, Haines State Forest, Chilkat State Park, and Chilkoot State Park. Cultural history and indigeneity of land define the Chilkat Valley and communities within the Haines Borough. Haines is the traditional land of the Jilkat and Jilkoot Kwan. Outdoor recreation is already a primary reason for visitors to come to Haines and the surrounding landscapes, though infrastructure for outdoor recreation is limited. Old logging roads provide opportunities to develop new hiking, biking, ATV, and snow machine trails within the valley yet most of these trails need substantial development or restoration. The Chilkat and Chilkoot Rivers provide excellent whitewater and flatwater rafting and paddling opportunities.

Haines also has a charming, walkable downtown adjacent to the waterfront with a thriving arts and cultural scene and interesting local businesses. With only 2,500 residents, Haines supports three grocery stores, numerous consignment shops, outdoor gear shops, a local bookshop, and a number of restaurants and watering holes. In addition, downtown Haines is home to the Sheldon Museum & Cultural Center, the American Bald Eagle



*Downtown Haines offers recreation, cultural, and historic tourism opportunities for locals and visitors. (Image Credit: Amanda Poncy)*

Foundation, the Hammer Museum, and Tlingit Park. This combination of proximity and services means that downtown Haines has the potential to serve as a hub for outdoor recreation and jobs in the region.

In recent years, Haines Borough has taken steps to create a new riverwalk trail in Portage Cove (see figure below). New sidewalks, a parking area, and a gathering place have all been completed, and more facilities are planned. Additionally, Haines Huts and Trails has been working to develop a trail system and public use cabins within the Takshanuk Mountain range. These are just a few of the efforts underway that this plan builds upon.

**Key point: Haines has the ingredients it needs for outdoor recreation to be a driver of economic growth, livelihood opportunities, quality of life, and thriving residents.**

The Local Steering Committee and community decided to focus their action planning on partner engagement, inclusive wayfinding and signage, trail and transportation infrastructure improvements, and stewardship and authenticity. The goals they developed, shown in the text box to the right, guided the workshop and this Community Action Plan.

## WORKSHOP GOALS

**Goal 1. Partner Engagement:** Coordinate among tribal, local, state, and federal governmental entities to create a robust strategy for outdoor recreation efforts and initiatives.

**Goal 2. Wayfinding and Signage:** Create inclusive wayfinding and signage for trails, outdoor recreation assets, and downtown assets in Haines.

**Goal 3. Physical Connections:** Identify transportation, trail, and infrastructure improvements that are needed to connect people from arrival points to downtown Haines and to nearby outdoor recreation opportunities in the Chilkat Valley.

**Goal 4. Stewardship and Authenticity:** Preserve, celebrate, and empower the natural, cultural, and historic resources that make Haines a unique and healthy place to live, work, play, and visit.

*Below: Excerpt from the Portage Cove design concept showing improved pedestrian connections and crossings along Front Street. (Credit: James Corner Field Operations)*

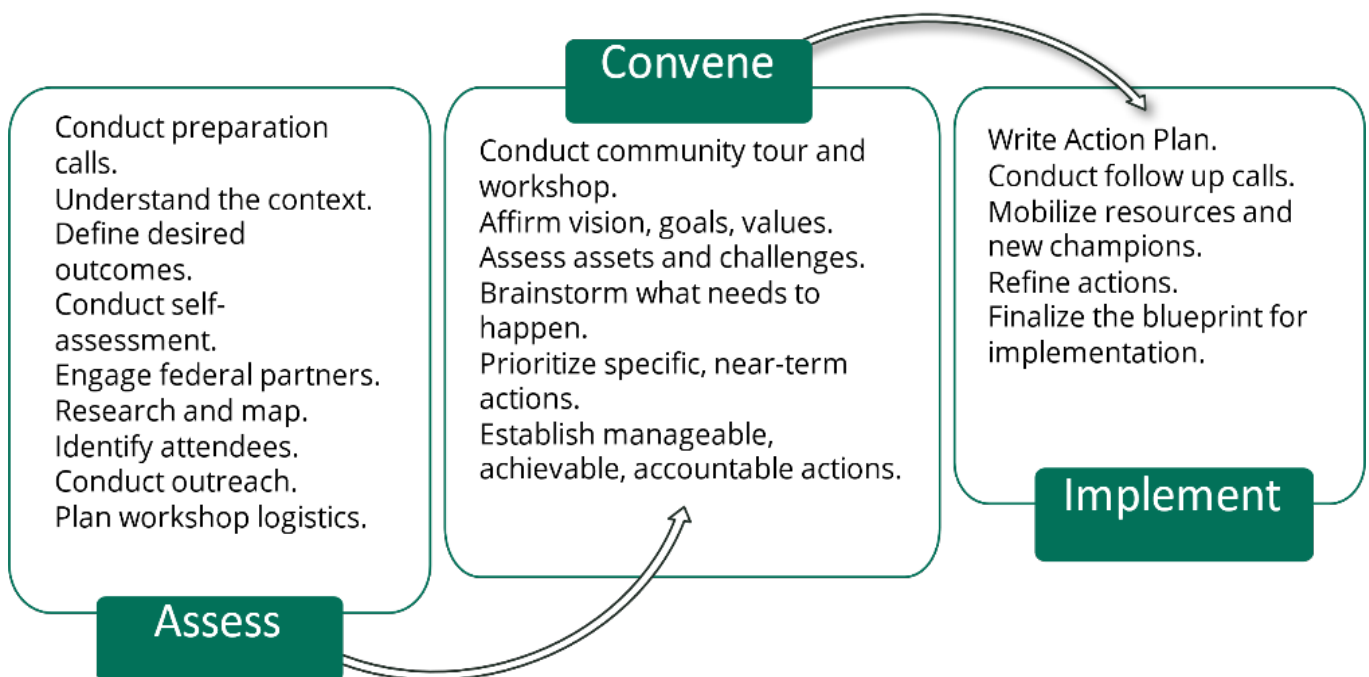


# PLANNING PROCESS

The RERC planning assistance process consists of three phases, illustrated in the diagram below: assess, convene, and implement. The “assess” phase includes three conference calls with the Local Steering Committee and Planning Assistance Team to gain a baseline understanding of Haines, clarify local goals, and arrange workshop logistics. The “convene” phase is focused on the capstone event—a two-day public workshop. The “implement” phase entails three follow-up conference calls to finalize the Community Action Plan and strategize on how to maintain the momentum generated at the workshop and implement the plan. Haines’ workshop program and activities are described briefly below. The RERC participant contact list is provided in **Appendix A**, workshop exercise results are detailed in **Appendix B**, funding and technical assistance resources in **Appendix C**, and general recreation and downtown-related references in **Appendix D**.



*The opening community meeting of the workshop at the Borough Municipal Building in Haines on March 30, 2023. (Credit: Steph Bertaina)*





# THE WORKSHOP

The on-site portion of the RERC process began with an extensive community tour organized by the Local Steering Committee. The Planning Assistance Team visited destinations and met with local leaders throughout Haines and the Chilkat Valley. Stops included the local bookshop, the Haines Sheldon Museum, Tlingit Park, the Hammer Museum, Haines Harbor, the Bald Eagle Foundation, and the local brewery. In addition, the planning team and steering committee hiked to Battery Point and drove to other sites within the Chilkat Valley including the 7-Mile Saddle trailhead, Bald Eagle Nature Preserve, Klukwan Village, and Milepost 33, among other important spots along the Haines Highway.



Above: Day 1 Community Tour participants at Haines Harbor. (Credit: Amanda Poncy)

Below: Day 2 Community Tour locations included a hike at Jones Point, the Bald Eagle Preserve, Klukwan, and Milepost 33. (Credit: Amanda Poncy)



Nearly 60 enthusiastic participants, including Haines residents, as well as local, state, and federal partners, attended the workshop over three days. The opening community meeting was held on March 30, 2023 at the Haines Municipal Building. Mayor Douglas Olerud welcomed attendees and emphasized the importance of this initiative to the Borough’s goals and initiatives.

After participant introductions, the Planning Assistance Team gave an overview of the RERC program, highlighted the opportunities presented by the growing outdoor recreation economy both nationally and locally, shared some of their own reflections from the community’s pre-workshop self-assessment as well as the community tour, and presented the draft workshop goals.

Participants then heard a presentation from Cindy Zuluaga Jimenez, Acting Director of the Haines Economic Development Corporation, highlighting a number of initiatives currently underway.

**Key point: Local stakeholders in Haines are ready to act and eager for results.**

The energy continued on Day 2 of the workshop, which was held at the Aspen Suites Hotel on March 31, 2023. Day 2 was an interactive day of working together on small group exercises, asset mapping, and brainstorming and planning for actions to make the community’s goals a reality.

The day kicked off with a presentation by the EPA’s Office of Research and Development team summarizing key findings of a study that used cellular data sources to estimate visitation data for a number of recreation sites in Haines. The Planning Assistance Team provided a recap of Day 1 and presented several case studies relevant to Haines’ interests, including a question-and-answer session with representatives from the St. Regis Mohawk Tribe, a RERC peer community in Akwesasne, NY, as



*The workshop focused on individual and small group exercises designed to solicit ideas from all participants, as well as hearing from past RERC communities with similar interests. (Credit: Amanda Poncy)*

well as a number of successful campaign strategies, such as the Castner Range, Continental Divide, and Organ Mountains Desert Peaks National Monument.

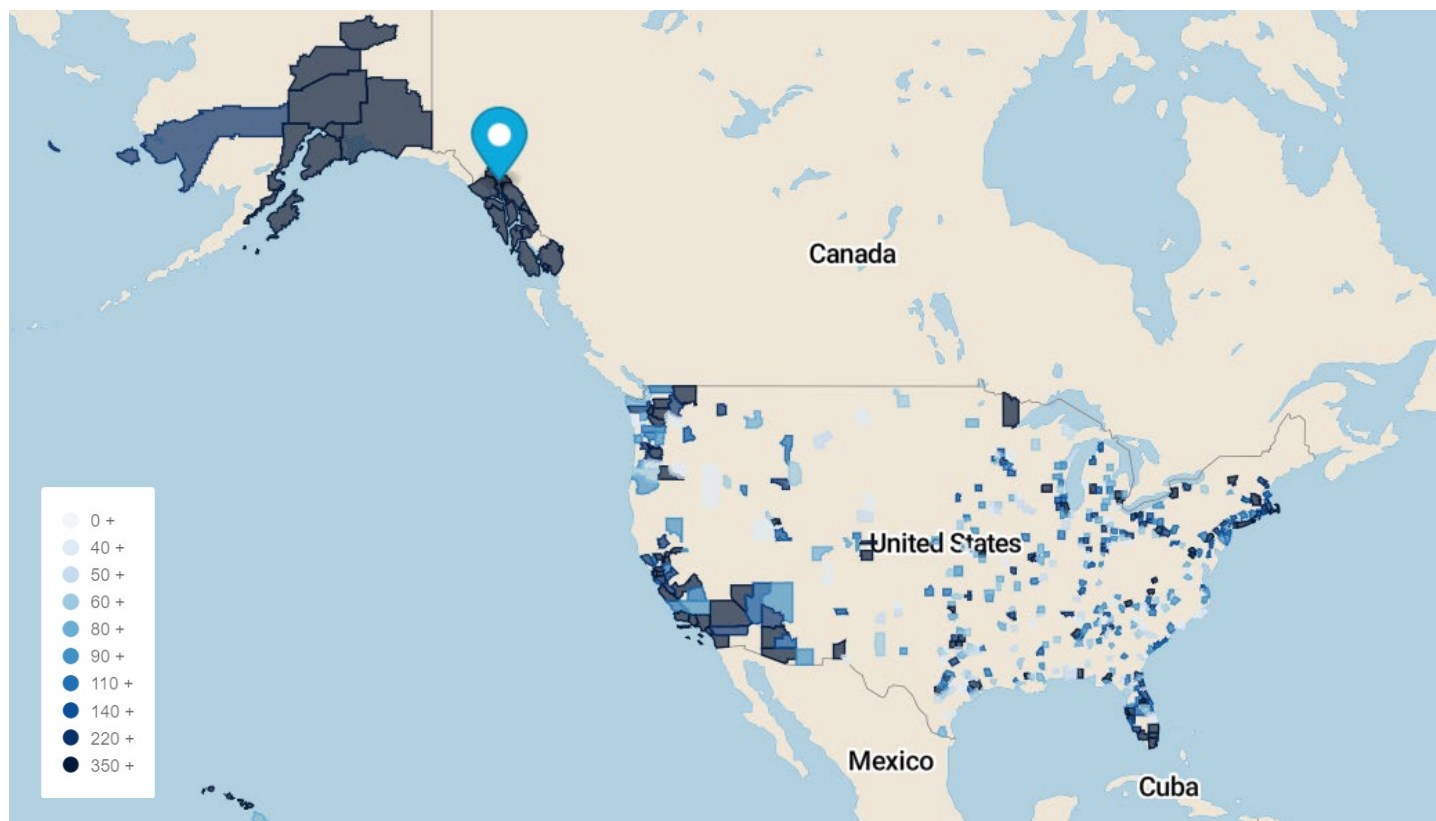
Day 2 also featured additional state/federal partners sharing programs and resources available to the Borough to help implement the action plan.

The remainder of Day 2 was spent on small group exercises and action planning, described on the following pages.

The results of the two-day planning process were shared at a public open house at the Haines Library on Day 3. This open house provided an opportunity to review work to date and gather additional community input.



Day 2 focused on small group work to begin developing the action plan. (Credit: Amanda Poncy)



U.S. EPA's Office of Research and Development is using anonymized, aggregated cellular location data to understand the current scale and timing of visitation to outdoor recreation resources in Haines. The map above shows the origin locations of visitors to Chilkat State Park using data purchased from Airsage Inc.

## VISIONS AND VALUES

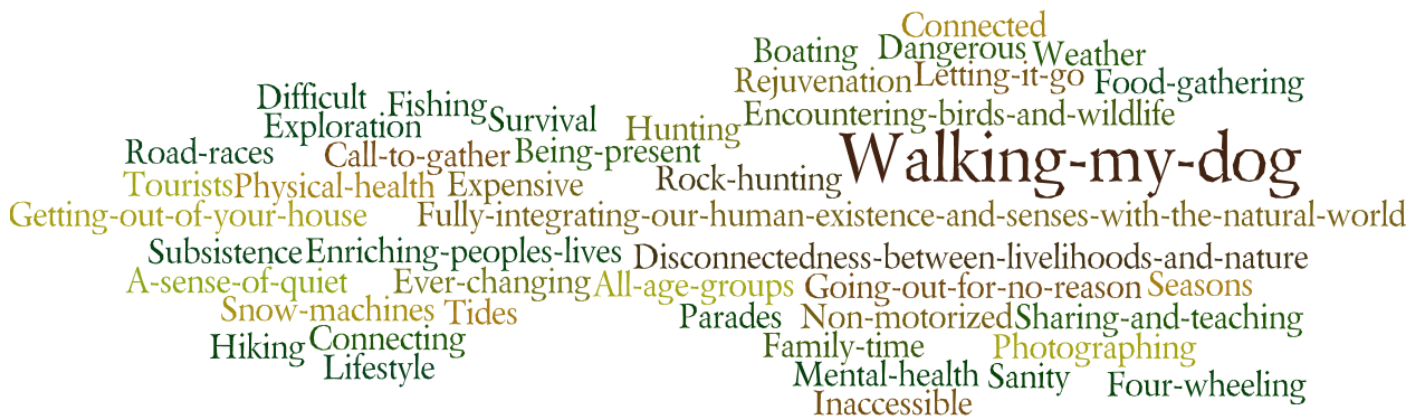
This Community Action Plan is rooted in the visions and values of Haines residents and other stakeholders. Workshop participants engaged in several exercises to develop and distill those aspirations. The full results of the exercises are available in Appendix B.

On Day 1, during introductions, each workshop attendee shared one word about Haines. Participants also volunteered answers to the question, "What does outdoor recreation look like to you?" These responses are displayed in word clouds in Appendix B. In addition, attendees brainstormed their community's biggest assets and challenges.

### IDEAL COMMUNITY VISIONS

*An ideal vision for Haines is a resilient, varied recreation industry and infrastructure that caters to winter and summer tourism. The infrastructure will serve locals, independent visitors, and cruise ship visitors alike. Outdoor recreation allows locals and visitors alike to enjoy the pristine Haines environment, providing outdoor exercise opportunities for users of all kinds of outdoor sports. We hope to have inclusive use of trails for both motorized and non-motorized use.*

*In the community self-assessment, completed prior to the workshop, Local Steering Committee members described their ideal visions for their community.*



*Workshop participants' responses to the question, "What does outdoor recreation look like to you?" Responses mentioned more frequently are in larger text.*

On Day 2, workshop participants engaged in a small group mapping exercise to uncover opportunities and ideas related to outdoor recreation and downtown revitalization in and around Haines. Groups marked up maps of Haines Borough and the region, as well as Haines’ downtown, with outdoor recreation assets; community assets; and opportunities or big ideas.

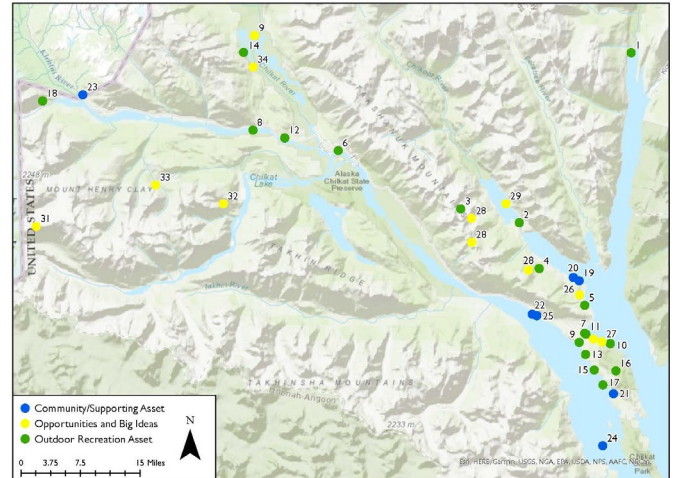
Attendees also worked in small groups to plan a multi-day travel itinerary in Haines.

**Key point: Increasing occupancy of downtown buildings, supporting business development, engaging in regional collaboration and coordination, improving bicycle and pedestrian connectivity, and increasing outdoor amenities emerged as important priorities.**

**ACTION PLANNING**

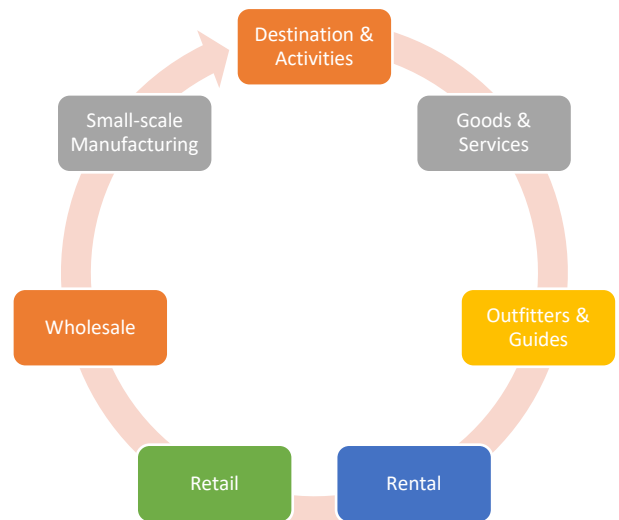
The action planning process during the workshop consisted of a few phases of work. First, participants reflected on their own, using post-it notes to brainstorm specific actions that would advance one or more of the identified goals. They were instructed to begin each action with a verb, be as specific as possible, think in the near- to medium-term (within two years), and consider actions they could help to implement. Attendees then placed their post-it notes onto posters for each goal, and the Planning Assistance Team grouped and consolidated alike or similar actions. Once this organization was complete, each participant was given dot stickers and asked to vote on the highest-priority actions. The Planning Assistance Team tallied the votes and announced the totals.

Following this exercise, participants broke into small groups to assess the voting results and flesh out the



RECREATION ECONOMY for RURAL COMMUNITIES | HAINES, AK

*Snapshot of one of the maps marked up by workshop participants; the full maps and legends can be found in Appendix B.*



*The value chain shows the full range of economic opportunities tied to outdoor recreation.*

details of the top three to five actions for each goal, including initial next steps and deadlines, measures of success, lead and supporting roles, and potential needs and resources. This work began at the workshop and continued during follow-up Zoom calls with the Planning Assistance Team and small group work sessions until every action included sufficient details for implementation.

Following are the full action tables as they stood at the end of the RERC planning assistance process in August 2023.



Day 3 Community Open House at the Haines library.

# COMMUNITY ACTION PLAN

The action planning process during the Recreation Economy for Rural Communities workshop in Haines, Alaska consisted of a few phases of work. First, there was a brainstorming session, where participants were asked to write down potential actions to help advance one or more goals. The next phase was a dot voting exercise where participants received a set number of dots and were asked to vote on which actions either were most important or needed immediate attention. In the third phase, small working groups assessed the voting results, selected top actions, and fleshed out the details for those actions for each goal. In the final phase, each small working group reported its progress and shared any questions. The tables that follow provide additional background information and detail for each goal and priority action. Following each goal are the action ideas that were generated by participants, but for which there was not time during the workshop to consider in depth.

1. **Partner Engagement:** Coordinate among tribal, local, state, and federal government entities to create a robust strategy for outdoor recreation efforts and initiatives.
  - *Identify the partners and organizations who need to be at the table to inform the conversation about outdoor recreation.*
  - *Identify the lead organization from among the partners or alternatively create a new organization or position to fill that role.*
  - *Work with the Borough and State Parks on identifying trail maintenance priorities, while exploring future trails and fundraising towards their development.*
  - *Evaluate the feasibility of various ski options and make a decision based on data and expertise/knowledge.*
2. **Wayfinding and Signage:** Create inclusive wayfinding and signage for trails, outdoor recreation assets, and downtown assets in Haines.
  - *Modify existing signage to include Tlingit language.*
  - *Improve mapping of existing trails (paper and digital).*
  - *Establish a committee that meets annually to review signage needs and trails.*
3. **Physical Connections:** Identify transportation, trail, and infrastructure improvements that are needed to connect people from arrival points to downtown Haines and to nearby outdoor recreation opportunities in the Chilkat Valley.
  - *Make a list of trail maintenance projects (priorities).*
  - *Plan and build a trail that connects Takshanuk to the fairgrounds.*
  - *Have focused discussions about long-term organizational capacity/governance related to trails.*
  - *Improve winter maintenance of trail parking/beach access.*
  - *Meet with University of Alaska and Mental Health Trust Lands to solidify Memorandum of Understanding (MOU) on recreational trail access and maintenance.*

- *Identify transportation gaps and find a way to fill them, particularly between airport and ferry terminals and for accessing downtown Haines.*
4. **Stewardship and Authenticity:** Preserve, celebrate, and empower the natural, cultural, and historic resources that makes Haines a unique and healthy place to live, work, play, and visit.
- *Support tribal organizations in developing cultural tourism plans and opportunities to highlight traditional indigenous places and histories.*
  - *Evaluate options to create an authentic town square.*
  - *Protect local watersheds, wildlife habitat, and migratory corridors.*



**Goal I – Partner Engagement: Coordinate among tribal, local, state, and federal governmental entities to create a robust strategy for outdoor recreation efforts and initiatives.**

The Haines Borough and the Chilkat Valley have a complex pattern of land ownership involving multiple government and tribal entities that brings both opportunities and challenges for outdoor recreation. The Haines Economic Development Corporation, Haines Huts and Trails, the Chilkat Indian Village and Chilkoot Indian Association, and other local partners have been working to improve communications and coordination around efforts such as the development of the Haines Huts and Trails Public Use cabins that will leverage outdoor recreation and cultural assets for the benefit of community members and for visiting tourists alike. Through the course of the RERC planning process, the Steering Committee identified a need to better include, coordinate, and actively engage people and institutions around these initiatives to better communicate the vision and coordinate on implementation. The complex layers of land ownership/governance in Haines and the Chilkat Valley make coordination and communication a challenge, and this goal aims to take next steps to improve communication with all relevant entities to help the community achieve its goals.

Participants: Greg Palmieri, Jess Kayser Forster, Erik O'Brien, Andrew Letchworth, Michael Wald, Erik Stevens, Darsie Culbeck, Katie Emma Begly

**Action 1.1 – Identify the partners and organizations who need to be at the table to inform the conversation about outdoor recreation.**

<p><b>What is this? Why is it important? Who benefits?</b></p>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Coordinate amongst key partners</li> <li>• Ensure people are all on the same page</li> <li>• Foster community buy-in</li> <li>• Understand what assets each organization can contribute</li> <li>• Generate funding</li> </ul>
<p><b>Initial next steps and deadlines (Present &gt;24 mos.)</b></p>	<ul style="list-style-type: none"> <li>• Explore sharing board members across organizations, such as the Chamber, Haines Economic Development Corporation (HEDC), Borough standing committees, etc.</li> <li>• Convene those partners and assess their interests</li> <li>• Make sure this action happens on all other RERC action items</li> </ul>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>• Regular meetings are happening</li> <li>• A diverse group is participating</li> <li>• A network of shared projects exists</li> </ul>
<p><b>Lead Partners</b></p>	<p>Haines Huts and Trails (Greg Schlachter)</p>
<p><b>Supporting cast</b></p>	<ul style="list-style-type: none"> <li>• HEDC (Cindy Zuluaga Jimenez)</li> <li>• Chamber of Commerce (Andrew Letchworth)</li> <li>• Chilkoot Indian Association (Harriet Brouillette, Zach Wentzel)</li> <li>• Chilkat Indian Village (Natalie Dawson)</li> <li>• Haines Tourism (Rebecca Hylton)</li> </ul>

	<ul style="list-style-type: none"> <li>● Haines Borough (Douglas Olerud &amp; Borough Planner)</li> <li>● City &amp; Borough of Juneau (Alexandra Pierce, Tourism Manager; past planner/community development manager)</li> <li>● Skagway Development (Eliza Rusell)</li> <li>● Haines Huts and Trails (Lindsay Johnson)</li> <li>● Takshanuk Watershed Council (Derek Poinsette)</li> <li>● Spruceroot (Shannon Stevens)</li> <li>● Department of Natural Resources (Greg Palmieri)</li> <li>● Department of Forestry (Greg Palmieri)</li> <li>● Mental Health Trust Land (Jeff Hermanns - Sr. Resource Manager)</li> <li>● Bureau of Land Management (Williams from Comp Plan)</li> <li>● USDA Forest Service (Tristan Fluharty, Jason Anderson)</li> <li>● State Parks (Preston Kroes)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Denali Commission as potential source of funding for a staff position to coordinate</li> <li>● Central Council Tlingit Haida Indian Tribes of Alaska also a potential funding partner</li> <li>● Meeting Space (potential options include: Zoom; Haines Library; Chilkat Valley Community Foundation Meeting Room)</li> </ul>

**Action 1.2 – Identify the lead organization from among the partners or alternatively create a new organization or position to fill that role.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Create leadership</li> <li>● Create a champion, since nothing happens without a champion</li> <li>● Identify a single point of contact for grant applications</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Hold a meeting of potential lead partners</li> <li>● Determine the characteristics of an organization that would be needed to coordinate this initiative</li> <li>● Evaluate whether one of the current organizations have the capacity to fill that role</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● A format is selected (either an entity or group of organizations) to facilitate community cooperation</li> <li>● Regular communication and “cross pollination” between groups that are involved is happening</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● HEDC (Cindy Zuluaga Jimenez)</li> <li>● Tourism Center (Rebecca Hylton)</li> <li>● Haines Chamber of Commerce (Lee Zion)</li> <li>● Chilkoot Indian Association (Zack Wentzel)</li> <li>● Haines Huts and Trails (Greg Schlachter)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● The other organizations not selected to lead could support</li> </ul>

<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Meeting times</li> <li>● Email Distribution list</li> <li>● Personnel to visit each organization to stay in contact</li> </ul>
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**Action 1.3 – Work with the Borough and State Parks on identifying trail maintenance priorities, while exploring future trails and fundraising towards their development.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Increase recreational opportunities on existing trails</li> <li>● Increase backcountry access with new trails</li> <li>● Bypass stagnation of “stop it” system – get stuff done</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mo)</b>	<ul style="list-style-type: none"> <li>● Identify who we need to influence state parks (relates to action 1.1)</li> <li>● Conduct a trail tour with Senator Kiehl, other state representatives, and state parks authority showcase current state of assets and share vision for what we want to do.</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● State Parks buy-in for the vision for Haines</li> <li>● Needs are met – Chilkat Road graded, gates open in winter, year-long staff working in Haines, marketing to RV traffic off highway is increasing use, changing perspectives around economic development, Parks commitment is generated</li> <li>● State legislators are engaged</li> <li>● Ongoing conversations with State Parks are happening</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Tom Morphet</li> <li>● State Parks (Preston Kroes)</li> <li>● Chilkat Bald Eagle Preserve Advisory Council</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Haines State Forest (Greg Palmieri)</li> <li>● Haines Borough (George Figdor)</li> <li>● HEDC (Cindy Zuluaga Jimenez)</li> <li>● Haines Huts and Trails (Kevin Forster)</li> <li>● Haines Visitor Center (Rebecca Hylton)</li> <li>● Chilkoot Indian Association – Chilkoot Corridor (Nick Kokovitch, Zach Wentzel)</li> <li>● Department of Natural Resources (Tom Boyle, Commissioner)</li> <li>● Haines Borough (Douglas Olerud)</li> <li>● Haines Chamber of Commerce (Lee Zion)</li> <li>● Sen. Jesse Kiehl</li> <li>● Rep. Hannon and/or Rep. Andi Story</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Letters of support from multiple agencies</li> <li>● Volunteer base to meet special project needs and demonstrate commitment of Haines to State Parks</li> </ul>

	<ul style="list-style-type: none"> <li>● State legislators buy-in for political leverage</li> <li>● Takshanuk Map of Land Ownership</li> <li>● National Park Service Map of Existing Trails (from RTCA process)</li> <li>● Trail Mix (Ryan O’Shaughnessy, CEO)</li> </ul>
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**Action 1.4 – Evaluate the feasibility of various ski options and make a decision based on data and expertise/knowledge.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Expand the seasons for outdoor recreation with downhill and cross-country skiing in the winter (winter ski amenities could be used for mountain biking in summer)</li> <li>● Expand the winter recreation economy</li> <li>● Create opportunities for economic development/additional outdoor recreation in the winter season to support existing businesses</li> <li>● Create more options for easy and accessible winter recreation for locals</li> <li>● Expand skiing options in Haines</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Evaluate potential locations based on data; choose one that is viable and will succeed</li> <li>● Mobilize ideas into a concrete business plan</li> <li>● Support the development of business plans</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● A site with accompanying business plan is selected to move forward</li> <li>● Facilitator is selected and funded</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Avalanche Center/Ski Lift Working Group (Erik Stevens)</li> <li>● Haines Economic Development Corporation (Darsie Culbeck and HEDC Board)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Eagle Crest Management (Clay Frick)</li> <li>● Chamber of Commerce (Lee Zion)</li> <li>● Chilkoot Indian Association (Ted Hart, Zach Wentzel)</li> <li>● Klukwan (Rhianna Brownell – ski school instructor/parent)</li> <li>● Klukwan Indian Village/Four Winds Community Center at Mosquito Lake.School (Erika Merklin)</li> <li>● Alaska Mountain Guides (Sean Gaffney)</li> <li>● Heli-Ski operators (Nick Trimble, Sean Brownell)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Denali Commission to fund a staff position to make this their focus</li> <li>● Excited, engaged volunteers (Ski Lift Working Group)</li> </ul>

**Additional Goal 1 Actions**

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 1.

- Figure out a process where competing user groups can collaborate
- Need to get people who are committed to recreation and public spaces on the Planning Commissions and Parks and Recreation Advisory Board
- Form or identify a group to evaluate ski area business plans and choose the most viable
- Market Haines as a world-class ski destination
- Elevate Haines/Klukwan/Chilkat Valley with USDA (they tend to focus further south)
- More Tribal, Borough, State, and Federal engagement
- Engage with healthcare professionals
- User groups need to be brought in early
- Work with cruise ship companies to make their tourism plans for Haines compatible with ours
- Tribes, State, Borough, and Canadian brothers and sisters coming together
- Create "Chilkat Collaborative" some umbrella name for all organizations committed to shared strategy under umbrella funded initiatives led by local organizations/regional organizations/governments
- Enable/create local non-profit to identify, pursue, fund, and develop trails and work with a broad range of owners (SOA, Borough, Private) and tribal governments to develop them
- Create a coalition between Chilkoot Indian Association, Chilkat Indian Village, Borough Planning Commission, and HEDC to create our Comprehensive Strategic Plan for all of us to live happily forever
- Tanani Point Recreation Plan with Tribe
- Chilkoot Collaborative watershed wild, scenic, recreational, tribal/state/fed
- Develop communication platform for community (and beyond) partners to share ideas and work progress
- Increase collaboration between organizations by sharing board members and cross-communication between organizations
- Semi-regular meetings between TAB, HEDC, Chamber, and Tribes to learn about each other's work initiatives, progress, hindrances, etc.
- Three governments de-silo and collaborate meaningfully and enthusiastically
- Work with state parks on identifying future trails and fundraise towards development
- Unlock state parks
- Work with Borough and State Parks to permit trail build from top of sled hill to Lily Lake for cross country skiing, hiking, biking trail
- Assure that key Borough boards have members committed to project to enhance public spaces and uses (i.e., Planning Commission, Parks and Recreation Committee)
- Amend Title 5 to allow more flexibility for tour operators
- Work with Borough Assembly to relieve regulatory burden on multi-faceted business ventures, offer tax holiday incentives to building new ventures and infrastructure
- Financial incentives for investments/support from restaurants

## Goal 2 – Wayfinding and Signage: Create inclusive wayfinding and signage for trails, outdoor recreation assets, and downtown assets in Haines.

Existing wayfinding and signage in Haines does not reflect the cultural and historic importance of the indigenous community. Improving wayfinding and signage to incorporate native history and culture would elevate the significance of the people who first settled the area. Residents and visitors will have increased awareness of this important culture.

Participants: Harriet Brouillette, Kathleen Menke, Derek Poinsette

### Action 2.1 – Modify existing signage to include Tlingit language.

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Ensure that indigenous language is included in street signs, place names, and wayfinding</li> <li>• Recognize First People</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>• Translate existing signs</li> <li>• Identify locations for phased implementation</li> <li>• Coordinate with state Department of Transportation and others as needed</li> <li>• Coordinate with Chilkat Indian Village</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Signs in place</li> <li>• Replace existing welcome signs with “Welcome to Haines/Deishu”</li> <li>• Signs referencing Ripinsky should read “Ripinsky/Gei-Sun”</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>• Haines Borough (Douglas Olerud)</li> <li>• Chilkoot Indian Association (Harriet Brouillette.)</li> <li>• Chilkat Indian Village (Brian Willard)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• State Department of Transportation (add name)</li> <li>• State Parks (Preston Kroes)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>• Potential funding sources include: Tribal Transportation, State of Alaska, State Parks, Denali Commission</li> </ul>

### Action 2.2 – Improve mapping of existing trails (paper and digital).

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Provide information to visitors and new/existing residents</li> <li>• Ensure that maps include information such as level of difficulty in order to mitigate safety concerns with people venturing onto trails that are beyond their experience</li> <li>• Protect sacred places</li> </ul>
<b>Initial next steps and deadlines</b>	<ul style="list-style-type: none"> <li>• Create a map of existing trails</li> <li>• Identify locations for public/private access</li> <li>• Create short, medium, long-term goals for trail access</li> </ul>

<b>(Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Create educational information for property owners about trail access and easements</li> <li>● Meet with property owners to obtain easements for existing trails</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● Maps available for visitors/new residents</li> <li>● Increased use of trails</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Economic Development Corporation (Cindy Zuluaga Jimenez)</li> <li>● Takshanuk Watershed Council (Derek Poinsette)</li> <li>● Chilkoot Indian Association (Zach Wentzel)</li> <li>● Chilkat Indian Village (Natalie Dawson)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Department of Transportation</li> <li>● State Parks (Preston Kroes)</li> <li>● Haines Huts and Trails (Dennis Geasan)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Human resources</li> <li>● Community support</li> <li>● Funding for printing maps</li> <li>● An organization to host digital information (Haines Huts and Trails has mapped Haines trails into GIS) – possibilities include Haines Visitor Center, Haines Borough, State Parks, NPS</li> </ul>

**Action 2.3 – Establish a committee that meets annually to review signage needs and trails.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Evaluate progress</li> <li>● Create an opportunity to incorporate new people and ideas</li> <li>● Identify maintenance concerns</li> <li>● Update maps/signage as needed</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Coordinate key partners to understand current initiatives and establish meeting schedule</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● Annual meeting occurs</li> <li>● Forward progress</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Chilkoot Indian Association (Harriet Brouillette)</li> <li>● Haines Economic Development Corporation (Cindy Zuluaga Jimenez)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Chilkat Indian Village (Zach Wentzel)</li> <li>● State Parks (Preston Kroes)</li> <li>● Community members</li> <li>● Department of Natural Resources (Tom Boyle)</li> <li>● Haines Borough/Planning Committee</li> </ul>

	<ul style="list-style-type: none"> <li>● State Department of Transportation</li> <li>● Haines Borough Department of Public Works</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Staff time to organize</li> <li>● Location to meet</li> </ul>

**Additional Goal 2 Actions**

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 2.

- Logical foot traffic flow and signage – for example, from cruise ship dock counterclockwise along Front Street to the Lighthouse Bar up Main Street to 3<sup>rd</sup> Street past the Library to Bald Eagle Center and back to cruise ship via Haines Highway
- Google online listings for businesses (HEDC working on a complete Haines business list hosted under the Local Frequency app) and recreation assets
- Redo Haines Highway signage – “scenic view?”
- Have Borough engage with DOT for plans to install signage
- Work with Chilkoot Indian Association and Borough for info signs
- Signage for trails
- Create updated local trail map for visitors (Haines for Hikers guide updated 2021 by Jeff Moskowitz)
- Trail maps – where trails are, signage on the trail (easy to get lost), map of trails as you hike
- Digital and print maps of in-town and wilderness trails
- Tlingit language signs incorporated throughout Deishu and Tlingit wilderness
- Signage – acknowledge our colonizing past; change Haines back to Deishu
- Review signage efforts from 8-10 years ago; plan needs update; reflection

**Goal 3 – Physical Connections: Identify transportation, trail, and infrastructure improvements that are needed to connect people from arrival points to downtown Haines and to nearby outdoor recreation opportunities in the Chilkat Valley.**

Haines has a walkable downtown, but getting to it can be a challenge. While Haines is fortunate to be one of only three communities in Southeast Alaska that is connected to the rest of the United States via road, many visitors arrive by ferry/ cruise ship or airplane. These points of arrival are disconnected from the downtown with no access to public transportation. In addition, many of the nearby recreation and cultural amenities are only accessible by car. Providing shuttle services, along with safe options for people to walk and bike, encourages physical activity among residents and visitors, reduces the reliance on motor vehicles, increases equitable access to community amenities, and reduces infrastructure costs (such as parking) and carbon emissions. Supporting improvements such as shuttles, shared use paths, bike lanes and sidewalks, that connect existing transportation infrastructure to nearby recreational and



cultural assets will elevate Haines’ image as a community that promotes equitable access to physical activity, considers safety, and accommodates limited mobility.

Participants: Natalie Dawson, Eben Sargent, Lindsay Johnson, Chip Lende, Derek Poinsette, Katie Craney

**Action 3.1 – Make a list of trail maintenance projects (priorities).**

<p><b>What is this? Why is it important? Who benefits?</b></p>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Ensure that trails are well-maintained, improving safety of users</li> <li>● Show stewardship of existing assets</li> <li>● Prioritize maintenance projects</li> <li>● Provide benefits to the community and to visitors</li> <li>● Provide access to beaches/trails in winter (by plowing the pullouts, berms, parking areas, etc.)</li> </ul>
<p><b>Initial next steps and deadlines (Present &gt;24 mos.)</b></p>	<ul style="list-style-type: none"> <li>● Spring/after thaw – Conduct ground surveys through a combination of volunteer observations and formal survey</li> <li>● Meet to decide on survey technique in April 2023</li> <li>● Identify easement issues</li> <li>● Create a process for prioritization</li> </ul>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>● A prioritized list of maintenance needs exists</li> <li>● Projects are being completed</li> <li>● Community engagement is high</li> <li>● People are aware of and use the list to report maintenance issues</li> </ul>
<p><b>Lead Partners</b></p>	<ul style="list-style-type: none"> <li>● Haines Huts and Trails (Kevin Forster)</li> </ul>
<p><b>Supporting cast</b></p>	<ul style="list-style-type: none"> <li>● Haines State Forest (Greg Palmeri)</li> <li>● State Parks (Preston Kroes)</li> <li>● University of Alaska (Kirsten Henning)</li> <li>● Haines Borough – Public Works (Edward Coffland)</li> <li>● Takshanuk Watershed Council (Derek Poinsette)</li> <li>● Mental Health Land Trust (Jusdi Warner)</li> <li>● Private Landowners</li> </ul>
<p><b>Potential needs and resources</b></p>	<ul style="list-style-type: none"> <li>● Jeff Moski – GIS consultant</li> <li>● Dennis Geason – GIS Consultant, Haines Huts and Trails Board</li> <li>● Graham Kraft – Google Earth extraordinaire</li> <li>● Existing lists for state land – talk to Greg Schlachter</li> <li>● Recreational Trails Program funding for maintenance</li> <li>● Dedicated time for ground truthing</li> <li>● Digital trail inventory</li> <li>● Data crunch, website /app</li> </ul>

**Action 3.2 – Plan and build a trail that connects Takshanuk to the fairgrounds.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Connects important destinations in town in an easily-accessible way</li> <li>• Build on the fact that there is a willing landowner</li> <li>• Take advantage of the fact that there is parking on either end of the trail</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>• Takshanuk Watershed Council Board will work with adjacent landowners to identify the route</li> <li>• Secure land easements (Susan Pax at the Borough)</li> <li>• Phase 1 – Plan – flag the route and identify needed infrastructure (1-3 years)</li> <li>• Phase 2 – Construct (3-5 years)</li> <li>• Call for volunteers to build the trail</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Announcement that it’s “open to the public”</li> <li>• People can follow the trail with less than 6 flags</li> <li>• It’s safe</li> <li>• Formal landowner agreements are in place</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>• Takshanuk Watershed Council (Derek Poinsette)</li> <li>• Haines Huts and Trails (Eben Sargent)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Haines Borough (Susan Pax)</li> <li>• Haines Economic Development Corporation (Cindy Zuluaga Jimenez)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>• Volunteers/trail crew to build a trail</li> <li>• Funding for materials</li> </ul>

**Action 3.3 – Have focused discussions about long-term organizational capacity/governance related to trails.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Move forward on further (big) projects and ensure sustainability for trail initiatives</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>• Look at case study examples and models (for example, Sitka Trail Works)</li> <li>• Re-engage with NPS-RTCA when ready for larger process to build out the trail network</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Organizer is identified</li> <li>• Stakeholders from different groups in Haines are engaged in these discussions and in trail planning</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>• Outdoor Recreation Manager (TBD)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Haines Borough Parks &amp; Rec committee</li> <li>• HEDC (Cindy Zuluaga Jimenez)</li> <li>• Haines Huts and Trails (Natalie Dawson)</li> </ul>

<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>• Funding to support the organization that hosts the Recreation Manager Position (possible overlap with Action 1.2)</li> </ul>
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**Action 3.4 – Improve winter maintenance of trail parking/beach access.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Serve residents and tourists</li> <li>• Provide access to beaches/trails in winter (for example, plowing the pullouts, berms, parking areas)</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>• Identify specific winter maintenance concerns (could be combined with Action 3.1)</li> <li>• Establish lines of communication with land owner(s)/managers</li> <li>• Identify potential volunteer maintenance activities</li> <li>• Promote community collaboration</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Borough alliances with state, federal, and local entities</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>• HEDC (Cindy Zuluaga Jimenez)</li> <li>• Chamber of Commerce (Lee Zion)</li> <li>• RERC planning participants</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Community</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>• Funding for extra plowing pullouts and trailhead access <a href="https://dnr.alaska.gov/parks/grants/lwcf.htm">https://dnr.alaska.gov/parks/grants/lwcf.htm</a></li> </ul>

**Action 3.5 – Meet with University of Alaska and Mental Health Trust Lands to solidify Memorandum of Understanding (MOU) on recreational trail access and maintenance.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Coordinate efforts to communicate with different landowners in Haines that must grant permission for the public to use their land for recreation</li> <li>• Solve the access issue, making recreation opportunities possible</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>• Identify the scope of the MOU (what partners to include – state/fed)</li> <li>• Draft and finalize MOU</li> </ul>

<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● MOU is in place</li> <li>● Trails are formalized</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Huts and Trails (Natalie Dawson)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● University of Alaska (Kirsten Henning)</li> <li>● Mental Health Trust Lands (Jusdi Warner)</li> <li>● State Forest (Greg Palmeri)</li> <li>● Bureau of Land Management</li> <li>● USDA Forest Service (Jason Anderson, Tristan Fluharty)</li> <li>● Haines Borough (Annette Krietzer)</li> <li>● Haines Borough Public Works (Ed Coffland)</li> <li>● State Department of Transportation</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● <a href="#">Model MOU</a></li> </ul>

**Action 3.6 – Identify transportation gaps and find a way to fill them, particularly between airport and ferry terminals and for accessing downtown Haines.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Expand transportation options to/from Haines, which is currently limited to air or boat travel, both of which are weather dependent</li> <li>● Expand public transportation, safe walking or biking routes, and/or reliable car service from arrival points to downtown Haines and local cultural/recreational assets</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Connect Haines team with Robin Phillips at the Rural Transit Assistance Program (RTAP)</li> <li>● Reach out to Alaska DOT</li> <li>● Connect with existing Haines Coordinated Transportation Plan</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● Coordinated Transportation Plan priorities and funding requests expanded in 2024 review process</li> <li>● Award of SS4A DOT grant</li> <li>● SS4A planning committee established</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Borough (Annette Krietzer)</li> <li>● Chilkoot Indian Association (Zach Wentzel)</li> <li>● Chilkat Indian Village (Natalie Dawson)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Southeast Alaska Independent Living (SAIL)</li> <li>● Alaska Seaplanes</li> <li>● Alaska Marine Highway System</li> <li>● Safe Haines Highways</li> </ul>

	<ul style="list-style-type: none"> <li>● Local businesses</li> <li>● Haines Borough</li> <li>● Fjordlines</li> <li>● Allen Marine</li> <li>● Aspen Suites Hotel</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Plan and schedule(s)</li> <li>● Transportation Start-up business or develop dispatch coordination using existing shuttle services</li> </ul>

### Additional Goal 3 Actions

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 3.

- Identify needed bike lanes on highway and local roads
- Acquire needed easements and access for trails, bike routes, etc. – waterfront trail
- Plow pullouts and berms to improve beach and trail access
- Improve ferry scheduling and reliability
- Build and sign multi-use trail along highway between airport-town-ferry terminal
- Make Takshanuk Mountain Road a public trail to link up and over ridge hike
- Build hiking trail to glacier above Chilkoot Lake
- Create a mountain bike trail park (Jones Point to Fair)
- More trails accessible from town
- Develop a network of multi-purpose trails to connect key points to town
- Create Memorial Park Beach Road landslide area
- Learn how to maintain ice skating trails on frozen lakes
- Lobby the Borough Manager and Assembly to provide for trail maintenance, comprehensive planning, a certified planner for the community
- Less than \$30K would solve infrastructure gap for volunteer grooming of winter multi-use trails
- Facilitate shuttle – subsidy or at least remove permitting barriers
- Encourage borough to create public/private partnership to provide shuttle service
- Develop schedule sensitive shuttle service from ferry to airport
- Incentivize local stakeholder businesses such as hotels and seaplanes to extend their shuttle service to the public by offering tax rebates or permitting exemptions, reduce regulatory burden on private enterprise wishing to offer Uber, Lyft, Turo, or hippy bus rideshare services
- Increase public/private local transportation options
- Partner with DOT to develop safe bike lanes along the Highway, Mud Bay, and Lutak Roads
- Fund trail access purchase and/or easements to resolve access issues for existing trails
- Acquire needed easements for multi-purpose waterfront trail
- Work with private landowners to develop trail plan
- Ask community members to map routes they would like to see used as trails

- Task planning commission with brainstorming ideas to increase short-term housing without impacting long term housing stock

**Goal 4 – Stewardship and Authenticity: Preserve, celebrate, and empower the natural, cultural, and historic resources that make Haines a unique and healthy place to live, work, play, and visit.**

As Haines continues to build recreation opportunities and increase use of outdoor amenities, there also needs to be a focus on celebrating the stewardship of the cultural, natural, and historic resources that make Haines the unique destination that it is. This effort requires both locals and visitors to understand and care for these assets, while building partnerships. The Chilkoot Indian Association and Chilkat Indian Village are in the process of developing a Cultural Tourism Program and there is increased discussion around reviving the Bald Eagle Festival. Each of these provides opportunities to draw tourists and raise awareness of the unique assets that exist in Haines and the need to preserve them.

Participants: Ellen Larson, Tracy Wirak Cassidy, Anne Marie Palmieri, Cindy Zuluaga Jimenez

**Action 4.1 – Support tribal organizations in developing cultural tourism plans and opportunities to highlight traditional indigenous places and histories.**

<p><b>What is this? Why is it important? Who benefits?</b></p>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>• Recognize that traditional indigenous culture is foundational to who we are as a community and where we live</li> <li>• Support Klukwan and the Chilkat Indian Village, which are in the process of developing cultural tourism plans</li> </ul>
<p><b>Initial next steps and deadlines (Present &gt;24 mos.)</b></p>	<ul style="list-style-type: none"> <li>• Identify partners and hold initial meeting</li> <li>• Inventory existing assets and identify what’s missing</li> <li>• Coordinate with storyboard project at the library and existing kiosks</li> </ul>
<p><b>Measures of success</b></p>	<ul style="list-style-type: none"> <li>• Cultural Tourism Plans are adopted by elders</li> <li>• Signage with QR codes on trailhead signs (Tanani point, Jones Point, Chilkoot Lake, etc.) exist</li> <li>• Road signs – place names are updated</li> <li>• A self-guided walking tour of traditional art and historical places is created</li> </ul>
<p><b>Lead Partners</b></p>	<ul style="list-style-type: none"> <li>• Chilkoot Indian Association</li> <li>• Klukwan Indian Village</li> </ul>
<p><b>Supporting cast</b></p>	<ul style="list-style-type: none"> <li>• RERC Steering Committee</li> <li>• HEDC (Cindy Zuluaga Jimenez)</li> <li>• Haines Borough (Mayor Olerud)</li> <li>• University of Alaska (Kirsten Henning)</li> <li>• Haines Library</li> </ul>

<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Landowners</li> <li>● Funding (<a href="#">Central Council of the Tlingit and Haida Indian Tribes of Alaska</a>, and <a href="#">AIANTA</a>)</li> <li>● Access to storyboard at the library</li> <li>● Committed local group to drive</li> </ul>
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**Action 4.2 – Evaluate options to create an authentic town square.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Create a gathering place (for people, food truck options, farmers market, food vendors, outdoor concerts)</li> <li>● Recognize that the 10-year moratorium on development at 3<sup>rd</sup> and Main ended, creating a potential opportunity for the community</li> </ul>
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>● Petition Borough assembly to maintain the lot as a public space</li> <li>● Assess different options for the location of the town square</li> <li>● Coordinate with a variety of planning efforts with local nonprofits and private landowners</li> <li>● Address this issue in the community Comprehensive Plan process</li> <li>● Identify desirable traits for a town square to help inform the location</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● Central trail hub exists</li> <li>● 3<sup>rd</sup> and Main property is reused</li> <li>● Mural Map with Tlingit place names exists</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>● Haines Economic Development Corporation (Cindy Zuluaga Jimenez)</li> <li>● Haines Borough (Mayor Olerud)</li> <li>● Central Council of the Tlingit and Haida Indian Tribes of Alaska (Ray Paddock, Jill Weitz)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>● Takshanuk Watershed (Derek Poinsette)</li> <li>● Chilkat Valley Compost Center</li> <li>● Haines Borough Planner</li> <li>● Visitor Information Center (Rebecca Hylton)</li> <li>● KHNS to spread information about efforts (Dawn Drotos)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>● Funding for seating, tables, or other infrastructure to make a functional gathering space</li> <li>● Transfer center for compost</li> <li>● <a href="#">National Endowment for the Arts - Our Town Grant</a></li> </ul>

**Action 4.3 – Protect local watersheds, wildlife habitat, and migratory corridors.**

<b>What is this? Why is it important? Who benefits?</b>	<p>This action helps to:</p> <ul style="list-style-type: none"> <li>● Recognize that the natural assets of this region are why we live here and why people visit and are important to protect</li> <li>● Recognize that any kind of recreational development needs to carefully consider impacts to fish and wildlife, and mitigate these impacts to the</li> </ul>
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	greatest degree possible; no animal has yet been displaced from the Chilkat Valley and we want to keep it that way
<b>Initial next steps and deadlines (Present &gt;24 mos.)</b>	<ul style="list-style-type: none"> <li>• Ongoing collaboration, communication, and education</li> <li>• Educate tour guides how to reduce their impact on ecosystem and wildlife</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Public officials, elected officials, and committee members are appointed who represent these goals</li> </ul>
<b>Lead Partners</b>	<ul style="list-style-type: none"> <li>• Takshanuk Watershed Council (Derek Poinsette)</li> <li>• Chilkoot Indian Association (Zach Wentzel)</li> <li>• Chilkat Indian Village</li> <li>• Individuals (Kathleen Menke)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Bald Eagle Wildlife Center</li> <li>• Takshanuk Watershed Council</li> <li>• Community</li> <li>• EPA Region 10</li> <li>• Haines Borough Planner</li> <li>• NOAA (Grace Bottitta-Williamson)</li> <li>• National Parks Service (Cliff McCreedy)</li> <li>• Alaska Department of Environmental Conservation (Marc Thomas)</li> <li>• Audubon Society</li> <li>• Department of Natural Resources (Tom Boyle)</li> <li>• Lynn Canal Conservation (Torrey Larson)</li> </ul>
<b>Potential needs and resources</b>	<ul style="list-style-type: none"> <li>• Interagency collaboration</li> <li>• Funding for conservation easements</li> </ul>

**Additional Goal 4 Actions**

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 4.

- Create a set of loaner gear or a gear fund: trekking poles, snow shoes, rain gear, xtra tuffs, rubber boots so families and visitors can get outside
- Reconstruct the living culture of the trade routes throughout the region (grease trail, trails/routes to the coast)
- Install signs and informational pamphlets that identify plants, berries, birds (for enjoyment and subsistence activities)
- Include pronunciations for native names on signs
- Tlingit culture a natural experience for all residents, visitors, and explorers in Deishu
- Tribal land ownership and management



- Highlight traditional indigenous places and history – this is Jilkat Aani – across visitor information resources; make it accessible to locals
- Groundbreaking agreement signed in the Chilkat Valley: tribal, federal, state partners
- Maintain berry picking areas
- Consider opportunities for wood gathering, group gatherings, elder access for subsistence activities (purpose driven recreation)
- Install EV charging stations
- Ensure visitors and tour groups respect local use of outdoor resources; ensure locals' experiences are not degraded
- Respect local needs for outdoor and wilderness access – reduce impact from larger scale tourism on trails used by locals
- Develop better communication between local tour groups and locals when conflict arises

## IMPLEMENTATION AND NEXT STEPS

Since the workshop, the following early activities have taken place to help advance the community's goals:

- HEDC and Haines Huts and Trails were awarded a grant from the Denali Commission to fund a Recreation Coordinator position.
- The Haines Borough and Chilkoot Indian Association installed the first Tlingit signs in Chilkoot Estates (Chilkoot Loop; Chilkoot Street).
- Haines Huts and Trails secured a Crossett Foundation grant for a snow machine for grooming cross-country skiing in the wintertime.
- HEDC is looking for funding sources to implement Town Square digital renditions created by Larry Larson.
- HEDC will look for a trail company to evaluate needed trail upgrades and projected maintenance costs. Borough has \$20K for funding.
- Haines Borough partnered with Chilkoot Indian Association on a Safe Streets for All (SS4A) Planning Grant submitted July 10, 2023. Confer with Borough and CIA to ensure inclusive planning process in this effort (accessibility in all plans).
- HEDC is updating its 5-year Strategic Plan to incorporate RERC actions and planning results.
- Haines Borough contracted with Agnew-Beck to update its Comprehensive Plan. Borough is delaying decision to sell borough property at Main Street and Second Avenue until decision is made on public use.
- Chilkoot Indian Association has applied for a grant to fund EV charging stations.
- Chilkoot Indian Association is in the early stages of developing a cultural tourism program.
- Haines Borough hired a Planner.
- Ports and Harbor Advisory Board nominated Brittany Dunbar, a Chilkoot Indian Association Transportation staffer active in outdoor winter recreation, to serve as a board member.
- Alaska Outdoor Alliance Conference meeting is happening on September 26-28 2023 in Fairbanks.
- HEDC Applied to Outdoor Recreation Roundtable grant to add trail capacity to Jones Point trailhead.
- Haines Huts and Trails volunteers constructed first hut.

## **APPENDICES**

- *Appendix A – Contact List*
- *Appendix B – Workshop Exercise Results*
- *Appendix C – Funding and Technical Assistance Resources*
- *Appendix D – References*

## APPENDIX A: CONTACT LIST

Everyone who registered for or participated in the Haines RERC process in some capacity is listed below.

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Federal Partner	Jason	Anderson	Tongass National Forest	jason.c.anderson@usda.gov
Federal Partner	Zach	Babb	National Park Service - Rivers, Trails, and Conservation Assistance Program	zachary_babb@nps.gov
	Austin	Badger		austinearlebadger@gmail.com
Community Member	Katie Emma	Begly	Seaplanes	sobospider@yahoo.com
Federal Partner	Steph	Bertaina	U.S. EPA Office of Community Revitalization	bertaina.stephanie@epa.gov
Steering Committee Member	Harriet	Brouillette	Chilkoot Indian Association	hbrouillette@chilkoot-nsn.gov
Federal Partner	Steve	Brown	US Small Business Administration	STEVEN.BROWN@SBA.GOV
Community Member	Cindy	Buxton	Resident	cindyb@alaskageos.com
Community Member	Nathan	Cote	Community Member	nathangcote@yahoo.com
Steering Committee Member	Dustin	Craney		dustin@sockeyecycle.com
Local Partner	Katie	Craney		katieionecraney@gmail.com
Community Member	Kyle	Clayton		
Community Member	Leanne	Converse	Haines Resident	cleanne@aptalaska.net
Community Member	Darsie	Culbeck	HEDC	darsie@live.com
Steering Committee Member	Natalie	Dawson	Haines Huts and Trails	natalie@alaskaventure.org
Federal Partner	Lizzy	Dean	National Park Service Rivers, Trails, and Conservation Assistance Program	elizabeth_v_dean@nps.gov
Community Member	Dawn	Drotos	KHNS	mergus_ak@yahoo.ca

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Community Member	Leslie	Evenden		
Community Member	George	Figdor	Borough Parks and Rec Committee	figdor@aptalaska.net
Federal Partner	Tristan	Fluharty	Tongass National Forest	tristan.fluharty@usda.gov
Community Member	Kristine	Harder	Resident & Business Owner	buckshot.kristine@gmail.com
Community Member	Meghan	Hart	Chilkoot Indian Association	meghan.alexandra.hart@gmail.com
State Partner	Kirsten	Henning	University of Alaska Lands Office	UALandHaines@gmail.com
Steering Committee Member	Shawna	Hotch	Jilkaat Kwaan Heritage Center & Chilkat Indian Village (Klukwan)	shotch@chilkat-nsn.gov
Local Partner	Rebecca	Hylton	New Tourism Director of Haines	rebahylton907@gmail.com
Community Member	Matthew	Jillson	Videographer	alpinejillson@gmail.com
Community Member	Lindsay	Johnson	Haines Huts And Trails, Fairweather Ski Works	alaskawaterwoman@gmail.com
Community Member	Jess	Kayserforster	Community Development Consultant	kayserforster@gmail.com
Steering Committee	Annette	Kreitzer	Haines Borough	akreitzer@haines.ak.us
Steering Committee	Preston	Kroes	Alaska State Parks	preston.kroes@alaska.gov
Community Member	Ellen	Larson	community member	ellen.larson@nau.edu
Community Member	Larry	Larson	community member	llarson@deadtreedesign.com
Community Member	Chip	Lende	H.E.D.C. board member	chiplende@gmail.com
Steering Committee Member	Andrew	Letchworth	Haines Chamber of Commerce	Director.haineschamber@outlook.com
Community Member	Sue	Libenson	Self	suelibenson@gmail.com
Community Member	Alyson	Martin	Community	alysonmartin@gmail.com
Community Member	Kathleen	Menke	community member	ci@akmk.com

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Community Member	Tom	Morphet	Haines Ski Club	<a href="mailto:tommorphet1@gmail.com">tommorphet1@gmail.com</a>
Community Member	Jeff	Mushowitz	Haines Avalanche Center	<a href="mailto:jeff@alaskasnow.org">jeff@alaskasnow.org</a>
Federal Partner	Erik	O'Brien	Denali Commission (federal)	<a href="mailto:eobrien@denali.gov">eobrien@denali.gov</a>
Steering Committee Member	Douglas	Olerud	Haines Borough	dolerud@haines.ak.us
State Partner	Anne Marie	Palmieri	Alaska Department of Environmental Conservation	annemarie.palmieri@alaska.gov
Steering Committee Member	Greg	Palmieri	SOA - DNR, DOF Haines	greg.palmieri@alaska.gov
Facilitation Team	Ángel	Peña	Nuestra Tierra Conservation Project	angel@nuestra-tierra.org
Community Member	Derek	Poinsette	Takshanuk Watershed Council	derek@takshanuk.org
Facilitation Team	Amanda	Poncy	EPR P.C - facilitation team	a.poncy@epr-pc.com
Community Member	Rachel	Saitzyk	Haines Bodywork and Restorative Massage	rachelsaitzyk@gmail.com
Community Member	Eben	Sargent	Haines Huts and Trails	ebensargent@gmail.com
Community Member	Greg	Schlachter	Haines Huts and Trails	Greg@expeditionbroker.com
	Debra	Schnabel	Haines Borough/Citizen	debra.schnabel@gmail.com
Steering Committee	Morrigan	Shaw	Klukwan	mshaw@chilkat-nsn.gov
Community Member	Burl	Sheldon	Self	burlsheldon58@gmail.com
Community Member	Ray	Staska	Haines Ski Club	staska@aptalaska.net
Community Member	Shannon	Stevens	Resident	shannoncaitlin@gmail.com
Local Partner	Erik	Stevens	Haines Avalanche Center	erikstevens@gmail.com
State Partner	Marc	Thomas	Alaska Department of Environmental Conservation	marc.thomas@alaska.gov
Community Member	Don	Turner Jr.		

<i>Role</i>	<i>First Name</i>	<i>Last Name</i>	<i>Affiliation</i>	<i>Email</i>
Steering Committee Member	Carol	Tuynman	Tourism Advisory Board member	ctuynman@gmail.com
Community Member	Michael	Wald		michael@arcticwild.com
Steering Committee Member	Zach	Wentzel	Chilkoot Indian Association	zwentzel@chilkoot-nsn.gov
Community Member	Russ	White	Haines Resident	rustlew@aptalaska.net
Steering Committee	Brian	Williard	Chilkat Indian Assocation	bwillard@chilkat-nsn.gov
Community Member	Tracy	Wirak-Cassidy	Takshanuk Watershed Council	tracy@takshanuk.org
Steering Committee Member	Cindy	Zuluaga Jimenez	Haines Economic Development Corp	cindy@hainesedc.org

## **APPENDIX B: WORKSHOP EXERCISE RESULTS**

The Recreation Economy for Rural Communities workshop with Haines, Alaska 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. This appendix summarizes the following:

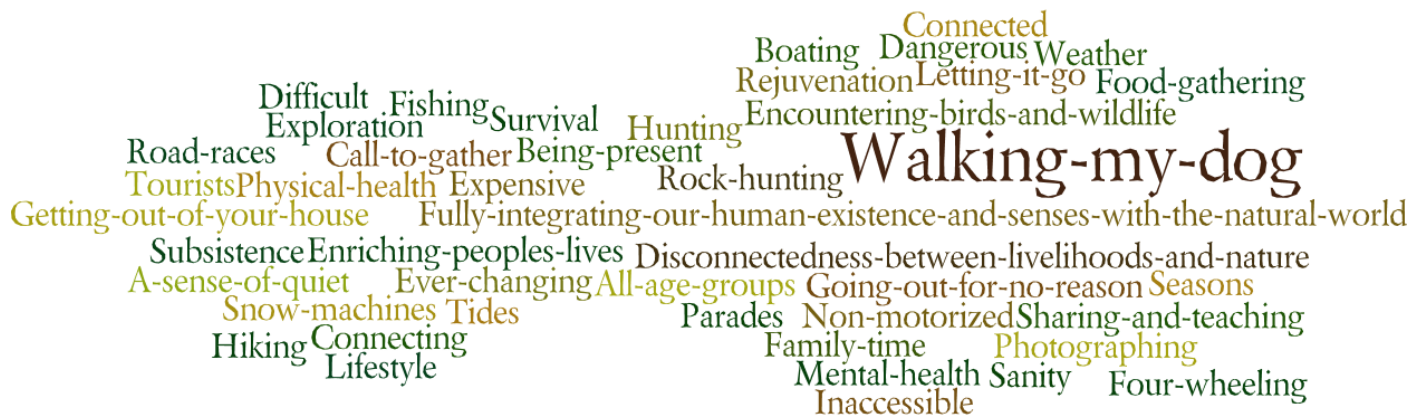
- Visioning and Values Exercises
- Opportunities and Challenges Exercise
- Assets and Opportunities Mapping Exercise
- Itinerary Planning Exercise
- Offers and Asks
- Additional Written Comments





- Wildlife
- Clean-water
- Undeveloped
- Energy
- Early-morning-road-biking
- Interconnectedness
- Water
- Epic-snowboarding
- Where-the-ocean-freshwater-and-forests-meet
- Where-the-ocean-river-sea-and-mountains-meet
- Bald-eagles
- Majesty
- Wildness
- Confluence
- Natural-assets
- Access-to-waterfront
- Diverse-and-down-to-earth-people
- Storms-rolling-up-the-canal

**What Does Outdoor Recreation Look Like to You?**



- Call-to-gather
- Road-races
- Parades
- Lifestyle
- Food-gathering
- Fishing
- Hunting
- Tourists
- Non-motorized
- Snow-machines
- Walking-my-dog
- Sharing-and-teaching
- Enriching-people’s-lives
- Getting-out-of-your-house
- Sanity
- Family-time
- Survival
- Exploration
- Going-out-for-no-reason
- Rock-hunting
- Boating
- Four-wheeling
- Disconnectedness-between-livelihoods-and-nature
- Connecting
- Letting-it-go
- Being-present
- Subsistence
- Expensive
- Ever-changing

- All-age-groups
- Rejuvenation
- Fully-integrating-our-human-existence-and-senses-with-the-natural-world
- Physical-health
- Mental-health
- Connected
- Difficult
- Dangerous
- Inaccessible
- Hiking
- Walking–my-dog
- Photographing
- Seasons
- Tides
- Weather
- Encountering-birds-and-wildlife
- A-sense-of-quiet

## Making Headlines

- *Nonprofit formed to address trails, parks, and public use cabins:* Local government created a designated funding source to help build and maintain outdoor public recreation infrastructure.
- *Tech company opens office in Haines.*
- *Ski lift opens on local peak!* Partnership between public, private, and tribal groups brings long-pondered idea to life. Locals of all walks of life and political tendencies seen skiing together on the slopes!
- *Haines gets the long awaited ski lift:* Through connecting with the right entities and funding construction on a ski lift begins this spring and will be operational by first snow. Property values have increased and several new investments are being made in hotels, guest houses, and restaurants. The community is all stoked to see this development.
- *RERC workshop pays dividends:* New report by HEDC shows the outdoor economy in Haines has grown by a whopping 1000%!
- *DOT agrees to construct roundabout and redirect travelers to downtown Haines:* After years of watching road traffic diverted to Lutak bypassing Haines, DOT and local officials have agreed to direct road traffic directly to 3rd Avenue.
- *Get lost in Haines to find yourself!*
- *Groundbreaking agreement signed in the Chilkat Valley for public access:* Federal, state, tribal, borough governments sign MOU with University of Alaska and Mental Health Trust Authority for access to nearby public lands.
- *Town trail system opens:* Local groups and landowners collaborate to open four season use trails to public.
- *Borough finalizes deal to build ski lift and nordic center in Four Winds Valley:* Partially funded by land trade to affordable housing developer.
- *Haines Borough affirms ordinance, encourages regenerative farming/land use:* Local food advocates working together to build soil and health.
- *Borough hires assistant to the manager to grow capacity for special projects:* Energy, recreation.
- *Borough extends homestead exemption to \$250K!* Enables people to afford their homes, frees up funds for improvements to their lives, Borough Assembly passes unanimously in show of community solidarity.

- *Chilkat River is declared an international salmon refuge.* Haines Borough acknowledges the salmon fishery as the most valuable resource in the Borough. Planning efforts underway to protect the resource in perpetuity.
- *Haines completes waterfront to mountains multi-day loop trail with historical and cultural signs and overnight huts:* Redevelops waterfront and works with multiple tribal and government agencies.
- *Haines winter economy booming:* More residents staying all year and visitors from region mean restaurants and businesses staying open.
- *New multi-use trails foster Haines high school to start a mountain bike club.*
- *Borough moves to elect Planning Commission:* Voters select new members with commitment to creating new public spaces and working for the public good.
- *Haines economy booming from recent trail & outdoor access investments:* Community organizations have joined forces for the past five years to invest in recreation infrastructure, making Haines a vibrant place to live and THE place to visit for outdoor access and adventure.
- *New trails opening, creating access to remote mountains.*
- *Entire Chilkoot Watershed is designated a collaborative Tribal/State/National wild, scenic, and recreational river.*
- *Chilkoot Indian Association requires stewardship of historic Ft. Seward Parade Grounds.*

### One thing I'm excited about today...

- Your ideas
- The snow
- That you all are here
- Creating a plan and moving forward
- Glad that people are getting together to talk about recreation
- Action and collaboration
- Opportunity to see how planning can work
- Expanding
- Where other peoples values lie
- Community-led solutions
- Participation from outside of Haines
- Progress; these are ideas that have been talked about for a long time
- My coffee
- Opportunity to share our voices
- Listening to everyone's ideas
- Trail prospects
- Listening to what other people have to say
- Community-led, sustainable, basic sector economic growth
- Excited about signage and mountain bike trails
- That outdoor recreation is finally getting its due as part of Haines' economic package
- Talk more about possibilities for trails and ways to get user groups out on trails
- Looking forward to hearing what you have to share

- Funding opportunities
- Starting some new collaborations around these projects

## Opportunities and Challenges Exercise

The planning team asked participants to identify Haines's opportunities and challenges on flip charts. The results of the compiled responses to the Opportunities and Challenges exercise are summarized below.

### Opportunities:

- Most town places are close together so walking/biking is possible.
- Residents participate in a wide variety of outdoor activities.
- Strong leadership.
- Autonomy to recreate.
- The region's fantastic beauty.
- Our clean water and intact habitat are extremely generative of health and outdoor recreation.
- Haines Highway for biking.
- Many environments are adjacent – marine, mountains, rivers, alpine.
- Willingness to come together.
- Rich history and indigenous culture.
- Diversity of experiences.
- Nice wide main street.
- Accessibility to much of backcountry.
- Healthy and productive natural environments are the most valuable things on earth.
- We already have what everyone is looking for – healthy landscapes, clean air, and water.
- Incredible alpine trails.
- Eben Sargent.
- Extend trails systems.
- Existing intact ecosystem.
- Water sports recreation.
- Hiking Trails – Ripinsky, Riley, new.
- Haines has a unique opportunity to hike sea level to alpine in one day.
- Multi-day skiing (winter) and hiking/biking (summer) trails through publicly or privately owned refugios/cabins – market this internationally.
- Great river access – road access Canada/Juneau.
- Pristine blank canvas.
- Desire among locals to get outside when sun comes out.
- Proximity to wildlands.
- Pool/sauna.
- Consensus about the importance of outdoor opportunities to the Alaska lifestyle.
- Mentors needed to get traditionally-excluded communities to participate.
- Prioritizing small scale tourism.
- Natural assets – wild salmon, bears, glaciers, wild rivers.
- Professional guided services to the outback.
- In between (close to) both the capital of the Yukon and Alaska State Capitol.

- We are on the road system.
- Geographic location – assets like nearby national parks, forests, international protected areas.
- Public use cabins.
- Winter trails.
- Our location is extraordinary.
- Ski tourism.
- Diversity of experiences.
- Watershed protection.
- Habitat protection.
- Migratory bird corridor protection.
- Improved ferry service.
- Winter plowing of pullouts, parking areas, and trail access.
- Emphasize physical and mental health.
- More open and inclusive Planning and Zoning processes (also a challenge).
- World class surrounding wilderness environment.
- Harbor improvements.
- Community surrounded by state/federal land.
- Expanded trails... one would be a Chilkoot watershed overlook trail off Lutak (now used by snowshoers in winter) but could be improved for all users in the spring, summer, fall for hiking.
- Develop a trail, with a more structured runoff/stream (above and below culvert areas), natural vegetation, perhaps some garden spaces of love, in Beach Road landslide area, as a Memorial Park to David and Jenae. Important as others have said to involve State Parks.
- Encourage, perhaps require, new subdivisions of over 40 lots to include trails and at least one park in their plans. Otherwise, current recreation opportunities, already used to almost overcapacity, are going to become overcrowded.
- Our cultural assets here are amazing, we can do more with them.
- Consider signage using more Native place names.
- Water sports/kayaking/paddle-boarding are important to many. How can we improve access and the experience?
- Dog walking matters!
- Safe cycling corridors can be added.
- Tribal trail development.
- So many places/ways to be outdoors.
- Enthusiastic and diverse users.
- New trails in accessible areas (across the water) with new Huts to support use of trails.
- Avalanche Education Courses (bring in winter users).

### Challenges:

- Year-round economy that will support services and food (restaurants).

- Seasonality: folks who aren't fully participating in any one place. No full time representation and engagement.
- Planning efforts investment in physical infrastructure.
- Zero sum game beliefs, residents who think for recreation to grow other industries must decline.
- Many of the people and entities making decisions about local development don't live here.
- Polarized over motorized/non-motorized.
- Locals displaced by tourism (fishing, camping, hunting, etc.).
- We are currently developing industries infrastructure that harms the values that would support an outdoor recreation economy.
- Lack of gear and activities can be expensive out here.
- Safe walking and biking trail off the road.
- Borough government.
- Lack of recreation infrastructure.
- Local politics.
- Plenty of rain.
- Communication and collaboration between local and tribal, state partners.
- Lack of designated non-motorized areas.
- Lack of public use cabins.
- State forestry has not transitioned to recreation as U.S Forest Service has.
- Some people on either side see outdoor recreation expansion as a tool to stop natural resources extraction (ie. timber, fishing, mining, etc. commercial) therefore it is resisted or pushed forward with agenda. Gets murky.
- City permitting restrictions.
- Slow permitting process.
- Transportation into Haines.
- No Borough-funded parks and recreation department.
- Developing recreation while also promoting and embracing responsibility.
- Lack of funding for trails, public use cabins, parks, ski area.
- Overuse by tourism - limits needed.
- Access to more trails.
- Lack of local community trail access in town.
- Lack of coordination between residents, local governments, state government, Tribes in resolving issues like park closures.
- High cost of transportation and lodging.
- Funding access.
- Mining.
- Ability to be creative.
- Galloping inflation.
- Landless tribe.
- Restaurants to feed people.
- Limiting or regulating opportunities to maintain quality of experience.
- Bears



- No restaurants open regularly.
- Unpredictable weather.
- Minimal visitor services, no restaurants open on a regular basis.
- Money and political willpower to develop and maintain recreation infrastructure.
- Tension between the desire for industrial-scale economic development and smaller scale recreation economy.
- Lack of public transportation options: ferry, planes to Haines due to state cutbacks.
- No designated local funding arm for recreation infrastructure improvements.
- Slow permitting.
- Expensive permitting.
- Limited permitting.
- Federal regulations (non-motorized are restrictions).
- High bed tax.
- Limited housing.
- Low wages.
- Politics.
- Legal access to current trails/mix of land ownership.
- Insular culture from certain population segments.
- Lack of state parks upkeep.
- Expensive and difficult to access town.
- Haters.
- Supporting travel infrastructure culture.
- Very little accessible infrastructure.
- Lack of community agreement on development (trails, boardwalk, etc.).
- Lack of access to the alpine (need a ski lift).
- Budget
- Entity collaboration
- Public processes that fail to invite community input
- Getting more diverse representation on Assembly, P & Z, and committees
- Information/resources
- Centralized information hub
- Safety information
- Winter access to beaches and trails that are bermed in by snowplows. Need budget and clarified responsibility for plowing pullouts and parking areas and trail access to beaches that are bermed in by plows or not plowed at all. Winter mental and physical health matters.
- Bear safety at Chilkoot during spring through autumn.
- Information about where to go.
- Land ownership status/lack of easements.
- Legit parking for many places.
- Community buy-in and agreement on a path forward.
- Improving access to agency land.

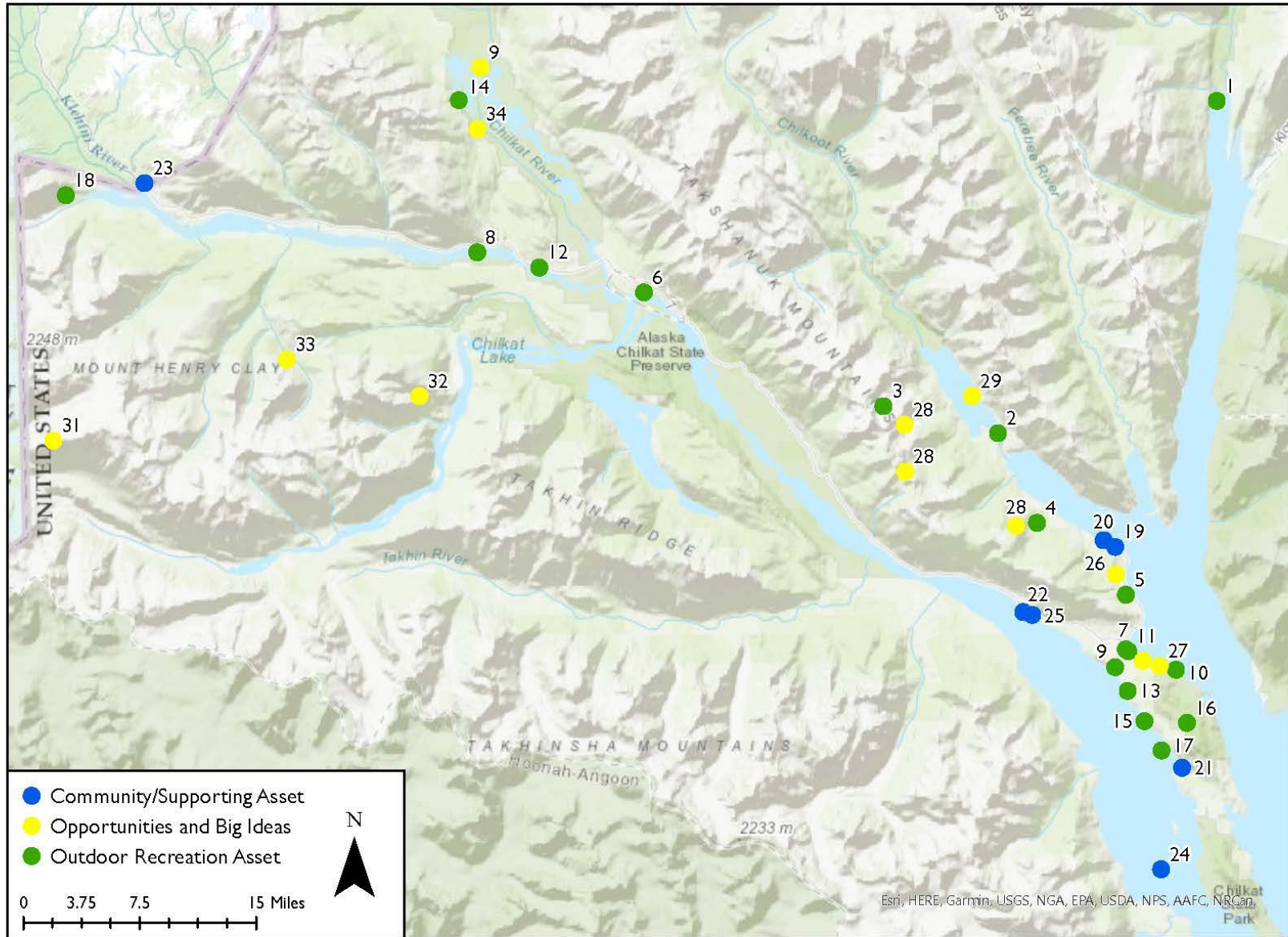
- Developing a shared community vision / generational traumas / extreme geography, weather and isolation that contribute to a wild + volatile place  
How to overcome: honesty / forgiveness / acceptance / give-and-take mentality.
- Land ownership & red tape to build new trails.
- Lack of knowledge by tour guides and independent travelers on how to behave on trails + in the wilderness to avoid degradation of resources.
- Need buy-in from state forestry to transition from timber management in forests to recreation management as the US Forest Service has done (timber industry has declined).
- City permitting restrictions.
- Limited parking.
- No shuttle buses.

## Assets and Opportunities Mapping Exercise

The workshop also included an exercise to help participants identify Haines's assets and opportunities by mapping outdoor recreation assets, community assets, and big ideas or opportunities.

### County Map:

Type	Comment	Label
Outdoor Recreation Asset	Visitor entry point for small boats from Skagway	1
Outdoor Recreation Asset	Chilkoot Watershed	2
Outdoor Recreation Asset	Easy access glacier (currently no trail)	3
Outdoor Recreation Asset	Mumford's Trail	4
Outdoor Recreation Asset	Mt. Ripinsky established trail	5
Outdoor Recreation Asset	Klukwan	6
Outdoor Recreation Asset	Eagle Preserve	7
Outdoor Recreation Asset	Flower Mountain Road	8
Outdoor Recreation Asset	Chilkoot Indian Association trails	9
Outdoor Recreation Asset	Battery Point Trail	10
Outdoor Recreation Asset	Chilkat State Park	11
Outdoor Recreation Asset	Old Faithful Road	12
Outdoor Recreation Asset	Parade Grounds – re-acquired by tribe	13
Outdoor Recreation Asset	Mosquito Lake, Kelsall Road	14
Outdoor Recreation Asset	River Road to Car's Cove	15
Outdoor Recreation Asset	Mountain Reilly Trail	16
Outdoor Recreation Asset	Jones Point to River Road Trail	17
Outdoor Recreation Asset	Pass	18
Community/Supporting Asset	Two docks – city and tribal owned	19
Community/Supporting Asset	Ferry terminal	20
Community/Supporting Asset	Letrikoff Dock	21
Community/Supporting Asset	Haines Highway	22
Community/Supporting Asset	Border	23
Community/Supporting Asset	Waterways	24
Community/Supporting Asset	Airport	25
Opportunities and Big Ideas	Tanani Point – outdoor recreation site	26
Opportunities and Big Ideas	Landslide Area – Memorial Park	27
Opportunities and Big Ideas	Trail and ski hill development	28
Opportunities and Big Ideas	Trail and ski hill development	28
Opportunities and Big Ideas	Trail and ski hill development	28
Opportunities and Big Ideas	Chilkoot Lake – Ice Skating Maintenance	29
Opportunities and Big Ideas	Waterfront Trail	30
Opportunities and Big Ideas	Proximity to Glacier Bay	31
Opportunities and Big Ideas	Ski hill development	32
Opportunities and Big Ideas	Motorized Access	33
Opportunities and Big Ideas	Four Winds ski hill development	34
Opportunities and Big Ideas	Winter trail grooming – Mosquito Lake	9



# RECREATION ECONOMY for RURAL COMMUNITIES | HAINES, AK

**Downtown Map:**

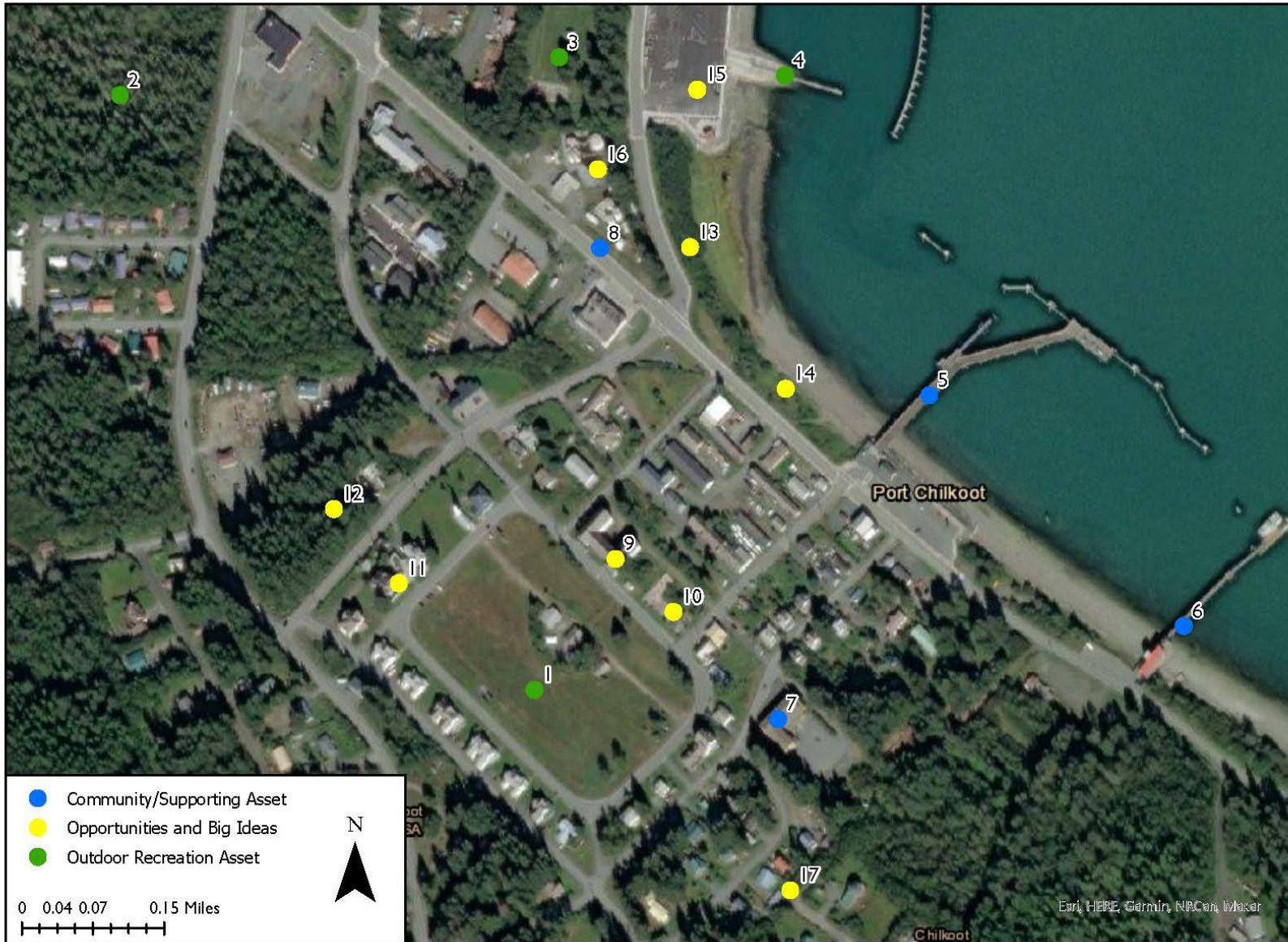
Type	Comment	Label
Outdoor Recreation Asset	Community park/snow storage	1
Outdoor Recreation Asset		2
Community/Supporting Asset	Starvin Marvin Gardens School Trail	5
Opportunities and Big Ideas	Trails	12
Outdoor Recreation Asset	Harbor	3
Community/Supporting Asset	Sheldon Museum	6
Community/Supporting Asset	Hammer Museum	7
Community/Supporting Asset	ANB Hall	8
Community/Supporting Asset	Library	9
Community/Supporting Asset	Brewery	10
Community/Supporting Asset	Trail	11
Outdoor Recreation Asset	School park	4
Opportunities and Big Ideas	Restaurants	13
Opportunities and Big Ideas	Greenspace	14
Opportunities and Big Ideas	Restaurants	15
Opportunities and Big Ideas	Greenspace (preservation)	16



RECREATION ECONOMY for RURAL COMMUNITIES | HAINES DOWNTOWN, AK

**Fort Seward Map:**

Type	Comment	Label
Outdoor Recreation Asset	Parade Grounds Chilkoot Indian	1
Outdoor Recreation Asset	Association trail system	2
Outdoor Recreation Asset	Tlingit Park	3
Outdoor Recreation Asset	Harbor	4
Community/Supporting Asset	Cruise ship dock Chilkoot Indian	5
Community/Supporting Asset	Association dock	6
Community/Supporting Asset	Chilkat Center	7
Community/Supporting Asset	Bald Eagle Foundation	8
Opportunities and Big Ideas	Ft. Seward	9
Opportunities and Big Ideas	Sculpture Garden	10
Opportunities and Big Ideas	Restaurants	11
Opportunities and Big Ideas	Closed Campground	12
Opportunities and Big Ideas	Trails	13
Opportunities and Big Ideas	Trails	14
Opportunities and Big Ideas	EV charging station	15
Opportunities and Big Ideas	Possible mural/artwork	16
Opportunities and Big Ideas	Elijah's trail	17



RECREATION ECONOMY for RURAL COMMUNITIES | HAINES FORT SEWARD



### Itinerary Planning Exercise

In this exercise, workshop participants sketched out an ideal two or three-day trip for different types of visitors who might be coming to the area. The group explored what activities, lodging, supplies, gear, and transportation they would need to support their visit. This exercise helped to illustrate opportunities and gaps in the outdoor recreation economy in Haines.

*Itinerary 1:* Family with two kids (ages 7 and 12), traveling in the summer

Activity	Location/ destination	Supplies and services needed, source	Transportation/ route to next stop
Arrive by Ferry w/ Car	Ferry Terminal	Groceries, Gas, Growler for Beer	Car/Drive
Camping at Chilkat State Park			Car/Drive
Hike Seduction Trail – Ayiklutu			
Beer/playground	Drop kids at playground and get a beer		Walk
Get to-go pizza	Alpenglow		Walk
Bear watching	Chilkoot River		Car/Drive

*Itinerary 2:* Group of 5 Heli-skiers traveling in March

\*This group noted the difference between independent visitors versus guided visitors and noted that independent travelers might have a harder time navigating, given that activities could be booked/hard to find.

Activity	Location/ destination	Supplies and services needed, source	Transportation/ route to next stop
Arrive by Seaplane	Airport	Gas	Rent a car
Stay at AirBnB in town			
Weathered in! Oh no!			
Library for internet	Library		
Bald Eagle Foundation + Hammer Foundation + Sheldon Museum +Bookstore	Main Street Businesses Visitor Center		
Walk to Battery Pt.	Road to Battery Pt.		
Boat ride? Snowmachine?			
Bonfire	Along river		

**Gaps:**

- Businesses that are open.
- Transportation, especially to and from key locations in the community.
- Weather + seasonal challenges.
- Expense/cost of getting here.

**Opportunities:**

- More regional partnerships, with nearby communities like Skagway, etc.
- Provide information/services to independent visitors/tourists.
- Trail access – create public access for trails (improve marking) ACCESS is primary goal.
- Multi-use trails.
- Mecca for road biking, mountain biking, cross country skiing -> destination -> get the word out.

**Actions:**

- Create more transportation options – shuttle could be more consistent (Borough funded?).
- Expand outdoor recreation opportunities (like cross country skiing).
- Address trails access issues (big barrier).

**Challenges:**

- Bringing car on ferry is hard to plan ahead.
- Will restaurants be open?
- Bear conflict.
- Overcoming at the state park.
- Can't drive to Chilkoot Lake in winter.

*Itinerary 3: Young family with children traveling on a Saturday in April*

Activity	Location/destination	Supplies and services needed, source	Transportation/route to next stop
Hike Chilkat Beaches	Beach combing	Shoes, coat	Access from town
Pool	At the pool	Swimsuit, towel, pass	Access from town
Ski	25 Cross Upper Valley 35 Powder Mountain	Guide, skis, GEAR	Car/Rental/Guide
Kayak	Lake/Ocean	Rentals, Dining	
Museum?			
Aurora watching			
Kite Ski			
Wildlife viewing			

**Gaps/Challenges:**

- Food.
- Gear.
- Transportation.
- Guide services.
- Weather.
- Infrastructure.
- Regulatory system for tourism.

**Opportunities:**

- Active families marketing.
- Access to the outdoors.
- Business to “shoulder season.”

**Actions:**

- Regulatory system engagement.
- Marketing winter tourism.
- Race opportunities.
- Coordination with DOT & SEC.
- Guided Haines Expedition/Summer:
  - Overnight rafting trip.
  - Chilkat Kwaan Heritage Center.
  - Multi-day hiking.
  - Bike tours.
  - Charter fishing.
  - Overnight kayaking.
  - Guided fishing.
  - Wildlife viewing.

## Offers and Asks

At the conclusion of the workshop, each participant shared one offer, something they can or would like to provide to advance the action plan, and one ask, what they hope or expect from the process moving forward.

<b>Name</b>	<b>Offer</b>	<b>Ask</b>
Eben Sargent	Support HHATS Activities to create and facilitate public use cabin + trails.	Community engagement.
Amanda Poncy	Continue to lead this group through the process + connecting you with resources to help advance the plan.	Recommendations for how to spend our last day-and-a-half in Haines. Continue to stay engaged!
Jessica Kayser Forester	Trained facilitator, community planner, strategist, understanding of land management and permitting – happy to provide services.	We are able to implement some low hanging fruit to enroll more people in understanding the importance of outdoor recreation in the community.
Tom Morphet	Writing skills and public advocacy for all proposed projects.	Projects like this stumble and sputter over time. The key is to keep the flame lit and have patience.
Cindy Zuluaga Jimenez	Continue to be the point of contact for Haines for the RERC Action Plan.	Collaboration with local/federal/tribal governments. Community consensus on plan objectives.
Ángel Peña	To see the development of action through.	To be invited back.
Michael Wald	To bring active tourists to Haines. Help build trails.	Take action.
Anne Marie Palmieri	I can provide time, organization, and skills in community development projects and to help with walking trails project.	Hope that the momentum moves forward. It would be great if the Borough could fully fund HEDC.

Greg Palmieri	Haines State Forest management collaboration. GIS data on existing trails.	Development of effective recreation planning and execution of projects.
Tracy Wirak-Cassidy	Provide grant seeking support and volunteer/organization coordination.	Sustainable recreational opportunities that acknowledge the history and culture of the community.
Darsie Culbeck	Engaged board member of HEDC during the planning process. Advocate for Assembly approval of plans.	Comprehensive plan that will be used to secure project funding.
Harriet Brouillette	Chilkoot Indian Association has funding for trails + trail maintenance. Tanani Point – plans for outdoor recreation park.	Letters of support. Connections with funders.
Derek Poinsetta	Takshanuk is happy to volunteer wherever we can – various staff listed to lead efforts.	Success in bringing people – especially Borough leadership – into a positive and collaborative project.
Natalie Dawson	Help find financial resources to build and maintain trails along with long-term partners to steward resources forward.	Make these things happen.
Lizzy Dean	Minimum of one year of planning and facilitation support from the RTCA program that expands on this action plan or moves forward the trail system component.	Participation of community. Open mindedness. Honesty and communication of needs and success of work.
Katie Craney	Support in maintaining existing trails and support	Hope this process shows user groups that

	planned and future wayfinding projects.	developing plans and following through is a win/win.
Chip Lende	HEDC board. Trail maintenance experience and years of outdoor recreation & board experience.	Realize outdoor recreation as an economic driver in Haines.
Andrew Letchworth	Facilitate connection meetings between organizations and stakeholders. Apply for grant funding for ski lift facilitator/developer for \$12k/15k for 6 month push through Denali Commission.	Don't leave me hanging. Don't reject me based on my organization's mission.
Katie Emma Begly	Perspective on what a successful tourism economy looks like versus building community buy-in.	Respect for individual residents and business operators in regards to easing regulatory and tax burdens.
Greg Schlachter	Advocacy and volunteer support for trail initiatives.	Tangible successes in the near term.
Steph Bertaina	Help get this action plan to the finish line, connect to federal/state partners, and to connect all to the Mad River Valley in Vermont.	Stay engaged + tell friends. Trust the process.
Erik Stevens	Mapping Services, photography, continued dedication to developing winter recreation.	Pursuing summer recreation goals, don't lose sight of winter as well. Give both equal efforts and considerations
Lindsay Johnson	Make trail maintenance priority list/tracker tool.	Projects completed, entities engaged.
Alyson Martin	Volunteer manual labor, administrative work, grant managing.	The energy of this workshop be continued. Conversation and action.



## Additional Written Comments

One workshop participant provided the planning assistance team with the following written comments and asked that they be included as an addendum in the plan:

#1 A trail (summer and winter) up the mountain off Lutak (already used by many in the winter) but that could also be used by others all seasons that would overlook Chilkoot Lake/Chilkoot River Valley.

#2 A limited restoration of the landslide area on Beach Road that would include encouraging meandering stream channel and mostly natural greenery. And maybe some spots where folks could plant things as a love memorial. And a sort of designated trail area both above and below the road. The whole area being designated a David and Jenae Memorial Park. Would require bereaved family and community permission.

#3 Movement forward on waterfront trail Beach Road End to Lutak Bridge. Phases. Priorities. Timelines.

#4 Waterfront trails along Chilkat from 4-mile to 10-mile. And sections beyond where possible.

#5 Additional outhouses and a maintenance plan for those that would include hand-sanitizer available. Ask State Parks for sanitizers in their restrooms & bear monitor.

#6 Clarify which entities are responsible for maintenance for plowing, trash removal, and restrooms at Tanani and Picture Point, and other pullouts and access to beaches.

#6 Maintenance in winter of access to waterfront beaches and trails including expanded parking at Chilkoot Bridge area, a commitment to plowing existing parking such as Tanani, Picture Point pullouts and trails to beaches, Bald Eagle Preserve pullouts and trail maintenance, and clearing of berms at openings to trails along Chilkat beach, Portage Cove Beach, Lutak waterfront and other areas frequently used by families and elders in the community.

#7 Jones Point to River Road Trail. Maintained and brushed.

#8 Encourage P&Z (and Roger Schnabel) to require a plan for trails and parks in all new subdivisions of over 40 lots. (Not too late for Hillside subdivision?)

119 Study up on how to protect lands, green space, wildlife corridors, with help from Nature Conservancy and other organizations that help preserve green space through easements and trusts.

#10 Grant writing to help provide funding for all of the above

From Thursday night: Insert the word healthy into the four guiding principles and ensure that it is clear that goals and projects are for residents as well as tourists in order to maintain and promote healthy, sustainable economic development. Wayfinding and signage should include Tlingit as well as English place names. Improve winter access to pullouts, trails, and beaches. Survey senior citizens and families for their needs.

Consider biking lanes and access for canoes, kayaks, paddle boards to inlets & lakes.

## APPENDIX C: 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>

Federal Funding and Technical Assistance.....	C-2
Non-Federal Funding and Technical Assistance .....	C-15
State-Specific Funding and Technical Assistance .....	C-21

## Federal Funding and Technical Assistance

Americorps – Americorps Seniors Native Nations and Indigenous Elders Senior Demonstration Program: The program was created to invest in Americorps Seniors projects focused on Indigenous and Native communities, advancing opportunities for older adults to make an impact, through their time and experience. Through the Native Nations and Indigenous Elders SDP funding opportunity, applicants must demonstrate how they will engage adults ages 55 and older to address one or more of the Indigenous Elders SDP priorities.

<https://americorps.gov/funding-opportunity/fy-2023-ameri-corps-seniors-native-nations-indigenous-elders-senior>

Americorps – State and National Native Nations Planning Grants: AmeriCorps is committed to working on a Nation-to-Nation basis with Native Nations and upholding the federal government’s Tribal trust responsibility. AmeriCorps planning grants provide support to a grant recipient to develop an AmeriCorps program that will engage AmeriCorps members in implementing evidence-based interventions to solve community problems. Grant recipients are awarded up to \$240,000 for a 12-month planning period and are encouraged to compete for an AmeriCorps program grant in the following grant cycle if they deem the fit with AmeriCorps to be of use to their community.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=343170>

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/business-development-resolving-loan-fund-grants/>
- ARC State Program Managers:  
[https://www.arc.gov/state\\_partner\\_role/state-program-manager/](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—Challenge America: Challenge America offers support primarily to small organizations for projects in all artistic disciplines that extend the reach of the arts to groups/communities with rich and dynamic artistic and cultural contributions to share that are underserved.

<https://www.arts.gov/grants/challenge-america>

National Endowment for the Arts - Citizen's Institute on Rural Design: CIRDC is a program of the National Endowment for the Arts, in partnership with the Housing Assistance Council and design partner, To Be Done Studio. The program supports Local Design Workshops that address the selected community's specific rural design challenge, and a Design Learning Cohort program that will invite at least 15 rural communities to engage in peer learning and expert-led sessions online. All rural communities of 50,000 or less are eligible to apply for the CIRDC opportunities. Applications from nonprofits, tribal or municipal governments, regional planning and arts organizations, and other community partners are accepted.

<https://www.rural-design.org/>

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 (NFWF) – 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) – Chesapeake Gateways Network Grants: NPS Chesapeake Gateways welcomes grant proposals purposely focused on advancing equity, inclusion, accessibility, and community engagement across two strategic themes: Advance a Major Inclusive Interpretive Initiative with an Equity Lens and Promote Resilient Communities & Landscapes Through Tourism, Sustainability, Conservation & Local Economies. Eligible communities are located in the Chesapeake Bay watershed region.

<https://www.nps.gov/chba/getinvolved/grants.htm>

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](http://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>

Northern Border Regional Commission (NBRC) – Catalyst Program: The purpose of this program is to stimulate economic growth and inspire partnerships that improve rural economic vitality across the four-state NBRC region. The Catalyst Program includes funding from NBRC's core appropriations (SEID) and the Infrastructure Investment and Jobs Act (IIJA). Catalyst funds will be used to support the economic revitalization of

Northern Border communities through investments in infrastructure and non-infrastructure projects.

<https://www.nbrc.gov/content/Catalyst>

Northern Border Regional Commission (NBRC) – Forest Economy Program: The purpose of this program is to support the forest-based economy, and to assist in the industry's evolution to include new technologies and viable business models across the 4-state NBRC region. Whether funded directly or through partnerships, funds will be awarded to support projects in the forest economy, which may include community development projects, workforce training and development initiatives, marketing and education campaigns, business planning and technical assistance support, and public infrastructure projects.

<https://www.nbrc.gov/content/FEP>

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](https://www.hud.gov/program_offices/comm_planning/coc/specialCoCNOFO)

U.S. Department of Labor – Workforce Opportunity for Rural Communities (WORC): The WORC Initiative funds grant projects within the Appalachian, Lower Mississippi Delta, and Northern Border regions. These grants are designed to address the employment and training needs of the local and regional workforce, created in collaboration with community partners and aligned with existing economic and workforce development plans and strategies.

<https://www.dol.gov/agencies/eta/dislocated-workers/grants/workforce-opportunity>

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

U.S. Department of Transportation – Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation Program (PROTECT): Provides funding to ensure surface transportation resilience to natural hazards including climate change, sea level rise, flooding, extreme weather events, and other natural disasters through support of planning activities, resilience improvements, community resilience and evacuation routes, and at-risk coastal infrastructure.

<https://www.transportation.gov/rural/grant-toolkit/promoting-resilient-operations-transformative-efficient-and-cost-saving>

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 and Tribal Assistance Pilot Program: The BIL created the Rural and Tribal Assistance Pilot Program, which makes \$10 million available over five years to provide states, local governments, and tribal governments with grants to support project development leading to future applications to DOT credit or grant programs. The grants can support legal, technical, and financial advisors to help them advance infrastructure projects. The first notice of funding opportunity will include two fiscal years and will make \$3.4 million available to eligible applicants on a first-come, first-served basis.

<https://www.transportation.gov/buildamerica/RuralandTribalGrants>

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](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) – 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) - Public Works and Economic Adjustment Assistance Programs. Through this program, EDA provides grants ranging between \$100K to \$30million (with EDA Funding 50-80% of project costs depending on certain criteria). Each project funded under this program must be consistent with at least one of EDA’s Investment Priorities: 1. Equity 2. Recovery & Resilience 3. Workforce Development 4. Manufacturing 5. Technology-Based Economic Development 6. Environmentally-Sustainable Development 7. Exports & Foreign Direct Investment. Each project must be consistent with the region’s current Comprehensive Economic Development Strategy (CEDS), or if a CEDS does not exist, an equivalent EDA-accepted

regional economic development strategy that meets EDA's CEDS or strategy requirement.

<https://www.eda.gov/funding/funding-opportunities/category?category=266289>

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 Government-to-Government (EJG2G) Program - The EJG2G program provides funding to governmental entities at the state, local, territorial and tribal level to support and/or create model government activities that lead to measurable environmental or public health results in communities disproportionately burdened by environmental harms and risks.

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

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>

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 – Inflation Reduction Act Funding for Rural Development (IRA): IRA represents the largest single investment in rural electrification since the passage of the Rural Electrification Act in 1936. The Act provides funding to USDA Rural Development to help eligible entities purchase renewable energy and zero-emission systems and make energy-efficiency improvements that will significantly reduce greenhouse gas emissions.

<https://www.rd.usda.gov/inflation-reduction-act>

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 – Rural Innovation Stronger Economy (RISE) Grants: The Rural Innovation Stronger Economy (RISE) Grant Program offers grant assistance to create and augment high-wage jobs, accelerate the formation of new businesses, support industry clusters and maximize the use of local productive assets in eligible low-income rural areas.

<https://www.rd.usda.gov/programs-services/business-programs/rural-innovation-stronger-economy-rise-grants>

USDA Rural Development – Rural Microentrepreneur Assistance Program: The program provides loans and grants to Microenterprise Development Organizations (MDOs) to help microenterprises startup and growth through a Rural Microloan Revolving Fund. The program also provides training and technical assistance to microloan borrowers and micro entrepreneurs.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=343324>

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. Includes grants and loans for rural housing, housing preservation, and direct home loans. 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](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>

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

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

Institute of Museum and Library Services – Native American Library Services Enhancement Grants: This program is designed to assist Native American tribes in improving core library services for their communities. Reflecting IMLS's agency-level goals of championing lifelong learning, strengthening community engagement, and

advancing collections stewardship and access, the goals for this program are to improve digital services to support needs for education, workforce development, economic and business development, health information, critical thinking skills, and digital literacy skills; improve educational programs related to specific topics and content areas of interest to library patrons and community-based users; and enhance the preservation and revitalization of Native American cultures and languages.

<https://www.imls.gov/grants/available/native-american-library-services-enhancement-grants>

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](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.

- Acquisition Funding: <https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/acquisition-funding/>
- Bipartisan Infrastructure Law Trail and Infrastructure Funding: [https://www.railstotrails.org/media/1167725/bil\\_eligibilities\\_2021final.pdf](https://www.railstotrails.org/media/1167725/bil_eligibilities_2021final.pdf)
- Carbon Reduction Program: <https://www.railstotrails.org/policy/funding/climate/crp/>
- Congestion Mitigation and Air Quality: <https://www.railstotrails.org/policy/funding/climate/cmaq/>
- Earmarks: <https://www.railstotrails.org/policy/funding/earmarks/>
- Neighborhood Access and Equity Grant Program: <https://www.railstotrails.org/policy/funding/equity/nae/>
- New Federal Funding for Trails: <https://www.railstotrails.org/policy/funding/>
- Maintenance Funding: <https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/maintenance-funding/>
- Rural Surface Transportation Grant: <https://www.railstotrails.org/policy/funding/rstg/>

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-aHR0cHM6Ly93d3cuc2h1bGwudXMvc3VzdGFpbmFiaWxpdkhkvcmVxdWVzdC1mb3ltYS1ncmFudC1mcm9tLXNoZWxsLmh0bWw>

Smart Growth America – Community Connectors Grants: The Community Connectors program to help advance locally driven projects that will reconnect communities separated or harmed by transportation infrastructure and tap available federal and state funds to support them. 15 teams from small to mid-sized cities (between approximately 50,000 and 500,000 in population) will be selected to receive a capacity-building grant to advance these projects.

<https://smartgrowthamerica.org/program/community-connectors-grants/>

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/>

The Conservation Fund – Balancing Nature and Commerce Course: The Conservation Fund's Conservation Leadership Network offers several resources, including the Balancing Nature and Commerce Course. This course is an opportunity for gateway communities from around the country to participate in 2 webinars and a 3-day in-person workshop to catalyze collaborative action, cultivate local leadership and advance solutions. During the course, community-based teams will identify opportunities to build healthier communities based upon their unique assets and hear about the latest trends in resilient natural and cultural resources, diverse recreation assets, accessibility as a foundation, and revitalized main streets and downtowns. Teams will develop specific action plans for implementation when they return home.

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

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>

Toshiba America – Toshiba America Foundation Grants: Sixth to 12th grade teachers can apply for a grant of up to \$5,000 and more than \$5,000 to help bring an innovative project can improve STEM (Science, technology, engineering, and math) learning in their classroom. Applications must be for project-based learning.

<https://www.toshiba.com/taf/612.jsp>

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.ifnfgiants.org/>

Vision Maker Media – Fund Your Film: Vision Maker Media funds Native American and Alaska Native media at all stages of development, including Native Youth media projects, creative shorts, and public media.

<https://visionmakermedia.org/fund-your-film>

## State-Specific Funding and Technical Assistance

### Alaska

Alaska Department of Commerce, Community, and Economic Development – Community Assistance Program: The Community Assistance Program (CAP) provides Alaska’s boroughs, cities, and unincorporated communities with funds vital to the delivery of basic public services. CAP funds can be used for any public purpose that have been determined as a priority of the funding recipient.

<https://www.commerce.alaska.gov/web/dcra/GrantsSection/CommunityRevenueSharing.aspx>

Alaska Department of Commerce, Community, and Economic Development – Community Development Block Grants: The goals of the Alaska Community Development Block Grant Program (CDBG) are to provide financial resources to Alaskan communities for public facilities and planning activities which address issues detrimental to the health and safety of local residents and to reduce the costs of essential community services. The program may also fund Special Economic Development activities which result in the creation of jobs for low- and moderate-income persons.

<https://www.commerce.alaska.gov/web/dcra/GrantsSection/CommunityDevelopmentBlockGrants.aspx>

Alaska Department of Commerce, Community, and Economic Development – Small Business Assistance Center: Thinking about starting or growing a business? The Small Business Assistance Center provides direction for entrepreneurs, start-ups, and existing businesses in Alaska.

<https://www.commerce.alaska.gov/web/ded/DEV/SmallBusinessAssistanceCenter.aspx>

Alaska Department of Environmental Conservation (DEC) – DEC Brownfields Assessment and Cleanup (DBAC) Program: DEC can provide technical assistance and site-specific services through its DBAC program, including conducting environmental site assessments, cleanups, and cleanup planning activities of contaminated or potentially contaminated properties.

<https://dec.alaska.gov/spar/csp/brownfields/assessment-cleanup/>

Alaska Department of Fish and Game – Wildlife Restoration: The Federal Aid in Wildlife Restoration Act, often referred to as the Pittman-Robertson Act, provides funds to state fish and wildlife agencies and territories for wildlife management and research, and also funds projects to restore, conserve, and enhance wildlife populations and their habitats. Projects also include providing public use and access to wildlife resources, hunter education, and development and management of shooting ranges.

<http://www.adfg.alaska.gov/index.cfm?adfg=access.hunter>

Alaska Department of Health and Human Services – Social and Economic Development Strategies for Alaska (SEDS-AK): SEDS-AK is designed to provide targeted support for Village-specific projects to improve and enhance the core capacity of Alaska Native



Village governments, who are central to fulfilling social and economic self-sufficiency in Alaska. This program supports the principle that social and economic development is interrelated and essential for the growth of thriving Native communities. ANA is interested in supporting community-driven projects that build and strengthen core governmental capacity in the areas of administration and project management at the Alaska Native Village level.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=329542>

Alaska Department of Natural Resources Division of Parks and Outdoor Recreation – Historic Preservation Fund: This federally funded matching grant program provides two types of grants. The Certified Local Government (CLG) Program is a 60/40 matching grant program is only open to local governments that are certified through the Alaska State Historic Preservation Officer. The CLG program is concerned with preserving properties significant in history, architecture, engineering, archaeology, and culture. The purpose of the program is to assist local governments in the identification, evaluation, and protection of historic properties. The Historic Preservation Fund Development/Predevelopment Grant Program is a 50/50 matching grant program provides funding for Alaska buildings and structures listed in the National Register of Historic Places, individually or as a contributing property to a historic district.

<http://dnr.alaska.gov/parks/oha/designations/grants.htm>

Alaska Department of Natural Resources Division of Parks and Outdoor Recreation – Land and Water Conservation Fund: This 50/50 federal matching grant program was established to provide a nationwide legacy of high-quality outdoor recreation. Projects range from wildlife viewing areas to neighborhood parks; from downhill ski areas to handicapped accessible trails; from our most urban areas to our most rural areas. Local, regional, and state entities with legal authority to provide outdoor recreation services on public lands are eligible to apply for LWCF assistance.

<http://dnr.alaska.gov/parks/grants/lwcf.htm>

Alaska Department of Natural Resources Division of Parks and Outdoor Recreation – Recreation Trails Grant Program: The Recreational Trails Grant Program is for development and maintenance of trails and facilities, acquisition of trail rights-of-way, and development of safety and environmental protection education programs. This matching grant program provides up to \$100,000 to successful applicants.

<http://dnr.alaska.gov/parks/grants/trails.htm>

Alaska Department of Natural Resources Division of Parks and Outdoor Recreation – Snowmachine Grant Program: Snowmachine Trail Grants are available for developing snowmachine safety and education programs and projects.

<http://dnr.alaska.gov/parks/grants/snowmotr.htm>

Denali Commission – As a grant making agency, the Denali Commission implements its mission through partnerships: The Denali Commission will partner with tribal, federal, state, and local governments and collaborate with all Alaskans to improve the effectiveness and efficiency of government services, to develop a well-trained labor force employed in a diversified and sustainable economy, and to build and ensure the operation and maintenance of Alaska’s basic infrastructure.

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

State of Alaska – Designated Legislative (DL) Grants: Communities and organizations seek funding through their state senators and representatives for identified capital projects. DL Grants may include feasibility studies, construction projects, building improvements and upgrades, design and engineering, land acquisition, and equipment purchase, upgrades, or repairs. Appropriations are included in the Capital Bill by the legislature at their discretion, with final approval by the governor. Under the governor’s discretion, project funding may be reduced or vetoed entirely.

<https://www.commerce.alaska.gov/web/dcra/GrantsSection/DLGrants.aspx>

University of Alaska Anchorage – Business Enterprise Institute: The University of Alaska Anchorage (UAA) Business Enterprise Institute (BEI) links economic development programs across the University of Alaska (UA) system and supports businesses and entrepreneurial capacities across Alaska. BEI provides a platform for high-level consultancy between industries and UAA. Providing economic development-related research and technical assistance, high-level professional education, small business development services and economic ecosystem enhancement for Alaska, BEI serves as a bridge to expertise and talents throughout UAA.

<https://www.uaa.alaska.edu/academics/business-enterprise-institute>

## 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, 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>

Community Engagement, Diversity, Equity, and Inclusion.....	D-2
Community and State-Specific Strategies and Examples.....	D-3
Land Conservation, Stewardship, Parks, and Health.....	D-4
Main Street Revitalization and Economic Development.....	D-5
Outdoor Recreation.....	D-8
Trails and Transportation.....	D-13

## 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/>

<https://www.aianta.org/resources/publications/>

Appalachian Regional Initiative for Stronger Economies. *A Regional Multistate Collaboration Toolkit*. (2022). The Appalachian Regional Initiative for Stronger Economies (ARISE) is intended to support economic, workforce, and community development projects through partnerships across states in the Appalachian Region with planning and implementation grants funded under the Infrastructure Investment and Jobs Act of 2021. This toolkit provides case study examples of successful regional multistate partnerships and offers more detailed information regarding partnership building, grant operations, challenges, and best practices involved in building a successful multistate initiative.

[https://www.arc.gov/wp-content/uploads/2022/08/Case-Studies-](https://www.arc.gov/wp-content/uploads/2022/08/Case-Studies-Toolkit_Final_081522r1.pdf)

[Toolkit\\_Final\\_081522r1.pdf](https://www.arc.gov/wp-content/uploads/2022/08/Case-Studies-Toolkit_Final_081522r1.pdf)

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.org/>

Together Outdoors: Together Outdoors is an initiative of the Outdoor Recreation Roundtable and is a coalition of under-represented individuals and diversity, equity, and inclusion champions on the frontlines who are working to make the outdoors more

inclusive for all. This coalition has been and will continue to be designed and pursued in close partnership with these key experts who are actively work together to make the outdoors a more inviting place through education, inclusion, equity, and action. Together Outdoors has created a Resource Hub that features search functionality – the ability to sort content by resource type, focus area, activity type, target group, or activity. Users also able to submit content and organizations.

<https://resourcehub.togetheroutdoors.com/>

## Community and State-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. *Skowhegan Americorps Outdoor Recreation Program*. (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.

<https://www2.tompkinscountyny.gov/files2/tourism/2018-April-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](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.fs.usda.gov/nrs/pubs/gtr/gtr\\_nrs156.pdf](https://www.fs.usda.gov/nrs/pubs/gtr/gtr_nrs156.pdf)

### **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](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>

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://democracycollaborative.org/programs/cwb>

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. Department of Agriculture Rural Development & University of Kentucky. *Rural America Placemaking Toolkit* (2022). This toolkit is a resource guide to showcase a variety of placemaking activities, projects, and success stories across rural America. Specifically it includes a Technical Assistance Directory, Financial Assistance Directory, and a Placemaking Assessment Survey.

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

U.S. EDA. *Tools for Economic Development*. Through the Research and National Technical Assistance Program, the U.S. Economic Development Administration (EDA) funds the development and dissemination of new tools for economic development practitioners and policymakers to utilize to help make informed development decisions.

<https://www.eda.gov/grant-resources/tools>

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

Aspen Institute Community Strategies Group, *Growing Rural Equitable Outdoor Recreation Economies*. The Aspen Institute has several resources on the topic of making outdoor recreation economies more equitable for rural communities. <https://www.aspeninc.org/growing-rural-equitable-outdoor-recreation-economies/>

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. <https://headwaterseconomics.org/outdoor-recreation/> Several relevant reports are listed below:

- *The Amenity Trap: How High-Amenity Communities Can Avoid Being Loved to Death.* (2023). A report analyzing four major challenges and ways they uniquely affect amenity communities: housing, infrastructure, fiscal policy, and natural disasters. <https://headwaterseconomics.org/outdoor-recreation/amenity-trap/>
- *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.* (2021, updated 2023). 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/recreation-symposium/>

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*. (2023). Study showing levels of participation in outdoor activities.  
<https://outdoorindustry.org/resource/2023-outdoor-participation-trends-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/2017/08/Headwaters-Economics-v4-Screen.pdf>
- *State-Level Outdoor Recreation Reports*. (2021). 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](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://industry.traveloregon.com/wp-content/uploads/2016/08/Outdoor-Industry-Association-White-Paper-on-State-Leadership-Roles-for-Outdoor-Recreation.pdf>

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/>

- *Outdoor Career Path Module*. These interactive profiles showcase real people in the outdoor industry and the career paths, motivations, and work / life balance attributes that have propelled them in their work.
- *Outdoor Rec Drives Jobs: Careers in the Recreation Economy*. (2023). This report provides a comprehensive look at the outdoor recreation economy and the breadth of high-quality jobs that exist within, tailored to workers with a variety of skillsets. It also includes links to workforce resources and academic programs supporting work in the recreation economy.

<https://osucore.s3.us-west-2.amazonaws.com/orr-workforce-profiles-2022/story.html>

- *Outdoor Recreation Drives the American Economy*. This section of the ORR website hosts summary economic statistics overall and by state. The State site hosts summary statistics on the outdoor recreation economy by state, each of which links to the more detailed state report published by the US Department of Commerce Bureau of Economic Analysis Outdoor Recreation Satellite Account (ORSA) data.

<https://recreationroundtable.org/resources/national-recreation-data/>  
<https://recreationroundtable.org/resources/state-recreation-data/>

- *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/>
- *Work in the Outdoors: Resources to Support the Outdoor Workforce and Career Paths in the Rec Economy* (2022). To release the “Outdoor Rec Drives Jobs” report, ORR used this webinar to feature several of the outdoor professionals featured in the report and to share about their connection to the outdoor workforce.  
<https://www.youtube.com/watch?v=UOYCPtKIJkk>

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](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/treesearch/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/usdard\\_recreational\\_economy508.pdf](https://www.rd.usda.gov/sites/default/files/usdard_recreational_economy508.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/research/treesearch/54602>

Utah State University. *Gateway & Natural Amenity Region (GNAR) Initiative*. The GNAR Online Community Toolkit is designed to be a resource for planners, public officials, community members, consultants, and all others who are working in communities with access to significant natural amenities and recreation opportunities. This toolkit provides resources, case studies, model ordinances, and other tools to help GNAR communities plan for and respond to the unique planning, transportation, economic, community development, and sustainability challenges and opportunities they face. The toolkit is a living resource; it will grow and adapt in order to provide the most useful and up-to-date information possible.

<https://www.usu.edu/gnar/toolkit>

## 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. *Increasing Physical Activity Through Community Design*. 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/activity-friendly-routes-to-everyday-destinations.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/](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/)

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/funding/funding\\_opportunities.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.pdf)

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/fhwahep17024\\_lg.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwahep17024_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/>

Sate Routes to School National Partnership. *Dollars and Deadlines: A State-by-State look at the Transportation Alternatives Program*. The Transportation Alternatives program is a primary source of federal funding for biking and walking improvements. The Safe Routes Partnership created state-specific fact sheets that detail how local communities can access these funds.

<https://www.saferoutespartnership.org/blog/dollars-and-deadlines-state-state-look-transportation-alternatives-program>

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