



## Appendix E: Public Workshops Summary & Notes



## WORKSHOP PROCESS AND RESULTS

Celilo Planning Studio held two community workshops in early April 2012. The workshops, adapted from the Travel Oregon Bicycle Tourism Studios, were held to solicit ideas directly from community members about what the town needed to do to connect to the region's trails and attract more recreational visitors. Two workshops with identical agendas were held to allow people to attend when it was more convenient for them. The workshops were scheduled for three hours on Tuesday April 3 at 5:30 pm, and on Saturday April 7 at 1 pm. They were advertised with flyers posted around town and on the local TV station, and community members, TAC members, CLAC members, and business owners were sent direct email invitations and reminders to encourage attendance. Sixteen people attended the April 3 workshop, and fourteen people attended the April 7 workshop.

The workshops began with a short presentation to set the context of the project and explain the goals of the workshop. The remainder of the time was broken into three primary breakout sessions with small groups. The first session focused on ideas for improving trails, trail amenities, wayfinding, and other recreational facilities in the area. The second session focused on ideas for improving businesses and services in town for trail users. After these two sessions, the workshop attendees identified their

top two or three ideas that they wanted to discuss implementation strategies. Ideas that did not receive votes for the implementation discussion were still to be considered in the plan. The third breakout session then focused discussions on the actions and leadership that would be required to carry forward these top ideas.

The attendees were provided with agendas, guidelines for group brainstorming work, and worksheets with prompts to help them formulate ideas. These materials are included at the end of this appendix. The following pages summarize the notes collected at the workshops and the top ideas identified by the attendees.



# NOTES FROM WORKSHOPS: APRIL 3, 2012

## Breakout Session 1: Trail Opportunities

### **Group 1**

Dry Creek Trail (waterfall)

- Sign on the N side of the I-84 bridge
- Sign at Dry Creek Road
  - Say how far it is to reach the falls

Form organized trail groups

- Make work more legitimate to the USFS
- Easy to form a non-profit
- Strong advocacy for trails in the community

Get youth involved

Encourage access between downtown & the Easy-CLIMB trail along Frontage Road

### **Group 2**

Coordinated mapping / signage system in the Gorge

Wayfinding / distances

- Coordination is very important
- Smart phone apps
- Identify interesting stops / destinations
- Different uses / skill levels

Historic / maps & wayfinding information

- Suggested routes to special historic features
- Identify cultural landmarks

Maps for hiking / biking

- Identify safe routes for skill levels
- Mode specific

Legend for Pass types (state, fed)

Better in town signage

Improve trail marketing and branding

Herman Creek needs better maintenance

- Muddy

Backcountry horsemen

Hood River High School

- Coordinating youth groups currently involved in trail maintenance

Improve trail program / organization

Wyeth Trail Bridge (creek crossing)

### **Group 3**

Downtown Trail Map

- Trail info (e.g. difficulty)
- What can you see on a hike (e.g. waterfalls - Tunnel Falls, Punch Bowl)

Places to locate a BIG, large scale trail map

- Columbia Market
- East Wind (ice cream / burgers)
  - Everyone stops there
- Forest Service
  - Staffed information center

Parking opportunities for trailheads

- Need to be central location
  - High visibility to draw people in and ensure safety
- Location ideas: Old hardware store, Marine Park, Big D's
- Easy access to PCT, Herman Creek, HCRH State Trail
- Develop angled parking on WaNaPa
  - Reduce speed to 25 mph
  - Develop a different downtown aesthetic

# NOTES FROM WORKSHOPS: APRIL 3, 2012

Summer is busy

- PCT to post office
- Develop youth hostel

## Breakout Session 2: Business Opportunities

### **Group 1**

Pacific Crest Pub

- Better beer

Advertising within community members

Central city kiosk

Hiking supplies and equipment

Boating rentals

State sign on I-84 for the PCT

"We Speak" program

Existing?

Firehouse Ale

Names of businesses tied to recreation / trails

Branding the "system" in Cascade Locks

- Heart of the Gorge Trails System
- Trail Hub signs on I-84
- Important to get this information into Gorge guide books

Cascade to Crown ride

- Make a bigger splash / celebration at the finish
- Utilize partners at the events

Cascade Locks Trail Days

- Citywide festival

- Connect the city to PCT trail days

- Last week in August

- Model – Damascus, VA trail days on the Appalachian Trail

- Hikes by carpool

American Trails Society Grants

- Used to be a trail days at Multnomah Falls on Father's Day

### **Group 2**

Biking / Hiking Festivals

Cyclecross

- Cross-river festival (river trails)

- Triathlon

- Sternwheeler / boat trip and biking adventure

- Stay and Play

- Demo Days for gear and business promotion

- Bridge Days

Coupons

Scenic bikeway programming

Geocaching

Maps for distribution

- Need to be sturdy

- Include hours of operation

Chairs and relaxing facilities

- Adirondack chairs

- Need rain cover

- Coffee / beer and local places to enjoy them

Bicycle hub "weigh station"

- Info

# NOTES FROM WORKSHOPS: APRIL 3, 2012

- Water
- Restroom facilities
- Bike repair equipment
- Model: City of Mosier
- Locate on property between the post office and the fire station

Healthy food options / restaurants

Spare parts / supplies for hikers and bikers

Free parking to start and finish hikes

## **Group 3**

Organized hikes

- Friends of the Gorge

Downtown storefronts

- Bike rentals
- Bike shops
- Seasonal?
- School / clinics – trails, bikes, sailing, etc.

Incentives

- Grants
- Business loans

What happens if you get a flat / need supplies in Cascade Locks?

- Columbia Market sells a repair kit
  - Perhaps they could carry basic tubes / tires in standard sizes?
- Partner with other businesses to sell repair / outdoor equipment (gas stations)

Bike Parking

- Art bike racks?
- Columbia Market
  - 20 bike racks

- **Action item** - Albert Choi needs to know what type of bicycle racks to purchase and where he can purchase them. No one knew where to purchase bike racks

- How many people bike from Troutdale?

Camping

- Port
- KOA

Medical services?

Camping combined with other businesses

- Multi-use building
- Coffee
- Brewery

Long term Parking

- For hikers who go for multi-day trips or section hike the PCT
- Currently people are directed to the Chevron and park with the 'wrecked cars'
- Could charge people to park in the Marine Park
- Destination – purchase their provisions in Cascade Locks

Oakridge Bike & Beer Festivals

- Very popular!
- Hotels are all over-booked and people are instructed to stay with residents (get a list of people / homes they can stay in)

Port

- Economic Development meeting is on April 12
- Will discuss marketing

Marketing / Advertising

- Needs to be a unified marketing front
- Advertise – Easy to ride to Cascade Locks from

# NOTES FROM WORKSHOPS: APRIL 3, 2012

Portland

- Advertise in businesses – tourism committee is going to be doing a training with employees in the spring
- Develop an elevator speech to train employees how to inform tourists about nearby trails/hiking/biking options

Votes for ideas to discuss in the Implementation Session.

## Session 1 – Trails

CONCEPT	TALLY TOTAL
Consistent map system (distances to key destinations, multi/single-use, skill levels)	10
Marketing & branding of trails	0
Historical cultural maps	0
Signage (locate trails)	6
Parking (Big D's as trailhead)	1
Railroad property parking	1
Dry Creek Trail & Waterfall (needs better signage)	2
Organize non-profit / community 'Friends of' group	1
Connect downtown to EasyCLIMB trail (use Frontage road)	2

## Session 2 – Business Opportunities

CONCEPT	TALLY TOTAL
Bike parking (Columbia market)	2
Uniform Design of bike parking	0
Bike-friendly businesses (repair shops, camping services, hardware store)	4
Campsites – more attractive	1
Long-term parking (security)	4
Marketing / Branding (elevator pitch, new trail segments, advertising, trails have own branding)	7
Bike hub (trail info, restrooms, water, repairs)	5
Hybrid festival (triathlon, scenic bikeways)	2
Demo Days	2
Central city kiosk	1
Brewery (fire house)	12
PCT Trail Days Festival / National Trail days	4

# NOTES FROM WORKSHOPS: APRIL 3, 2012

## Breakout Session 3: Implementation Strategy

### **Maps & Signage**

#### Sign locations

- Each end of town, middle
- Identify where people come
- Central locations for info / parking
  - Chamber office / business
  - So there is somebody to talk to

#### Town to claim HCRH State trail in next year

- Flyer and maps for distribution
- Downtown streetscape

#### Map

- Parking (long-term)
- Organized with key stakeholders of the HCRH State Trail
  - ODOT
- Points of reference – familiar landmarks
- Model: Tillamook County water trail map
  - Comprehensive with pictures, etc.

#### Branding Cascade Locks trail system

- All modes
- Need logo / name – “Connect Cascade Locks” / “Cascade Locks Connections”
- Involves community
- Context for name / logo

#### Website for Cascade Locks

- City has trails for all modes

#### Map

- Paper/kiosk/online
- BIG map (like ski resorts) at central locations in town

#### • Develop with....

- Wyden / Kennedy (Mike) – Renee from the Friends of the Gorge knows him personally
- Pacific College of Art
- Portland Art Institute

#### Partners

- Stevenson
- ODOT
- Friends of the Gorge
- USFS
- State / National Parks

#### Rivers & trails – funding

#### Conservation – parks

### **Fire Hall Brewery**

#### New Brewery Benefits

- Destination

#### Raw Building (Fire Hall)

- Structural Problems?
- Measurements (existing structure – needs a new roof?)
- Occupancy
- City needs to determine the building future (what next)
- Lease – attract start-up
- The city desires that a developer takes over the building to repair the structure and then gets tenants for the building. A developer is more likely to purchase the building if a tenant is already lined up

#### Fire hall zoning

- Commercial / light industrial zoning



## NOTES FROM WORKSHOPS: APRIL 3, 2012

- Downtown Overlay Development Approach
- Possible public-private partnership (welcome center? Trail hub?)
- Bike hub on location?
- Marketing to sailors
- Dirty Finger Repair Beer in Hood River
  - Bike shop / repair shop
  - Also serve beer
  - Certified mechanics are also certified bar tenders

### **Action Steps**

- Building Preparation
  - City needs to complete a structural evaluation in 30 days (early May)
  - County needs to approve status of the structure
- Marketing
  - Sell building to a developer to develop a brewery
  - Negotiate building lease / sale directly to individual brewery
  - Port becomes the developer?
    - Public/private partnership
- Leasing operation
  - Can City lease to a brewery?
  - Lease to own agreement?
  - What are the barriers to leasing?



# NOTES FROM WORKSHOPS: APRIL 7, 2012

## Breakout Session 1: Trail Opportunities

### **Group 1**

Parking access to the PCT under the freeway needs better signage to Dry Creek Falls

Signs needed on main street / downtown area to trails / directional

Need garbage cans at trailheads, doggy bags for dog owners

Dry Creek Falls

- Quick hike from town
- No one knows about it
  - Needs better signage
- Kiosk at parking area
- Moody & Venture parking lot
- Home base
  - Camping information
  - Trail information
- Should be close to the trails and have easy access from downtown
  - Wayfinding
  - Signage

Bathrooms & showers at PCT trailhead

Secure parking

Destination parking lot

- Central location
- Parking area in town
- Access trails from downtown & walk to businesses

Loop signage

- Develop trail loops / signage
- Make loops a possibility

- Not just out and back trails!

### **Group 2**

Signage

- Improve for out of town guests
- The signage to Herman Creek is good!
- Need more informational signage outside of trailheads
- Need to draw in visitors from downtown
  - Signs to trailheads from WaNaPa
- Develop flier / brochures with a trail map
- Arrows directing people from downtown to trailheads

Trail hub in downtown (like Mosier)

- Restroom
- Maps
- Brochures
- Community board
- Information
- Trail hub location
  - Toll bridge park?
  - Parking might be hard
  - Fire Hall downtown
  - Marine Park café

Dry Creek Falls is a destination hike

- Sign is installed by PCT but it gets stolen every year!
- Where should people start the Dry Ck Falls trail? How far should they drive up before they start the hike?

Vandalism issues

- PCT signs always get stolen

# NOTES FROM WORKSHOPS: APRIL 7, 2012

- People steal signage!
- Marketing plan for trails in Cascade Locks
- Articles
  - Publications
- How to direct people to trailheads from downtown?
- Sidewalks?
  - Arrows?
  - Signage
- Mobile apps for day / weeklong hiking trips?
- PCT Users
- Day hikers / weekend users are the most common hikers
  - Only 200 to 300 thru hikers a year
- Develop trail marketing strategies
- Day hike / PCT
  - Section hike PCT
    - Parking issues
    - Where can people park for secure long term parking?
    - Hotels – hold keys for drivers?
    - Shuttle cars?
- Waterfront Trail

## Breakout Session 2: Business Opportunities

### **Group 1**

Good healthy food

- Restaurant food
- Organic produce
- Farm produce – farmers market

Mobile market

- Van with farm produce will be in Stevenson

on Saturday

Microbrewery

Food Carts

- Less risky
- Develop food cart court
- What are the regulations on this?

Bike events

- Passport to Cascade Locks
  - Discounts at local businesses if you attend the event

Blackberry Beach connection

Waterfront Trail

- Family events at EasyCLIMB
- Needs to look inviting

Shuttle service to & from Portland, Multnomah Falls, Troutdale

- Cyclists could ride one way & get a shuttle home

Advertising

- Word of mouth
- Social networking
- Get organizations to blog about new trails
- CGRA
- Bike Shops
- Advertise in Hood River

Bike specific businesses

- 10 Speed Coffee
- Incorporate trail recreation into your logo (bike)

Small business microloans

- Mercy Corps course on launching a small business

# NOTES FROM WORKSHOPS: APRIL 7, 2012

Bike shop / sail repair / gear

Portable shops

Program the pavilion in winter to survive the slow season

- Winter specials

Spa

Microbusiness pod with facilities

- Bike business
- Food
- Seasonal
- Microloans

Winter events

- Program the pavilion
- Passport to businesses

Waterfront trail facilities at EasyCLIMB welcoming families with events

Shuttle Service

## **Group 2**

Existing establishments

- Charburger
  - Great location
  - Needs food variation / improvement in quality
- East Wind
  - Central location
  - Lots of summer business

Desired establishments

- Alternative McMenamins
  - City Hall?
- Bike rentals / Bike repairs
- Columbia River Inn?

- Trail Hub Center
- Hardware Building?
- Brewery
  - Brewhouse will bring in business and incentivize more business
- Winery
- Fish market (in a fixed establishment)
- Established / formal farmers market
  - Current market at HCRH trailhead / Charburger lot is informal
- Gorge Grown Food network
- Run the organic farmers market in Hood River
- Food Carts
  - Very popular in Portland
  - Easy to permit
  - Need to change existing code to permit food carts
  - Promotes food diversity inexpensively
  - Can be seasonal
- Bike rental carts
- Concession cart
- Coffee cart
- Restaurants
- Different food
  - Well cooked salmon dishes!

Existing zoning codes need to be improved to be friendlier to businesses – especially local / small businesses

- Paul has hired a planning consultant to make code changes

Events / Marketing



# NOTES FROM WORKSHOPS: APRIL 7, 2012

- Need more events in town in the winter (off-peak)
- Pirate's Day?
- Art festival in the winter time
- Need a promoter to run the events
- Marketing the opening of 2013 HCRH State Trail
- Huge opportunity to promote Cascade Locks
- Bring business for existing establishments
- Need to develop establishments to support this opening
- Bike / hike equipment
- Need basic supplies
  - Tires / Locks
- Where can they be carried? Supermarket?
- Community market / existing grocery store
  - Fresh produce
  - Outdoor seating
  - Information / brochures / maps available for visitors
  - Chairs and relaxing facilities
- Need a place to relax and enjoy coffee / food

Votes for ideas to discuss in the Implementation Session.

## Session 1 – Trails

CONCEPT	TALLY TOTAL
Signage ( <i>downtown &amp; on trails</i> )	3
Marketing Trails	2
Develop trail hub ( <i>restrooms, water, info, home base, camping, etc.</i> )	6
Signs for trail loop routes ( <i>Dry Creek</i> )	1

## Session 2 – Business Opportunities

CONCEPT	TALLY TOTAL
Mobile business facilities ( <i>seasonal, microloans</i> )	1
Improve existing businesses / architecture	3
Winter events / off-season ( <i>program pavilion, passport event</i> )	2
Waterfront Trail ( <i>events in Marine Park / Blackberry Beach</i> )	3
Shuttle services – shorter bike trips	2
Brewery / pub	5
Food / retail carts	6
Signs to existing amenities / sports	0
Bank opportunities	0

# NOTES FROM WORKSHOPS: APRIL 7, 2012

## Breakout Session 3: Implementation Strategy

### **Trail Hub / Kiosk**

Trail hub / kiosk needs

- Concerns: balancing the proximity from downtown to trails
- Loop hike from trail hub
- Parking for RVs & trailers
- Restrooms
- Camping
- Information kiosks
  - Staffed?

Parking Opportunities

- PCT Trailhead
- Firehall
- BotG
- Grocery
- Street

West Hub & East Hub

Campground?

- Blackberry beach?

Both PCT trailheads

- Accommodate horse trailers

Overlook Park

- Bike hub
- Bike Pump
- Near food
- Center of town
- Nice views

Different hubs for different user groups

Partnerships

- Downtown Revitalization
- Clean-up
- Generate positive momentum
- Advise committee on other boards
- ODOT

### **Food / Retail Carts**

Identify relevant zoning codes and possible changes to accommodate carts

What utilities are needed?

- Water
- Electric
- Bathrooms
- Common infrastructure opportunities?

Location

- Should be in a visible corridor

Facility needs?

- Concrete pad
- Seating
- Music?

Current requirements to meet code are difficult and costly

Next steps

- Meet with Paul (city manager) / hired city planner / involve planning commission to convey this need and recommend adjusting code to allow more of these structures to enter the community
- Conduct case studies to inform the public of the potential success food / retail carts can have in a small community
  - Look at Hood River carts?

# NOTES FROM WORKSHOPS: APRIL 7, 2012

- Address competition with permanent restaurants (PCT pub, Charburger)
- Competitive market would be good for these businesses
- Identify potential pod locations / food cart locations in town & talk to land owners

## Location ideas

- Downtown – near Firehouse
- Vacant lot across from Heather's studio

## Partners

- City
- Planning Commission
- Hood River County

## **Brewery**

### Potential brewery ideas

- Recontact Mcmenamins to see if they'd consider putting in a brew-pub at the city hall location

Brewery would create incentives for people to come to town

Brewery would educate people about hand crafted beer (not just about drinking)

Brewery would bring in tourists

- Opportunity to connect brewery with history & trails in the area
- Needs good restaurant – serve good brunch
- Decorative features (benches) with elements from the City (Bridge of the Gods, Cascadian look, etc.)

## **Additional business ideas**

10 Speed Business model for coffee shop

- Gorge franchise (existing in Hood River & Mosier)
- Connects to bikers

No chains downtown – if chains do want to enter they have to adhere to strict design codes

All developments should have a Cascadian theme



## TRAILS AND AMENITIES COMMUNITY WORKSHOP

**Date/Time:** Tuesday, April 3, 2012: 5:30pm – 8:30pm

**Location:** Port of Cascade Locks Marine Park Pavilion

### HOSTS



**Celilo Planning Studio** consists of six Portland State University Master of Urban and Regional Planning students: Danielle Fuchs (Project Manager), Michael Ahillen (Design Coordinator), Sarah Bronstein (Editor), Ellen Dorsey (Technical Lead), Sara Morrissey (Communications Coordinator), and Chloe Ritter (Outreach Lead).



The **Port of Cascade Locks** representatives are Holly Howell (Special Projects Manager) and Chuck Daughtry (General Manager).

### PURPOSE

The Trails and Amenities Community Workshop is the first in a two-part workshop series hosted by Celilo Planning Studio for *Connect Cascade Locks: A Trails Plan for Economic development*. The purpose of *Connect Cascade Locks* is to increase the economic development prospects of the community of Cascade Locks through a regionally integrated recreational trails network. This workshop is designed to gather community and stakeholder input on the opportunities, constraints, and priorities for trail connections, trail signage, and trail user-related business opportunities for Cascade Locks. As a result of the workshop, we hope to see community members pursuing next steps toward implementing their ideas and creating a unified, welcoming atmosphere for both native and visiting trail users in Cascade Locks.

Please visit our website at [www.connectcascadelocks.com](http://www.connectcascadelocks.com) for updates and to learn more about the project.

If you have any questions or comments, contact Celilo Planning Studio at [CeliloPlanning@gmail.com](mailto:CeliloPlanning@gmail.com) or (541) 392-1671.

## AGENDA

- 5:30 pm Sign-in (doors open at 5:15 pm)
- 5:35 pm Introductions & Opening Remarks
- *PowerPoint presentation: Ellen Dorsey, Celilo Planning Studio*
- 5:50 pm Transition to trails brainstorming
- 5:55 pm Breakout Session I
- *Brainstorming trail connections and wayfinding signage*
- 6:15 pm Reporting back small group brainstorm from Breakout Session I
- *Each group relays top 3-5 ideas*
- 6:30 pm BREAK
- 6:35 pm Transition to business opportunities brainstorming
- 6:40 pm Breakout Session II
- *Brainstorming trail user-related business opportunities*
- 7:00 pm Reporting back small group brainstorm from Breakout Session II
- *Each group relays top 3-5 ideas*
- 7:15 pm BREAK
- *During the break, the facilitators will consolidate the top ideas from the brainstorming sessions*
- 7:30 pm Transition to action-forming phase of workshop
- 7:35 pm Breakout Session III
- *Pick groups based on shared interest in action topic*
  - *Figure out who needs to be involved and the opportunities and constraints that exist to make the chosen idea a reality*
  - *Identify roles and concrete steps community members can take to implement the chosen idea*
- 8:05 pm Reporting back small group brainstorm from Breakout Session III
- 8:20 pm Wrap-up
- *Thank-you's; door prizes; announcements; mingling*

## TRAIL USER SURVEY INITIAL RESULTS

As of March 26, 2012

Celilo Planning Studio conducted a survey of trail users to learn more about where people go, what they spend money on, and where they stay in the Gorge. Anyone was welcome to take the survey, and all responses were anonymous. Over 1000 people responded to the survey. Here are the initial results.

- **Cascade Locks is the most Common stop in the Gorge after Hood River.** A third of all respondents stopped to make purchases in Cascade Locks on their last visit to the Gorge, and half stopped in Hood River; 18% stopped in Stevenson.
- **Campgrounds are the most popular places to stay in the Gorge.** Half of those who stayed overnight in the Gorge slept in campgrounds.
- The top recreational activities in the Gorge are hiking, sightseeing, road biking and mountain biking. Among visitors to Cascade Locks, **the most common recreational activities were wind sports, backpacking and bike touring.**
- People who visited the Gorge found most of their information about recreational opportunities by **word of mouth, books, and websites.**
- **People who go on bike tours in the Gorge are more likely to stop in small towns to make purchases than those who drive.** Hikers are also more likely to stop in small towns. People who go on bike tours are more likely to spend their money on snacks, beverages, wine, microbrews, and produce than those who drive.
- **Restaurant meals and microbrews are the two most commonly purchased items in the Gorge after snacks/beverages.** All three of these items were purchased more commonly than gas.
- Survey respondents indicated that they would be more likely to use trails in the Gorge in the future if there were more hiking trail options and better, more secure trail head facilities. Respondents were also interested in better signage and connections between towns and trails.
- **The top 3 things respondents want more of in Cascade Locks and other cities in the Gorge:**
  - 1) Cafes/restaurants
  - 2) Bars/Breweries
  - 3) Coffee Shops



## **ECONOMIC IMPACTS OF OUTDOOR RECREATION**

A few reasons to support outdoor recreation as an economic development strategy:

### **Nationally:**

- Outdoor Recreation is a \$730 billion industry, supporting 6.5 million jobs.
- According to the US Department of Agriculture, rural tourism and recreational development<sup>1</sup>:
  - Spikes employment growth rates
  - Buys earnings and income levels
  - Lowers local poverty rates
  - Shepherds improvements in local educational attainment and health

### **In Oregon:**

- Tourism generates 90,400 jobs in Oregon, and is one of the three largest industries for employment in rural counties. (source: Travel Oregon).
- Oregon is the second biggest state for bike tourism in the country. (Source: Travel Oregon)
- In 2009, overnight visitors that biked in Oregon reported \$200 million in expenditures on lodging, food, recreation, retail and transportation. (Source: Longwoods Oregon Cyclist Visitor Analysis)

### **In the Region:**

According the 2010 Longwoods Travel Survey for the Columbia Gorge/Mt. Hood Region:

- Visitor spending in the Columbia Gorge/Mt Hood Region was \$278 million in 2009.
- Half of all overnight visitors to the region listed the Outdoors as the reason for their trip.
- Each visitor spent an average of \$120 per day during their trip.

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<sup>1</sup> U.S. Department of Agriculture, Economic Research Service, August 2005, "Recreation, Tourism, and Rural Well-Being," Richard J. Reeder, and Dennis M. Brown.

## BREAKOUT SESSION I - TRAIL OPPORTUNITIES

This is a space for you to take notes and jot down ideas while others are talking. Please be as specific as possible and reference existing trails and trailheads, if applicable. Check the appropriate columns if the opportunity currently exists or not. When finished, number your top 5 ideas.

	Exists – needs improvement	Doesn't exist – could develop	Top 5
<b>Trailheads: trail access &amp; signage</b>			
<b>New trails &amp; trail connections</b>			
<b>Outreach/engagement &amp; stewardship/maintenance</b>			
<b>Other</b>			

*Adapted from Travel Oregon 2011*

## BREAKOUT SESSION II - BUSINESS OPPORTUNITIES

This is a space for you to take notes and jot down ideas while others are talking. Please be as specific as possible and reference existing businesses if applicable. Check the appropriate columns if the opportunity currently exists or not. When finished, number your top 5 ideas.

	Exists – needs improvement	Doesn't exist – could develop	Top 5
<b>Business opportunities and services</b>			
<b>Incentives &amp; programming</b>			
<b>Outreach/marketing opportunities</b>			
<b>Other</b>			

*Adapted from Travel Oregon 2011*

### **BREAKOUT SESSION III – IMPLEMENTATION STRATEGY**

Action item:

Required action/next steps:

Lead person/agency/group (stewards):

Possible partners:

Possible funding sources:

Ideal timeline:

*Adapted from Travel Oregon 2011*



## **RULES OF GROUP WORK**

### **Facilitator**

- *Help keep the group on task*
- *Watch the time to assure that the group completes its task*
- *Assure that everyone is able to participate – no one dominates the discussion & no one is excluded*
- *Remind people to listen as others are talking*
- *Encourage people to respect and use their different perspectives and views*

### **Group Members**

- *Be respectful: listen courteously*
- *Be open to new ideas*
- *Share your ideas and differing opinions*

### **Recorder**

- *Listen for key words - record exact words*
- *Capture the basic ideas, essence*
- *Write rapidly*
- *Write legibly, 1-2 inches high*
- *Number each sheet; reference topic*
- *Do not worry about spelling*

### **Spokesperson**

- *Be sure you understand what you are expected to report*
- *Listen carefully to the discussion*
- *Report key points as requested at the end of the session*

### **Rules of Brainstorming**

- *Do not judge ideas (good or bad)*
- *Repeat ideas are fine*
- *"Piggybacking" off someone else's idea is fine*
- *Don't be afraid of silence: the greatest creativity follows*
- *The more ideas, the better*

*Adapted from Travel Oregon 2011*