

**Community
Action Plan**

RECREATION ECONOMY
for
RURAL COMMUNITIES

John Day, Oregon
October 2020



**Northern Border
Regional Commission**



CONTACT INFORMATION

For more information about RERC, please visit:

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

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Cover photo: John Day View to the West

Credit: City of John Day

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COMMUNITY STORY

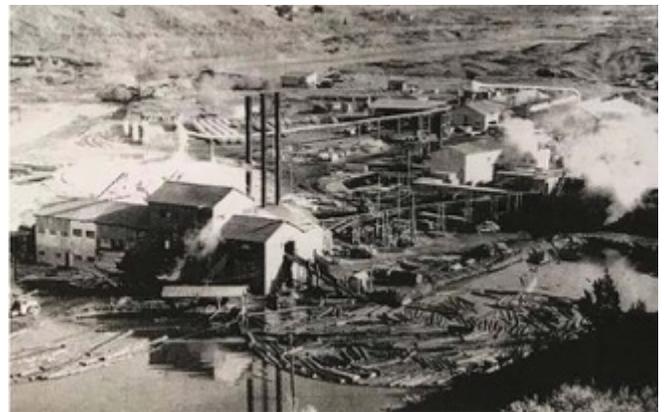
The City of John Day in Grant County, located in the mountains of eastern Oregon, has a proud history as a historic ranching, mining, and timber community. A frontier town, John Day bears the name of a hunter with the Pacific Fur Company from the early 1800s.¹ The first Post Office was first established in 1865. In April 1900, a local committee was elected, and the Oregon Legislature approved an Act incorporating the City of John Day on February 23, 1901.²

The largest number of early John Day residents were part of the Chinese community. In 1882, the Advent Christian Church in John Day boasted 547 members, 382 of whom were Chinese; by 1887, John Day was home to nearly 1,000 Chinese immigrants, attracted to the area by a gold rush twenty years earlier, many of whom were displaced by an 1885 fire in Canyon City.³ Today that history is celebrated at the Kam Wah Chung State Heritage Site, a mid-1800s general store and herbal medicine shop that operated when Chinese laborers worked in the region.⁴

More recently, the decline of the timber economy in the 1990s resulted in three decades of steady population decline and has left the City struggling economically. As of the 2010 census, there were about 1,700 people living in John Day, down from just over 2,000 people in 1980.⁵ The eight eastern-most counties in Oregon, which include Grant County, are expected to grow at a slower rate than other counties in Oregon, with only a seven percent population increase by the year 2050. Grant County itself is projected to slowly lose some of its population over the next 50 years.⁶ Over 57% of the population in John Day and Canyon City reported making a low to moderate income in a 2018 survey,⁷ while prior to COVID-19 the county had the highest unemployment rate in Oregon since 2012.⁸



John Day's Historic Main Street Cattle Drive (Published in the Blue Mountain Eagle, March 13, 2018)



Oregon Pine Mill Site (Photo: Courtesy of City of John Day)

¹ <https://www.cityofjohnday.com/community/page/who-was-john-day>

² <https://www.gcoregonlive.com/cities/john-day/>

³ <https://www.gcoregonlive.com/cities/john-day/>

⁴ <https://traveloregon.com/things-to-do/outdoor-recreation/painted-hills/>

⁵ Oregon's Kitchen Table, Grant County, John Day Future Vision Final Report

⁶ Oregon Office of Economic Analysis

⁷ John Day & Canyon City Income Survey (2018), cited in the Final Innovation Gateway Area Plan

⁸ Final Innovation Gateway Area Plan

Today, John Day is considering how to create a vision for the future that both supports the traditional economy and creates new opportunities for residents.⁹ As part of that vision, community leaders are seeking to build on John Day's access to outstanding outdoor amenities to support community quality of life. The intent of the City's strategy is to reverse the pattern of population and economic decline so that John Day is a place where people can raise their families and make a living, while building on the community's traditional values and culture and preserving John Day's rural lifestyle and quality of life.¹⁰

With its location along the beautiful, meandering John Day River and its situation in a region with an incredible diversity of rivers, lakes, mountains, and recreational facilities, John Day is ideally located for backpacking, hunting, fishing, mountain biking and more.¹¹ Located roughly a 3-hour drive east of Bend and a 3-hour drive west of Boise, John Day is surrounded by over two million acres of national forest and public lands, including more than a dozen state and federal parks, heritage sites and recreation areas.

Outdoor recreation is popular with local residents: Oregon's Statewide Comprehensive Outdoor Recreation Plan data showed that more Grant County residents camp than do other Oregonians at the state level: In 2011, an estimated 40% of Grant County residents car camped with a tent and an estimated 42% camped with an RV, motorhome, or trailer.¹² In addition to providing local enjoyment, outdoor recreation is also a draw for visitors.¹³ Hunting, fishing and wildlife viewing are calculated to bring over \$11 million into the local economy annually.¹⁴

Residents and visitors can fish or raft the John Day River; walk among the Painted Hills of the John Day Fossil Beds National Monument, known as one of the 7 wonders of Oregon; visit the nearby Thomas Condon Paleontology Center to see some of the Center's 40,000 plant and animal fossils; drive the Journey Through Time Scenic Byway; enjoy diverse recreation opportunities available on the nearby Malheur National Forest; find solitude and adventure in the Strawberry Mountains Wilderness;

STEERING COMMITTEE

Nicholas Green, City Manager (Community POC), City of John Day

Allison Field, Regional Representative, Business Oregon

Charlie Tracy, Director of Engineering, Oregon Trail Electric Cooperative

Lea Gettle, Oregon Trail Electric Cooperative

Kim Randleas, Executive Director, Prairie Sky Center for the Arts

Didgette McCracken, Open Campus Coordinator, Oregon State University

Derek Daly, Director, Blue Mountain Hospital

Elliott Sky, Doctor of Physical Therapy, Blue Mountain Hospital/John Day City Councilor

Daisy Goebel, Planning Associate, City of John Day

Aaron Lieuallen, Senior Project Manager, City of John Day

Figure 1 - Local steering committee.

⁹ Oregon's Kitchen Table, Grant County, John Day Future Vision Final Report, May 2017

¹⁰ Final Innovation Gateway Area Plan, November 2019

¹¹ Final Innovation Gateway Area Plan, November 2019

¹² Grant County Fairground Business Concept, July 2020

¹³ <https://traveloregon.com/places-to-go/cities/john-day/>

¹⁴ *Fishing, Hunting, Wildlife Viewing, and Shellfishing in Oregon*, 2008 State and County Expenditure Estimates, Dean Runyan

marvel at the area’s magnificent dark skies; eat local foods including beef and honey; and visit cultural and heritage sites such as the Kam Wah Chung State Heritage Site and the Grant County Historical Museum.¹⁵

John Day’s community leaders have already initiated a range of exiting projects to restore its river corridor and reconnect downtown with outdoor opportunities, including completing an Innovation Gateway Area Plan that would help restore the John Day River corridor and its tributaries, including Canyon Creek and Davis Creek, and revitalize the former Oregon Pine Mill Site and adjacent properties as a dynamic, thriving and welcoming public space.¹⁶

The John Day River corridor provides important aquatic and riparian habitats for fish and wildlife species, and has been heavily impacted by past and current land uses such as dredge mining in the 1900s. The Innovation Gateway Area Plan would provide an opportunity to improve some of the river-related functions and features, including fish habitat, aesthetics, and recreational access, and would reinforce the city’s position as a regional hub for a wide range of outdoor recreation activities.¹⁷

To advance its efforts, the City of John Day applied to the Recreational Economy for Rural Communities (RERC) program in 2019 and was one of ten finalists selected out of 170 applications nationwide. RERC technical assistance will help John Day to build on its existing work, connecting opportunities for outdoor recreation with a vision for the community’s future that reflects and honors its past and is focused on building quality of life and opportunity for local residents.

The RERC program is sponsored by the EPA, the USDA Forest Service, and the Northern Border Regional Commission. Efforts and strategies identified here can be replicated in other rural places.

The local steering committee formed and worked together to apply for and coordinate the RERC planning assistance award. The group included a variety of community partners and stakeholders (Figure 1). Additional collaborators and action leads, namely Kate Harbour of the Eastern Oregon Visitors Association and Tory Stinnett of Grant County Economic Development, joined the steering committee to

PLANNING ASSISTANCE TEAM

Ed Fendley, U.S. EPA Office of Community Revitalization

Lauryn Coombs, U.S. EPA Office of Community Revitalization

Nausheen Iqbal, USDA Forest Service - Headquarters (Cooperative Forestry)

Tim O'Connell, West Region Coordinator, USDA Rural Development Innovation Center

Roy Walker, Partnership Coordinator, USDA Forest Service

Jared Bowman, Recreation Planner, North Zone of Malheur National Forest, USDA Forest Service

Vicky Salazar, Sustainability and Energy Advisor, U.S. EPA – Region 10

Francis Sakaguchi, Regional Integrator, EDA Seattle Regional Office

Sarah Lindsley, Senior Management Analyst, HUD

Holly Fowler, Northbound Ventures (Facilitator)

Meryl Harrell, Meryl Harrell Consulting (Facilitator)

Figure 2 - Federal and State Agency Partners joined consultants to comprise the planning assistance team.

¹⁵ Travel Oregon <https://traveloregon.com/things-to-do/outdoor-recreation/painted-hills/>; Trip Advisor https://www.tripadvisor.com/Attractions-g51924-Activities-John_Day_Oregon.html

¹⁶ Final Innovation Gateway Area Plan, November 2019

¹⁷ Final Innovation Gateway Area Plan, November 2019

finalize the community action plan and report. All were supported by a planning assistance team of consultants and multiple federal and state agency partners (Figure 2).

The steering committee identified four goals around which to focus its technical assistance award and community planning workshop:

- Goal 1: Promote John Day's Main Street as a gateway to nearby public lands and communities with new marketing and branding concepts.
- Goal 2: Accelerate and incubate John Day businesses to expand services surrounding outdoor recreation.
- Goal 3: Galvanize community support and participation (residents and business owners) in John Day's recreation economy.
- Goal 4: Expand outdoor recreation opportunities for all in John Day.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a community action plan to achieve the community's goals and further engage local residents in the outdoor recreation economy.

ENGAGEMENT PROCESS

The planning assistance engagement process for Recreation Economy for Rural Communities has three phases – plan, convene, and act – illustrated in the diagram in Figure 3. The **plan** phase consists of three preparation conference calls with the local steering committee and the planning assistance team to clarify goals and arrange workshop logistics. The **convene** phase includes the effort's capstone event—a two-day workshop gathering residents and community stakeholders to draft an action plan around specific community goals. The **act** phase includes three follow up conference calls to finalize a community action plan and strategize on how to implement the plan and maintain momentum generated during the workshop. The community workshop occurred on September 21-22, 2020, and the activities during those days are described below. Workshop exercise results are summarized in **Appendix A**, workshop contacts are provided in **Appendix B**, a data profile in **Appendix C**, funding resources and general references in **Appendix D**.

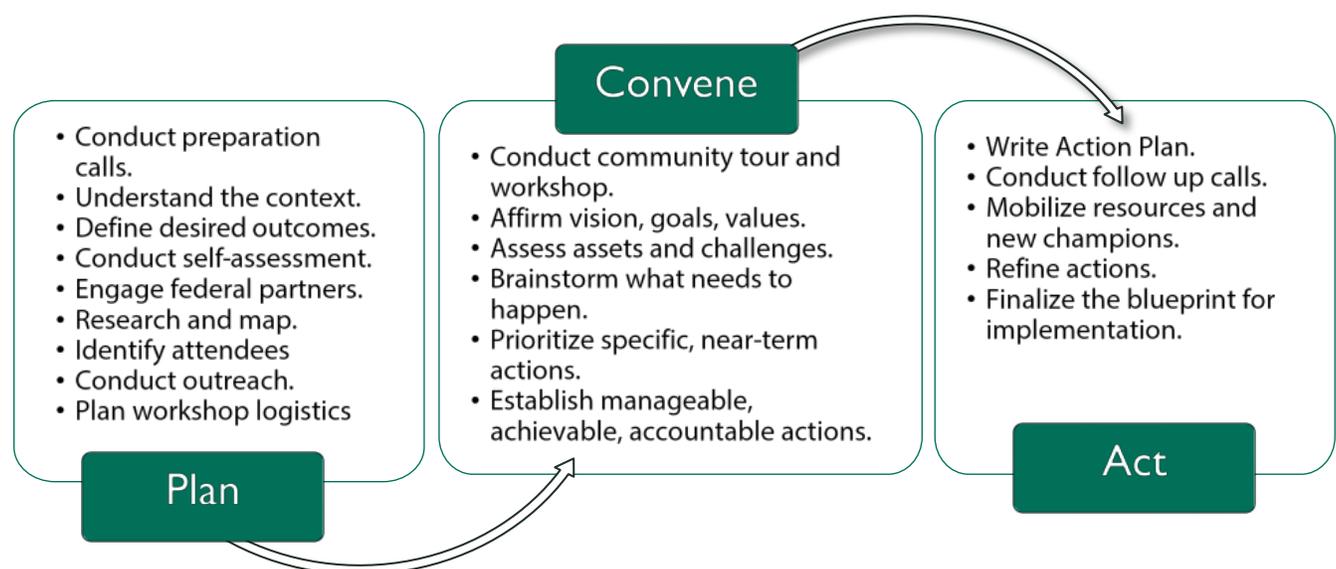


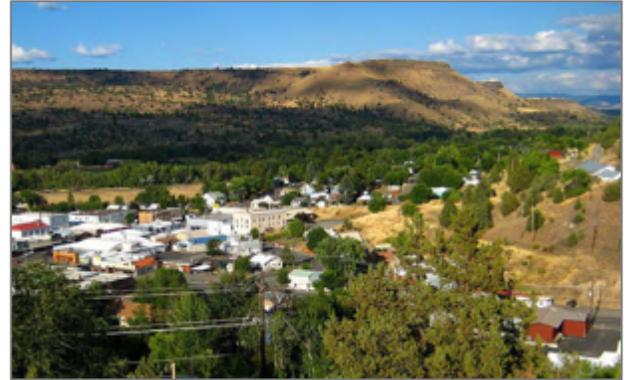
Figure 3 - Planning Assistance Process Diagram

VISION AND VALUES

Over 30 John Day residents and stakeholders registered for the virtual workshop. After a short welcome by Mayor Ron Lundbom, the planning assistance team introduced the Recreation Economy for Rural Communities program with a short presentation. Facilitators asked participants how they define “outdoor recreation” and introduced the draft community goals for the workshop. Nick Green, City Manager, then narrated a brief tour of John Day via photos and maps (photos at right and Figure 4) to illustrate what makes John Day unique and share planning underway to enhance its recreational assets. This explanation and visual perspective established a shared grounding for the conversations and collaboration to follow during the workshop.

The technical assistance team spoke to the growing interest and importance of the outdoor recreation economy both nationally and in the state of Oregon, and shared demographic and regional data that demonstrated useful baseline measurements of tourism, health, and economic well-being. More publicly available data about John Day and the regional markets can be found in the ESRI Business Analyst Online data profiles found in Appendix D

The primary purpose of the first session was to hear from workshop participants about their vision for growing the area’s recreation economy and to learn how this can be linked to on-going effort to improve and revitalize downtown John Day. The planning assistance team led attendees through group exercises to help define and describe the community’s values. The first exercise was “This I believe...”, wherein people completed the sentences “I believe my community...,” and “I believe outdoor recreation....” Workshop participants wrote their thoughts into the chat, which were then read aloud. A summary of some of the responses that participants shared is shown in Figure 5. A full transcript of responses is available in Appendix A. goals of the workshop. Other exercises in the course of the workshop asked participants to consider opportunities/assets and challenges/barriers around the four goals. The results of this group activity and another breakout session where participants created itineraries for different audiences are included in Appendix A. Each reveals opportunities to expand services, products, and activities related to outdoor recreation in John Day.



Aerial view of downtown John Day (Walker Macy)



Architectural rendering of recreation trails to be incorporated in the John Day Innovation Gateway (Open Concept Architecture)



Figure 4 – Proposed integrated park and trail system in John Day.

I BELIEVE MY COMMUNITY...

- Is an undiscovered playground
- Is going places!
- Is innovative
- Has an incredible group of leaders
- Has multiple unique outdoor activities
- Is poised for progress and growth
- Is one of Oregon's last frontier communities
- Can be a great basecamp for activities and seeing the region
- Has a unique energy and grit
- Has unlimited potential
- Is providing leadership that Eastern Oregon as a whole can follow
- Is at a pivotal point in history. We can change the economic forecast here through our recreation opportunities.

I BELIEVE OUTDOOR REC...

- Is so important for Eastern Oregon tourism (one of the top industries!)
- Is key to quality of life
- Is an essential part of our community.
- Is one of the keys to our economic survival
- Improves everyone's health and creates a healthy community
- Is serene in Grant County
- Should be accessible to everyone
- Is part of our culture
- Brings families together
- Enlightens the mind and revitalizes the soul
- Is sustainable
- Provides a really unique experience in this area.

Figure 5 – Summary results of the This I Believe exercise.

INSPIRATIONAL CASE STUDIES

In the second workshop session, the technical assistance team presented a series of case studies, illustrating stories, lessons learned, and possible examples from other communities engaged in leveraging their outdoor recreation economy for community vitality.

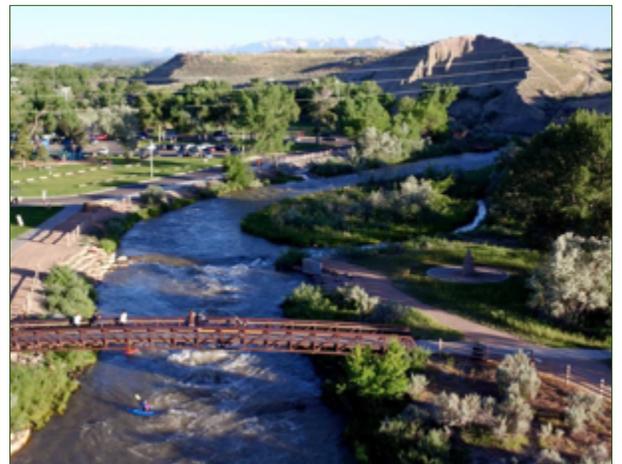
The first case study focused on Duluth, Minnesota. Duluth is located on the shore of Lake Superior and stretches for 26 miles along the St. Louis River, and is the ancestral home for seven Tribal Nations. A former industrial and timber town with a history that also included mining and transportation, Duluth experienced economic decline, high unemployment and outmigration in the second half of the last century. In the past decades, Duluth has worked to honor its history and build on community pride by shifting towards outdoor amenities as a source of community quality of life. In the 1990s, Duluth's population didn't have an outdoor ethic, and people were worried it would change the culture and nature of the community. Today, Duluth has been recognized as one of the best outdoor towns and a great place to live and raise a family.

As part of this case study, the facilitation team highlighted elements of the process that the City of Duluth, with support from the Minnesota Land Trust and other partners, used to engage the public and build a plan for increasing outdoor recreation opportunities in Duluth. The multi-year process included doing an open space inventory, identifying possible activities, bringing in outdoor recreation groups to make suggestions, gathering public input at multiple steps, passing a local bond proposal, creating a master plan, prioritizing projects and applying for matched funding from federal and state sources with the City as the applicant, and marketing. This example shows how a community can grow towards a future that honors its history while also embracing new sources of community pride and well-being.

The second case study profiled Whitefish, Montana (pop. 6000), which consistently makes the lists of top places to live and visit. Community leaders, led by the Whitefish Legacy Partners, had a vision of creating a trail system called the Whitefish Trail to provide public access to recreation and support resource conservation around Whitefish Lake. The Whitefish Trail was designed to link trails in the City of Whitefish with state trust lands, Montana parks, Flathead Land Trust easement properties, private lands, and the Flathead National Forest. To date, Whitefish Legacy Partners and the City of Whitefish have built 42 miles of trails and 12 trailheads, with continued construction planned for the next 5-10 years.



In Whitefish, Montana, the vision for a recreation trail around Whitefish Lake has become a reality with 42 miles of trail and 14 trailheads now linked. Credit: Brian Schott)



Montrose, Colorado outdoor recreation revolves around the Uncompahgre River Valley. (Credit: Brett Schrekengost)

As part of this case study, the facilitation team referenced a Headwaters Economics study that was completed to assess the impact of the Whitefish Trail on the community. The study found that outdoor recreation was cited as the most important reason why local residents stay in the community and why visitors come to Whitefish. The Whitefish Trail contributes to \$6.4 million in annual spending by visitors and locals, which translates to 68 additional jobs and \$1.9 million in labor income in Whitefish. Local residents made up the majority of trail users, but more of the spending is generated by visitors – meaning that local residents get more of the use and benefit from visitor spending at the same time. This example shows how investing in a specific amenity that local residents will use and that visitors will also enjoy can have measurable, tangible benefits in terms of local quality of life, jobs and GDP.

The third case study was about the city of Columbus, Georgia. Located along the eastern banks of the Chattahoochee River separating Georgia and Alabama, the area was originally inhabited by the Creek Indians. The city of Columbus was settled in 1828 and was the first consolidated government in Georgia. Columbus was an important shipping port and in 1909 became home to the U.S. Army's Camp Benning (now Fort Benning). In the 1980s in the midst of a downturn, Columbus turned to the outdoors. Today, Columbus has established itself as a family-oriented and senior-friendly community with a thriving downtown.

The facilitation team shared this example because Columbus is a town with a long history, distinct heritage and culture, and their focus on outdoor recreation is for community health and quality of life for residents. The City developed a vision for their future that is grounded in the idea that parks are integral to community stabilization and sustainability. Their goal was to enhance the quality of life of residents by strengthening parks, recreation, and cultural arts amenities as part of the puzzle for a healthy and vibrant community. As part of their strategy, Columbus city leaders developed the Chattahoochee RiverWalk, an outdoor 15-mile linear park that hugs the banks of the Chattahoochee River, as anchor development to bring people back downtown. They also restored an 1861 grist mill for use as a hotel and convention center. Their investments have helped create local jobs and new businesses, while reinvigorating the community.

The fourth case study focused on the city of Montrose, Colorado. Montrose was incorporated in 1882 and is built on the Uncompahgre River. As part of its plan for the future, it created an outdoor recreation vision that would help to diversify the economy and establish Montrose as an economic, labor, and transportation waypoint for the surrounding recreation industry. The Montrose City Council is actively recruiting outdoor recreation businesses to boost the local economy and create primary jobs, and the city is planning major river corridor construction and restoration to attract more industry, increase outdoor recreation and promote tourism. These efforts are paying off, with companies that manufacture outdoor products, including fly-fishing, yurt, and bow-hunting companies locating in the area.

As part of this strategy, Colorado Outdoors was created to transform Montrose into a compelling destination for business and revitalize the Uncompahgre River corridor. A land donation anchored a new 2.25-mile paved trail, which qualified for a \$2 million Great Outdoors Colorado grant. In 2017, the City approved a \$10 million fund for public infrastructure investments. The Montrose City Council also formed the Montrose Urban Renewal Authority to help support the Colorado Outdoors master plan and formed a regional collaboration with nearby towns to convince residents to travel locally and inject outside dollars into small towns. The city's planning has allowed it to pivot to respond to changing events: the city's director of business innovation and tourism shared that when COVID-19 hit, Montrose was able to pivot funds previously earmarked for tourism into zero-interest loans for small businesses. The facilitation team shared this example to show how a community can self-identify

a specific niche for itself as part of the outdoor recreation economy and implement a plan to move towards that local vision.

The final case study featured fellow RERC community Jasper, Alabama. Elyse Peters, Assistant Vice President for Community Impact with the Walker County Health Action Partnership and member of the RERC steering committee for Jasper, joined the session as an opportunity for peer discussion and learning. Jasper was the first RERC community to hold its workshop in early March 2020 and has been working to implement its action plan for the past 6 months. Elyse was able to share how the RERC workshop brought community members together to connect Main Street, health, business and economic development interests with natural resource managers and planners. The workshop helped generate new ideas for outdoor recreation to support community health and well-being, building on the community's existing Main Street, blueway, county park and other investments. The John Day workshop participants and Elyse had a great dialogue, with Elyse sharing how Jasper has thought about and worked on issues raised by John Day community members.

APPROACH TO ACTION PLANNING

The action planning process during the workshop consisted of three 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 voting exercise where participants used a Google form to select which actions either were most important or needed immediate attention. In the third phase, small working groups assessed the prioritization voting and fleshed out the details of the top actions for each goal, such as importance, timeframe, lead role, etc. In the final phase, each working group reported back its progress and shared any questions encountered. The resulting action plan tables that follow provide additional background information and detail for each goal and action.

COMMUNITY ACTION PLAN | John Day

The action planning process during the workshop 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 were given 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 prioritization voting and fleshed out the details of the top two to five actions for each goal, such as importance, timeframe, lead role, etc. In the final phase, each small working group reported back its progress and shared any questions encountered. The tables that follow provide additional background information and detail for each goal and action.

Goal 1 – Promote John Day's Main Street as a gateway to nearby public lands and communities with new marketing and branding concepts.

- *Action 1.1 – Establish a stakeholder group (“Vision Team”) to guide overarching John Day identity vision.*
- *Action 1.2 – Establish a comprehensive communications strategy with both “push” and “pull” communications and a consistent branding/marketing “Discover John Day” campaign.*
- *Action 1.3 – Adopt a single community calendar of events and virtual “concierge” service to make it easy for residents and visitors to participate in local events.*
- *Action 1.4 – Install information kiosks and establish a wayfinding system linking downtown and surrounding recreation areas.*

- *Action 1.5 – Plan, integrate and erect signage/structures/monuments that announce John Day and creates a sense of place for distinct community destinations and attractions.*

Goal 2 – Accelerate and incubate John Day businesses to expand services surrounding outdoor recreation.

- *Action 2.1 – Create a plan to use the Iron Triangle Shop as an outdoor recreation business incubator.*
- *Action 2.2 – Complete a gap analysis of local and regional assets with the objective of expanding services and amenities that support the outdoor recreation economy in John Day.*
- *Action 2.3 – Re-evaluate the Transient Lodging Tax (TLT) methods of distribution to promote outdoor recreation as a traded sector industry.*
- *Action 2.4 – Organize a partnership to provide training and business support to connect existing business owners with market opportunities in the outdoor recreation economy.*

Goal 3 – Galvanize community support and participation (residents and business owners) in John Day’s recreation economy.

- *Action 3.1 – Create a community coordinator position to help with outreach and event coordination, focused on participation in outdoor recreation and improved quality of life.*
- *Action 3.2 – Create a plan for a series of outdoor recreation related events.*
- *Action 3.3 – Host recreation economy focused workshops twice a year to maintain community engagement.*
- *Action 3.4 – Hold ongoing conversations to listen to concerns and build cultural readiness among the community.*

Goal 4 – Expand outdoor recreation opportunities for all in John Day.

- *Action 4.1 – Create a regional trails master plan with assistance from the National Park Service Rivers, Trails, and Conservation Assistance Program.*
- *Action 4.2 – Build an aquatics center capable of expanding into a recreation center.*
- *Action 4.3 – Complete John Day-Canyon City intercity trail system and John Day’s integrated park system.*
- *Action 4.4 – Create a comprehensive, multi-user experience recreation map and portal to help residents and visitors connect with outdoor recreation opportunities.*

Goal I: Promote John Day's Main Street as a gateway to nearby public lands and communities with new marketing and branding concepts.

This goal focuses on communications, marketing and branding as a way to build identity. By installing signs with consistent branding as you enter John Day and move around the city, both residents and visitors will have an enhanced sense of place and orientation within the city. Placing information kiosks at key locations would better connect visitors with local amenities and give community leaders a place to share information about upcoming events. These and other actions would be driven by a comprehensive communication strategy and cohesive branding. The action plan would establish a diverse group of stakeholders to inform and develop a strategic vision that accurately reflects John Day's story and self-identity. These actions would help ensure that any communications build on John Day's history and strong sense of community.

Action 1.1 – Establish a stakeholder group (“Vision Team”) to guide overarching John Day identity vision.

What this is. Why it is important. Who benefits?	Currently there is no cohesive vision between the city, business owners, nonprofits and the community for Main Street, communications, and branding. In order to advance actions like a comprehensive communications plan, it is necessary to first assemble a diverse group of stakeholders to help define a strategic vision to represent the community accurately. This group is referred to as the “Vision Team” and currently consists of 7-10 people.
Measures of success	<ul style="list-style-type: none"> ▪ Stakeholders are identified and include representative of the community and Main Street. ▪ The group meets and representatives are engaged. ▪ The group can demonstrate progress toward their charge (e.g. vision defined, communication plan made, branding effort undertaken). ▪ A structured operational plan/action plan is developed and implemented. The plan includes the team's milestones for promoting outdoor recreation, culture, program goals, etc.
Timeframe	0-3 months
Lead Roles	<ul style="list-style-type: none"> ▪ Nick Green, City of John Day ▪ Zach Manheimer, Atlas Community Studios (facilitator) ▪ Rod Ray, Canyon Mountain Consulting (facilitator)
Supporting cast	<p>Vision Team (currently)</p> <ul style="list-style-type: none"> ▪ Didgette McCracken (OSU Extension and Outreach Coordinator / Community Health Improvement Coalition / Rancher) ▪ Kim Randleas (Painted Sky Center for the Arts / John Day Business Owner / Artist) ▪ Aaron Lieuallen (John Day Senior Project Manager / Grant County Economic Council) ▪ Daisy Goebel (John Day Planning Associate) ▪ Stephanie LeQuieu (Oregon RAIN, John Day Farmers Market Manager, Business Owner) ▪ Tory Stinnett (Grant County Economic Development Office) ▪ Allison Field (Business Oregon Regional Development Officer) ▪ Levi Manitsas (Cornerstone Christian Fellowship) ▪ TBD (Recreation Economy stakeholder (Russ Comer?)) ▪ TBD (Student Representative)

Needed resources	<ul style="list-style-type: none"> ▪ Time/capacity ▪ Consultant (\$50-100K)
Possible sources	Ford Family Foundation

Action 1.2 – Establish a comprehensive communications strategy with both “push” and “pull” communications and a consistent branding/marketing “Discover John Day” campaign.

What this is. Why it is important. Who benefits?	John Day recognizes the importance of consistent branding/marketing to use across platforms that is standardized in look and feel and reflects the identity of the place. With a clear communications strategy and style use guide, local businesses and organizations could easily add this branding to their own materials and assist in cross-promotional activities with others. The “Discovery John Day” domain has been acquired by the City and can be used to centralize these promotional activities. This activity is cross-linked with Action 1.3 and Action 4.4.
Measures of success	<ul style="list-style-type: none"> ▪ Document/plan of communications and identity, brand strategy and culture that is accepted and embraced by city council and the community at large. ▪ Track and adapt to metrics and analytics associated with plan components (e.g., # of social media hits, # of annual visitors, tax revenue from lodging and dining) ▪ Before and after photos captured ▪ Visitor data (questionnaires and surveys)
Timeframe	3-9 months
Lead Roles	Vision Team
Supporting cast	Communications/design/brand consultant
Resources needed	Consultant fees (\$25K)
Possible sources	Grants

Action 1.3 – Adopt a single community calendar of events and virtual “concierge” service to make it easy for residents and visitors to participate in local events.

What this is. Why it is important. Who benefits?	<p>Having a transparent, searchable, easily findable calendar integrated with a virtual concierge service hosted on the “Discover John Day” website will:</p> <ol style="list-style-type: none"> 1) Help people who want to participate know what is happening 2) Make it easy for residents and visitors to plan their activities 3) Help people planning events to avoid conflict, enhance experiences rather than compete 4) Help supporting activities, amenities plan ahead of time to connect to the event, make it easier to add benefit (transportation, food, lodging, etc.) 5) Help connect events in John Day with other events in the region
Measures of success	<ul style="list-style-type: none"> ▪ Google Analytics show increased traffic to <i>Discover John Day</i> platform ▪ # of people/groups contributing information and events. ▪ Calendar is available in multiple formats and accessible in multiple locations (web, phone, radio, print)
Timeframe	6-18 months
Lead Roles	<ul style="list-style-type: none"> ▪ City of John Day, Nick Green

	<ul style="list-style-type: none"> ▪ Short term: Volunteer, or short-term contractor ▪ Long Term: Community Development Director/Coordinator or Vision Team
Supporting cast	<ul style="list-style-type: none"> ▪ Fairgrounds Manager ▪ Painted Sky Center for the Arts ▪ Chamber of Commerce - to help share event info ▪ School Board - to help share event info ▪ Parks and Recreation ▪ Grant County Economic Development Office
Resources needed	<ul style="list-style-type: none"> ▪ Website design (\$20K)
Possible sources	<ul style="list-style-type: none"> ▪ Travel Oregon

Action 1.4 – Install information kiosks and establish a wayfinding system linking downtown and surrounding recreation areas.

What this is. Why it is important. Who benefits?	<p>Information kiosks provide a chance for visitors to orient themselves to local amenities. When people stop, they may also look around and shop. Locations could eventually integrate with public restrooms/facilities. Possible locations include the gas station at west end of town, in the center of town, at city hall at the east end and the gas station at south end. Currently, one could visit John Day without knowing or seeing that there is a river running through downtown. A few signs exist but have varying branding elements that can be confusing to anyone less familiar with John Day. Cohesive branding would tie together all important landmarks, inclusive of recreational, cultural and historic points. Key wayfinding points might include signage from Highway 26 to Innovation Gateway; 7th Street Complex; Museums, Bike Park; Fairgrounds; Davis Creek trailhead; Kam Wah Chung; etc. Public safety and notices, while not the main focus would be an added value. These kiosks provide an opportunity to communicate to the public and create public service announcements. These tools would have been useful during the Canyon Creek Complex fire and the 2017 Eclipse.</p>
Measures of success	<ul style="list-style-type: none"> ▪ Design determined to match information is current ▪ Usage is tracked (e.g. # printed materials, digital tracking) for effectiveness ▪ Wayfinding plan created ▪ Design completed and approved ▪ Kiosks and waypoints are installed in convenient, strategic locations
Timeframe	12-24 months depending on design and materials
Lead Roles	<ul style="list-style-type: none"> ▪ City of John Day (purchase and construction) ▪ Vision Team (branding guidelines)
Supporting cast	<ul style="list-style-type: none"> ▪ City of John Day ▪ Grant County Fairground ▪ OR State Parks and Recreation ▪ John Day/Canyon City Parks and Recreation District ▪ Gas station owners ▪ Fossil Beds Interpretive Centers. ▪ City Council ▪ ODOT ▪ Joni Kabana, Condon Chamber

	<ul style="list-style-type: none"> Alana Carollo, Eastern Oregon Visitors Association (EOVA) for benchmarking costs
Resources needed	<ul style="list-style-type: none"> Kiosks (\$6-10K each) Waypoints (\$25K) Utilities (electricity, water) Supporting contractor options: Mayer Reed (https://www.mayerreed.com/)
Possible sources	<ul style="list-style-type: none"> EOVA Travel Oregon Digital advertising as a revenue stream

Action 1.5 – Plan, integrate and erect signage/structures/monuments that announce John Day and create a sense of place for distinct community destinations and attractions.

What this is. Why it is important. Who benefits?	Currently there is nothing to mark the entrances to the city and no cohesiveness to the signs and monuments designating various destination attractions (i.e. Kam Wah Chung, County Fairgrounds & RV Park). Signs are disjointed, often too small, attempt to convey too much (or not enough) information and do it poorly. Having appropriate signs to mark community destinations and attractions will help people know where they are and associate the place with its name. Signage should incorporate cohesive branding and could be integrated with information kiosks placed at the compass points of the city.
Measures of success	<ul style="list-style-type: none"> Signs are erected marking the east and west entrances of John Day, Innovation Gateway/Greenhouse and destination attractions like Kam Wah Chung.
Timeframe	12-24 months (in conjunction with Action 1.1)
Lead Roles	<ul style="list-style-type: none"> City of John Day (purchase and construction) Vision Team (branding guidelines)
Supporting cast	<ul style="list-style-type: none"> Concept designers to create a professional design with local buy-in Students, local artists, builders Grant County John Day Planning Commission Community members (input on final design)
Resources needed	<ul style="list-style-type: none"> Design costs Signage/Monuments (\$100-200K) Permitting through ODOT
Possible sources	John Day / OTEC (Innovation Gateway and Integrated Park System) Grant County (Fairground) Oregon State Parks & Recreation Department (Kam Wah Chung)

Goal 2: Accelerate and incubate John Day businesses to expand services surrounding outdoor recreation.

This goal focuses on connecting local businesses with resources, capital and technical assistance to support sustainability and growth. There are multiple entities that have expertise that could benefit John Day’s businesses and help them better connect to recreation users, recruit talent based on access to outdoor amenities, and identify market opportunities related to outdoor recreation. Actions in this goal would help connect businesses with those resources, engage with the public to refine information about demand, and better direct existing funding to support local tourism

and related facilities. One action would establish an outdoor recreation business incubator and community hub in John Day, creating an exciting “recreation commons” where businesses can support one another and reduce start-up costs by sharing resources and space. These actions will support existing local business owners and create an environment that is attractive for new business development.

Action 2.1 – Create a plan to use the Iron Triangle Shop as a outdoor recreation business incubator.

<p>What this is. Why it is important. Who benefits?</p>	<p>This 5,300 sq ft, +/- 2 acre space could be established as a “recreation commons”. Sharing overhead (co-operative model) would increase networking capital for outdoor recreation start-ups. The shop could feature pop-up businesses and events, storage, and staging for trips and rentals. Signage and trails could connect the shop to downtown. Co-location of activities would also create a peer-to-peer support environment and spark collaborative ideas for advancing outdoor recreation. It would be a resource of information for residents and visitors to learn about outdoor recreation opportunities and offer younger resident internships to explore outdoor recreation as an occupation. This concept is meant to be available to all kinds of outdoor recreation businesses and services that need a low-cost footprint to get started and create a cool cultural hub for the community.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> ▪ # of new and existing businesses who use the site to support operations ▪ # of customers who come to the site
<p>Timeframe</p>	<ul style="list-style-type: none"> ▪ 0-1 month: Petition the city council to agree to this plan. ▪ 1-3 months: Building is owned now, could use some tenant improvements (insulation, paint, signage, wi-fi connectivity). ▪ 1-3 months: Need to put together a lease agreement. ▪ 1-3 months: Need to pull together a group of potential early adopters to co-create a culture and establish expectations.
<p>Lead Roles</p>	<ul style="list-style-type: none"> ▪ City of John Day - lead for early action in 0-3 months. ▪ Oregon RAIN (Stephanie LeQuieu) ▪ GC Economic Development (Tory Stinett) (Long-term)
<p>Supporting cast</p>	<ul style="list-style-type: none"> ▪ City of John Day ▪ Fossil Shift ▪ Polaris Dealership ▪ JD Rents ▪ Oregon RAIN ▪ Josh Walker ▪ JDCC Parks & Recreation ▪ Eastern OR Trail Alliance ▪ Grant County Snowballers ▪ Matt Miller (ATV rentals) ▪ Greater Eastern Oregon Development Corp. ▪ Alexa Carey - Travel Oregon-Free TA for tour guides
<p>Needed resources</p>	<ul style="list-style-type: none"> ▪ If a coordinator position were funded, they could support longer term management of this space, co-op. ▪ Building and land, and improvements, is about \$150k (most is already invested in the site) ▪ Insurance and liability needs
<p>Possible sources</p>	<p>RARE (Resource Assistance for Rural Environments) - University of Oregon Program, could support capacity to help lead this - https://rare.uoregon.edu/</p>

Action 2.2 – Complete a gap analysis of local and regional assets with the objective of expanding services and amenities that support the outdoor recreation economy in John Day.

What this is. Why it is important. Who benefits?	This action starts with identifying things that would be of value to residents (e.g., expanded or new businesses that would have market demand and community support if established). Engaging the community through a round table or other feedback forum(s) will bring diverse perspectives to the table for what is most needed and desired. Completing an inventory of assets as part of the analysis can help connect John Day to regional initiatives. This action item is cross-linked with the virtual concierge service in Action 1.3 and Action 3.2 to ensure the community has the necessary resources to accommodate local recreation activities and events.
Measures of success	<ul style="list-style-type: none"> ▪ Opportunities that have been identified are being acted on. ▪ Gaps are being filled with new activities/businesses.
Timeframe	3-6 Months
Lead Roles	<ul style="list-style-type: none"> ▪ Tory Stinnett, Grant County Economic Development
Supporting cast	<ul style="list-style-type: none"> ▪ Grant County Economic Development ▪ University of Oregon ▪ GC Community Action Team (CAT) ▪ City of John Day ▪ Schools (get input from John Day youth)
Needed resources	<ul style="list-style-type: none"> ▪ Staff time (mostly covered) ▪ Expanded retail services (food and beverage) ▪ Improved “Google my Business” listings for existing retailers
Possible sources	<ul style="list-style-type: none"> ▪ Travel Oregon ▪ Eastern Oregon Visitors Association (EOVA) ‘Oregon Tourism Information System’ listings

Action 2.3 – Re-evaluate the Transient Lodging Tax (TLT) methods of distribution to promote outdoor recreation as a traded sector industry.

What this is. Why it is important. Who benefits?	The Transient Lodging Tax (TLT) provides a dedicated source of funding to promote outdoor recreation through investments in tourism promotion and tourism related facilities (consistent with statute limits). By better targeting opportunities that are informed by the community, investments will reflect the interests of people in John Day, and will build transparency and support for how these funds are being used. The goal is for these funds to be spent more effectively. To accomplish this, there needs to be consistent investment meetings held with TLT stakeholders. The goal of these meetings will be to identify specific, allowable opportunities for investment/distribution that lead to tangible benefits for the outdoor recreation economy informed by community input. The return on investment (ROI) from these dollars will need to be evaluated and reported.
Measures of success	<ul style="list-style-type: none"> ▪ ROI demonstrates benefits from these investments. ▪ Funds are invested in ways that meet specific, identified needs for outdoor recreation, including potential funding for actions in Goals 1-4.

Timeframe	3 months
Lead Roles	<ul style="list-style-type: none"> ▪ Nick Green, City Manager, City of John Day ▪ Travel Oregon
Supporting cast	<ul style="list-style-type: none"> ▪ Grant County Court/Alexa Carey - Travel Oregon ▪ Grant Co neighboring cities ▪ Grant Co Chamber of Commerce ▪ Oregon Restaurant Lodging Association (ORLA)
Needed resources	<p>Staff time</p> <p>Legal costs to restructure existing agreements</p>
Possible sources	Need net revenue of \$60-120K annually

Action 2.4 – Organize a partnership to provide training and business support to connect existing business owners with the outdoor recreation economy.

What this is. Why it is important. Who benefits?	This action is intended to help match businesses with potential untapped markets related to outdoor recreation users. It will also help build support for outdoor recreation by helping businesses understand how they contribute to or could play a role in the outdoor recreation economy - help them think in those terms and market to those groups. It will help build visitor satisfaction and customer service as well by helping businesses that could improve their experience to connect with potential customers. Action item also supports establishment of recreation guides and outfitters.
Measures of success	<ul style="list-style-type: none"> ▪ Recreation businesses are high performing in terms of their digital infrastructure/e-commerce enterprise and analytics ▪ Increased sales ▪ Increased customer acquisition ▪ Connections to new markets and customer segments formed
Timeframe	3-9 months
Lead Roles	<ul style="list-style-type: none"> ▪ Grant County Co-works ▪ Grant County Economic Development Office ▪ Oregon RAIN
Supporting cast	<ul style="list-style-type: none"> ▪ Eastern Oregon Visitors Association (EOVA) ▪ Travel Oregon ▪ Grant County Digital ▪ Oregon State University + Open Campus Extension/Outreach ▪ Business Oregon
Needed resources	<ul style="list-style-type: none"> ▪ Co-working space ▪ Business office for Vision Team (Headquarters)
Possible sources	<ul style="list-style-type: none"> ▪ City of John Day (\$15,000 committed) ▪ Grant County Digital (\$30,000+ committed) ▪ Economic Development Administration (Funding requested) ▪ Oregon Community Foundation ▪ Ford Family Foundation ▪ Shelk Foundation ▪ USDA Rural Utilities Service

Goal 3: Galvanize community support and participation (residents and business owners) in John Day’s recreation economy.

This goal focuses on engaging John Day’s residents through a series of conversations, working sessions, regular updates, and community-driven events to build support for outdoor recreation as part of a shared vision for the future. Doing targeted outreach to individuals who were not part of the workshop, as well as hosting two community information and working sessions to share the action plan and work on implementation, can help engage the community in the ideas and actions and ensure that John Day’s approach to outdoor recreation is supported and successful. As part of this goal, workshop participants envisioned supporting participation by residents and building a sense of excitement by creating a community coordinator position. Having this position would give John Day needed capacity for community outreach and other work, including organizing events to connect people with outdoor activities, publishing a calendar of events to increase participation and avoid conflicts, and circulating a monthly newsletter with updates. These actions will build community interest, support and connection to outdoor recreation as a key part of John Day’s future.

Action 3.1 – Create a community coordinator position to help with outreach and event coordination, focused on participation in outdoor recreation and improved quality of life.

What this is. Why it is important. Who benefits?	Communication is key - there needs to be someone who can focus on making sure the community is getting information; coordinate with the community to better pool/leverage resources; create a coordinated plan for events; identify opportunities that other communities are pursuing and bring those to John Day (idea generation).
Measures of success	<ul style="list-style-type: none"> ▪ Job description created ▪ Host employer for this (shared) position identified. ▪ Funding for the position secured. ▪ Position is created and funded for at least 1 year (ideally multiple years).
Timeframe	Within a year
Lead Roles	Vision Team
Supporting cast	<ul style="list-style-type: none"> ▪ Fairgrounds Manager ▪ Painted Sky ▪ Chamber of Commerce - to help share event info ▪ School Board - to help share event info ▪ Parks and Rec ▪ Grant County ▪ City of John Day
Needed resources	\$40-70k year salary
Possible sources	<ul style="list-style-type: none"> ▪ Ford Family Foundation ▪ Transient Lodging Tax (TLT) dollars ▪ Economic Development Administration (EDA) ▪ City of John Day ▪ USDA Rural Development ▪ Blue Sky Funders (local foundations that supports placemaking) ▪ Meyer Foundation (local foundations that supports placemaking) ▪ Other grant opportunities for capacity building

Action 3.2 – Create a plan for a series of outdoor recreation related events.

What this is. Why it is important. Who benefits?	<p>Events that connect people with outdoor activities would help improve quality of life and support participation by residents. Annual, signature, and unique events that can be repeated and anticipated help build a sense of community and generate excitement. To create the plan:</p> <ul style="list-style-type: none"> ▪ Identify what types of events other small towns are doing that are successful in creating energy ▪ Review current events so identify ones to continue and ones to reconsider if they aren't delivering value ▪ Identify a proposed event plan and schedule for the year ▪ Coordinate with other partners to build out/host the events
Measures of success	<ul style="list-style-type: none"> ▪ Having a plan ▪ # of events ▪ # of participants ▪ Events are supported/helping to generate excitement, revenue for John Day ▪ How far people have come for the event ▪ Event satisfaction based on participant/exit surveys
Timeframe	Plan developed within 6 months after having the coordinator
Lead Roles	Community Coordinator Volunteer Coordinators (for events)
Supporting cast	<ul style="list-style-type: none"> ▪ Fairgrounds Manager ▪ Painted Sky ▪ Chamber of Commerce - to help share event info ▪ School Board - to help share event info ▪ Parks and Rec ▪ Grant County ▪ Anthony Lakes Mountain Resort and The Trail Head Bike Shop (annual bike event partner and help with marketing and advertising)
Needed resources	Marketing funds and strategy to gain outside participation Events budget Event prioritization
Possible sources	City of John Day

Action 3.3 – Host recreation economy focused workshops twice a year to maintain community engagement.

What this is. Why it is important. Who benefits?	<p>This action is designed to continue community engagement in the ideas and actions from this technical assistance program, to build broader support and a way to connect to outdoor recreation. Workshops will allow the group that participated in the Recreation Economy for Rural Communities process a way to maintain momentum and gather input as action are implemented and others can be undertaken. The first workshop should be scheduled 6 months after the technical assistance process concludes to report on progress and remaining activities. If effective, continue to hold sessions twice a year. Use this as a follow-up to the RERC workshop by engaging the same planning team and stakeholders but broadening it as a promotional event open to the public, with updates about has been accomplished on the RERC plan and how it is being implemented. The agenda may include guest speakers on outdoor recreation trends and topics of interest to the community.</p>
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	<ul style="list-style-type: none"> ▪ Sessions have occurred ▪ # of members of the community who participate ▪ Presence of new participants who are coming to listen, participate, share ideas, and take on some of the action items ▪ New ideas/innovation coming from these sessions to inform other actions
Timeframe	<ul style="list-style-type: none"> ▪ Hold first session within 1 month of this workshop. ▪ Hold sessions at 6-month intervals thereafter.
Lead Roles	<ul style="list-style-type: none"> ▪ Short term - Daisy, City of John Day ▪ Long term: Community Coordinator (see Action 1)
Supporting cast	<ul style="list-style-type: none"> ▪ Fairgrounds Manager ▪ Painted Sky ▪ Chamber of Commerce - to help share event info ▪ School Board - to help share event info ▪ Parks and Recreation
Needed resources	Event facilitation and catering
Possible sources	City of John Day

Action 3.4 – Hold ongoing conversations to listen to concerns and build cultural readiness among the community.

What this is. Why it is important. Who benefits?	Understanding people’s sensitivity to how the outdoor recreation economy will evolve and desired outcomes for the community is important. The implementation of outdoor recreation improvements has to be supported to be successful. All voices need to be heard and efforts made to build awareness for what is planned. Residents should feel like the vision and actions, including events, reflect John Day and serve the community. Visitors should have a positive experience and want to return. Particular attention should be made to engage individuals not usually involved and gaining buy-in from the businesses/community.
Measures of success	<ul style="list-style-type: none"> ▪ # and diversity of people engaged in 1-1 or small focus group meetings ▪ Meaningful input is incorporated into planning. ▪ People have a place to be heard.
Timeframe	Ongoing
Lead Roles	<ul style="list-style-type: none"> ▪ Vision Team ▪ Long term: Community Coordinator (see Action 1.1)
Supporting cast	<ul style="list-style-type: none"> ▪ Eastern Oregon Visitors Association (EOVA) would value being listener, or just have communication channel open for having this feedback to better tailor assistance ▪ Various advisory committees consisting of diverse community members (these are anticipated to develop organically based on engagement process)
Needed resources	<ul style="list-style-type: none"> ▪ Time of individuals involved ▪ Event facilitation and catering
Possible sources	<ul style="list-style-type: none"> ▪ Ford Family Foundation ▪ City of John Day

Goal 4: Expand outdoor recreation opportunities for all in John Day.

John Day’s goal to expand and promote existing outdoor recreation opportunities in John Day would better connect residents and visitors with outdoor recreation opportunities. Through actions such as establishing a wayfinding system and creating a recreation map, John Day can increase awareness and access to existing opportunities and better connect those opportunities with John Day’s riverfront and downtown businesses. By developing a regional trails master plan, building an aquatics center and completing an intercity trail system, the community can create new opportunities for diverse recreation experiences in a way that incorporates public input and builds support for recreation investments. These actions will help John Day build on existing amenities and develop new opportunities for outdoor recreation that reflect community priorities and support local quality of life.

Action 4.1 – Create a regional trails master plan with assistance from the National Park Service Rivers, Trails, and Conservation Assistance Program.

What this is. Why it is important. Who benefits?	It is important to have trails established before promoting them too much so as not to overpromise and under deliver to potential users. A master plan would encompass hiking, biking, ATV, snowmobile, cross-country ski, horse. The effort would bring together all groups managing trails and galvanize support. Will inform print and digital assets as well as inform future policy. The National Park Service Rivers, Trails, and Conservation Assistance Program provides free, on-location facilitation and planning expertise technical assistance to communities to realize their conservation and recreation goals.
Measures of success	<ul style="list-style-type: none"> ▪ Different trail groups are convened and participate. ▪ Funding and/or technical assistance to create the plan are secured. ▪ A master plan is created and adopted as part of Grant County’s comprehensive plan (Goal 8: Recreational Needs) ▪ County rec goals feed into the Oregon Statewide Comprehensive Outdoor Recreations Plan (SCORP) ▪ Trails that are adopted are well-maintained and groomed ▪ # of miles of trails represented by the network/within the plan
Timeframe	4 months
Lead Roles	<ul style="list-style-type: none"> ▪ Kate Harbour, Eastern Oregon Visitor Association
Supporting cast	<ul style="list-style-type: none"> ▪ City of John Day ▪ John Day Parks & Recreation ▪ Russ Comer, Eastern Oregon Trails Alliance (EOTA) ▪ Grant County Snowballers (Snowmobile Assoc.) ▪ Central Oregon ATV Club /Oregon OHV Commission (Matt Miller) ▪ Horse trails ▪ Contractor for implementation: C2Recreation (Chris Bernhardt)
Needed resources	\$50-75K
Possible sources	<ul style="list-style-type: none"> ▪ NPS Rivers, Trails, and Conservation Assistance Program (application due March 2, 2021) ▪ Oakridge community examples (policy) ▪ Evaluate other plans in preparation: https://www.oregonequestriantrails.org/chapters/grant-county-chapter/ https://www.bcho.org https://wwwmpo.org/blue-mountain-region-trails-plan.html

Action 4.2 – Build an aquatics center capable of expanding into a recreation center.

What this is. Why it is important. Who benefits?	This action item is pivotal to sustaining a recreation economy. We can't be a community that's known for its riverfront if the next generation can't swim. A pool is an intergenerational asset from youth swim lessons and team to master swim and aqua aerobics. A pool can host events that drive economic development. A pool is key to keeping our families in Grant County amenities. A county commission vote was tried and failed earlier in 2020. The land and funding are identified and a preliminary design exists.
Measures of success	<ul style="list-style-type: none"> ▪ Advocacy is successful in generating a petition and voter support for the new pool. ▪ The pool is built and sustainably funded.
Timeframe	6-18 months
Lead Roles	Stephanie LeQuieu (community member/Chief Petitioner)
Supporting cast	<ul style="list-style-type: none"> ▪ OR State Parks & Rec (Purchase city park and build new Kam Wah Chung Center) ▪ Senator Lynn Findley (State Appropriation) ▪ Grant County Court (County \$ Contribution) ▪ John Day Canyon City Parks and Recreation District
Needed resources	<ul style="list-style-type: none"> ▪ Option 1) Need: City Council and County Court to solicit voter approval via referendum or ▪ Option 2) Pathways: <ol style="list-style-type: none"> 1) Get a Chief Petitioner 2) Gather 230+ signatures 3) Campaign to get 51% of voters vote "Yes" on the ballot initiative
Possible sources	Community Fundraising Campaign

Action 4.3 – Complete John Day-Canyon City intercity trail system, integrated park system.

What this is. Why it is important. Who benefits?	Increases awareness and access to recreation experiences with visitors and locals. Increases use by recreationalists & showcases diversity of recreation experiences. Must use consistent branding.
Measures of success	<ul style="list-style-type: none"> ▪ John Day City Council & Canyon City Council working group to agree on investment priorities ▪ Increase access to trails while reducing flood risk to surrounding properties
Timeframe	12-24 months
Lead Roles	Tory Stinnett, Grant County Economic Development /Grant County Community Action Team
Supporting cast	<ul style="list-style-type: none"> ▪ Municipal leadership ▪ Parks and Recreation District ▪ Kate Harbour, Eastern Oregon Visitor Association
Needed resources	<ul style="list-style-type: none"> ▪ Matching funds on grants ▪ Grant writing ▪ Development funding (surveying, preliminary engineering reports, environmental assessments, right-of-way acquisition, etc.) ▪ Potential contractor: Alta Planning

Possible sources	<ul style="list-style-type: none"> ▪ FEMA Building Resilient Infrastructure and Communities (BRIC) ▪ ODOT Off Highway Trail System ▪ OPRD Recreational Trails Program (RTP)
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Action 4.4 – Create a comprehensive, multi-user experience recreation map to help residents and visitors connect with outdoor recreation opportunities.

What this is. Why it is important. Who benefits?	Connects all residents/ neighborhoods and businesses to the riverfront and each other. Creates a sense of place within each community.
Measures of success	<ul style="list-style-type: none"> ▪ Development of branded map cross-posted through city, county, regional partners, and state ▪ Distribution is within Oregon welcome centers & connected to existing tourism infrastructure
Timeframe	4-5 months
Lead Roles	Local lead
Supporting cast	<ul style="list-style-type: none"> ▪ Kate Harbour, Eastern Oregon Visitor Association ▪ Alexa Carey, Destination Development - Travel Oregon ▪ K'Lynn Lane, JJohn Day River Trail Leadership Team
Needed resources	<ul style="list-style-type: none"> ▪ \$7-10k ▪ Can use Oregon Adventure Map template for project ▪ Recommended Contractor: Gabe Tiller ▪ Collateral distribution (outside of COVID): Certified Folder
Possible sources	RTP Funding Eastern Oregon Visitors Association (EOVA) RCTP Travel Oregon

IMPLEMENTATION AND NEXT STEPS

Following the workshop in September, the Steering Committee continued to meet for three additional calls to finalize the action plan and discuss early actions taken post-workshop. Listed below are some key post-workshop implementation steps made in just the few weeks following the workshop.

- The Blue Mountain Eagle published an article about the workshop:
https://www.bluemountaineagle.com/news/action-plans-established-for-tourism-in-john-day/article_1f532124-ff52-11ea-bdb9-eb4aa3e39ba4.html
- RERC Steering Committee members met and walked through the Iron Triangle as a first step to meeting with the owners and thinking together about the future of the property
- Charlie Tracy mapped the electric vehicle charging station locations
- It was determined that a new pocket park will have a community rest area with a picnic table, which directly aligns with the city’s tourism plan.
- RERC Steering Committee members met with Angie Jones of PeopleMover to look at bus route stops

- Rezoning adjacent to the airport began, which will increase opportunities for future kite festivals, stargazing events, hot air ballooning, and more outdoor activity.
- RERC Steering Committee members held a Call with Grant County representatives to discuss Transient Lodging Tax and pool.
- RERC Steering Committee members has an initial meeting with the Ford Foundation to see if they will fund action plan implementation efforts.
- The Eastern Oregon Visitor Association spoke with the Greater Health Canyon Council (<https://www.hellscanyon.org/>) about the Blue Mountain Heritage Trail that may start in Joseph and conclude in John Day.
- Technical Assistance team members and federal partners suggested additional resources for John Day including the *Great American Outdoors Act (opportunities for funding deferred maintenance, restoration, small business development)* and *Federal Highways funding for Recreation Trails Program (RTP) through OR Recs & Parks Department (next cycle will be in the spring)*.

APPENDICES

- *Appendix A – Group Exercise Results*
- *Appendix B – Workshop Contacts*
- *Appendix C – Data Profile*
- *Appendix D – References and Resources*



JOHN DAY BASECAMP