

A photograph of a young boy and a man riding mountain bikes on a dirt trail in a forest. The boy is in the foreground, wearing a black helmet, a grey and brown long-sleeved shirt, and camouflage shorts. He is smiling and looking towards the camera. The man is behind him, wearing a white and red helmet, sunglasses, a dark blue polo shirt, and yellow shorts. They are both on black mountain bikes. The trail is surrounded by trees and a large rock is on the right side.

Oregon Outdoor Recreation Network

Phase II Update

May 2019

TRAVEL  OREGON

**Oregon Outdoor Recreation Network
Shared Purpose:**

*Ensuring
access to
world-class
outdoor
recreation
experiences
for everyone.*

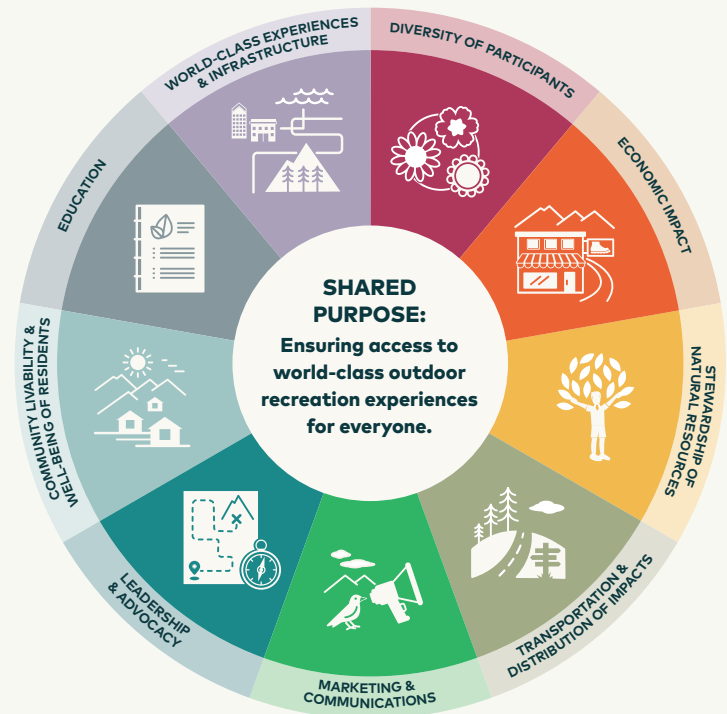
Introduction

From June 2016 to February 2017, the Oregon Outdoor Recreation Initiative leadership team developed a long-term vision for outdoor recreation in Oregon. The Oregon Outdoor Recreation Initiative launched with several goals in mind: to build capacity and synergy to expand outdoor recreation opportunities for residents and visitors; to create sustainable economic vitality for Oregon's communities; and to make Oregon a world-class outdoor recreation destination for all.

Recognizing that the success of the outdoor recreation economy is tied to various sectors, nine impact areas were identified. These impact areas helped provide structure for the comprehensive vision and complementary strategies emphasizing the interdependence of these various facets. A Phase I report was produced in September 2017, outlining a 15-year vision, including critical five-year outcomes and two-year priority strategies.

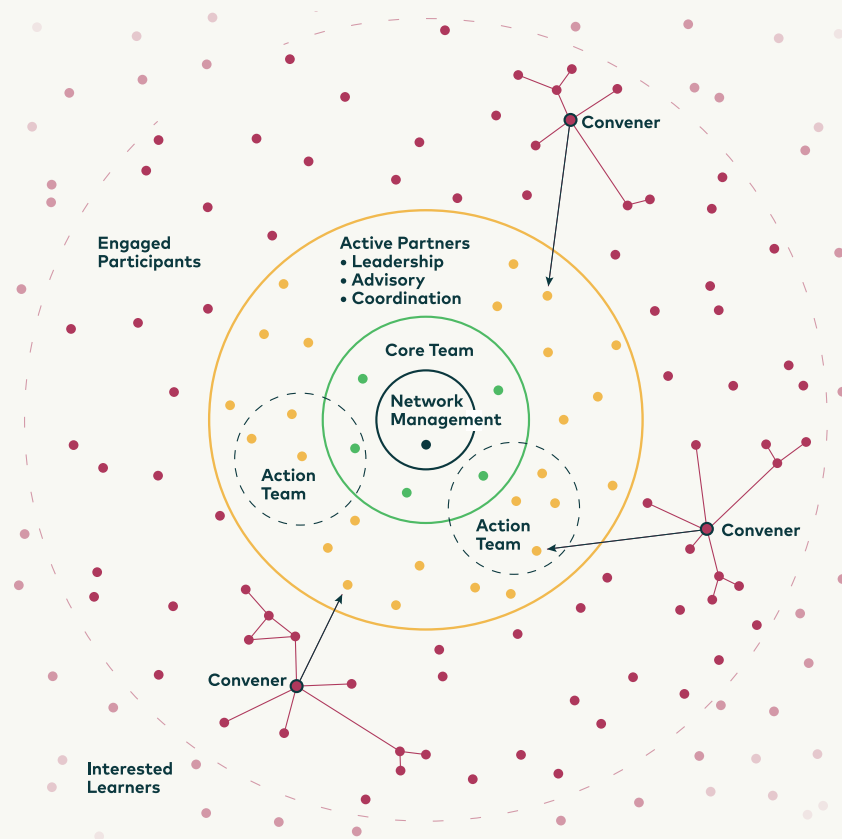
In fall of 2017, key stakeholders came together to form seven action teams to help advance priority strategies for collective action. Updates from these action teams can be found in the following section.

THE NINE IMPACT AREAS FOR THE OREGON OUTDOOR RECREATION INITIATIVE



In 2018, following extensive work with strategist David Sawyer of Converge, the Oregon Outdoor Recreation Initiative transitioned to a statewide network, now known as the Oregon Outdoor Recreation Network. Many leadership team members continued as active partners, a group of 25 individuals meeting quarterly to advise and help coordinate the activities of the network. As part of this process, a core leadership team of six individuals representing nine organizations was formed. The core team meets weekly and is convened by Travel Oregon which serves in a network management role. The goal of the core team is to help align resources and activities to ensure that the network achieves its shared purpose: ensuring access to world-class outdoor experiences for everyone.

OREGON OUTDOOR RECREATION NETWORK



CORE TEAM

Kristin Dahl
Travel Oregon

Lee Davis
Oregon State University Outdoor Economy Initiative
Oregon Outdoors

Bonnie Lippitt
U.S. Forest Service &
Bureau of Land Management

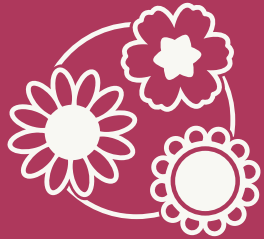
Dan Little
First Gentleman of Oregon

Cailin O'Brien-Feeney
Oregon Office of Outdoor Recreation

Erin Gaines
Keen Footwear
Oregon Outdoors
Oregon Outdoor Alliance – Portland Chapter

Stephen Hatfield
Travel Oregon [Network Manager]

Hilary Sager
Travel Oregon [Network Coordinator]



PRIORITY STRATEGY

Complete a diversity audit of outdoor recreation participants and those in the industry to better understand preferences, usage, employment and opportunities to increase engagement; done through planning sessions in coordination with a diverse group of stakeholders.

Develop a plan to identify and reduce barriers for people getting outdoors and increase the engagement of non-traditional users through strategies that include improved infrastructure, transportation, education and marketing.

Oregon Outdoor Recreation Network Action Team Updates

INCREASE DIVERSITY IN THE OUTDOORS

As Oregon's First Gentleman, Dan Little has made it his personal passion to increase access to the outdoors for all Oregonians. Dan's initiative, titled Roadmap to the Outdoors, serves as an action team focusing on increasing engagement of youth and under-represented communities. Strategies for success are built around improved marketing and communications, infrastructure, transportation, education and representation on leadership boards and commissions that reflect the demographics of Oregon.

In February 2018, the action team hosted the "Roadmap to the Outdoors Symposium" at the Oregon Zoo in Portland. A sold-out event, the symposium brought together a wide range of organizations, funders and representatives from diverse communities for an engaging conversation on barriers to the outdoors, yielding high-level recommendations and specific strategies to improve accessibility and inclusion. A team of partners convenes monthly to advance these recommendations and has developed content for a dedicated track at the Oregon Outdoor Recreation Summit in May 2019.



ADVENTURES WITHOUT LIMITS

QUANTIFY THE ECONOMIC IMPACT OF OUTDOOR RECREATION

The Economic Impact Study Action Team is focused on delivering a statewide study that will estimate the economic impact and economic contribution of outdoor recreation in Oregon. The study will include analyses of the total spending on outdoor recreation in Oregon, as well as direct and secondary impacts of outdoor recreation including employment and tax revenue from both locals and visitors (people traveling more than 50 miles from their home). The action team has released a Request for Proposal to hire the firm that will conduct the study. We anticipate a project team will be selected by June 2019 and the final report will be complete and available in July 2020.



RUSS ROCA



PRIORITY STRATEGY

Conduct a statewide economic impact study of outdoor recreation in Oregon.

Demonstrate how economic development from outdoor recreation contributes to quality of life and allows people to live and work where they want without job relocation.

Ensure that the study captures the diversity of outdoor activity participants and is set up to measure change over time.



PRIORITY STRATEGY

Develop and deploy a statewide communications plan for responsible recreation in Oregon with messaging consistent in voice, photography and branding.

Create a communications toolkit to ensure messaging can be adopted and easily shared across regional, local and agency communications.

Accommodate the discovery of new resources and have easy access to update messaging with accurate information, maps and online resources.

DEVELOP A COMMUNICATIONS PLAN FOR RESPONSIBLE RECREATION

The Communications Action Team is working to develop and deploy a statewide communications plan for responsible recreation in Oregon. The communications plan will address topics like “Leave No Trace” principles, stewardship, preparation, appropriate gear and other outdoor recreation issues common across the state. The plan incorporates flexibility to adapt messaging to each region and outdoor sector, giving us the ability to align our messaging with a broad group of stakeholders and reach visitors and Oregonians alike.

The Communications Action Team has contracted with Maxwell PR agency to develop a communications toolkit to ensure content can be widely distributed and easily integrated into existing local, regional, state and federal communications platforms. The toolkit will contain newsletter copy, sample social media posts, printable collateral and a simple, yet widely recognized icon and slogan we hope will become part of our ethos and fabric as Oregonians.

Target launch for the full communications plan is February 14, 2020 with an initial launch of toolkit components in late spring 2019.



DEVELOP A STATEWIDE OUTDOOR RECREATION NETWORK

In July 2018, the Network Design Action Team evolved into the core leadership team for the Oregon Outdoor Recreation Initiative. The following month, strategist David Sawyer of Converge provided network design training. With David's guidance, the core team laid out a concept for the Oregon Outdoor Recreation Initiative that outlined four different levels of participation in the network and illustrated how these levels would combine to achieve the overall purpose of the initiative (see network diagram on pg. 3). The team agreed to transition the name to the Oregon Outdoor Recreation Network and evolve leadership team members into active partners. Through a survey, leadership team members were asked to clarify their level of participation in the network and choose whether they would lead, support, follow or honor. The results of this participation survey were shared during the active partner meeting in January 2019. The core team will share a proposal and solicit input on a process for how to grow and enhance the group of active partners.

In spring 2019, two core team members representing Travel Oregon and the Office of Outdoor Recreation visited six regions, meeting with conveners of outdoor recreation groups across the state. The purpose of this trip was to better understand local needs, share information about the Oregon Outdoor Recreation Network, discuss ideal mechanisms for communication, and learn how the network can help support the advancement of local goals and objectives. After these regional meetings, participants were asked to complete a survey to help provide more insights into how they work at the local level. Findings from the tour and the survey will be shared by Travel Oregon and network design strategist Garrett Brennan with Three Pin Strategy + Design at the Oregon Outdoor Recreation Summit in May 2019.



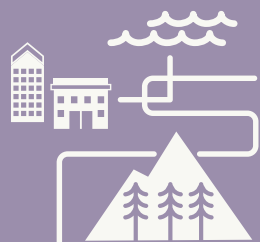
PRIORITY STRATEGY

Cultivate and regularly convene a statewide network of outdoor recreation stakeholders (businesses in the industry, community leaders working on projects, tourism, policymakers, etc.).

Empower a leadership team to help carry out priority statewide strategies and take steps toward fulfilling the 15-year vision for outdoor recreation in Oregon.

Work toward supporting the development of regional networks around Oregon to collaborate on regional solutions.

Collaborate with other established partnerships, to be a core force in growing outdoor recreation in Oregon.



PRIORITY STRATEGY

Identify and collectively support the development and ongoing maintenance of priority signature trail systems that have the potential to be world-class and, when completed, will make a major difference in Oregon.

Develop priority trail systems into world-class assets and maintain them over the long-term to create a ripple effect that will generate additional activities and investments.

DEVELOP A SIGNATURE TRAILS STRATEGY

In 2018, the action team drafted a working definition of signature trails and identified numerous projects around the state that have the potential to realize this vision. In early 2019, the Signature Trails Action Team completed a Request for Application process to hire a design firm to develop a mock digital guidebook that outlines a future vision of the Oregon Coast Trail for an integrated experience that includes access to transportation and lodging providers and consolidated info on guides and outfitters. This resource will be used to help advance the Oregon Coast Trail project and initiate conversations with land managers, potential funders and elected officials about the potential of signature trail projects across the state.

In 2018, the Signature Trails Action Team, Travel Oregon and other Oregon Outdoor Recreation Network partners also launched the Oregon Trails Coalition, comprised of broad-based, statewide trail interests. This coalition is dedicated to supporting, promoting and advocating for the preservation, development and stewardship of a statewide network of sustainable, world-class trails that provide access to outdoor recreation and active transportation for all. A detailed update is provided on page 14.



DEVELOP A STATEWIDE TRANSPORTATION STRATEGY

The Transportation Action Team is focused on developing strategies and supporting projects that will increase access for all people to outdoor recreation as well as manage congestion in high-use areas.

In its first year, the action team partnered with Portland State University's Masters of Urban and Regional Planning program to take a deep look at how transit can provide better access to the outdoors. The student team, Oxbow Consulting, developed two resources: Cascadia Connect Car-Free Access to the Outdoors Background Document and a car-free access toolkit. The information has been presented to and shared with transit providers around Oregon, and both documents are available on-line.

In 2019 the action team is partnering with the University of Oregon to focus on providing transportation strategies to the outdoors from the Eugene area, leveraging the much anticipated 2021 IAAF World Track & Field Championships coming to Eugene.



PRIORITY STRATEGY

Complete a statewide transportation strategy that in phase one defines tourism and outdoor recreation transportation solutions to assist with mitigating transportation in high use areas.

Ensure that transportation and tourism professionals and advocates representing local, regional and statewide perspectives and organizations are present.

Focus initial priority solutions on linking population centers to high use recreation areas.



PRIORITY STRATEGY

Implement legislative strategy to form and staff an "Office of Outdoor Recreation" so that someone wakes up every day living and breathing our collective impact areas.

The office would be responsible for helping stakeholders make progress on the vision.

CREATE AN OFFICE OF OUTDOOR RECREATION

In July 2017, the Oregon Legislature passed House Bill 3350 that established an Oregon Office of Outdoor Recreation within the Oregon Parks and Recreation Department. In August 2017, the bill was signed into law by Governor Kate Brown. The passage of this bill was celebrated by the Oregon Outdoor Recreation Initiative leadership team, as it was a top priority action strategy from Phase I. In June 2018, Cailin O'Brien-Feeney was hired as the first Director of the Oregon Office of Outdoor Recreation. A more detailed update on the work of the Oregon Office of Outdoor Recreation is provided on page 13.



RUSS ROCA



CAILIN O'BRIEN-FEENEY



KAMRIN NIELSEN



Initiatives Aligned with the Oregon Outdoor Recreation Network

While the following initiatives are not a direct output of the Oregon Outdoor Recreation Network, they are closely aligned, with an Oregon Outdoor Recreation Network active partner playing a key role.



SATOSHI ITO

OREGON OFFICE OF OUTDOOR RECREATION

“Whether it’s kayaking along the Willamette River, hiking through the Little North Santiam Trail, or skiing at Mt. Bachelor, venturing outdoors is not just good for our health, it sustains a booming outdoor recreation industry throughout Oregon,” Governor Brown stated in October 2017 while celebrating the creation of the Oregon Office of Outdoor Recreation.

June 2018, Cailin O’Brien-Feeney was hired as the first director of the Oregon Office of Outdoor Recreation and quickly stepped into coordinating work on topics such as search and rescue funding, outdoor business finance and recreation permitting. Cailin has been on the road this first year gathering input from public and private sector interests on how to achieve the office’s mission “to improve the personal, community and economic benefits of outdoor recreation for all Oregonians”. The office also serves as a top-level advisor on outdoor recreation economics, social benefits, access and stewardship for non-profits, the outdoor industry and other agencies.

In April 2019, Governor Brown tasked the Oregon Office of Outdoor Recreation with convening a Governor’s Task Force on the Outdoors. In directing the office to spearhead this work, Governor Brown set forth the purpose to “recommend policies, legislation and initiatives to support economic development in both rural and urban areas, balance improved outdoor recreation access with resource protection, and increase outdoor recreation participation, especially among youth and traditionally underserved communities”. This diverse group of citizens and public servants will work to build upon and accelerate statewide efforts already underway. In April 2020, the group’s final recommendations will be delivered to Governor Brown, the Oregon Legislative Assembly and the Oregon State Parks and Recreation Commission.



OREGON ADAPTIVE SPORTS



OREGON TRAILS COALITION

In 2018, the Signature Trails Action Team, Travel Oregon and other Oregon Outdoor Recreation Network partners launched the Oregon Trails Coalition comprised of broad-based, statewide trail interests. The coalition is dedicated to supporting, promoting and advocating for the preservation, development and stewardship of a statewide network of sustainable, world-class trails that provide access to outdoor recreation and active transportation for all. The Coalition advisory board includes representatives from more than twenty-five federal, state and local agencies, trail user groups, outdoor industry partners and volunteer organizations.

In the last two years, the Oregon Trails Coalition has hosted two statewide summits, several regional meet-ups, webinars, and supported two “Trailkeepers of Oregon Tread School” trainings to provide valuable networking and educational experiences to trails professionals, volunteers, and enthusiasts. The coalition has also coordinated its partners to advocate for preserving and increasing trails funding at all levels of government. This effort has included making federal budget appropriations requests, partnering with Oregon Outdoors to host their first joint state legislative action day and advocating for trails in the 2019 Metro regional parks and nature bond renewal.

In addition to convening partners statewide to build relationships, share knowledge, and form a collective voice for trails investments, the coalition plays a valuable role in sending out regular notices of events and funding opportunities of interest to the Oregon trails community.





KAMRIN NIELSEN

OREGON OUTDOORS

Formed in late 2017, Oregon Outdoors is a coalition with members from the outdoor recreation industry, recreation organizations and conservation groups with a mission to preserve and expand Oregon's outdoor assets for future generations. Oregon Outdoors focuses on advocacy at the state and federal level to advance recreational access and infrastructure, economic vitality, and responsible recreation, strongly aligning with the Oregon Outdoor Recreation Network's impact areas and strategies. Oregon Outdoors members identified several common legislative priorities and have been actively working with legislators and partners to:

- Advocate for bills at the state and federal level (e.g., Oregon Conservation and Recreation Fund, Restore Our Parks and Public Lands Act) that would collectively provide tens of millions of dollars to conservation and outdoor recreation projects
- Establish funding in Business Oregon dedicated to grants for manufacturing businesses in the outdoor recreation industry
- Promote passage of the Waterway Access Account to provide a funding source for access improvements and the Waterway Access bill to provide a public process of proposed access closures on State public lands as well as an annual reporting of access closures and additions
- Continue to provide funding for the Office of Outdoor Recreation



**Oregon
Outdoors**

OREGON OUTDOOR ALLIANCE

The Oregon Outdoor Alliance was formed in 2012 by a group of enthusiastic outdoor industry people based in Bend, Oregon. About 75 people showed up at the first meeting and got to know each other through a spirit of connection and collaboration. From that point the Oregon Outdoor Alliance moved forward to hold a meeting every other month called Beer Thirty. These events are held at different outdoor companies and are intended to provide rich networking opportunities and learnings from a keynote speaker or brief program.

Since those early days, the Oregon Outdoor Alliance has grown to hundreds of members, established itself as a 501(c)3 entity and is now run by a 14-member board comprised of leaders in Oregon's outdoor industry. Oregon Outdoor Alliance now has several partners including Economic Development for Central Oregon, Business Oregon, Small Business Development Center and Bend Outdoor Worx. In addition, sponsors help fuel its events.

The Oregon Outdoor Alliance's mission is to connect and cultivate the outdoor industry through unifying and inspiring our outdoor community. The focus is helping outdoor businesses start, grow and thrive in order to build jobs and grow the economy.

Some of the organization's efforts have been to:

- Provide members with tools to help start and grow their companies
- Help to establish an annual Outdoor Pitch Fest for new companies
- Support the establishment Outdoor Products program at OSU-Cascades
- Advocate for starting the Office of Outdoor Recreation in Oregon

Today Oregon Outdoor Alliance is working on many new initiatives including hiring an Operations Manager, building more events beyond its Beer Thirties, establishing chapters in all regions of the State and cooperating with the State of Oregon on outdoor legislation.



OREGON STATE UNIVERSITY OUTDOOR RECREATION ECONOMY INITIATIVE

Through the Outdoor Recreation Economy Initiative, Oregon State University is partnering with outdoor industry companies, agencies and nonprofits to create pathways to new and better jobs in the outdoor economy. Oregon and Oregon State have always been leaders when it comes to the outdoors, and this initiative continues that proud tradition.

This initiative emerged from a series of statewide strategic conversations led by Travel Oregon, the Governor's office and Oregon's Office of Outdoor Recreation, along with a variety of community and agency stakeholders working together to enhance the outdoor recreation economy and restore sustainable access to the outdoors for all Oregonians. Through the Outdoor Recreation Economy Initiative, Oregon State will create the first sector-wide workforce development portal to accelerate this rapidly expanding industry; serving industry, nonprofits, and public agencies.

Lee Davis, former Executive Director of the Mazama's, has joined Oregon State University to lead this effort through incubation along with Meredith Morrice, the Initiative's Strategic Engagement Manager. The Initiative is housed within University Outreach and Engagement and has broad support from across the university and from experts across the outdoor economy sector nationwide.



Oregon State
University



Next Steps

Oregon is increasingly looked to as a leader in the outdoor recreation sector nationwide. A rich mosaic of public lands within the state forms a solid backbone for the various outdoor recreation businesses, coalitions and networks that are currently thriving. As the Oregon Outdoor Recreation Network evolves, many of the action teams underway will eventually complete the priority projects currently in motion, new action teams will be formed to help advance additional priority strategies, and we will begin to realize some of the five-year outcomes. As this work develops, the shared purpose of the network, ensuring access to world-class outdoor recreation experiences for everyone, will be our north star, along with the 15-year vision from the Phase I report. The emergence of regional outdoor recreation networks will foster greater communication and collaboration leading to the creation of new outdoor recreation opportunities, improved sustainable economic vitality for Oregon's communities and ultimately make Oregon a world-class outdoor recreation destination for all.





LESLIE KEHMEIER



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