

Creating



Connections

The Oregon Recreational Trails How-To Manual
A Component of the Oregon Trails 2005-2014:
A Statewide Action Plan



May 2004
Oregon Parks and Recreation Department



This manual is also available online (with weblinks throughout the document) at <http://www.prd.state.or.us/trailsplanning.php> under the heading Planning Manual.



Table of Contents

ACKNOWLEDGEMENTS	V
INTRODUCTION	VII
Purpose of This Manual	vii
Using This Manual	vii
Section I. Overview: "Building a Trail Legacy for Oregon"	1
Chapter 1: An Introduction to Trails	1
Defining Trails.....	1
Understanding Trail Forms and Functions	1
Understanding Corridor Concepts	5
Understanding Community Benefits of Trails and Greenways	6
Section II. The Vision and Organization Phase: "Volunteers with a Vision"	9
Chapter 2: Visioning the Trail	9
Forming The Early Vision	10
Sharing the Vision.....	10
Providing Leadership.....	10
Recruiting Initial Support	11
Forming an Advisory Committee	11
Defining a Purpose.....	12
Choosing a Name.....	12
Obtaining Non-profit Status.....	12
Chapter 3: Sharing Your Vision	13
Developing a Concept Plan.....	13
Developing the Fact Sheet	14
Making Initial Contacts with Public Officials and Opinion Leaders.....	14
Meeting with Public Officials and Opinion Leaders	15
Meeting with Landowners	16
Chapter 4: Building, Strengthening and Managing Your Organization	17
Recruitment - Getting Supporters, Members and Volunteers.....	17
Retention - Maintaining Support Through Orientation, Education and Empowerment.....	17
Teamwork - Working Together to Produce Results	18
Managing - Managing the Organizational Structure	19
Planning - Creating a Strategic Plan	19



Section III. The Research Phase: "Working Within The Community"	21
Chapter 5: Obtaining Public Input	21
Conducting Interviews	22
Using Questionnaires	22
Reporting Results	23
Using Public Input	23
Planning an Initial Public Meeting	23
Conducting Public Meeting	25
Chapter 6: Working With Landowners and Neighbors.....	26
Identifying Landowners	26
Making Initial Contact with Landowners	26
Obtaining Permission to Enter the Property	26
Understanding Landowner Concerns.....	27
Chapter 7: Working With Public Officials and Non-Governmental Organizations.....	29
Working With Municipal Government	29
Working With County Government.....	31
Tourism Promotion Agencies	32
Resource Conservation and Development Councils.....	32
Working With State Agencies	33
Working With Federal Agencies	36
Working With Non-Governmental Organizations.....	40
Chapter 8: Marketing and Publicity	43
Creating a Marketing and Publicity Plan	43
Establishing an Identity.....	43
Getting Media Attention	44
Writing an Effective News Release	44
Writing an Effective Media Advisory.....	45
Creating a Press Kit	45
Employing Other Publicity Tactics.....	45
Chapter 9: Securing Necessary Investments	49
Creating an Annual Budget.....	49
Creating a Fiscal Plan	49
Understanding Expenses.....	49
Raising Funds.....	51
Seeking State Government Grant Support.....	53
Section IV. The Planning Phase: "Plan The Work and Work The Plan"	55
Chapter 10: Getting Started	55
Creating a Scope of Work.....	55
Hiring Consultants	56
Chapter 11: Conducting Property Research.....	58
Understanding Legal Instruments of Ownership	58
Conducting Appraisals.....	58
Conducting Surveys.....	59
Using Maps.....	60
Chapter 12: Conducting the Feasibility Study.....	62



Environmental Assessment for Hazardous and Residual Waste	65
The Engineered Structures Inventory	66
The Public Services and Utilities Inventory	66
The Scenic Resources Inventory.....	66
The Historical and Cultural Resources Inventory.....	67
Transportation Characteristics	68
Population and Socioeconomic Characteristics.....	68
Potential Demand Analysis.....	68
Potential Benefits Analysis.....	68
Social Benefits	68
Feasibility Determination.....	69
Chapter 13: Creating the Master Plan.....	70
Mastering the Master Planning Process.....	71
Presenting the Master Plan to the Public	72
Designing Infrastructure and Facilities.....	72
Design Considerations: Enhancing Economic Benefits	75
Designing for Successful Collateral Development.....	76
Section V. The Acquisition and Development Phases: "Establishing the Legacy"	79
Chapter 14: Acquiring the Trail Corridor	79
Deciding Trail Ownership.....	79
Understanding Legal Instruments for Acquisition.....	80
Chapter 15: Developing the Trail.....	83
Following the Timetable.....	83
Preparing Construction Plans.....	83
Estimating Costs of Development	84
Working With Contractors.....	85
Chapter 16: Managing and Maintaining the Trail.....	86
Managing the Trail.....	86
Maintaining the Trail	86
Routine Maintenance Tasks.....	87
Emergency Repairs	87
Long-Term Maintenance	87
Budgeting for Operating and Maintenance Costs.....	88
Chapter 17: Continuing the Mission	89
Continuing the Legacy.....	89
Extending the Trail	90
Sharing Your Skills.....	90
Appendix I: Land Trusts and Conservancies in Oregon	91
Appendix II: Additional Information and Sample Source	93
Appendix III: Sample Partner Profile	95
Appendix IV: Sample Trail User Survey.....	97



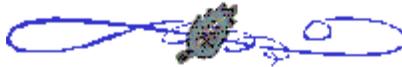
Appendix V: Trail Use Rules & Regulations Guidelines 99

Appendix VI: Trail Assessment Form 101

Appendix VII: Getting Information and Assistance..... 103

Appendix VIII: Benefits of Non-Motorized Trails 107

Appendix IX: Potential Trail Funding Sources 117



ACKNOWLEDGEMENTS

This manual is a modified version of the original publication "*Creating Connections. The Pennsylvania Greenways and Trails How-To-Manual*," published in 1998 by the Pennsylvania Greenways Partnership. The Pennsylvania Greenways Partnership Initiative was a cooperative effort of the Pennsylvania Department of Conservation and Natural Resources, Pennsylvania Environmental Council, Pennsylvania Field Office of the Rails-to-Trails Conservancy, and The Conservation Fund. It also was a product of Pennsylvania's first-ever Governor's Conference on Greenways and Trails held in April 1997, the largest statewide conference of its kind in the nation.

Funding for the 1998 publication was provided by the William Penn Foundation, the Howard Heinz Endowment, and the Pennsylvania Department of Conservation and Natural Resources.

The State of Oregon and the Oregon Parks and Recreation Department (OPRD) gratefully acknowledges the Pennsylvania Environmental Councils' permission to use this valuable publication for use in the Oregon Statewide Trails Planning effort.

Contributors In Adapting This Manual For Use In Oregon

Project Manager and Primary Author:

Terry Bergerson (OPRD)

Technical Assistance and Review:

Sean Loughran (OPRD)

Kathy Schutt (OPRD)

Dave Wright (OPRD)

Document Design and Layout:

Kim Baker (OPRD)

Preparation of Document for Web:

Tammy Baumann (OPRD)

Other Contributors:

James Kagan (Oregon State University)

Al LePage (National Coast Trail Association)

Ron Saranich (U.S. Forest Service)

Peter Spendelow (Oregon Department of Environmental Quality)

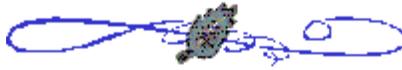
Gail Throop (U.S. Forest Service)

Patti Williams (U.S. Army Corps of Engineers)

Margaret Wolf (Bureau of Land Management)



This page intentionally left blank



INTRODUCTION

Purpose of This Manual

This manual is intended to give all who work, or wish to work, on trails a command of the overall process for creating trails in Oregon. Wherever possible, the manual presents information specific to the institutions and laws of the State. It is not, however, designed to be a replacement for the many excellent planning guides already in existence. As the reader becomes familiar with the work of creating trails, he or she will want to seek out the publications listed in the document, footnotes and bibliography for in-depth descriptions and detailed procedures. Whenever possible, web links are included for accessing on-line documents.

This manual was primarily designed for the creation of individual trails in the state of Oregon. However, the manual can also be used for trail system planning of community-wide trail systems or circulation plans.

Using This Manual

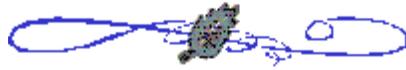
If you are a veteran of the trails movement and are already familiar with some of this information, use this manual to brief and orient new members of your organization. If you are undertaking a trails project for the first time, read through the manual from cover to cover to understand the scope of the work you are undertaking. But don't be discouraged by the size and complexity of the tasks!

There are several distinct phases in the development of recreational trails. Each section of this manual covers one phase, and describes the tasks to be completed in that phase, gives samples of plans and documents, provides lists of resources needed, and discusses helpful "Do's and Don'ts." Fundraising is a major activity that will need to be done during every phase of the process, so a chapter is included on obtaining the necessary financial support.

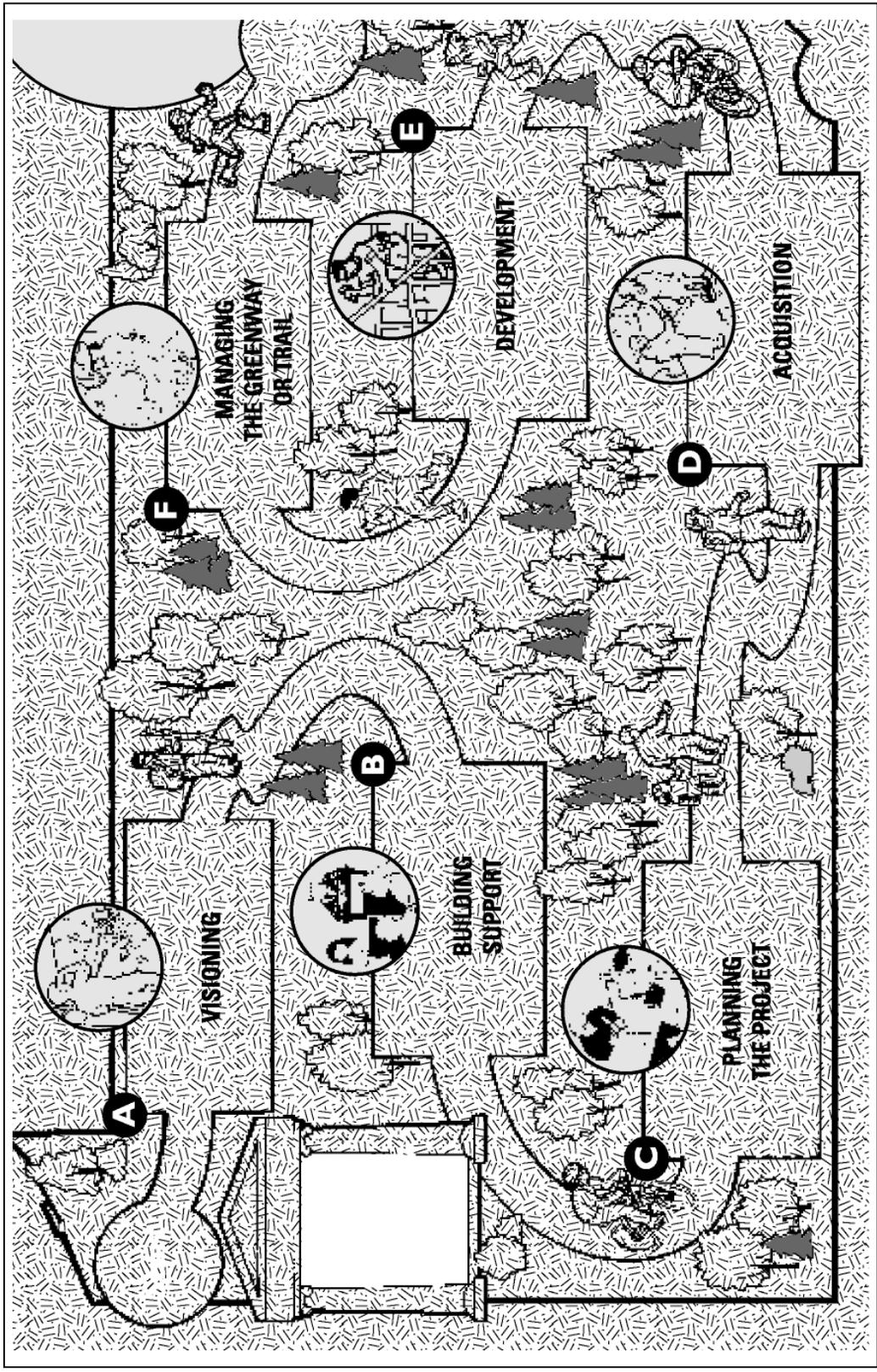
We have provided examples and ideas from numerous trail groups in Oregon. For more details contact the group that provided the example. Contact information and web links are included throughout the document.

Since no two trail projects are alike, the reader will be able to use this manual as a guide, but will need to adapt the advice to fit local terrain, personalities, politics, preferences, needs, and resources. Remember, as you build a permanent amenity for your community, you are also building part of a green infrastructure that will preserve the quality of life for all Oregonians.

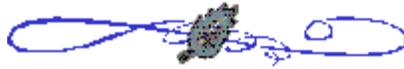
Doing the research, completing the physical work, bringing in the resources, and building the partnerships to successfully complete any given phase can pose a daunting series of hurdles. Remember that private citizens, planning and consulting firms, governmental institutions, non-governmental organizations, and private enterprise all have roles to play. This manual explains the function of these players and provides the reader with contact



information on the partners and players who should be involved at every stage. You will find ready and willing contributors if you or your group can articulate the vision and provide leadership. You must track the overall progress of the project and provide the leadership at each stage necessary to move the project along.



This page intentionally left blank



Section I

Overview:

"Building a Trail Legacy for Oregon"

Trails take many forms and have many functions. This section provides a working definition of trails, a discussion of their functions, and definitions of trail types.



Chapter 1: An Introduction to Trails

This chapter describes the many different types of trails that are provided in the state of Oregon. The functions of various types of trails are given. Any particular type of trail corridor may fit more than one definition, and perform more than one function.

Defining Trails

The total mileage of trails existing in Oregon is unknown. From long-distance trails, to small footpaths at state and regional parks, to multi-use trails provided by local recreation providers, trails come in all designs, widths, and lengths. The focus of this manual is longer, well developed, named, and marked trails, under the care and management of an agency or organization.

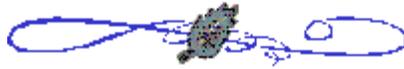
People seek out trails for many different reasons. They are drawn to trails in natural settings to inoculate themselves from the stresses and strains of modern urban life. Trails also provide people with an attractive and sometimes challenging opportunity for exercise. In addition, trails

connect human communities and points of interest.

Understanding Trail Forms and Functions

Trails are usually described by the predominant activity, such as hiking trails or equestrian trails. A trail's use depends on the amenities offered along the trail, its length, proximity to population centers, access points, the terrain it passes through, and the trail surface. Trails have several purposes including recreation, fitness, commuting, and access to points of interest. A trail may be a grassy lane through woods, a historical path, or a designated route over streets and sidewalks. If heavy commuter traffic parallels the corridor, the trail may see more use as people seek alternative modes of travel to the workplace and shopping centers.

Accessible trails are trails that are accessible to and usable by people with disabilities. Accessible trails are identified as meeting minimum guidelines established by the U.S. Access Board. The Access Board is the federal agency responsible for creating guidelines and



standards for accessible environments¹. A more in-depth description of accessible trails is included on the following website: <http://www.ncaonline.org/monographs/8/accessible-trails.shtml>.

Hiking trails are usually located in natural settings, are generally more than two miles in length, and may be only a narrow footpath with minor improvement to the trail bed. Although day hiking accounts for the majority of hiking use, many longer-distance hiking trails accommodate backpacking by providing a range of camping amenities from primitive to full service campgrounds. A well-known hiking trail in Oregon is the Pacific Crest Trail, which is a National Scenic Trail that runs from Mexico to Canada through California, Oregon and Washington.

Nature/ interpretive trails are usually shorter trails of a mile or two in length and are likely to form complete loops. They are most likely to be used by citizens of the surrounding region, but if promoted, advertised, or cited in a guidebook, tourists from across the state and beyond may use such trails.

Nature trails often have interpretive signs brochures for self-guided tours, bird-watching blinds, observation towers and a variety of enhancements for studying wildlife. Wetland trails often include boardwalks that make the wetland terrain accessible while protecting it from degradation.

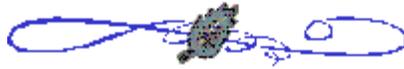
National Historic Trails are federally designated trails, which closely follow original routes of national historic significance (explorers, emigrants,

traders, military, etc.). The Iditarod, the Lewis and Clark, the Mormon Pioneer, and the Oregon Trails were the first to be designated as National Historic Trails in 1978. Currently, there are 15 National Historic Trails in the United States. Oregon's National Historic Trails include the Lewis and Clark National Historic Trail, the Oregon National Historic Trail, the Applegate National Historic Trail and the Nez Perce (Nee-Me-Poo) National Historic Trail. National Historic Trails are established by Act of Congress. An in-depth description of National Historic Trails in Oregon can be found at: <http://www.endoftheoregontrail.org/oregontrails/index.html>.

National Scenic Trails are federally designated trails (100 miles or longer), which provide for the maximum outdoor recreation potential and for the conservation and enjoyment of the significant qualities of the area through which they pass. Currently, there are 8 National Scenic Trails in the United States. The Appalachian and Pacific Crest Trails were the first to be designated as National Scenic Trails in 1968. The Pacific Crest Trail roughly follows the crest of the Sierra Nevada and the Cascade mountain ranges. Such trails are established by an Act of Congress.

National Recreation Trails provide for numerous recreation activities in a variety of urban, rural and remote areas. By 2000, over 800 trails in all 50 states, available for public use and ranging from less than a mile to 485 miles in length, have been designated as National Recreation Trails on federal, state, municipal and privately owned lands. Examples of National Recreation Trails in Oregon include the Historic Columbia River Highway State Trail, the North

¹ What is an Accessible Trail? National Center on Accessibility Website.



Umpqua Trail near Glide, and the Trail of Ten Falls at Silver Falls State Park. Such trails are recognized by either the Secretary of Agriculture or the Secretary of the Interior upon application.

Multi-use trails are trails that permit more than one user group at a time (horse, hiker, mountain bicyclist, ATV, etc.). Ryan² refers to a multi-use trail as "a modern public space that invites many different types of users...to share a trail corridor collectively." Multi-use trails are characterized by a wider, hardened tread that is suitable for higher densities of use across multiple activities. Multi-use trails can include a mix of motorized and non-motorized uses or can be limited to either motorized or non-motorized uses.

Where paved with a smooth surface such as asphalt, and especially where close to population centers, multi-use trails will attract users of in-line skates, roller skates, skateboards, baby carriages, and strollers. Touring bikes add to the traffic when pavement is available.

An excellent resource for those who are planning, designing, building, and managing multi-use trails is the second edition of the publication entitled, "*Trails for the Twenty-First Century: Planning, Design, and Management Manual for Multi-Use Trails*"³ produced by the Rails-To-Trails Conservancy, National Park

² Ryan, K. L. (Ed.). (1993). *Trails for the Twenty-First Century: Planning, Design and Management Manual for Multi-Use Trails*. Washington, DC: Island Press.

³ Flink, C., K. Olka and R. Searns. (2001). *Trails for the Twenty-First Century (Second Edition): Planning, Design, and Management Manual For Multi-Use Trails*. Island Press.

Service and the Federal Highway Administration. It provides a guide through the process of creating a trail from start to finish and managing the trail for the future.

Exercise trails close to population centers may attract runners, joggers, speed-walkers and others for fitness purposes. Exercise trails often incorporate elements of a fitness course such as balance beams, chin-up bars, and sit-up benches.

Bikeways are created when a road has the appropriate design treatment for bicyclists, based on motor vehicle traffic volumes and speeds: shared roadway, shoulder bikeway, bike lane or bicycle boulevard⁴.

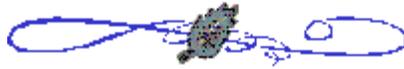
Bike lanes are a portion of a roadway that has been designated by striping and pavement markings for the preferential or exclusive use of bicyclists.

In Oregon, the "Oregon Bike Bill," the first of its type in the nation, requires the development of bikeways and walkways⁵. The intent of the bill is to ensure that future roads be built to accommodate bicycle and pedestrian travel, where warranted. It also enables road funds to be used for constructing bikeways and walkways along existing roads.

The Oregon Bicycle and Pedestrian Plan offers the general principals and policies

⁴ Oregon Bicycle and Pedestrian Plan: An Element of the Oregon Transportation Plan (1995). Oregon Department of Transportation.

⁵ Oregon Bicycle and Pedestrian Plan: An Element of the Oregon Transportation Plan (1995). Oregon Department of Transportation.



that the Oregon Department of Transportation (ODOT) follows to provide bikeways and walkways along state highways. It also provides the framework for cooperation between ODOT and local jurisdictions, and offers guidance to cities and counties for developing local bicycle and pedestrian plans. A copy of the Oregon Bicycle and Pedestrian Plan is available at:

<http://www.odot.state.or.us/techserv/bikewalk/planimag/toc-imag.htm>.

Rails-to-trails opportunities occur when abandoned rail corridors are obtained by political jurisdictions or private groups and developed as non-motorized multi-use trails. Where rail lines can be "rail-banked" before abandonment, purchased during the abandonment process, or reacquired, the corridors are well suited for trail and greenway development. Examples of rail-to-trails in Oregon include the Springwater Corridor, Row River, Banks-Vernonia State Trail, and OC&E Woods Line Trails.

Rails-with-trails is a name given to multi-use trails along rail lines that are still active. Placing trails alongside active rail corridors can be an excellent method of securing land for safe, popular and effective trail development. Examples of rails-with-trails in Oregon include the Eastbank Esplanade/Steel Bridge Riverwalk and the Central Ashland Bike Path.

Roads-to-trails are created when backcountry roads are converted to trails by planting vegetation (or allowing vegetation to grow) along the sides of roads while leaving a narrow path in the center⁶. The roads-to-trails solution can

⁶ International Mountain Biking Association Website. May 2002.

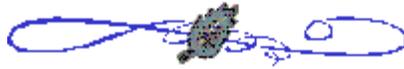
be much less expensive than full-fledged re-contouring of road grades.

Utility and canal corridors for power lines, pipelines, and irrigation canals are also linear features that lend themselves to trail development. In suburban and rural areas, these corridors are managed to prevent overgrowth and usually contain rudimentary access roads. Hikers, mountain bikers and ATV riders often make unofficial use of these corridors.

A report entitled "*Utilizing Irrigation Canals in Northern Utah for Recreational Trail Use*,"⁷ provides information related to issues and concerns involved in planning recreational trails along irrigation canal rights-of-ways of value to anyone interested in taking on the planning and development of a canal trail. A copy of the report is available at: <http://www.americantrails.org/resources/planning/CarlsonTh.html>.

Water Trails in Oregon are recreational boating routes on a lake, river, or ocean, which are suitable for canoes, sea kayaks, white water rafts and kayaks, and drift boats. Like conventional trails, water trails are corridors between specific locations. Although water trails are primarily developed for use by non-motorized watercraft, they are also open for use by motorized watercraft (unless current motorized boating restrictions are in place). Water trails are comprised of a number of public or public/private recreation facilities including a safe place to put in, parking for motorized

⁷ J. G. Carlson (2000). *Utilizing Irrigation Canals in Northern Utah for Recreational Trail Use: An Evaluation of Issues and Concerns*. A report submitted for Master of Landscape Architecture degree at Utah State University.



vehicles, sanitation facilities, a safe place to take out, and in some cases day-use sites and overnight camping areas. Some water trails are simply day paddles while others stretch for hundreds of miles. Water trails provide a full spectrum of paddling experiences, from wilderness settings with minimal facility development to urban settings with centralized facility development, and a variety of challenge levels on whitewater, flat water and tidewaters. Typically, water trails emphasize low-impact use and provide stewardship of the resource.

Walkways are transportation facilities built for use by pedestrians, including person in wheelchairs. Walkways include sidewalks, paths and paved shoulders.

Understanding Corridor Concepts

In addition to trails, there are other corridor concepts including Greenway Corridors and Scenic Byways which may be associated with recreational use.

Greenway Corridors

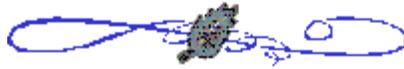
Greenways are typically defined as a corridor of open space. Greenways vary greatly in scale, from narrow ribbons of green that run through urban, suburban, and rural areas, to wide corridors that incorporate diverse natural, cultural, and scenic features. Greenways can be land or water-based, running along stream corridors, shorelines or wetlands. Some follow old railways, canals, ridge tops, or other features. They can incorporate both public and private property. Some greenways are primarily recreational corridors, while others function almost exclusively for environmental protection and are not designed for human passage. Greenways differ in their location and function, but overall, a

greenway network will protect natural, cultural, and scenic resources, provide recreational benefits, enhance the natural beauty and the quality of life in neighborhoods and communities, and stimulate economic development opportunities. This manual focuses on the function of Greenway's as trail corridors.

Scenic Byways

Scenic byways can be thought of as auto-trails and may function as greenways. Scenic byways offer travelers alternate travel route that showcase beautiful scenery, cultural and historical resources, and recreational activities. Where a road corridor has a significant cultural and historic heritage, and where the view from that corridor is deemed scenic, the route may be designated a scenic byway. The landscape along a scenic byway is usually rural with high-quality screening and may be preserved by conservation efforts, such as easements. When the area protected from the visual clutter of development is sufficiently large, the area may be referred to as a "viewshed."

The National Scenic Byway Program is part of the U.S. Department of Transportation, Federal Highway Administration. The program is a grassroots collaborative effort established to help recognize, preserve and enhance selected roads throughout the United States. Since 1992, the National Scenic Byways Program has provided funding for almost 1,500 state and nationally designated byway projects in 48 states. The U.S. Secretary of Transportation recognizes certain roads as All-American Roads or National Scenic Byways based on one



or more archeological, cultural, historic, natural, recreational and scenic qualities.

Oregon's system of Scenic Byways is considered one of the most significant in the nation. For more information about Scenic Byways in Oregon check out the following website:

<http://www.byways.org/browse/states/OR/>.

Understanding Community Benefits of Trails and Greenways

Note: The following section includes a brief description of the benefits of recreational trails. A more in-depth discussion on the benefits of non-motorized trails is included in Appendix VIII: Benefits of Non-Motorized Trails. In addition, benefits information for motorized, non-motorized and water trails (including benefits reports and bibliographies) can be found on the Oregon Statewide Trail Planning Website at:

http://www.prd.state.or.us/trailsplanning_benefits.php.

Trails and greenways positively impact individuals and improve communities by providing not only recreation and transportation opportunities, but also by influencing economic and community development. Some of the many trail and greenway benefits include:

- recreational value and health benefits;
- transportation enhancement and safety benefits;
- economic benefits;
- educational benefits;
- environmental benefits; and
- preserving our history and culture.

Recreational Value and Health Benefits

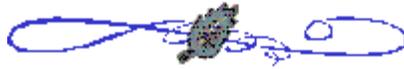
The recreational value of trails are often their foremost attraction. In addition to the entertainment values of recreation, there is a significant health and fitness benefit as most recreation activities on trails involve exercise. This health benefit accrues to the individual, and, in the form of reduced health-care costs, to society as well.

Transportation Enhancement and Safety Benefits

Serving as transportation corridors, trails encourage pedestrian and bicycle commuting as an alternative to automobile commuting, thus reducing traffic and congestion on roads, and reducing fuel consumption and its associated pollution. Again, there is a health benefit in choosing this mode of transportation. Safety is another community benefit where designated pedestrian and bicycle facilities strive to define a designated space for human-powered commuters.

Economic Benefits

Recreational, educational, historical and cultural sites, nature centers, museums, and trails attract tourists. Those resources bring a direct economic benefit to local restaurants, hotels, and service stations as tourists spend dollars on food, lodging, and gasoline. Liveries, equipment and clothing vendors, and other commercial establishments may move into the area to serve the population attracted by a trail. For example, in a 1992 study, the National Park Service estimated the average economic activity associated with three



multi-purpose trails in Florida, California and Iowa was \$1.5 million annually⁸.

There may be a synergistic effect as "civilized comforts" become available close to the attractions. More and more people are attracted to the outdoor recreation destination, knowing that there is civilization to fall back on in inclement weather and that their hospitality needs will be met before and after their excursion.

There are economic benefits derived directly from the development and operation of trails. Direct benefits include employment created and money spent on trails. Indirect benefits include the savings to community taxpayers when comparing the expense of trails to the expense of developing, operating and maintaining other types of public recreational facilities.

Communities with trails and greenways often benefit in terms of improvements in corporate relocation and retention rates, since quality of life is an important factor in choosing sites for business and industry.

And last, but not least, there is an economic benefit as property values increase due to proximity to green space and increased overall community livability.

Educational Benefits

Trail corridors can become outdoor classrooms where children can observe

and learn about their natural and cultural environment.

Environmental Benefits

Trails and greenways can play an important role in improving water quality and mitigating flood damage. Greenways preserve critical open space that provides natural buffer zones to protect streams, rivers and lakes from pollution run-off caused by fertilizer and pesticide use on yards and farms. They can also serve as flood plains that absorb excess water and mitigate damage caused by floods. Such conservation efforts make good sense, because they save communities money in the long run.

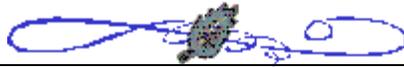
Preserving Our History and Culture

Trails have the power to connect us to our heritage by preserving historic places and by providing access to them. They can give people a sense of place and an understanding of the enormity of past events, such as Indian trails and vast battlefields. Trails and greenways draw the public to historic and cultural sites. Other trails preserve transportation corridors. Rail-trails along historic rail corridors provide a glance at the importance of this mode of transportation. Many canal paths, preserved for their historic importance as a transportation route before the advent of railroads, are now used by thousands of people each year for bicycling, running, hiking and strolling.

⁸ National Park Service. (1992). The Impacts of Rail-Trails. A Study of Users and Nearby Property Owners From Three Trails. Rivers, Trails and Conservation Assistance Program.



This page intentionally left blank



Section II

The Vision and Organization Phase: "Volunteers with a Vision"



Trail projects begin as a vision and culminate in the use of the trail itself. This section discusses the development of a vision, provides information on sharing that vision, and gives guidance on creating a team, committee, or organization to mobilize the resources of the community to bring it to life.

The flowchart on page ix graphically represents this process.

Chapter 2: Visioning the Trail

History of the 40 Mile Loop⁹

The 40 Mile Loop, as it has come to be known, was originally proposed in 1904 by the nationally recognized landscape architecture firm, Olmsted Brothers. These pioneer park planners, sons of the renowned Frederick Law Olmsted, were brought to Portland from Boston to propose a park system as part of the planning for the Lewis and Clark Exposition.

The 40 Mile Loop was a truly remarkable concept in 1904, when the area was still largely woodlands and meadows. Fortunately, city leaders of the time had the foresight to recognize the importance of parks to a livable community.

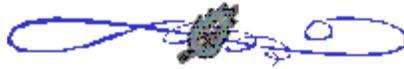
"Parks should be connected and approached by boulevards and parkways ... they should be located and improved to take advantage of beautiful natural

scenery. The above system of scenic reservations, parks and parkways and connecting boulevards would ... form an admirable park system for such an important city as Portland is bound to become."

OLMSTED BROTHERS, Outlining a System of Parkways, Boulevards and Parks
From the Report of the Park Board, Portland, Oregon, 1903

When originally conceived at the beginning of the 20th century, the trail was going to be 40 miles long, circling the city. Portland has done a lot of growing since then, and the trail was gradually expanded to include all of Multnomah County. When the loop is completed, it will be 140 miles in length and connect more than 30 parks in the Portland metropolitan area along the Columbia, Sandy, and Willamette Rivers in a continuous loop. There will be something for everyone, whether it is hiking, biking, or canoeing. Canoe trips as long as five miles will be possible in the Columbia Slough. The Loop will also include trail access for persons with disabilities and nature trails for children. It will be accessible by TriMet buses at

⁹ Portland Parks & Recreation.
<http://www.parks.ci.portland.or.us/Trails/40MileLoop/LoopHistory.htm>



many points and close to industry and offices for workers interested in noontime walking or jogging.

All citizens of the Portland area have inherited this dream. Now, more than ever, appreciation of open spaces is fundamental to the quality of their lives.

Since the time of the Olmsted's, in Oregon and across the country, trails have been proposed and created under the leadership of those who have a vision, articulate that vision, and recruit others to make it a reality. As with the 40 Mile Loop, forming the vision is the essential act that begins the trail development process.

Forming The Early Vision

Sometimes a trail is conceived, planned, and developed by a professional in the employ of a resource conservation agency or a municipal agency. The planner may be looking for transportation corridor alignments, or the parks and recreation manager may want to provide safe walking or biking routes. In other cases, private citizens are the leading proponents when individuals or small groups of people notice an available corridor in their community. For example, citizens may be fishing on a creek and notice the threat of habitat destruction along its banks. At some point, someone sets the vision by asking, "Wouldn't it be nice if this were preserved, protected, cleaned up, and opened to the public?"

Sharing the Vision

In Oregon, many trail development projects are initiated by local citizens who share the vision with the local community and form partnerships with local, county, state and federal officials. Within this partnership, the scope of the project and

the process are defined and leadership emerges.

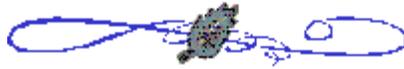
Providing Leadership

An agency or non-governmental organization (NGO) may take the lead on a trail project, or citizens may band together to form an ad hoc committee to start the process. Either the manager assigned by the agency, staff of the NGO, or a volunteer from the grass roots level will need to provide leadership from this stage onward. Consistent leadership is a key ingredient in transforming vision into reality.

The ideal candidate for project leader will have strong communication skills and the ability to foster teamwork. He or she will have knowledge of how government works and understand local politics. The leader will also be a person who is sensitive to the needs and desires of many different types of users and who has tenacity and patience. The leader must be open to continual learning.

Duties will include but not be limited to: understanding the vision and the overall process and articulating them to others; guiding planning to accomplish each step; obtaining commitments and support; building relationships and partnerships; and building an organization or coalition of organizations. The leader will also conduct meetings and make presentations.

No one person is likely to have all the abilities and personal resources to carry on an entire trail project single handedly. The most important thing to realize is that much of the work will be done by a team of interested people from all walks of life and in cooperation with professionals from numerous agencies. To do that, the



leader must concentrate on building the organization and effective partnerships.

The organization, agency, team or coalition engaged in the project will need to recruit other people with the necessary talent and commitment to undertake specific tasks at each stage of the project. Some of those tasks are listed below.

Recruiting Initial Support

In a citizen-led effort, the person or persons with the original vision may spread that vision informally among friends, colleagues, and families. Often fellow members of an existing club or organization are recruited as the first enthusiastic supporters. Begin by gathering to discuss the possibilities. Take a trip together through or along the corridor. Discuss your vision of what you could be looking at. Accept input from everyone. If people begin to contribute their own ideas at this early stage, they are more likely to remain involved with the project.

As soon as a few people are involved, the effort can gather momentum. These early

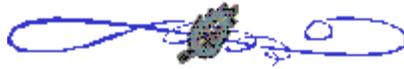
supporters reinforce the vision, provide labor for early tasks, provide additional contacts, and represent a variety of viewpoints for early decision making. They may form the nucleus of an ad hoc committee. As the effort to share the vision continues, the ad hoc committee can expand and become an advisory committee for the project.

Forming an Advisory Committee

When a project is being led by an existing agency or non-governmental organization, form an advisory committee. While you will welcome all those with interest in the project as supporters, and possibly as members in an organization, “hand pick” the advisory committee members based on their talents, abilities, resources and commitment. Try to recruit representatives of all the communities along the corridor and representatives of potential user groups. Be sure to include residents in the neighborhood of the corridor and individuals in the business and civic communities as well. In addition, the management agencies for any independently managed properties

VOLUNTEER AND STAFF TASKS

- Soliciting public input and educating the public and officials
- Seeking additional resources and motivating additional participants
- Producing publications such as brochures and news releases
- Raising funds and writing grant proposals
- Organizing events
- Seeking and organizing information about targeted properties
- Researching environmental and other cultural resource issues
- Conducting real estate appraisals and negotiating agreements
- Assessing and planning to reduce risks under liability law
- Planning for environmental resource management



such as parks and state forests in the corridor should be invited to advisory committee meetings.

Defining a Purpose

A very important task at the first meeting of the advisory committee is to define a purpose. Is your mission to convert a rail line to a trail, turn it over to the county recreation department and then disband? Is it to foster and promote trails throughout a certain geographic region?

The convener of the meeting may continue to act as chairperson or a chairperson may be elected. A recorder or secretary should be appointed. Although informal advisory committees most often operate by consensus in making recommendations, some recommendations are important for future reference and should be recorded in minutes. Keeping a record of meeting, even informal minutes, are a valuable tool that can aid proponents in assigning tasks, following up on issues, and keeping larger interest groups informed of progress.

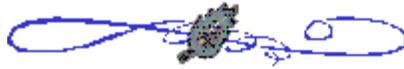
Choosing a Name

Another early job of the advisory committee is to select a name for the trail. Name selection is important since

it will distinguish the corridor from others, and will often be the very first words anyone hears about your project. It will denote the function of the corridor and connote something of local history, culture, and landscape. It should be "catchy," as are, for example, the names of the "Bear Creek Greenway" in Ashland, the "Row River Trail" in Cottage Grove, or the "Head to Bay Trail" in Lincoln City. Begin using the name as soon as possible to build an identity for the trail.

Obtaining Non-profit Status

If an existing not-for-profit group or government agency does not take the lead on a trail project, a separate non-profit organization will need to be formed to raise funds by charitable contribution, receive grants, enter into legally binding contracts, and hold titles and easements. Section 501(c)(3) of the U.S. Internal Revenue Code of 1986, defines and limits the activities of not-for-profit organizations. Your organization will need to file articles of incorporation and adopt formal by-laws. You should obtain legal advice to guide you in the process.



Chapter 3: Sharing Your Vision

Sharing the vision means reaching out to key members of the community and to the general public with information about your proposed project. This may involve introducing them to the concept of trails for the first time and educating them about their benefits. Various tools can be developed to assist your effort to communicate with the public.

- ✓ First, create a concept plan.
- ✓ From this, a fact sheet can be prepared for dissemination.
- ✓ Initiate personal contacts with key community leaders.
- ✓ Finally, follow up with a full-fledged publicity campaign.

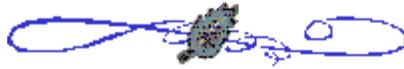
Developing a Concept Plan

After you have established a team to work on a trail project, the first critical task is to define the scope of the project. Fleshing out the vision and beginning to plan for how the vision will be brought to life can be done through developing a concept

plan. It is the first formal rendering of the vision on paper. This is a document that will set a framework for how the group will proceed to carry out the project. It is also an accumulation of information and a record of decisions.

QUESTIONS TO ANSWER IN YOUR CONCEPT PLAN

- What is it now?
(Riverbank? Abandoned rail line? Ridgetop?)
- Who owns the corridor now?
(Individual landowners? A corporation? A public entity?)
- Where does the corridor start and end?
- How wide is it? How wide could it be?
- What points of interest does it connect?
- What is interesting about the corridor?
(History and features)
- Who else is using the corridor now?
- What could it look like when fully developed?
- What are the obvious benefits to the community if this were to be developed?
- What might be some of the liabilities?
- What else is going on in the community that might help or hinder?
- What are some likely sources of funding?



The discussion at this stage is still broad in scope. As more information is accumulated, and as circumstances change, revisit some of these questions. As information is accumulated, you and your team will develop a dossier of information about the corridor. This information should be organized into a suitable file system and made available for reference. Use the information to revise the concept plan and to create a fact sheet.

Developing the Fact Sheet

When you and your team are able to answer the questions listed on the previous page, you will begin to develop a fact sheet for the project. A fact sheet is a one or two-page write-up that can be presented to the public to explain the basics of the project. It can be illustrated with a map (from available sources) and perhaps with photos or sketches of interesting features in the corridor. It should list at least one person to contact for more information, and contain the date it was created.

The fact sheet is the first bit of information you will disseminate to a larger audience. It can form the basis of later brochures and articles. Give the fact sheet to each

member of your team, prospective members, prospective funding sources, public officials, agency staff, news reporters, landowners, neighbors, and key community leaders.

Making Initial Contacts with Public Officials and Opinion Leaders

When you have a concept plan, a fact sheet, a sense of where the resources will come from and an idea of the shape of the final product, you are ready to begin public outreach efforts. Public officials and opinion leaders should be informed directly by the group as soon as possible. Whenever possible, they should be enlisted as partners in your project. Even if they cannot contribute resources directly, their good will is important and they will have information and suggestions to offer at some point in the future.

Step 1: Make a list of "who's who" in the community.

Work to obtain a good cross-section of the people in the area your project will serve. Obtain names, addresses, and phone numbers of leaders in each of the categories listed on the following page.



A "WHO'S WHO" LISTING OF CONTACTS

- Staff in local offices of federal, state and county agencies (See Appendix VII: Getting Information and Assistance)
- Elected officials at federal, state, county, and municipal levels
- Planning commissions, park and recreation departments
- Environmental advisory councils
- Recreation advisory councils or boards
- Environmental and conservation groups
- Chambers of commerce
- Leaders of industry and commerce
- Historical, cultural, and heritage groups
- Outdoor recreation groups
- Corridor landowners
- Owners of adjacent properties
- Media (newspapers, radio, TV)

Step 2: Send a copy of your fact sheet along with a cover letter expressing your group's willingness to listen to their ideas and concerns.

Include an invitation to attend any of your meetings, and mention that you or a member of your group would be willing to meet with them individually if they cannot attend the next meeting. Follow up with a phone call to schedule the interview at a time and location convenient to them.

It is also a good idea, even on first contact, to include a simple survey or response card that the recipient of the letter can fill out and return. Simple questions might identify which user groups the respondent belongs to, desired trail activities, and whether he or she feels the project would provide a community benefit. Ask what level of

support he or she or his or her organization could supply. A sample Partner Profile Survey is included in the Appendix (See Appendix III: Sample Partner Profile).

Meeting with Public Officials and Opinion Leaders

To promote good relationships with people who may influence your project or influence public support for the corridor, obtain an interview, if possible, with each key contact. At the end of the interview, sit down for a few minutes and make notes while your memory of the interview is fresh. You may use them when reporting back to your advisory committee and as you move on to advanced stages of the project.

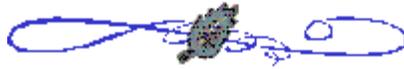


Meeting with Landowners

Landowners with whom you will need to negotiate easements or purchase of property are also people to consider for key initial contacts. Send the fact sheet, make a follow-up phone call, and ask for an interview. It is recommended that individual meetings be set. Do not enter into negotiations at this point; just make them aware of your intent to create a trail, let them know what it is and how it will work. Be a good listener. Ask what benefits they see from the project, and what problems they foresee, as well. Finally, promise to keep them informed of planning progress if they are interested.

MEETING PREPARATION CHECKLIST

- ✓ Bring your fact sheet
- ✓ Bring a map
- ✓ Show sketches and photos
- ✓ Ask for input
- ✓ Ask for referrals to other key people
- ✓ Keep the interview short



Chapter 4: Building, Strengthening and Managing Your Organization

Building, strengthening and managing your organization effectively involves not only attracting and maintaining members, but also deciding on a management structure for the organization and developing and implementing a strategic plan. This chapter includes information on five key tasks:

- Recruitment - Getting supporters, members, and volunteers;
- Retention - Maintaining support through orientation, education and empowerment;
- Teamwork - Working together to produce results;
- Managing - Managing the organization structure; and
- Planning - Creating a strategic plan.

Recruitment - Getting Supporters, Members and Volunteers

The minimum level of individual support is simple approval of your concept and endorsement of your plan. One good way to bring on key stakeholders from the start of the project is to invite them to a meeting where their issues and concerns can be brought into the planning process. At a higher level of support, you want people to join a trail organization, and participate in meetings and events. At the most enthusiastic level of support, citizens will become active volunteers and provide sustained efforts in making the vision a reality.

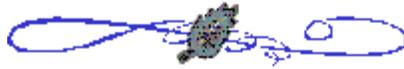
It takes time, energy, and money to recruit supporters, members, and volunteers. Keep in mind that there are typically one or more trail user clubs or organizations already established within most communities. Most trail user groups are more than willing to assist in the development of a new trail that they can use after construction. Interested citizens can demonstrate their support by attending and expressing their views at public meetings and by writing letters. Membership dollars and donations can provide operating capital, and volunteers can provide labor on all types of activities and connections to the community. Potential supporters, members, and volunteers may be reached through articles in the paper, interviews on radio and TV, and presentations to clubs and organizations. Volunteers may be recruited from agencies such as the Retired Senior Volunteer Program (RSVP)

<http://www.seniorcorps.org/joining/rsvp/or.html> and the Service Corps of Retired Executives (SCORE)

<http://www.sba.gov/gopher/Local-Information/Service-Corps-Of-Retired-Executives/scoor.txt>.

Retention - Maintaining Support Through Orientation, Education and Empowerment

If it takes effort to recruit citizens to your project, it takes even more to hold on to them. The cost of initially recruiting a member and processing the membership may be so high that there is no net income to the organization until that member is solicited for renewal or persuaded to give at a higher level.



TIPS FOR HOLDING ON TO SUPPORTERS, MEMBERS AND VOLUNTEERS

- Make sure they understand the project and their role
- Conduct a thorough orientation
- Provide frequent newsletters and correspondence
- Hold member events and recognize volunteers
- Provide appreciation awards and premiums (pins, decals, discounts)
- Ask volunteers what they are interested in doing and involve them in tasks
- Have regular membership and volunteer meetings
- Present entertainment or educational programs at each meeting
- Accept their input and ideas

Teamwork - Working Together to Produce Results

There are four key tasks volunteers can be involved with including:

- Public relations
- Planning
- Fundraising
- Work projects

Most trail groups handle these diverse tasks by finding individuals to take the responsibility, or by forming subcommittees.

Public relations tasks include:

Writing, editing, layout and design; photography and videography; publishing; public speaking; and creating audio and video tapes; developing press releases and working with the media; and developing a trail project website. An individual with media experience or public relations training should be recruited to lead this effort.

Planning tasks include:

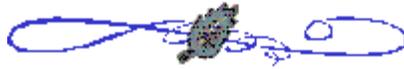
Arranging meeting locations, developing agendas, recruiting participants, facilitating meetings, and preparing handouts. An individual with planning experience and meeting facilitation skills should be recruited to lead this effort.

Fundraising tasks include:

Grant writing, charitable foundation work, organizing fundraising events, and designing and marketing logo-bearing merchandise. A community fundraiser should be recruited to lead this effort.

Work projects may include:

Clean-ups, preparing large mailings, distributing materials, trail construction and maintenance projects, staffing events, and assisting with inventories. Trail organizations and clubs, Scout groups, RSVP, and civic organizations, such as the Jaycees, can be recruited to assist with specific projects.



Managing - Managing the Organizational Structure

Managing the organization involves tasks such as convening meetings, providing information, raising operating funds, maintaining an office, and offering membership services. You will want the most efficient management possible so that valuable resources can be focused on the trail project itself.

Consider hiring a consulting firm for management, or cooperating with an existing non-profit group. This may be more cost-effective than establishing your own office and staff and will take advantage of the contacts and expertise of people already in the field.

Planning - Creating a Strategic Plan

To build an effective organization, it is necessary to develop a written strategic plan. When your members, partners, and other stakeholders see that a firm plan to undertake specific actions is in place, their enthusiasm can be turned into active participation. Hire a consulting firm to create the entire strategic plan, or do the work yourself under the guidance of an experienced facilitator.

ELEMENTS OF A STRATEGIC PLAN:

- Vision statement
- Mission statement
- Strengths, weakness, opportunities and threats
- Goals
- Objectives
- Action items
- Evaluation and revisions

Vision Statement

The first step in a strategic planning process is to develop your vision statement. The vision of an organization should be a bold expression of what they ideally wish to attain. For example, the vision statement of the National Coast Trail Association is stated as follows:

“The National Coast Trail: A connected land and water trail system around the borders of the United States with opportunities to discover and experience its natural, historic and cultural environments.”

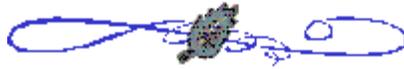
Mission Statement

The second step in a strategic planning process is to develop your mission statement. The mission of an organization expresses how they are working to achieve their vision. For example, the mission of the Bear Creek Greenway Foundation is stated as follows:

“To support acquiring land, restoring and protecting habitat, enhancing safety and security, constructing trails and bridges, and developing park facilities along the Bear Creek Greenway for the benefit of the general public.”

Strengths, Weaknesses, Opportunities and Threats

What really makes a plan "strategic" is evaluating the unique strengths and weaknesses of the organization, and the existing and potential opportunities and threats to your vision. Typically referred to as a "SWOT" analysis, this process will help you to develop goals and determine how to best prioritized and implement them. A potential strength might be having a person in your organization with professional trail experience. A potential opportunity might be the pending closure



of a logging road — a possible future link trail. A potential threat could be the reduction of government funding for trail maintenance.

Goals

A third step is to set goals specific to the project. Goals may include acquiring land, creating interpretive programs, strengthening the organization, making the public aware of the benefits of trails, and connecting to other organizations. A goal is a specific and measurable accomplishment that fulfills part of the mission, and should be written as a statement such as: *"To educate the community about the health and fitness benefits of trails."* You will discover in goal identification that certain individuals within your organization are best fitted to be involved in goal-directed subcommittees (e.g. public outreach, fundraising, mapping and inventory, or trail construction and maintenance subcommittees).

Objectives

The fourth step is to devise one or more specific objectives that can be undertaken to achieve each goal. One objective for the above goal could be: *"Five hundred participants at the May Fitness Fair will be able to describe the health benefits of a trail."* Before adopting a set of objectives, check that adequate resources are available to carry out each objective. Also, it is important to identify at least one person responsible for implementation of each objective.

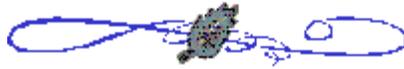
Action items

The fourth step in writing a strategic plan is to list the action items. For the above example, action items could include:

- *Contact the health fair organizers to schedule a presentation. Write a script for the presentation.*
- *Prepare a fact sheet about the health benefits.*
- *Give the presentation and distribute fact sheets.*
- *Develop a timetable and estimate costs for each set of action items as part of the plan.*

Evaluation and Revision

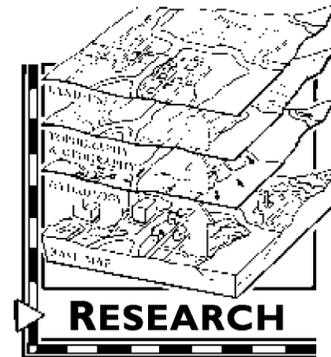
The last step in developing a strategic plan is the design of an ongoing evaluation process to assess whether or not each objective has been met. This process should include the collection of evidence or documentation. In the example above, one could give a quiz to the participants at the health fair and if 500 of them can actually describe the health benefits of trails, you know that the objective has been met. Revisit your strategic plan at least every two years to evaluate your progress and adapt the plan to changing conditions.



Section III

The Research Phase: "Working Within The Community"

As you begin working on your project, you will gather information on the property and on the community, which will be essential, since your goal is to use the property to develop a trail to benefit the community and its visitors. This section covers reaching out to the community and gathering public input. It also covers contacting landowners, neighbors, public officials, and other stakeholders.

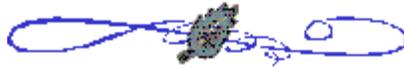


Chapter 5: Obtaining Public Input

After creating the vision and mission statement, putting concepts on paper, organizing the team, and making the community aware of the proposed project, it is time to listen to what the community has to say. Public input from the community is very important for

three reasons including: showing, and acting on, a sincere desire to be sensitive to their concerns can build trust and engender the goodwill of the public; residents will have useful information; and community members and others may wish to become actively involved in the project. Here are examples of useful information and ways to collect it.

INFORMATION SETS	
Information available from the public	Means of collecting information
Historical information	Gather letters, photos, clippings, memorabilia, reports, maps, and drawings; conduct interviews
Natural history information	Gather reports and maps
Current conditions of the corridor	Conduct interviews and site visits
Demographic information	Use questionnaires and current reports
Cultural data	Conduct interviews and solicit comments at public meetings, agency reports and records
Attitudes and preferences of the community	Conduct opinion polls, attitudinal surveys, open houses



Conducting Interviews

Adjacent landowners and public officials are key contacts. Members of potential user groups and neighbors in the general vicinity of your project should also be given the opportunity to give input. Getting their input through person-to-person interviews is recommended and can double as education and outreach if the interviewer provides information about the project to the respondent.

Interviews may be conducted by appointment, canvassing door-to-door, phone, or approaching passers-by in a public place, such as a mall or park. Another approach is to conduct group interviews by attending civic or social organization functions.



DO'S AND DON'TS FOR INTERVIEWS

- Do prepare a script
- Do train interviewers
- Do map out "target" areas
- Don't go door-to-door alone
- Don't overdress for the occasion
- Don't canvas door-to-door before 10 AM or after 8 PM
- Do present your fact sheet
- Do respect all concerns or ideas presented
- Do respect the right of an individual to decline an interview
- Do record the people who decline to respond
- Don't attempt to steer or prejudice the responses
- Don't argue your position, this is not a debate, but rather an effort to inform and gather information
- Do record responses on a standard form
- Do allow anonymous responses
- Do keep all responses confidential, if requested



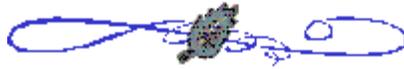
DO'S AND DON'TS FOR QUESTIONNAIRES

- Do choose and word questions carefully
- Do have volunteers test questions for clarity and bias
- Don't make questionnaire longer than a page
- Do allow plenty of space for answers on the form
- Do code for zone or demographics
- Do include a deadline
- Don't expect all the responses by the deadline
- Do provide a return envelope, with stamp if possible
- Do allow anonymous responses
- Do get names, addresses and email addresses, if possible
- Do keep all individual responses confidential

Using Questionnaires

A survey distributed by mail or printed in a local newspaper is less labor intensive than interviews, although the validity of the results of the latter may be questionable. However, questionnaires and the material accompanying them may function to make the public more aware of your project if accompanied by a cover letter explaining who you are, what your project is about, why you want public input, and how it will be used. Include a copy of your fact sheet or brochure.

Important Note: For high-profile trail projects in larger communities, professional assistance from a consulting firm or university should be sought out to assure statistically reliable survey results.



Reporting Results

After having collected all data, convene a team to compile and analyze it. The results may be given in tables, graphs, maps, or reported in text. The information provided in your survey is one means to reach conclusions and make recommendations. The results, conclusions, and recommendations should be compiled as a formal report. This report will help to demonstrate both the need for your project when you apply for funds, and public support when you approach public officials and private corporations. The report, or at least an executive summary of the important findings, should be distributed to the media, your partners, public officials, and potential financial supporters.

The results of simple “yes” or “no” questions should be tallied and reported as a percentage of total respondents. For example: “73 percent of the surveyed population had not heard of our project before.” If demographic data is available, results can be broken down to give a more detailed picture (e.g. “35 percent of respondents under age 35 roller blade while only 5 percent of those over age 35 roller blade”).

For factual data, the results of open-ended questions might simply be reported as a list. The question, “Please name

someone who may know about the history of the rail line and be willing to share that information,” will generate a list of names. The results may also be condensed using a count of the frequency with which respondents use key words or phrases. In an attitudinal survey, for example, one might report that, “30 percent of the respondents used language judged to be supportive of the proposed trail, according to criteria established in advance.”

Using Public Input

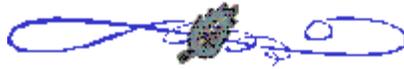
Your team may draw conclusions from the data collected. For instance, “Since 80 percent of the respondents indicated that a trail was desirable along Cobble Creek, and only 20 percent thought the area had no recreational value, we conclude that the community prefers a trail along the creek.” Your team may make recommendations based on the findings (e.g. “We recommend that a trail be constructed along Cobble Creek”).

Planning an Initial Public Meeting

In the initial stages, the trail group should hold at least one public meeting or open house. If your project has more than two or three municipalities involved, plan to hold several public meetings, in convenient locations, to assure that each community has an opportunity for access.

Sample Public Meeting Notice

“The Lower Columbia River Water Trail Association and the Lower Columbia River Estuary Partnership will hold an open house to introduce the proposed Lower Columbia River Water Trail to residents of St. Helens, OR. The open house will be held at the Columbia Center at 5:00 PM on Tuesday, March 9, 2004. For more information contact”

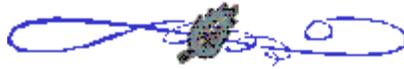


DO'S AND DON'TS FOR PUBLIC MEETINGS

- Do have a designated and preferably experienced facilitator run the meeting
- Do hold the meeting in a neutral place
- Do prepare a press release
- Do advertise the public meeting widely
- Don't forget personal invitations to key contacts
- Do print a notice in the legal notices section of the newspaper
- Do prepare an agenda
- Do begin and end at the announced times
- Do issue name tags
- Do have all attendees sign in and provide contact information
- Do have the facilitator clearly state the ground rules
- Do restate (verbatim) questions and comments
- Do prepare an informative and entertaining project presentation
- Do provide fact sheets and hand-outs
- Do listen to opposing or divergent points of view
- Do respond to opposition by calmly presenting facts and opinions
- Do try to fill room with your supporters
- Don't allow one attendee to monopolize the meeting

For additional information about the public meeting process, check out the following website http://www.nps.gov/phso/rctoolbox/gatherings_meetings.htm.





Agenda Items and Tips

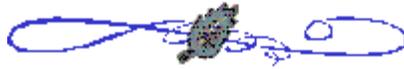
1. Registration (use a sign-in roster; hand out agenda and materials)
2. Begin meeting (moderator summarizes purpose, introduces sponsors, reviews agenda, and states ground rules)
3. Introductions (participants give name and affiliation)
4. Presentation (speaker, videotape or slide show on trail basics)
5. Opportunity for questions and comments on presentation
6. Overview of specific project (use slides, maps, charts)
7. Opportunity for questions and comments on overview
8. Discussion (participants give information, input and discussion on project, possibly in break-out groups or in workshop format)
9. Summary (report from groups on points of discussion)
10. Closure (moderator introduces next step in process and invites interested citizens to continue participation)

Conducting Public Meeting

Choose a person to act as recorder and note all comments and questions on an easel pad. If necessary, have a stenographer record the proceedings if you intend to use this meeting to satisfy a public input requirement established by an agency providing public funds for your project.

Be as open as possible but carefully choose which questions to answer. For instance, you should decline to answer questions of a confidential nature, such as those relating to parcels that are under consideration or under negotiation. Be clear that this is an opportunity to gather information that could influence the location and design of the trail and that no decisions have yet been made at this conceptual phase of the project.

If it seems that participants have more questions and comments than time allows for, discuss the possibility of hosting a follow-up meeting in the near future.



Chapter 6: Working With Landowners and Neighbors

While you may be directly involved in negotiations for sale or lease of land or easements with the owners of lands needed for the corridor, it is also important to consider the adjacent landowners, since they will be affected by your actions. As you begin research to determine parcel ownership within the corridor, also gather information on adjacent landowners.

This chapter provides information on identifying landowners and abutters, communicating your vision to them, understanding their needs and concerns, and obtaining permission to enter their property to continue your research.

Identifying Landowners

To identify landowners, go to the tax assessor's office for copies of the tax parcel maps for each parcel of land in the project corridor. These maps will also show the boundaries of individual parcels.

If the proposed corridor is not under the ownership of a single entity, collect documents on each individual parcel. Start a file on each property in and abutting the corridor. Include a printout of the tax map and the owner's name and address in each file. Keep copies of all correspondence with the owner, and any additional information gathered about the parcel.

Making Initial Contact with Landowners

The next step is to contact and arrange to meet separately with each landowner to introduce the group, its vision and mission. This will help to establish a positive relationship and open lines of communication. During this meeting, ask for more information about their parcel and permission to conduct further research on their property.

On a cautionary note, keep in mind that at this stage, it is unknown if the whole project is feasible. It would be premature to ask for donated land, an easement, or to enter into any kind of negotiation. If asked about the conveyance of land, answer openly and honestly that additional research of the property is needed and a master plan must be developed prior to any further discussions. Inform the owner that consideration will be given to alternative alignments for the corridor. Be careful not to jeopardize any future bargaining position or to give the landowner false expectations.

Obtaining Permission to Enter the Property

A major goal of the initial meeting is to obtain the landowner's permission for the investigative team to enter and cross the property and conduct a few preliminary tasks, such as researching the historical and natural features to see if the parcel should be included in the corridor alignment. The landowner will probably be concerned with accepting liability for accidents. Access the property only on



dates and at times prearranged with the landowner.

When scheduling sessions for property research, invite the landowner to see what is being done. This will satisfy his or her sense of curiosity, continue to build a sense of trust, and hopefully promote interest in the project.

Understanding Landowner Concerns

The landowner may have a number of concerns, fears, and misconceptions. The biggest misconception of a landowner is that their land will be taken or otherwise reduced in value. They may fear that the trail will impose conservation restrictions that will somehow limit future opportunities to sell or develop land for profit.

Another major concern is the landowner's sense of privacy and security. Open communications can address these concerns and dispel fears and misconceptions.

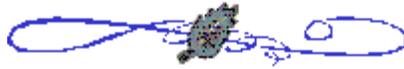
Recognize that from the landowners perspective, these are legitimate concerns that you and your organization will take seriously in the planning and design of the trail as it relates to his or her property.

Factual information for addressing some common misconceptions adjacent landowners may have about proposed trails (e.g. increases in crime and decreases in property values) can be found in Appendix VIII: Benefits of Non-Motorized Trails.

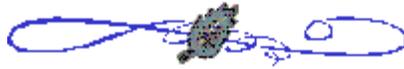


DO'S AND DON'TS FOR INITIAL LANDOWNER CONTACTS

- Do get someone the landowner knows to "break the ice"
- Do share your vision with the landowner through your fact sheet
- Do inform the landowner of the personal and community benefits of trails
- Do invite the landowner to future public meetings
- Do show him or her trail manuals, guide books, brochures, and photos of existing trails
- Do get him or her to look carefully over a map and verify the boundaries
- Do let the landowner know that you will keep him or her fully informed
- Do invite the landowner to walk the parcel with you at a future date
- Don't neglect to ask about the landowner's interests and concerns
- Don't forget to send a thank-you note



LANDOWNER CONCERNS	
Concern	Addressing the Concern
Land will be "taken"	Express support of "willing seller, willing buyer" policy; choose minimum width necessary for easement; point out individuals who are donating easements.
Loss of privacy	Include privacy screens in development plans.
Security fears	Create security plans (patrols, limited hours); design for security (gates, lights, sight-lines); provide positive examples from existing trails.
Interruption of customary use	Provide right-of-way or existing customary use.
Reduced property values	Provide statistics and case studies; plan for clean-ups/ maintenance, pruning; design for attractive amenities.
Higher taxes	Provide statistics and case studies; point out reduced public costs; point out increased tax base due to business development.
Agricultural/ Forest use may be threatened by introduction of recreational visitors	Propose that a flexible and adaptive trail management approach can be implemented to work cooperatively with agricultural/forest use. Strategies include temporary or seasonal closures for timber harvesting, spraying, and so forth.



Chapter 7: Working With Public Officials and Non- Governmental Organizations

This chapter presents an overview of the function of various governmental and non-governmental entities as they relate to trail development in Oregon. Federal, state, county, and municipal entities will likely be involved in your project. Some have a regulatory function and need to be fully informed to discharge their duties to protect and serve the public. Others will be potential resources to the trail group. Some will have only a peripheral involvement at certain stages of the project. Others will be involved from start to finish through the life of the trail.

Trail groups will most often start with local contacts at the municipal and county level and work with regional, state, and federal agencies later. This chapter, therefore, begins with information about the municipal government level. In addition, a number of not-for-profit non-governmental organizations (NGOs) that are active at the state and federal level are covered later in this chapter.

One rule of thumb for working with government at every level, stresses that they need to receive basic information about new trail projects as soon as possible in order to be of most help.



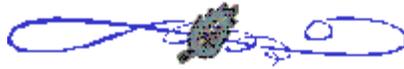
DO'S AND DON'TS FOR WORKING WITH PUBLIC OFFICIALS

- Do approach public officials with a partnership attitude
- Do present your fact sheet and your concept plan
- Do ask what level of involvement their agency would like
- Do realize they have other commitments and priorities
- Do demonstrate that your group will work hard over time (including after the project is complete)
- Do invite appointed and elected officials to regular meetings
- Do invite them to view your project site
- Do inform officials through individual letters
- Don't let them learn about your project from the media alone
- Do design your work to conform to municipal and agency standards

Working With Municipal Government

In Oregon, there are three primary types of municipal government: cities, counties, and other local governmental entities. For a discussion of the form and function of these governmental units, see the online version of the Oregon Blue Book at <http://bluebook.state.or.us/>. The roles of cities and other local government entities in trail development are considered here. Counties are considered in a following section.

Seventy-two percent of Oregon's 240 municipal governments serve communities with populations of less than 5,000 people. Sixty percent serve communities with fewer than 2,500



residents. They may not have all or any of the various departments or boards described in this section. In these municipalities, contact city hall to identify the appropriate staff to work with for your trail project.

Councils-of-Government (COGs) are entities created by several municipalities to jointly provide or coordinate services. They are voluntary associations of local governments cooperating and working together on issues and problems which cross city, county, and in some cases state boundaries. The association provides a forum for information exchange and discussion of current issues of concern.



POSSIBLE TRAIL-RELATED FUNCTIONS OF MUNICIPAL GOVERNMENT

- Convene a task force or advisory committee
- Develop municipal-level plans and provide planning services
- Purchase and hold property
- Provide the operation and maintenance
- Form intergovernmental agreements with other municipalities
- Serve as a clearinghouse of city-wide trails information
- Effect city zoning, development standards
- Provide technical assistance or grants

Municipal authorities are governmental bodies created by municipalities or counties to provide specific services. Municipalities may join together by forming intergovernmental cooperation agreements to create trails.

Municipal Parks and Recreation Departments and Boards

Your municipality may have a parks and recreation department, commission, or board. About 26 communities across the state have a recreation department with a full-time director. These units develop and maintain facilities for formal and informal recreation, run programs, and

promote recreation. They may conduct an assessment of the community's needs and may have plans for acquiring additional land for parks and recreation.

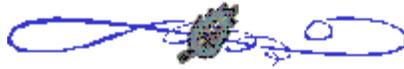
Municipal Planning Departments and Commissions

Planning for trails may be assisted or facilitated by the planning department or planning commission. These units are

charged with guiding development to see that community infrastructure, such as streets, water supply, and sewers are adequate, and that development is consistent with adopted future land use plans,

density goals, the need for housing, business, recreation and industry, and the need for protection of natural resources. They can also recommend capital improvement projects, such as acquisition of land for conservation and recreation.

It is strongly advised that the municipality be kept informed of your plans and progress. The municipality should have a comprehensive plan that spells out how it will guide growth and protect resources. A proposed trail should be consistent with the comprehensive plan. If not, the trail group should request that a revision to the plan be considered to incorporate the trail.



The planning commission will know whether there are current proposals to develop land needed for the trail corridor and adjacent properties, which could influence your designs. The planning commission may also influence the development of green spaces and connecting corridors by imposing conditions on developments and subdivisions that require setting aside land or providing for pedestrian access.



POSSIBLE TRAIL-RELATED PLANNING COMMISSION FUNCTIONS

- Adopt or change county comprehensive plans
- Commission open-space studies
- Plan to acquire and develop open space and recreational facilities
- Effect county zoning in the absence of municipal zoning and development standards
- Operate agricultural conservation easement programs
- Provide technical assistance and grants

Special Park and Recreation Districts

In Oregon, there are 41 Special Park and Recreation Districts located across the state. Special Park Districts are independent of other units of local government, but can be likened to political subdivisions of states, such as cities and counties. Opportunities provided by districts include regional, community and neighborhood trails. In some cases, Special Park and Recreation Districts include planning departments.

Other Municipal Entities

Larger, more populous municipalities may have other departments or officers that may be resources for a trail project, such as an environmental advisory council, downtown manager, historical commission, road, highway or public works department, park and recreation department, or engineer or engineering department.

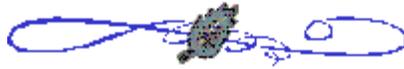
Working With County Government

The governing body of a county is a board of commissioners, and a county executive or county clerk may supervise the executive arm. Counties have the ability to work on trail projects that cross municipal and county lines.



POSSIBLE TRAIL-RELATED FUNCTIONS OF COUNTY GOVERNMENT

- Convene a task force or advisory committee
- Complete county-level plans and provide planning services
- Purchase and hold property
- Provide for operation and maintenance
- Establish intergovernmental agreements with other municipalities and counties
- Serve as a clearinghouse for county-wide trail information



County Planning Commissions

All counties have a planning director and commission (in some cases, COGs may provide this service to member governments). These agencies have a variety of functions that bear on trail development.

County Engineering Departments

A County may have an engineer or engineering department, or may contract for engineering services with a local firm. County engineers can be a resource for technical services.

County Park and Recreation Departments

At this writing, 21 of Oregon's 36 counties have park and recreation departments. These departments have a great deal of expertise in the areas of recreational land development and management, and should be consulted for their suggestions and input at an early stage. Check your local phone book or contact the Oregon Recreation and Park Association <http://www.orpa.org/> for listings.

Tourism Promotion Agencies

Tourism promotion agencies (TPAs) take a comprehensive approach to promoting tourism and developing attractions in a region. The TPA can help market a trail beyond its locality and contact potential trail supporters and users, such as hotels, restaurants, travel agencies, and bus tour operations.

In 1995, the Oregon Legislature passed Senate Bill 354 creating the semi-independent Oregon Tourism Commission. The statutory mission of the Oregon Tourism Commission is to encourage economic growth and to enhance the quality of life in Oregon through a strengthened economic impact of tourism throughout the state. The Commission encourages increased expenditures by visitors to Oregon and by in-state travelers, and cooperates with local, regional and private industry tourism entities. For more information about the Oregon Tourism Commission, go to their website at: <http://www.traveloregon.com/otc.cfm>.

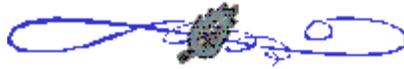
Resource Conservation and Development Councils

Resource Conservation and Development Councils (RC&Ds) were established by the 1962 federal farm bill to work on the conservation, development, and utilization of natural resources to improve the general level of economic activity and to enhance the standard of living of multi-county service areas. For more information about RC&Ds in Oregon, check out the following website: <http://www.or.nrcs.usda.gov/programs/rcd.html>.



POSSIBLE TRAIL-RELATED PLANNING FUNCTIONS OF RC&Ds

- Negotiate with several counties as a unit
- Help with deed research and assessments
- Purchase land and easements
- Advise and assist with erosion and sedimentation controls
- Act as administrator of "pass-through" grants
- Administer funds through a charitable trust



Working With State Agencies

A variety of Oregon agencies are critical to trail efforts and are described in the following pages. Contact information on all agencies within the state government can be found in the *State of Oregon Telephone Directory* and in Appendix VII: Getting Information And Assistance.

Oregon Parks and Recreation Department

The Oregon Parks and Recreation Department (OPRD) promotes a system of trails and waterways that connect communities, recreation areas, and significant landscapes, and that allows for varied methods of transportation. The agency serves recreation providers with technical expertise on recreation trails (motorized, non-motorized and water trails). The agency also administers a number of trail-related grant funding programs. For more information about OPRD's trail-related programs contact Sean Loughran by phone: (503) 986-0750 or email: sean.loughran@state.or.us.

State Historic Preservation Office

All trail groups should consider the effect of their projects on historic resources. Oregon's State Historic Preservation Office (SHPO) was established in 1967 within the Oregon Parks and Recreation Department to manage and administer programs for the protection of the state's significant historic and prehistoric resources.

The Parks History Unit of the State Historic Preservation office is responsible for statewide administration of the federal historic preservation programs, which includes a statewide survey to identify buildings and archeological sites of potential historical

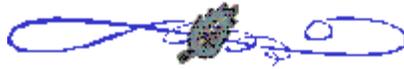
significance; nomination of significant buildings and archeological sites to the national Register of Historic Places; review of all federally-funded or licensed projects for impact on historic buildings and archeological sites; administration of grants-in-aid for archeological site excavation, building restoration, and survey projects; administration of the federal investment tax credit program for rehabilitation of historic buildings, and related functions.

The Unit also administers a state property tax program for rehabilitation of historic buildings as well as state archeological laws, coordinates historical management projects in the State Parks system, and provides consulting expertise to agencies of federal, state and local governments as well as to private citizens.



POSSIBLE TRAIL-RELATED PLANNING FUNCTIONS OF THE STATE HISTORIC PRESERVATION OFFICE

- Maintain an inventory of historical and archeological sites
- Advise on historic preservation guidelines
- Advise on preserving and rehabilitating historic structures
- Provide assistance in interpreting historical and archaeological sites
- Check National Register of Historic Places
- Provide Museum Assistance and Local History Grants
- Provide Certified Local Government Program assistance and grants
- Arrange for an archaeological study



Finally, the unit staffs the State Advisory Committee on Historic Preservation, the Oregon Historic Trails Advisory Council, the Historic Assessment Review Committee and the Oregon Pioneer Cemetery Commission.

Additional information about the State Historic Preservation office is available at:

<http://www.shpo.state.or.us/shpo/index.php>.

Oregon Department of Transportation

Trail groups need to work closely with the local Oregon Department of Transportation (ODOT) engineering district whenever the corridor meets a state road or bridge, and whenever the trail is expected to increase traffic congestion or pose other problems for users of roads. High occupancy permits or maintenance agreements may be needed if your trail crosses or encroaches upon ODOT's right-of-way. ODOT should be contacted as early as possible in the design phase of trail development.

ODOT's Oregon Bicycle and Pedestrian Program provides financial and technical assistance to local governments for bikeway and walkway projects on state highways and local streets.

Technical assistance includes:

- Providing technical assistance within the Department and to local officials regarding walkway and bikeway design, construction, and maintenance;
- Recommending design standards for walkways and bikeways;

- Reviewing construction plans to ensure that pedestrian and bicycle needs are met; and
- Reviewing local Transportation System Plans for pedestrian and bicycle compatibility.

For more information about the Oregon Bicycle and Pedestrian Program contact Michael Ronkin by phone: (503) 986-3555 or email:

michael.p.ronkin@odot.state.or.us

Additional information about the Oregon Bicycle and Pedestrian Program is available on the ODOT website at:

<http://www.odot.state.or.us/techserv/bikewalk/>.

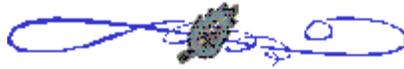
Contact the ODOT Rail Division to coordinate any trail projects impacting a rail corridor (rails w/trails or railroad crossings). Additional information about the Rail Division is available on the ODOT website at:

<http://www.odot.state.or.us/rail/index.htm>

The Oregon Natural Heritage Information Center

The Oregon Natural Heritage Information Center (ORNHIC) is part of the Oregon State University (OSU) Institute for Natural Resources, in the Research Office of OSU. Their mission is to identify the plant, animal, and ecological community resources of Oregon. The ORNHIC contributes to an understanding of global diversity and provides tools for managers and the public to better protect our vanishing species and communities.

Trail design teams should check with the ORNHIC to be certain that their activities will not put populations of threatened or endangered species at



risk. When contacting ORNHIC, provide the location of the project highlighted on 7-1/2 minute series USGS topographic quadrangle map, samples of which are included in Chapter 11. The ORNHIC staff will then search the database and provide notification of the presence of any listed species. A minimal fee will be charged by ORNHIC to cover staff expenses associated with the database search.

If any threatened or endangered species are found in the corridor, contact the ORNHIC with descriptive information and the exact location so they can be added to the inventory.

The ORNHIC does not provide the locations of populations of threatened and endangered species to the public, in order to protect them from disturbance and from unscrupulous collectors. It is suggested that trail groups avoid publicizing the presence of such populations for the same reasons.

To obtain information from ORNHIC's databases on potential at-risk or Threatened and Endangered Species along potential trail routes contact Cliff Alton, at 503-731-3070 ext. 103, or at cliff.alton@oregonstate.edu.

For more information about the ORNHIC contact James Kagan by phone: (503) 731-3070 x 111 or email: jimmy.kagan@orst.edu.

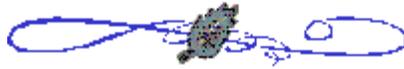
Additional information about the ORNHIC is available at: <http://oregonstate.edu/ornhic/index.html>.

Oregon Watershed Enhancement Board

The Oregon Watershed Enhancement Board (OWEB) is a state agency led by a policy over site board. Together, they promote and fund voluntary actions that strive to enhance Oregon's watersheds. OWEB's programs support Oregon's efforts to restore salmon runs, improve water quality, and strengthen ecosystems that area critical to healthy watersheds and sustainable communities. Additional information about OWEB is included at: <http://www.oweb.state.or.us/>.

An OWEB publication entitled "A Guide to Oregon Permits Issued By State & Federal Agencies" was developed to explain the state and federal laws that apply to watershed restoration work that involves activities regulated by government agencies. The guide was written to help people to better understand permits, when they are needed, how long it takes to get them, and what government agencies must do to issue them.

Since many trail development projects also require state and federal permits, this guide is also an excellent resource for trail planners to understanding the permitting process. An online version of the guide is included at: http://www.oregon-plan.org/monitoring/permit_guide1999/PermitGuide.pdf



Working With Federal Agencies

The federal government has a number of agencies that provide resources for trails. Very often, these resources are passed through the state or county government, as is the case with TEA-21. In Oregon, five federal agencies have played a role in trail development. One of these is the Federal Highway Administration, the source of TEA-21 funds. The other, which are discussed below, are:

- The National Park Service
- The Army Corps of Engineers
- The U.S. Forest Service
- The Bureau of Land Management
- The Surface Transportation Board

The National Park Service

Within the National Park Service (NPS) is the Rivers, Trails and Conservation Assistance Program. This program provides technical assistance to communities and acts as a clearinghouse of essential information, researching and publishing useful information such as the guidebook *Economic Impacts Of Protecting Rivers, Trails and Greenway Corridors*¹⁰ available online at: http://www.nps.gov/pwro/rtca/econ_all.pdf.

Staffing the program are planners, landscape architects, community specialists, and natural resource managers. Non-profit organizations, community groups, tribes or tribal

¹⁰ National Park Service. (1995). *Economic Impacts of Protecting Rivers, Trails and Greenway Corridors*. Rivers Trails and Conservation Assistance, National Park Service. Fourth Edition (Revised).

governments, and local and state government agencies are eligible to receive technical assistance from the Rivers & Trails Program.

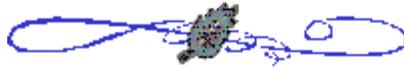
The NPS Support Office of the Pacific West Region, located in Seattle, serves three states, including Oregon, Washington, and Idaho, which makes it a valuable partner in any project crossing state lines. Services provided include trail and greenway planning, water trail development, rail-trail planning, river conservation, open space protection, promoting healthy communities through promoting regular physical activity, and processing applications for proposed National Recreation Trails.



POSSIBLE TRAIL-RELATED FUNCTIONS OF THE NPS

- Assist with organizational development
- Assist with workshops and public meetings
- Locate programmatic and financial assistance
- Conduct feasibility studies and trail planning
- Maintain National Register of Historic Places, which may include sites in your corridor

In Oregon, the NPS has contributed to the Jacksonville Woodlands General Management Plan (Jacksonville), McKenzie River Interpretation Plan (Lane County), Columbia River Heritage Trail (Morrow County) and the Pony Creek Greenway Plan (North Bend), among others. To obtain assistance



from the NPS, contact a staff person as early in your project as possible for a consultation. They will help determine needs and what type of assistance the NPS should provide. Follow this consultation with a formal letter of request including your fact sheet.

Rivers and Trails uses a competitive application process to award technical assistance on a yearly basis. Projects typically run for one year, with an opportunity for continued assistance for a second year. Short-term help is also available. All projects are undertaken as partnerships on a cost-share basis. Any in-kind efforts and expenditures can count as cost sharing.

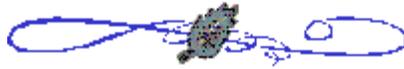
For more information about the Rivers and Trails Program contact Michael Linde by phone: (206) 220-4113, fax: (206) 220-4161, or email: michael_linde@nps.gov. Additional information about the Pacific West Region Rivers and Trails Program is available on the website at: <http://www.nps.gov/ccso/rtca/what.html>.

The Army Corps of Engineers

The U.S. Army Corps of Engineers is a multi-mission federal agency, primarily responsible for flood control, navigation, and ecosystem restoration, with lesser missions of hydropower, emergency management, water supply and recreation. The Corps is divided into districts that roughly correspond to major watersheds. In Oregon, all Corps project are included under the administration of the Portland District.

The Portland District administers five main Operating Projects including:

- Bonneville Lock and Dam. The project office is located at Milepost 40, off I-84, near Cascade Locks, OR. Phone: (541) 374-8344. The project also includes Willamette Falls Locks, (West Linn, OR).
- The Dalles, John Day and Willow Creek Projects. The project office is in The Dalles, OR. Phone: (541) 298-7527. The project also includes John Day Lock and Dam (Rufus, OR), and Willow Creek Dam (Heppner).
- Willamette Valley Projects. The project office is in Lowell, OR. Phone (541) 937-2131. The project consists of 13 dams and reservoirs in the Willamette River drainage system.
- Rogue River Basin Project. The project office is in Trail, OR. Phone (541) 878-2255. The project includes the William L. Jess Dam (formerly Lost Creek Dam), Elk Creek Dam, and the Applegate Dam (Ruch, OR).
- Channels & Harbors Project. The Project office is in Portland, OR. The district has approximately 20 authorized navigation channels and harbors projects, two dozen jetty structures, one dozen breakwaters, several hundred miles of channels with pile dikes.



Additional information about the Portland District and projects is included on the Portland District's website at: <https://www.nwp.usace.army.mil/> and the Corps Gateway website: <http://corpslakes.usace.army.mil/nrm.html>.

The Corps has many authorities that can include recreation. A full listing of authorities can be obtained by writing:

U.S. Army Corps of Engineers
P.O. Box 2946
Portland, OR 97208
ATTN: Planning
or contacting Martin Hudson (503) 808-4703, martin.l.hudson@usace.army.mil

The U.S. Forest Service

The U.S. Forest Service (USFS) is the largest single outdoor recreation provider in Oregon, offering a full range of recreation experiences. National Forests in Oregon offer 5 peaks over 10,000 ft. elevation, over 1,000 miles of wild and scenic rivers, 2,090,000 acres of wilderness, over 530,000 acres of other congressionally designated areas, and 12,900 miles of trails.

In 2000, there were over 34 million forest visits in Oregon and Washington. The top activities by participation were viewing scenery and wildlife, hiking, driving for pleasure, and general relaxation. Nearly 25% of visitor's primary reason for coming to national forest lands was to view scenery and wildlife.

The USFS may be able to provide technical assistance on the development of trails connecting to the forests. There may be partnership opportunities for joint development, where appropriate. Training sessions to develop skills for trail maintenance,

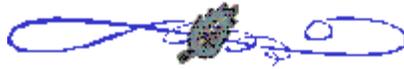
construction planning, and operation of crosscut and chain saws are frequently open to people who are volunteers on USFS projects. Trail construction and maintenance standards, specifications and drawings are available without charge at:

<http://www.fs.fed.us/ftpoot/pub/acad/dev/trails/trails.htm>. For more specific information about technical assistance, partnership opportunities, or training opportunities, please contact your nearest Forest or Ranger District office. Contact information is available online at: <http://www.fs.fed.us/r6/r6nf.htm>.

The USFS's Cooperative Programs, a department of the United States Department of Agriculture, Forest Service, State and Private Forestry, is located in Portland, Oregon. The overall goal of Cooperative Programs is to facilitate and foster sustainable natural resource management through partnerships with the private and public sectors as well as communities and tribes.

The Cooperative Programs include two assistance programs that could be of assistance in trail planning and development. They include:

- Rural Community Assistance: Economic Recovery - Forest Service Cooperative Programs staff provide technical and financial assistance to rural communities located in or near National Forests and Grasslands that have become economically dependent or disadvantaged due to public land management decisions. Grants are provided to eligible communities, counties, and tribes for development of



strategic action plans and for funding projects contained in those plans. Grants are awarded on a competitive basis.

- Rural Development - Technical and financial assistance is provided to help strengthen, diversify, and expand local economies, especially those experiencing long-term or persistent economic problems. Communities need not be dependent on Federal lands to be eligible. Grants provide technical assistance and matching funds for natural resource-related projects designed to stimulate improvements in the economic or social well-being of rural citizens.

Communities, tribal governments, counties, municipalities, and not-for-profits with an economic development mission in areas dependent on forests and natural resources are eligible for Cooperative Programs assistance. Other qualifications include: 1) Community must be located within 100 miles of the official boundary of a National Forest; 2) Population is 10,000 people or less, or county population is less than 22,550; 3) At least 15% of the total primary and secondary labor and proprietor income is derived from wood products and forest-related industries such as recreation and tourism; and 4) Community is economically disadvantaged as a result of Federal or private sector land management practices.

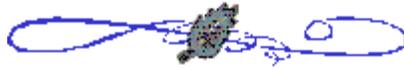
For additional information about the Cooperative Programs, contact Ron Saranich (503) 808-2346 or Bill von Segen (503) 808-2348 at the Portland office. In addition, a list of Cooperative

Programs staff at National Forests in Oregon is available on the web at: <http://www.fs.fed.us/r6/coop/contacts.htm> - Oregon%20State%20Coordinators.

The Bureau of Land Management

In Oregon, the Bureau of Land Management (BLM) is responsible for some of the most beautiful landscapes in the West. Here in the Pacific Northwest, the BLM manages over 16 million acres of public land, making up a quarter of the State's land base. These lands include heavily forested areas, wetlands, coastal beaches, high deserts, and even tide pools. For the year 2003, over 7 million recreation visits occurred on BLM lands in the state of Oregon. Some of the more popular activities on BLM-administered lands in Oregon include camping, picnicking, hunting, fishing, biking, hiking, rafting, swimming, horseback riding, off-highway vehicle (OHV) driving, recreational mining and rock hounding. The Oregon BLM manages developed recreation sites, campgrounds, picnic areas, hiking, biking, historic trails, recreational trails, wild and scenic rivers, back-country byways, OHV areas and watchable wildlife areas.

BLM manages a large trails program for both motorized and non-motorized recreation. BLM also manages numerous recreational rivers and 23 congressionally designated Wild and Scenic Rivers. Oregon BLM has 9 District Offices that have separately developed a trails program through local community support and collaboration with the U.S. Forest Service. A listing of District Offices is available on the web at: <http://www.or.blm.gov/orwadir.htm>.



For the survival and health of these public lands working together can help to maintain long-term sustainability. The successes of BLM lie in the efforts that emphasize citizen-based stewardship and community-based conservation. Through the Service First initiative, BLM and U.S. Forest Service are collaborating to achieve dramatic improvements in customer service, operational efficiency, and quality of benefits, especially in the overall Outdoor Recreation Program. Several Forests and BLM district offices in Oregon have collocated their facilities and share resources.

For more information about the Oregon BLM programs and offices visit online at: <http://www.or.blm.gov/>.

The Surface Transportation Board

The Surface Transportation Board (STB), formerly the Interstate Commerce Commission (ICC), is the federal agency charged with overseeing rail line abandonments. All railroad companies that wish to abandon unprofitable lines must file with the STB. Trail groups can request notification of any such filings in their area of operation. Once aware that a rail company wishes to part with a line, the group may begin negotiations directly with the railroad for conversion of the corridor to trail use.

Although the STB may grant an abandonment, it will still seek to preserve the corridor intact for future transportation needs. A rails-to-trails group that can assume financial liability for the line may petition the STB to order that the line be set aside for rail banking. Rail banking allows for interim trail use while keeping the corridor intact for possible future reconstruction and reactivation. The STB

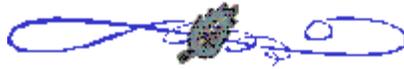
may also be petitioned to impose a limitation on how the railroad disposes of a line. This is known as a Public Use Condition, and can provide a reasonable period of time for your group to conduct research, create a plan, raise funds, and begin negotiation with the railroad for the eventual purchase.

Working With Non-Governmental Organizations

There are a number of national and state-level non-governmental organizations (NGOs) that are active on trails. Key groups are briefly described here. NGOs may provide technical assistance on a variety of subjects. Some may be able to participate as partners in trail projects and others may be advocates at the state and national level for policies and funding initiatives that support trail efforts.

The Rails-to-Trails Conservancy

The Rails-to-Trails Conservancy (RTC) is a national organization dedicated to enriching America's communities and countryside by creating a nationwide network of public trails from former rail lines and connecting corridors. Acting as a clearinghouse, it provides numerous useful publications and organizational and technical assistance on acquisition and development of rail trails. The group is an advocate for rail-trail policies and provides education about the general benefits of rail-trails. If you are working on a rail corridor, the RTC should be contacted very early in the initial stages. RTC's website is located at: <http://www.railtrails.org/default.asp>.



A report entitled "*Acquiring Rail Corridors: A How To Manual*,¹¹" summarizes the knowledge of the country's leading attorneys, nonprofit land acquisition agents, local park directors and rail-trail builders who have successfully acquired rail corridors for trail use. The report was published by the Rails-to-Trails Conservancy, with support and assistance from the Rivers, Trails and Conservation Assistance Program of the National Park Service and the Trust for Public Land. A copy of the report is available at:

http://www.trailsandgreenways.org/resources/development/acquis/arc_book.asp

A report entitled "*Rails-with-Trails: Design, Management, and Operating Characteristics of 61 Trails Along Active Rail Lines*,¹²" covers many aspects of rails-with-trails, including the extent and growth of rails-with-trails nationwide, safety performance, liability, trail design and location issues, attitudes of railway companies, and obtaining easements for trails and funding. The report was produced by the Rails-to-Trails Conservancy, with support from the Rivers, Trails and Conservation Assistance Program of the National Park Service. The report is available at:

http://www.trailsandgreenways.org/resources/highlights/online/tgc_rwt.pdf

Another report entitled "*Rails-with-Trails: Lessons Learned: Literature Review, Current Practices, Conclusions*,¹³" examines safety, design, and liability issues associated with the development of shared use paths and other trails within or adjacent to active railroad and transit rights-of-way. The draft report was prepared by Alta Planning and Design and submitted to the U.S. Department of Transportation for final clearance. A copy of the draft report is available at: http://www.altaplanning.com/focus/rails_lessons.html.

Local, Regional and National Land Trusts and Conservancies

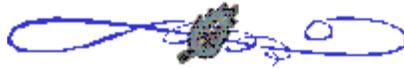
There are approximately 30 individual land trusts and conservancies in Oregon. These organizations hold land and conservation easements, and some specialize in the preservation of historic and cultural resources, farmland, and open space. All actively raise money for purchase of lands and seek donations of land and easements. They are usually adept at title searches, property research, property management, and related tasks. A list of local, regional and national land trusts and conservancies in Oregon is included in Appendix I: Land Trusts and Conservancies in Oregon.

Trusts and conservancies may contribute to trail planning and may conduct county or municipal open space inventories. They may also work with municipalities on planning and zoning to encourage preservation of open space.

¹¹ *Acquiring Rail Corridors: A How To Manual*. (2004). Rails-to-Trails Conservancy.

¹² *Rails-with-Trails: Design, Management, and Operating Characteristics of 61 Trails Along Active Rail Lines*. (2000). Rails to Trails Conservancy.

¹³ *Rails-with-Trails: Lessons Learned: Literature Review, Current Practices, Conclusions*. (2002 Draft). U.S. Department of Transportation.



Many land trusts and conservancies have staff that may include planners, landscape architects, resource conservation experts, and development and fund raising personnel. Many will gladly advise, consult, and partner with trail groups. Land trusts may also provide management services to a trail group that does not yet have Section 501 (c) (3) status or that wishes to share the burden of administrative work. Management services may include hosting meetings, creating proposals, and handling finances. Land trusts can help coordinate networking and are usually experienced at public relations.

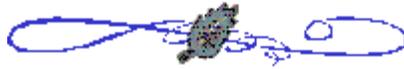
Chambers of Commerce

A chamber of commerce is an association primarily comprising businesses and industries, usually serving a metropolitan area, county, or region. There are other business associations, such as Downtown Merchants Associations, that

are quite active in promoting trails. Concerned with the economic vitality of their service area, they may be interested in the quality-of-life benefits of trails and may point them out to executives looking to relocate their firms to a particular region. Others may seek to spur redevelopment in small towns.

Chambers may be able to assist trail groups in a number of ways. They may help with community contacts, host presentations about your project, and provide contact with leadership in the business community to assist with fundraising and political support. They also can connect trail groups to developers to encourage developers to accommodate trail connections and open space in their plans. If the chamber in your area has an environmental or land use committee, they may be willing to collaborate on your project.

ADDITIONAL NON-GOVERNMENTAL ORGANIZATIONS		
Organization:	Trail Related Functions	Website:
Board Source	Effectiveness training for board members	http://www.boardsource.org/
Institute For Conservation Leadership	Effectiveness training for professionals	http://www.icl.org/about.shtml
Trust For Public Lands	Assistance with appraisals, title searches and legal work	http://www.tpl.org/



Chapter 8: Marketing and Publicity

The number of marketing techniques that can be used to gain exposure and name recognition for a trail is limited only by your imagination. Methods to promote your project include special promotional events, brochures, fact sheets, guidebooks, and tangible products. This chapter gives general information about marketing and publicity, followed by tips on specific activities. Additional information can be found in the *Guide to Public Relations for Nonprofit Organizations and Public Agencies*,¹⁴ available from the Grantsmanship Center <http://www.tgci.com/>.

Creating a Marketing and Publicity Plan

After you have created a vision, formed the trail group, and made your initial outreach to the public and to your partners, it is time to put together a formal marketing and publicity plan. At this stage, garner support for your efforts. Later, publicize your “finished product.” As you plan for publicity and marketing, keep in mind the various audiences anticipated. One set of messages should be crafted specifically to appeal to key information providers, donors, and potential partners. A different message should be targeted to the general public and potential trail users.

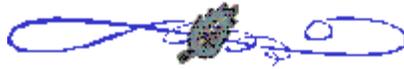
¹⁴Martinez, R.F., R. Fultz and R. Weiner. (1982). *Guide to Public Relations for Nonprofit Organizations and Public Agencies*. Los Angeles, CA.: The Grantmanship Center.

Appoint a publicity committee or an individual skilled as a spokesperson or a good writer as soon as possible. If you do not have volunteers with skills in this area, consider bringing in an expert to train the committee and for specific tasks. Use a professional employed by a partnering agency or hired from a publicity firm. A media or communications department at a local college is also a good source of volunteer expertise. Many firms employ public relations specialists who may also be recruited for pro bono work.

Establishing an Identity

People need to know who you are and what your basic mission is. Communications experts call this “establishing an identity.” The goal is to get the message across and make it stick in the mind of your audience. The mission statement should be short and easily understood. If not, reduce it to a single, finely tuned catch phrase or tag line. A tag line might be “Connecting people to their community,” or “Promoting health and wellness in the community.”

In addition to the short tag line, it is helpful to construct a longer paragraph that explains, in reader-friendly language, your mission and current projects. This paragraph, called a standard paragraph or standard blurb, can provide a slightly more detailed picture of the organization. This should be included in every press release and can be used to summarize the mission when introducing the project. A sample standard paragraph could be constructed as follows:



“The Willamette Trail Council is dedicated to converting abandoned rail lines into hiking trails. The Willamette Trail Council owns and operates the 50-mile-long Willamette Valley Trail, a hiking and biking trail open to the public. The Trail Council is a non-profit membership organization. For more information contact . . .”

A graphic artist can design a logo that will catch the eye and make a statement about who you are and what you are about. Use your name, tag line, and logo on all communications, including letters, press releases, signs, and promotional materials, such as T-shirts and refrigerator magnets.

Getting Media Attention

Media attention is vital to educate people about trails and persuade them that your effort is worthy of support. Good media coverage includes announcement of activities before they occur and reporting on them after they are underway or complete.

Writing an Effective News Release

To get the attention of editors and broadcasters you should periodically produce news releases. Based on information contained in the news release, reporters may call to get a story and prepare an article about the project, or for information to be used in writing editorials.

For effective distribution of news releases, develop a database of newspapers, radio stations, television stations and publishers of event calendars. In your database include the media outlets’ names, addresses, phone numbers, fax numbers, and email addresses. Note the lead-time each media outlet needs in advance of deadlines. Add to your list the names, addresses and phone numbers of individual editors and key reporters.

A news release should cover a single event and be no more that two pages, double-spaced. Begin with a bold heading identifying your organization and large

letters identifying the item as a news release. Provide a contact name and phone number. If the item covered is time-sensitive or should be published immediately, type “For Immediate Release” after the heading. Otherwise, advise the recipient of a release date: “For Release January 1, 2004.”

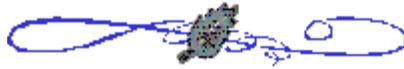
In the first paragraph, the one most likely to be read and printed verbatim, state your most important facts.

This will be the familiar “who, what, when, where, and why.” Put supporting information and details in subsequent paragraphs. Be sure to include a paragraph about the organization, its mission, and its current project (standard blurb). If the release runs to a second page, include “—more—



EXAMPLES OF NEWSWORTHY EVENTS:

- Initiating a project
- Announcing a name for the trail
- Holding a public meeting
- Holding an event (clean-up, fundraiser, hike, etc.)
- Hosting visiting VIPs
- Holding educational events
- Making appearances in public
- Initiating a fundraising campaign
- Initiating a survey or study
- Communicating results of a survey or study
- Completing a plan
- Beginning construction
- Holding a dedication ceremony
- Holding a National/State Trails Day event



” on the first page. To indicate the end of the release, include “—end—” or “-0-0-0-” at the bottom. If the release is to be mailed, send it first class and include only one news release per envelope. News releases may be faxed, emailed, or hand delivered for immediate attention.

Writing an Effective Media Advisory

The main function of a media advisory is to invite the media to attend your meeting or event. Use a format similar to that of a news release, but clearly mark it as an “alert” or “advisory,” and use the key phrase “you are invited to cover this event.” Time the media advisory to arrive just a day or two in advance of the event. It may be faxed or hand-delivered to gain immediate attention. Specify the time and date and include a detailed agenda, if possible. Highlight opportunities for photography and videotaping. It is very effective to provide a time when VIPs can be drawn aside from the proceeding to be questioned by reporters.

OTHER MEDIA OPPORTUNITIES	
Item	Appropriate Media Outlet
Letters to the editor	Newspapers
Opinion editorials	Newspapers
Maps	Newspapers
Brochure as an insert	Newspapers
Feature articles	Newspapers, magazines, newsletters
Advertisements	Newspapers, magazines
Guest appearances	TV or radio talk shows
Videotape documentary	TV

Submit information on your meetings and events separately to the community calendar section or community bulletin board section of each media outlet for a free listing. This listing will be brief and limited to the event, time and place. It also should include a contact for additional information.

Creating a Press Kit

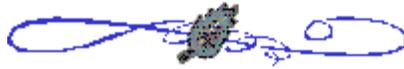
In advance of every event at which you expect media coverage, assemble a folder containing the fact sheet, contact information, photographs, fact sheets, and other material that could provide the press with substantive background information on the project. Add a detailed agenda for the event. Provide this press kit to reporters attending the event. They will not have time to get much background information before rushing off to their next story and will use the information later to check facts and amplify stories.

Employing Other Publicity Tactics

A number of other publicity tactics and activities are useful. These include brochures, banners and newsletters, and are described below.

Brochures

A brochure is a promotional piece designed to be attractive and easy to read and targeted at a general audience. A brochure can be designed to be distributed by hand, picked up from a rack, or sent through the mail, and it may include an insert or tear-off section that the recipient can respond to you. A brochure may give membership information and ask for donations, or advertise the proposed trail to potential users.



Ways to distribute a brochure widely include arranging with a utility company to insert it in their monthly billing packet, or including it with a municipal newsletter. To advertise outside your area, take advantage of the brochure distribution service provided by many tourism promotion agencies. In your area, post the brochure on community bulletin boards in places such as grocery stores, municipal buildings, public libraries and community centers.

Banners

Banners can be hung across streets and from buildings, and window displays can be placed in storefronts to advertise your project or an event. Inexpensive vinyl fabric banners can be produced at local sign shops. Check with public officials about local ordinances governing display of banners and inquire about municipal or utility company assistance to hang them safely between street lights or utility poles.

Newsletters

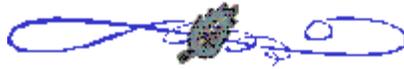
It is a good idea to produce your own newsletter to be distributed to supporters and contacts. If you do, it should be published on a regular (monthly or bi-monthly) basis. Members and supporters need to hear from the organization as often as possible. A simple, photocopied, single-sheet publication done with desktop publishing software on a home computer can be simple and effective.

Avoid having to use envelopes by incorporating a mailing cover panel into the design of the newsletter. If you have Section 501 (c)(3) status, you qualify for a non-profit-organization bulk-mailing permit with the U.S. Postal Service. The permit, obtainable at your local post office, allows significant savings over first class postage rates. Contact your postmaster for details and restrictions. Send the newsletter to members, but also send a complimentary copy to key people, such as public officials, friendly reporters, and cooperating partners. Run a few hundred extra copies to distribute as handouts at upcoming events.



NEWSLETTER TIPS

- Print on recycled paper stock and include "recycled" symbol
- List the organization's officers and contact information
- Report on latest activities and progress
- Highlight next steps to be taken
- Report on important decisions of the advisory committee
- Report on policy, legislation, and other developments affecting trails
- Reprint articles about your project appearing in local media
- Alert members and supporters to actions they should be taking
- Publicize upcoming events
- Ask for needed materials via a "wish list"
- Thank supporters and donors



An example of a successful trails newsletter in the state of Oregon is the "Bear Creek Greenway Connections," a quarterly newsletter for The Bear Creek Greenway in southern Oregon. A current edition of the newsletter can be viewed on the web at:

<http://www.bearcreekgreenway.com/>.

The Bear Creek Greenway is a narrow corridor of public-owned land that follows the Bear Creek streambed from Ashland to Central Point. The long-term objective of the Bear Creek Greenway is a continuous 21-mile path from Oak Street in Ashland to the Seven Oaks Interchange in Central Point.

Holding Events

Each event held will require publicity, and each will provide exposure for your project. Events provide an opportunity for supporters to gather, socialize, and enjoy the fruits of their labors. The more cooperating partners involved in an event, the more successful it will be. If possible, hold events in conjunction with natural or cultural happenings. For example, conduct events and guided tours for the public on a solstice, equinox, or holiday. Hold organized paddles, walks and hikes on National/State Trails Day (first Saturday in June), and Earth Day events (April 22) to promote your project. In one successful example, the Klamath Rails-To-Trails Group sponsored a trails event on National Trails Day in 2004 to introduce the public to the beauty of the OC&E Woods Line State Trail and to raise funds for trailhead upgrades. There were different types of events held on mountain bike routes, equestrian routes and a nature hike with festivities culminating with a lunch.

Races have become traditional events to promote trail values. Local running, bicycling, canoeing/kayaking clubs and other civic organizations can help organize races. Add the suffix "a-thon" to any event and it doubles as fundraising and marketing. A successful example is the Bristow Challenge an annual 15 k trail run and 3.5 k trail walk through Elijah Bristow State Park in Dexter, OR. The race is held on and as a benefit for the Eugene to Pacific Crest Trail (EPCT) to promote awareness of the trail and to generate funds and volunteers for the management and maintenance of the EPCT. The Bristow Challenge is coordinated by the Eugene to Pacific Crest Trail Organization and supported by OPRD, Lane County Parks, the U.S. Army Corps of Engineers and the U.S. Forest Service.

Clean-up activities, usually daylong events, are great ways to improve the trail, involve lots of citizens, and attract media coverage. Breakfasts, luncheons, dinners, receptions, and formal dances are other traditional events that can be used to draw attention to your organization and raise money. Numerous charities raise money with such events, and therefore it should be possible to recruit an experienced organizer within the community.



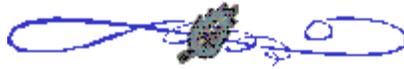
Promoting With Products

A variety of products can be used to call attention to your project. These can include give-away items, such as bumper stickers and pins, or sale items, such as commuter mugs and water bottles emblazoned with the trail logo. Check under "Novelties" in the yellow pages of your local phone book for producers of such items. Work with private enterprise to promote your project in other ways.

For example, a local water-bottling company might produce a special label and provide water on the day of your race, or a local winery might produce a commemorative label for a dinner event. Or, you may work with garment manufacturers to produce apparel with the project's logo. Arrange for local merchants to sell the clothing in their stores, providing royalties to the project, or sell apparel to your members and participants at events.

ADDITIONAL PROMOTIONAL ACTIVITIES

- Establishing a World Wide Web site
- Set up and staff an information booth at fairs and festivals
- Obtain a listing in telephone directory
- Publish maps of your trail
- Publish guidebooks



Chapter 9: Securing Necessary Investments

There are a number of investments that must be made to run your organization effectively. This chapter discusses planning for income and expenditures, delineates some cost categories, and relates strategies for obtaining funding. Due to the nature of the process for creating trails, more funds will be needed in some years than in others. An annual operating budget should be prepared to plan for routine organizational revenue and expenses. A separate fiscal plan will be needed to plan for anticipated major, one-time project expenses and to identify potential funding sources for each expense.

Creating an Annual Budget

If you are creating a new trail group for this project, develop a budget for ongoing operational expenses and balance those expenses with revenue. Grant makers are likely to require a copy of your budget as well as an audited financial statement, with a grant application. Having a balanced budget will give potential partners a reason to take the project seriously, and will help contributors appreciate the magnitude of the undertaking and the value of their contribution.

Creating a Fiscal Plan

Major project expenditures include the one-time cost of conducting the feasibility study and creating the master plan. To form a comprehensive program to meet these financial needs, the finance and fundraising committee should develop a fiscal plan and revise it as needed. Once the study and plan are completed, costs

for acquiring and developing the corridor should be known and maintenance and operating expense estimates should be available. Sources of funds to meet each expense must be identified and developed. The plan should include a time line showing major project expenditures to help keep fundraising activities on track.

A financial consultant, or a representative of an economic development organization may be able to assist, as can a volunteer from the Service Corps of Retired Executives (SCORE). A small business development center associated with a local college may also provide planning assistance. Consult your local telephone directory for resources.

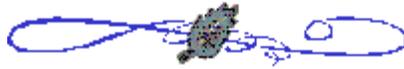
Understanding Expenses

Expenses generally fall into one of the seven major cost centers listed and described below:

- Start-up
- Organizational operating
- Promotional and fundraising activities
- Matching funds for grants
- Feasibility study and master plan
- Acquisition and development
- Environmental Compliance
- Operation and maintenance

Start-Up

Start-up costs include expenditures to create an organization, set up an office, print initial brochures, recruit members, solicit donors, and conduct kick-off events. Small foundations and individual donors are often willing to provide seed money for start-up costs, hoping to catalyze additional investments in their community. As this money will not likely be renewed, it is critical to spend it in ways that will generate additional funds.



Organizational Operating

Few donors and grant makers are willing to contribute to annual operating expenses, such as rental of office space, staff salaries, and overhead. Use membership contributions, conduct annual appeals, and hold fundraising events to generate operating revenue. Wherever possible, the efficient organization will seek to minimize these costs by using subsidized office space, donated equipment, and shared staff.

Promotional and Fundraising Activities

Virtually every organization interviewed in researching this manual noted the extreme difficulty of obtaining funds to bankroll efforts to develop additional funds. Money from memberships and individual donors should be earmarked for these efforts. Occasionally, individuals or businesses will underwrite the cost of promotional materials. Local businesses may be willing to underwrite a fundraising event in return for positive exposure.

Matching Funds For Grants

For grants, a substantial local match is often required and commitments or pledges for these funds usually must be obtained, in writing, prior to application. Fulfillment of these commitments may be contingent upon a successful grant application. Municipal governments, corporations, and individuals may be solicited for commitments. Organizations should closely track volunteers hours that may qualify for future grant match and is useful when demonstrating commitment to a project.

Feasibility Study and Master Plan

Conducting a feasibility study and creating a master plan are major efforts. In Oregon, many trail groups raise local matching funds and apply for grants to

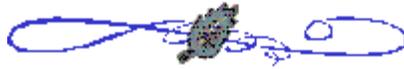
fund these activities. Municipalities undertaking feasibility and planning studies typically fund them with general revenue from the annual operating budget. These funds are often augmented with grants. Municipalities may also devote money obtained from fees levied on developers or utilize "windfall" funds, such as bequests, fees from leasing public lands, or moneys from fines and settlements.

Acquisition and Development

Funds for acquisition and development are often obtained through public and corporate contributions. Organizations are more likely to give when they see a tangible, "bricks and mortar" return. Funds for acquisition and development are most often raised through a capital campaign. They may also be augmented through major grants. The efficient trail group will seek to minimize acquisition costs by obtaining donations of land and easements. Keep in mind that donations of land can serve as a match for some state development grants. It is also possible to recoup some of the expense by reselling the land to a holding agency, such as the Oregon Department of Fish and Wildlife, leasing the land back to farmers, selling rights to resources, such as standing timber, or realizing a profit from utility leases.

Operation and Maintenance

Ongoing operation and maintenance expenses can be covered through user fees, membership dues, contributions, or proceeds from product sales. Cost sharing among governmental and non-governmental organizations may be spelled out in a maintenance agreement. Business and industry, or local civic organizations may adopt a section of the



trail and maintain it. An endowment can be established, perhaps through a community foundation, to hold funds raised through a planned giving campaign, large contributions or bequests.

Raising Funds

This section provides an overview of funding sources specific to trail projects. *The Grass Roots Fundraising Book: How to Raise Money in Your Community*¹⁵ is a good source of detailed information on general fundraising efforts.

Fundraising Events and Sales

The variety of fundraising activities is limited only by the imagination of your group. A few ideas have been mentioned in the preceding section. Note: Fundraising should begin after your organization is fairly well established.

Attracting Members

As the trail will provide direct benefits to the local community, you should begin your fundraising efforts with an appeal to the citizenry. People who subscribe to your mission should join the organization. Most trail groups charge a nominal membership fee, from \$10 to \$25. The usual strategy is to make membership affordable and build the membership rolls, then solicit members for larger contributions, in-kind donations, or volunteer efforts. A higher fee is generally charged for businesses and agencies to affiliate themselves as members.

Members can be recruited through a brochure, a display, or an event. Most often, however, they are recruited by word-of-mouth. Once individuals are enrolled as members, they should be solicited for additional donations in an annual giving appeal.

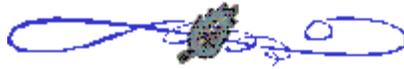
In addition to monetary contributions, each member is valuable as an ambassador of the program. Be sure they are fully informed of the fact sheet and all activities. Periodically remind them to help widen the circle of supporters by bringing guests to events, distributing membership brochures to friends and acquaintances, and providing referrals. Be sure to follow up and solicit each guest and referral for membership and additional contributions.

Members can be recruited to help raise funds in other ways. One successful strategy is to have dozens of member families host dinner parties at home for their friends on a certain night, and then convene everyone at a central location for entertainment, fundraising activities, and education.

Soliciting Individual Donors (Major Donors)

Fundraising experts commonly say that 85 percent of all donations are from individual donors. Your board or committee should identify people who are prospective donors, and ask donors to help by contacting people they know. In contacting individual donors, ask questions to ascertain their interest in the project. Do they hike? Do they bike? Cultivating donors may take months or years. There is a donor life cycle— from first contact, through small gift, large gift, and legacy.

¹⁵ Flanagan, Joan. (1982). *The Grass Roots Fundraising Book: How to Raise Money in Your Community*. Chicago, IL.: Swallow Press.



Creating a Corporate Giving Program

A corporate giving program is an essential fundraising tool. Check your public library reference desk for directories of businesses. Begin by identifying corporations with a track record of community giving or a high stake in the quality of life in your community. Insurance companies, managed-health-care providers, and sporting goods manufacturers can often see the benefits of supporting trail activities. The Chamber of Commerce or other business associations may help identify good prospects.

Many corporations have a committee or a community relations officer who controls a community gift or grant budget. Identify these individuals or committees and meet with them in person to present the fact sheet. Ask for a specific contribution and tell them how it will be spent. Often, once a corporation qualifies your organization for a contribution, they will automatically renew it in future years.

Many corporations match the charitable contributions of their employees. Ask donors if their employer has a matching contributions program and, if so, write to request a match. Corporations also support charities by supporting events.

Recognizing Contributors

Give some thought to how contributors will be recognized and rewarded. Common ways to thank and recognize individual members and donors include a pin, decal, newsletter subscription, member discounts at local cooperating merchants, and recognition in newsletters. Grantsmakers and major donors may deserve a plaque at the project site or a certificate of appreciation to display in their home or

office. Special member events (other than fundraising events) can be rewards as well.

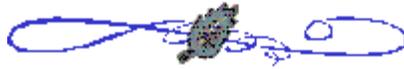
One example of a successful recognition program is to have bricks embossed with the names of contributors, thereby becoming a permanent display and part of the construction material at a trail. Symbolic deeds and other tokens may be produced for similar campaigns.

Seeking Foundation Grants

Numerous large community, family, and corporate foundations make grants to trails groups. Copies of directories of foundations can be found in local libraries. These directories provide information on each foundation's grantmaking history and philosophy.

One well-known directory, Environmental Grantmaking Foundations, is published annually by Resources for Global Sustainability, Inc. To order the publication, check out their website at <http://www.environmentalgrants.com/>. This organization also maintains a database of over 47,000 grant programs that can be searched for keywords to determine the foundations servicing your area and type of project.

Another directory, Philanthropy Northwest, contains a listing and website connections to a large number of family, independent, corporate, community and public Foundations and other Grantsmaking organizations serving the Pacific Northwest. This directory is available online at: <http://www.pngf.org/about/memberlists/memberlist.htm>.



Finally, the Foundation Center is an online for-profit information center with a variety of products and services that could be useful to grantseekers. The Foundation's website is: <http://fdncenter.org/>.

Small family foundations and charitable trusts are often managed by trust officers at local banks. A phone inquiry to the bank will suffice to identify these individuals. Arrange face-to-face meetings with trust officers to present your case and ask for assistance in identifying which trusts will fund activities related to trails.

Seeking State Government Grant Support

At the time of this writing, Oregon has four major programs supporting trails, three administered by OPRD and one by ODOT.

OPRD Grant Programs

OPRD administers a number of trail-related grant programs including the:

Recreational Trails Program (RTP) provides up to 80% federal funding assistance for acquisition, development, rehabilitation and maintenance of both motorized and non-motorized recreation trails to federal, state and local government agencies and not-for-profit organizations.

Local Government Grant Program assists city and county park and recreation departments, METRO, park and recreation districts and port districts with funding for the acquisition, development and rehabilitation of park and recreation areas and facilities. The program provides for up to 50% funding assistance, except for cities/districts with

a population of less than 5,000 and counties with a population of less than 30,000. The matching requirement is 40%.

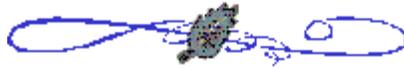
Land and Water Conservation Fund (LWCF) assists local units of government and some state agencies, counties, port districts, park and recreation districts and Native American Tribes in acquisition of lands and waters or for the development of public outdoor recreation facilities that are consistent with the outdoor recreation goals, objectives and strategies contained in the Statewide Comprehensive Outdoor Recreation Plan. LWCF provides funding assistance up to 50% of approved project costs. The minimum federal share can be no less than \$12,500 (\$25,000 total project cost).

OPRD publishes manuals that explain how recreation providers may apply for grant assistance from these programs. These manuals are also available on the OPRD website at:

<http://www.prd.state.or.us/grants.php>. For additional information about which of these grant programs might be available for your trail project, contact Sean Loughran by phone: (503) 986-0750, fax: (503) 986-0792 or email: sean.loughran@state.or.us.

ODOT Grant Programs

The Intermodal Surface Transportation Efficiency Act of 1991, known by the acronym ISTEA, included funding for non-traditional transportation improvements which were categorized as transportation enhancements. This act provided \$3.3 billion nationwide over the six-year life of the act for improvements such as pedestrian and bicycle routes, preservation of historic



transportation structures, scenic beautification associated with transportation facilities, and other environmentally-positive transportation projects. ISTEA expired at the conclusion of the federal fiscal year on September 30, 1997, but the transportation enhancements provisions have been included in its successor, the Transportation Equity Act for the 21st Century, dubbed TEA 21.

The Oregon Bicycle and Pedestrian Program provides assistance in accessing federal and state funding for bicycle and pedestrian projects within the transportation right-of-way. In specific cases funding is also available for bicycle and pedestrian projects outside of the transportation right-of-way. Paths through parks, on abandoned railway lines and other areas outside of street rights-of-way cannot be funded with state highway funds. There are some sources of federal funds that may be used, most specifically the Congestion Mitigation

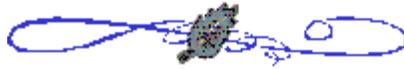
and Air Quality (CMAQ) Improvement Program funds and Transportation Enhancement Program of the Transportation Equity Act for the 21st Century (TEA-21). These projects must still serve a transportation function, though projects that also serve recreational users are viewed favorably.

The Federal Highway Administration Scenic Byway Grant Program provides funding for states to preserve and enhance scenic roads throughout the nation. Trail-related funding is available for recreation facilities adjacent to Scenic Byways. Additional information about the Scenic Byway Grant Program is available at:

<http://www.odot.state.or.us/hcrh/PDFs/Scenicbywaygrants.pdf>.

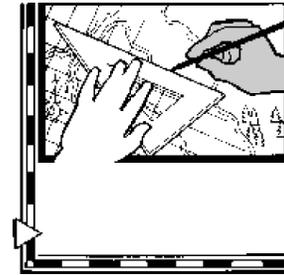
For more information about grant programs administered by ODOT's Oregon Bicycle and Pedestrian Program contact Michael Ronkin by phone: (503) 986-3555 or email: michael.p.ronkin@odot.state.or.us

Note: See Appendix IX: Potential Trail Funding Sources for a more complete listing of potential trail funding sources available for trail projects in the state of Oregon and links to funding source websites.



Section IV

The Planning Phase: "Plan The Work and Work The Plan"



The planning phase consists of three major steps: First, conducting property research; second, determining if the project is feasible; and, third, creating a master plan. These tasks are large and daunting, so they are usually completed with the help of a consultant. In this section, Chapter 10 deals with getting started—creating a scope of work and determining staff capabilities. Chapter 11 provides a working base for conducting property research and reading maps. Chapter 12 covers the feasibility study and describes further information that will be needed in determining project feasibility. Last, Chapter 13 discusses the master plan and provides design tips garnered from trail designers across the state.

Chapter 10: Getting Started

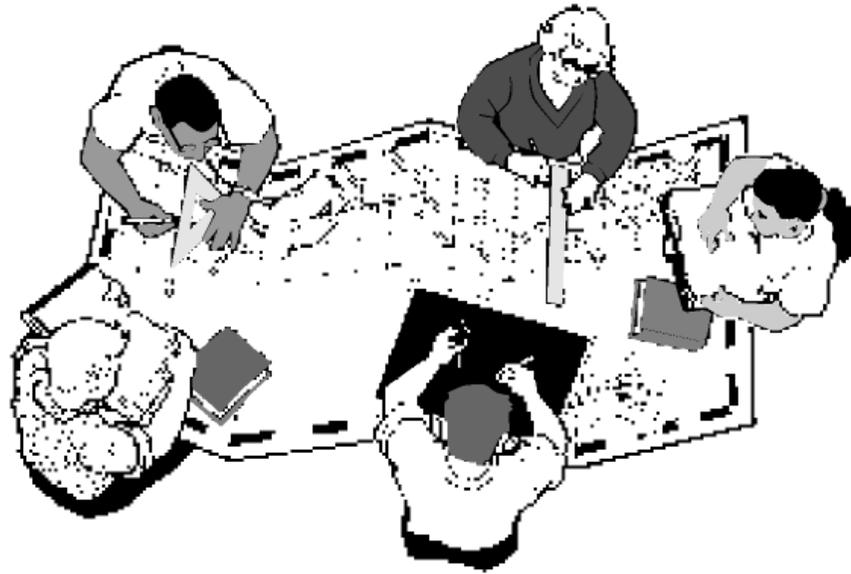
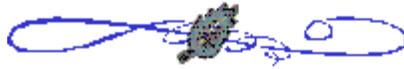
The planning phase of trail projects is generally undertaken by planning staff employed (directly or by contract) by municipal governments or land management agencies. But in other cases, particularly when trail projects are being undertaken by non-governmental organizations, professionals in the employ of consulting firms are best equipped to deal with the complexities of planning tasks. The consultants should have expertise in trail, greenway or park planning. If you require the assistance of a consultant, you will have to develop a scope of work and conduct a search.

After a consultant has been hired, you will have to play a supervisory role.

Creating a Scope of Work

A scope of work is a detailed outline describing what needs to be accomplished. Define a scope of work to fit your own situation and requirements of funders.

To develop a scope of work, identify tasks to be done by volunteers, paid staff, consultants, and cooperating organizations. Chapters 11, 12, and 13 provide guidance on what data is needed and factors to consider in planning your project. Familiarize yourself with them and then construct your scope of work.



Hiring Consultants

If it is necessary to hire consultants, first, develop a list of areas of expertise you will need, such as engineering, architectural, and planning. Then develop a list of firms with specific trail expertise by contacting the Oregon Recreation and Parks Association, the Oregon Chapter of the American Planning Association <http://www.oregonapa.org/> or OPRD (Sean Loughran) for referral to qualified and experienced firms. Also, consult people involved with related projects in your area for referrals. Your county planning commission may also be willing to refer you to qualified firms.

Next, develop a request for qualifications (RFQ), which is an important step in the hiring process. An RFQ is a request for a consultant's qualifications and experience and should also include your fact sheet, a generalized scope of work, time

schedule, and selection criteria. Send the RFQ to five or ten firms that appear to be qualified. If required by a grant program, place an advertisement in a local paper.

Consultants interested in the project will respond to the RFQ. Review responses by the selection criteria outlined in the RFQ, including experience with similar projects in both size and scope, an understanding of the project, and the ability to complete the project on time. Select several consultants and schedule interviews, which should not exceed 45 minutes in length, and ask each one to present a detailed scope of work during the interview. Prior to the interview, develop one set of questions to be asked at each interview. During the interviews, take notes on the responses to your questions.

After the interviews are completed, review material provided and answers to the set



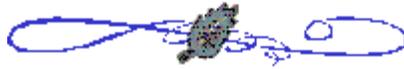
of questions. Using the selection criteria, select two consultants for further consideration. At this time, develop a detailed final scope of work and request cost proposals from each consultant, and check their references. Select a consultant in accordance with the selection criteria. Keep in mind that a high fee does not necessarily indicate that you will receive better quality work. A firm may inflate the cost because their expertise is in other areas and they expect to make slower progress in the relatively new field of trails.

Also, beware of a quote substantially lower than the others you receive. A consultant new to trail work may reduce the cost in exchange for an entrée to a new market, or not fully understand the challenges of the project.



DO'S AND DON'TS FOR HIRING AND WORKING WITH CONSULTANTS

- Do check to see if they have experience with your kind of project
- Don't sign a contract without funding in hand
- Do expect to be billed in monthly installments
- Do assign a liaison to meet with the consultant regularly
- Do provide as much information as possible to the consultant



Chapter 11: Conducting Property Research

It is important to keep a file on each individual property that makes up the corridor and to continue to add valuable information to develop a composite picture of actual conditions and resources of the corridor as a whole. This information will be used to determine if the trail project is feasible and will provide a base for forming the master plan (see Chapter 13). It will also be vital for negotiations to acquire each parcel as you assemble the corridor. This work may be done by volunteers, a legal professional, or by a title search firm.

PROPERTY RESEARCH CHECKLIST

- ✓ Owner(s) name, address, phone number
- ✓ Address or location of property
- ✓ Tax Map (shows location)
- ✓ Tax Card (shows history, buildings, etc.)
- ✓ Copy of latest deed (authenticates ownership and detailed description)
- ✓ Report on title search
- ✓ "Windshield" (drive-by) survey
- ✓ Environmental history

Understanding Legal Instruments of Ownership

Various legal instruments convey ownership or control of property. These are titles, deeds, leases, rental agreements and easements. Some instruments may only provide control of a certain "interest" in a property, such as

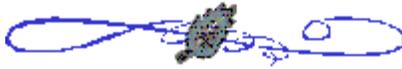
mineral rights or development rights. The *Conservation Easement Handbook*¹⁶ published by The Land Trust Alliance and the Trust for Public Land explains these instruments in depth.

For each property in the corridor, locate the current deed at the county recorder of deeds office, locate tax information, and then research the chain of title. This is to provide assurance that there are no competing claims for ownership. Lawyers or their legal aides are experienced and may provide this service pro bono, or a title company can be hired to perform the search.

Conducting Appraisals

The last key information to be determined through property research is the value of the land, determined by conducting an appraisal. The value established by your appraisal will depend on whether you intend to have access agreements or easements, or to purchase the land. There are various appraisal methods. The most accurate is a rigorous survey comparing actual selling prices of similar properties. For most projects a "windshield" appraisal is all that is necessary to obtain preliminary cost estimates for acquisition. In this method, the appraiser takes an "over the fence" approach, estimating values based on neighboring properties.

¹⁶ Diehl, Janet and T. Barrett (1988). *The Conservation Easement Handbook: Managing Land Conservation and Historic Preservation Easement Programs*. Washington, D.C.: The Land Trust Alliance and Trust for Public Land.



DO'S AND DON'TS FOR TITLE RESEARCH

- Don't underestimate the amount of time this process takes
- Do the title search before making public announcements
- Do recruit professional or experienced people to research the chain of title
- Do use a professional title search company if qualified volunteers are not available
- Do get a written "opinion of title" from any attorney to identify any "clouds" on a title
- Do inquire about title insurance
- Do research back as far as required by title insurance company
- Don't believe claims of ownership made by others without seeing documentation
- Do get "quit claim deeds" or file "quiet title actions" to perfect the title as necessary

If you seek grant funding from most state and federal sources, certain appraisal requirements must be met. Those requirements and the format and content of the appraisal report should be discussed directly with the funding agency.

*Appraising Easements: Guidelines for the Valuation of Historic Preservation and Land Conservation Easements*¹⁷, by the National Trust for Historic Preservation, provides useful guidance on this topic. Appraisals may not only assist you in reaching a fair bargain if you purchase land or easements, they may also determine the tax benefit available to donors.

Conducting Surveys

Determine the location of a property line very precisely to ensure, for instance, that the parking lot built at the proposed trail head does not encroach on a

neighbor's land. If adequate markers and monuments exist, the location of the lines can be determined. Check with the county recorder of deeds office to see if a survey was ever conducted and recorded. Otherwise a local surveyor should be contacted to conduct a survey.

For long, linear features, such as road and railroad rights-of-way, and for stream corridors, it may be possible to use a centerline survey. Rather than calling out metes and bounds, the deed or easement will give a centerline and the width to either side. If acceptable, a center-line survey is a less costly alternative to a survey based on the metes and bounds of a parcel.

A survey is also used to determine the acreage of a property and may produce a more accurate calculation of acreage than that shown on tax maps or recorded in deeds. This information is necessary if you are purchasing land.

¹⁷ National Trust For Historic Preservation. (1990). *Appraising Easements: Guidelines for the Valuation of Historic Preservation and Conservation Easements*. Third Edition. Washington, D.C.



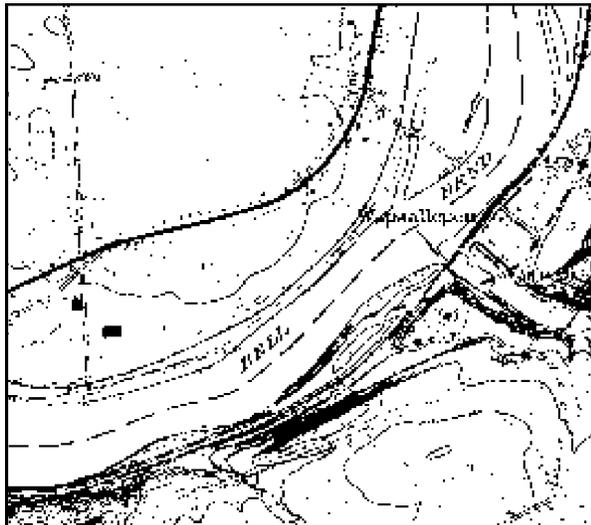
Using Maps

In the process of conducting property research, and later in working on feasibility studies and plans, you will spend a great deal of time working with maps. A copy of the official county highway map is useful to locate the official names and numbers of all roads and to locate political divisions. Use a USGS

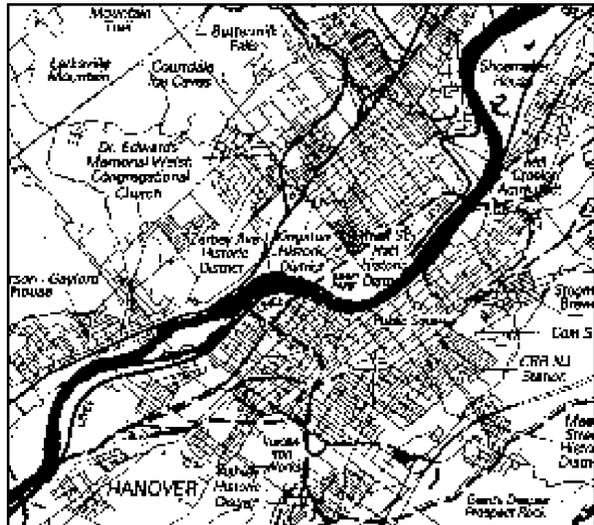
Quadrangle Map to identify features and contours. Tax maps are key to property owner and boundary information. More and more information is being converted to computerized Geographic Information System (GIS) mapping. If producing your own maps, consider using GIS-based software to do so. Samples of four commonly used types of maps follow.

SOURCES OF MAPS

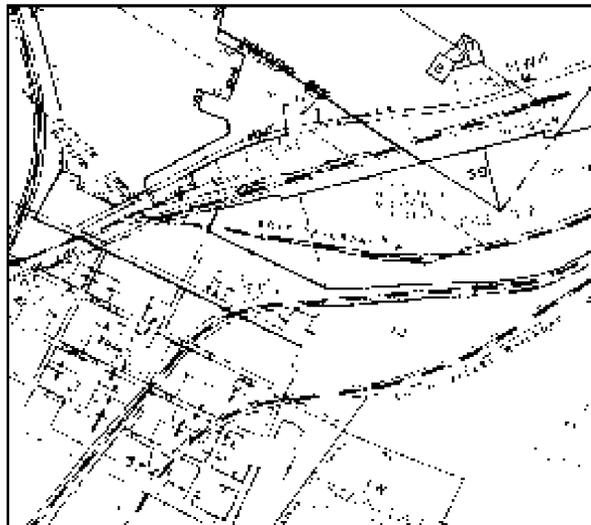
- County and municipal planning offices
- Councils of Governments
- County and municipal tax offices
- United States Geological Survey (USGS) available locally through authorized retailers
- Consulting firms
- Colleges with GIS capability
- Railroads (track maps, system maps)
- Utility companies (utility corridors and easements)
- State agencies, such as ODOT, OPRD, ODF&W, DSL, and the
- Oregon State Marine Board



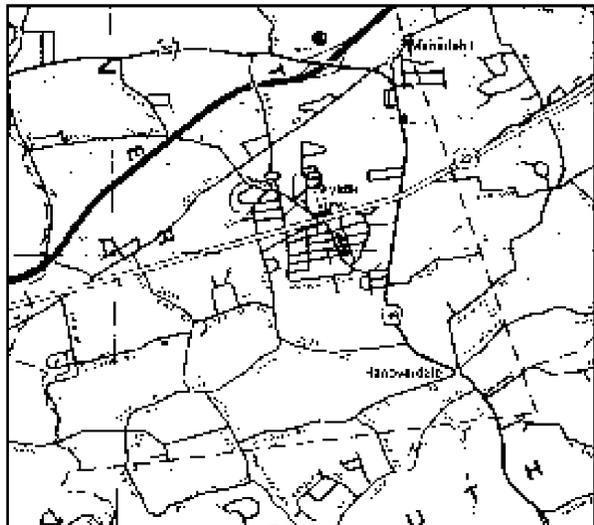
USGS MAP, 7-1/2 MINUTE SERIES QUADRANGLE



GIS-BASED MAP



MUNICIPAL TAX MAP



COUNTY HIGHWAY MAP



Chapter 12: Conducting the Feasibility Study

There are a number of other factors to consider in determining project feasibility. Conducting property research regarding the ownership, physical features, historical, cultural and scenic resources, and the environmental conditions of the corridor will provide information needed to determine if the project is feasible. Questions that must be answered before a project can be considered feasible include:

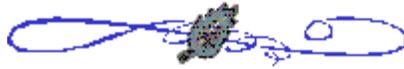
- ✓ Is there a likelihood that the land can be acquired if it is needed?
- ✓ Is there public support for the project?
- ✓ Is funding available to acquire property comprising the corridor?
- ✓ Is there an entity or public partnership (public/private) willing to take ownership and operate the trail?
- ✓ Is funding available to develop, operate and maintain the corridor?

The reported costs for conducting a feasibility study in Oregon vary widely depending on the level of detail and whether or not the corridor is in contiguous ownership.



COMPONENTS OF A FEASIBILITY STUDY

- Inventories and characteristics of the proposed corridor
 - Physical inventory and assessment
 - Natural resources inventory
 - Environmental assessment for hazardous and residual waste
 - Engineered structure inventory
 - Public services and utilities inventory
 - Scenic resources inventory
 - Historical and cultural resources inventory
 - Transportation characteristics
 - Population and socioeconomic characteristics
- Potential demand analysis
 - Economic benefits
 - Social benefits
- Feasibility determination



An important body of information necessary to your feasibility study and master plan is the physical inventory. The physical inventory should cover the area included in the corridor in the original vision. If possible, consider gathering information on a wider swath to allow for the planning of alternative corridor alignments. The physical inventory may be conducted by a consultant, skilled volunteers, or volunteers with support and technical assistance from consultants or public employees.

The physical inventory should be presented as a map with layers of data and a written narrative describing the features. If the corridor is extensive, or if it passes through distinct habitat areas with diverse land uses, break the inventory into segments. Many subsets of information may already exist and can be compiled by volunteers.

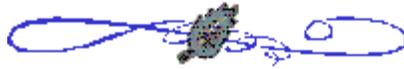
The longevity of the inventory is a concern. The landscape of Oregon is constantly changing as land use changes. Forests may be logged over, old fields may be overgrown, structures may deteriorate, new populations of wildlife may be located and new archaeological finds recorded. If five or more years intervene between the completion of your physical resources inventory and commencement of your master planning effort, the inventory and plan should be updated. Recheck for updated data on structures, archaeology, and threatened and endangered species just before the construction phase begins.

The **Natural Resources Inventory (NRI)** may be compiled by a consultant or by volunteers using information from a number of existing sources



NATURAL RESOURCES INVENTORY CONTENTS:

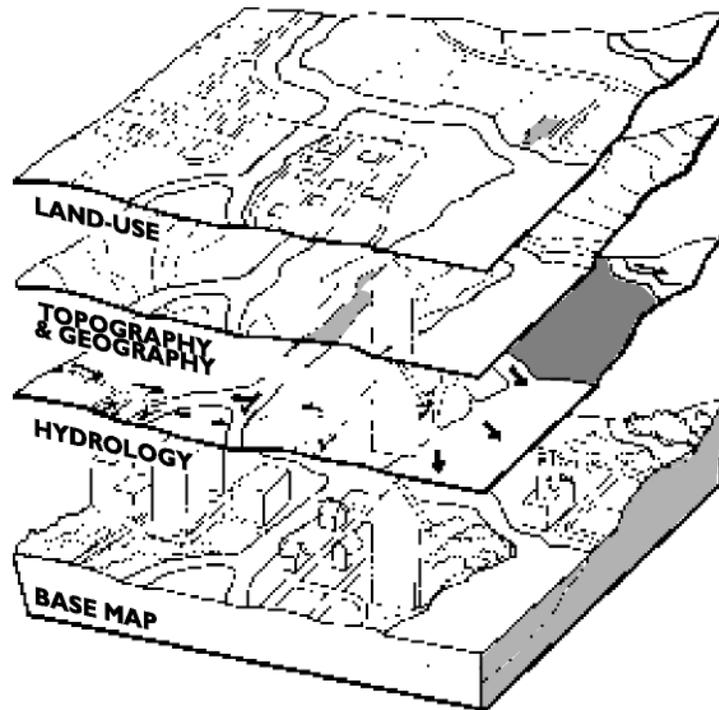
- Base map/ topographic map
- Geology map
- Soil map
- Hydrology map
- Aerial photographs and satellite images
- Vegetation survey
- Fauna inventory
- Assessment of existing trail surfaces
- Assessment of stream bank conditions
- Identification of natural topographic landmarks

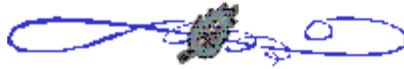


The Oregon Department of Geology and Mineral Industries can provide general geological and hydrological information about the state (see their website at: <http://www.oregongeology.com/>). Specific maps are available for purchase from Nature of the Northwest at the following location:

Nature of the Northwest
800 N.E. Oregon Street, Suite 177
Portland, OR 97232
Phone: (503) 872-2750
Web: <http://www.naturenw.org/>

Soil maps are available from County Conservation Districts, the Natural Resources Conservation Service (see website at: <http://www.oregongeology.com/>) or generally, county planning commissions. The hydrology (lakes, ponds, watercourses, wetlands) data layer is available from the United States Geological Survey (see website at: <http://oregon.usgs.gov/>). Aerial photographs and satellite images should also be available from county planning commissions and public utilities.





Your county planning commission or county emergency management agency can assist in the identification of floodplains. Construction designs and management plans need to address this type of threat.

The Oregon Natural Heritage Information Center can be consulted for information on threatened and endangered species (see description on page 34). More information can be obtained from municipal and county natural resource inventories. Colleges and universities often inventory areas. Wildlife clubs, such as the Oregon Chapter of the National Audubon Society, may have bird and animal census data and atlases containing wildlife information. The Oregon Department of Fish and Wildlife also has information on wildlife populations.

A county agricultural association, a branch of the U.S. Department of Agriculture, or a county agricultural extension service can provide information about agricultural land use.

The Oregon Department of Forestry district office can provide information about forest cover.

When your natural resources inventory is completed, your advisory committee and your planning consultants can review it to make suggestions and recommendations to protect and use the resources identified in it. For a trail, plan an alternative alignment to avoid a population of threatened wildlife or reroute the corridor to avoid a hazard.

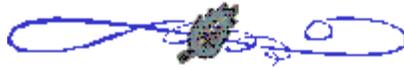
Environmental Assessment for Hazardous and Residual Waste

If taking ownership of property, your organization may be assuming liability for environmental contamination on the site. To protect the organization from potentially catastrophic remediation costs, do not take ownership of a property without at least conducting a Phase I Environmental Site Assessment. An environmental engineer or other qualified professional should be hired to perform this work.



CONTENTS OF A PHASE I ENVIRONMENTAL SITE ASSESSMENT:

- A site description
- Geologic and hydrologic conditions
- Search of the Oregon Department of Environmental Quality (ODEQ) records of chemical contamination and spills
- Historic information on former industrial use or mining operations
- Underground storage tank records
- Site reconnaissance



In conducting a Phase I Environmental Site Assessment, it is important to consider what lies on adjacent property, as it may be carried onto the project site. If any indications of contamination are found, samples will be taken and analyzed. If contamination is found, additional tests may be necessary to determine the extent of the pollution and to estimate costs of remediation. When contamination is found, there will be a variety of remediation options. Your consultant can advise you about these. Contact the ODEQ regional office to report findings and to get more information.

A listing of regional ODEQ offices are included on the following website: <http://www.deq.state.or.us/about/locations.htm>. ODEQ can assist in creating an effective remediation plan.

If serious contamination is found, you may not want to acquire a given property. If the decision is made to go ahead with the acquisition, negotiate with the seller to remediate before closing the deal. If the problem is relatively minor, or if the parcel is critical to continuity of the corridor, consider assuming responsibility for the clean-up. Funds may be available through ODEQ and the Environmental Protection Agency (EPA) for clean-up.

The Engineered Structures Inventory

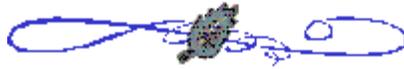
If a rail bed or roadbed is present, assess the condition of the surface and base (sub-strata) of the bed. If any bridges, tunnels, culverts, fills and grade crossings appear in the inventory, they must be assessed. An engineering firm can be contracted to perform this service.

The Public Services and Utilities Inventory

Identifying public services and utilities along the corridor, such as water supplies and sewer systems, can help with the planning and placement of visitor services such as water fountains, rest room facilities, and visitor center buildings. The municipal office or county planning commission should have maps of these systems. Electricity and phone lines are important to visitor services, and also to security along any proposed trail. Conduct a drive-by assessment to see if utility poles are in place, and consult with the appropriate utility about extending service where needed.

The Scenic Resources Inventory

Whether natural or man-made, the corridor will have aesthetic qualities. The visual attributes of the landscape should be assessed, and designs and management practices should be planned to preserve and enhance the scenic value of the trail. In the assessment, the viewshed is identified, features are recorded, criteria are chosen and a rating scale is developed. Then units of landscape are rated according to the criteria.



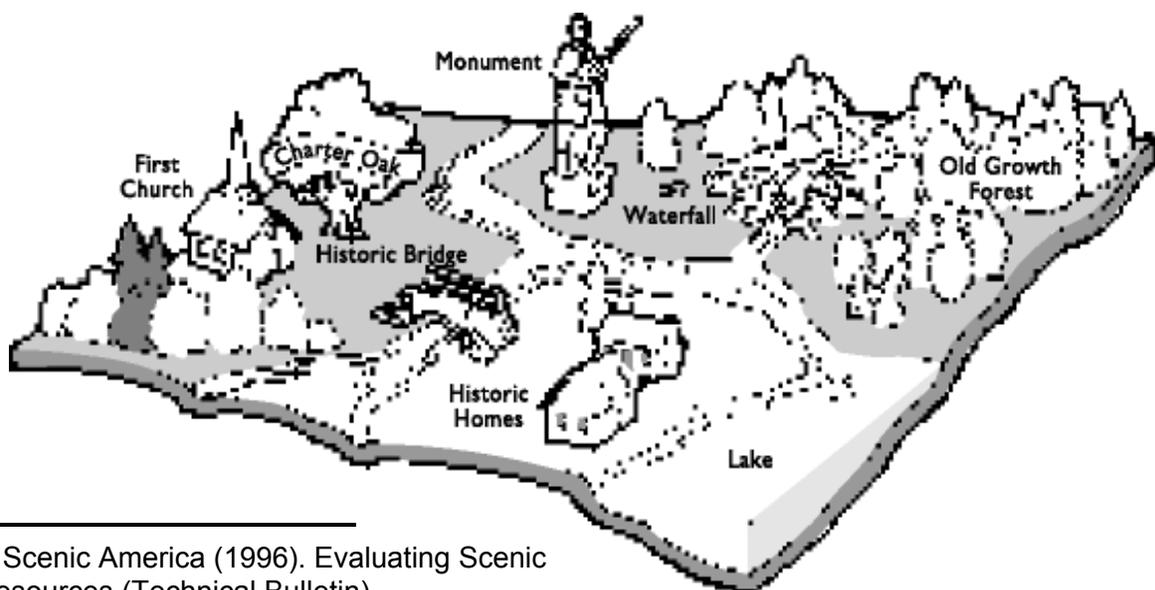
Scenic America is a national organization advocating long-term protection of America's scenic landscapes. They provide advice on designing parkways and on community planning. Technical information on evaluating scenic resources appears in their *Technical Bulletin: Evaluating Scenic Resources*.¹⁸ This bulletin is available through the following website: <http://shop.store.yahoo.com/scenicam/vscenres.html>.

The Historical and Cultural Resources Inventory

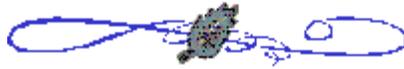
The historical and cultural resources inventory can be based on information provided by the local historical society and the State Historic Preservation office (SHPO). For information about the State Historic Preservation office, please contact Susan Haylock (Phone: 503.986.0672) or DeAnne Sullivan (Phone: 503.986.0681). Local historical societies are important potential partners as well as sources of information.

A listing of historical societies in Oregon can be found at the following website: <http://www.daddezio.com/society/hill/SH-OR-NDX.html>.

Begin your inventory by noting on your map all historic sites and districts listed on the National Register of Historic Places and the Oregon SHPO Inventory. Add cultural resources such as museums, and arboretums. Note any historic sites that could serve as commercial tourism-type establishments, such as bed & breakfast establishments, restaurants, and campgrounds. A good way to obtain additional information is to lay out a map at a public meeting and invite residents to comment and identify features. Properties listed in or eligible for the National Register are given a limited amount of protection by federal historic preservation regulations. Placement on the Register also opens up opportunities for financial assistance. Consult the Oregon SHPO or the National Register for information. Also note historical and cultural features that lie outside of the corridor because a constellation of attractions in close proximity will draw more visitors than any single attraction would in isolation.



¹⁸ Scenic America (1996). *Evaluating Scenic Resources (Technical Bulletin)*. Washington, D.C.



Transportation Characteristics

A transportation planning consultant, your municipal or county planning commission, or an ODOT official may be able to help you identify and describe roads, railroads, and other means of transportation affecting the proposed trail. Attracting visitors to a trail may be desirable, so placing access and developing a suitable parking area off a heavily traveled road may be an advantage.

Population and Socioeconomic Characteristics

The demographics of the immediate area and surrounding region will influence how the proposed trail is used. Elderly residents tend to use a trail for short excursions. Younger and athletically inclined individuals will use it less frequently, but for longer duration. The county planning commission or economic development agency will have statistics from the U.S. Census Bureau and other sources to assist you in planning to meet the needs of the local population. Information is also available from the Center for Population Research and Census at Portland State University. For more information about the Center see their website at: <http://www.upa.pdx.edu/CPRC/about/index.html>.

A number of social and economic factors will influence decisions you make in planning the corridor. An estimate of the potential demand, and potential economic benefits can be derived from socio-economic studies.

Potential Demand Analysis

A key factor that will influence trail corridor planning is the potential demand. If the region already attracts

large numbers of recreational users, a hiking and biking trail may draw a significant number of visitors. In planning for the proposed trail, get attendance figures from similar facilities as a basis of prediction.

If the proposed trail is designed to be a recreation and tourist destination, other nearby tourist attractions may increase your draw as well. Your local or regional tourism promotion agency may be able to provide information about the numbers of visitors those attractions have and this may help you estimate potential demand for the site. Tourism promotion agencies may be contacted through the Oregon Tourism Commission and the Oregon Economic and Community Development Department.

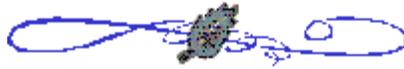
Potential Benefits Analysis

Trail planners think of potential economic benefits as tools to market their concepts. An economist can assist with assessing the potential benefits, which can be describe in the master plan. Economic benefits include:

- Increased real property values;
- Increased business revenues;
- Additional jobs created; and
- Increased corporate relocation and retention.

Social Benefits

There are numerous social benefits to trails. Among these are recreational opportunities, health and fitness opportunities, spaces to socialize, historic preservation, environmental protection and community aesthetics. Connecting neighborhoods and bringing people into contact with each other help to build a sense of community. All project-related social benefits should be discussed in your master plan. A technical brief, *The*



Economic and Social Benefits of Off-Road Bicycle and Pedestrian Facilities, by the National Bicycle and Pedestrian Clearinghouse contains additional information useful to trail planners. A copy of the document is also available online at: http://www.imba.com/resources/science/econsoc_benefits.html.

A more in-depth discussion on the benefits of non-motorized trails is included in Appendix VIII: Benefits of Non-Motorized Trails. In addition, benefits information for motorized, non-motorized and water trails (including benefits reports and bibliographies) can be found on the Oregon Statewide Trail Planning Website at: http://www.prd.state.or.us/trailsplanning_benefits.php.

A section on estimating economic benefits appears in *Economic Impacts of Protecting Rivers, Trails, and Greenway Corridors*. This publication of the National Park Service also cites dozens of studies showing

economic and other benefits. An online copy of the publication is available at: http://www.nps.gov/pwro/rtca/econ_all.pdf. It gives rationales for and examples of how to use such models to make the general public and local officials aware of all benefits from protecting rivers, trails and greenways.

Feasibility Determination

Your committee and any consultants involved will need to reach a conclusion about the feasibility of creating the trail. Refer back to the questions at the beginning of the chapter and discuss other concerns or constraints before writing the recommendation to pursue, delay or terminate the project. Keep in mind that many barriers to feasibility may be overcome by further action of trail advocates. What is not feasible this year may become feasible in the future. The following chart suggests solutions to potential barriers to a trail project.

POTENTIAL BARRIERS	
Feasibility Factor	Potential Solutions
Proposed alignment does not meet community and conservation goals	Choose new alignment.
Land is unavailable for acquisition (reluctant seller/donor)	Include privacy screens in development plans.
Lack of public support for the project (substantial opposition exists)	Delay project, conduct public awareness campaign, negotiate with sensitivity to needs of opponents.
Lack of political support for the project	Be patient, renegotiate with sensitivity to political priorities, conduct information campaign, wait for change of administration.
Lack of funding to acquire property	Delay acquisition, expand fund search, scale down project, phase acquisitions as funding becomes available.
No institution will take ownership and operate the trail	Form an authority, council of governments, or a not-for-profit organization.
Lack of funding to develop the corridor	Acquire land to develop later, expand search for funding, scale down project, develop in phases as funds become available.
Lack of revenue stream to operate and maintain	Delay development, scale down project, begin



Chapter 13: Creating the Master Plan

Once the trail project has been deemed feasible, the information gathered in conducting the property research and the feasibility study will be used again in the master planning process. The master plan must specify what will be done and who will do it. Questions to consider are in the checklist below.

This chapter covers creation of the master plan and gives design tips of a general nature. The variability of goals, resources, and terrain from project to project makes it impossible to give specific site plans for design and development in this manual. For more information, refer to manuals on trail design cited later in the chapter and listed in the bibliography. Keep in mind that the professionals creating the specific site plans will be able to advise you on the best construction options.

QUESTIONS TO BE ANSWERED BY THE MASTER PLAN

- ✓What will be the actual alignment of the corridor?
- ✓What alternative alignments are possible if problems are encountered?
- ✓Where will it begin and end?
- ✓Where will access points be provided?
- ✓How will access be controlled?
- ✓How will the trail be used?
- ✓What amenities will be developed?
- ✓What kind of trail surface will meet the usage and loads of a trail?
- ✓Will side-trails be used to connect to additional trip generators?
- ✓How will the rivers, railroads, and roads be crossed?
- ✓How will neighbors' privacy concerns be addressed?
- ✓Who will provide security?
- ✓Who will maintain the trail?
- ✓How will environmentally sensitive areas such as forests, floodplains, wetlands, and other habitats be incorporated?
- ✓How will invasive, non-native species be managed?
- ✓Which natural features will be protected?
- ✓How will natural features be interpreted?
- ✓Which buildings and structures will be retained, improved and used?
- ✓Where will acquisition funds come from?
- ✓Where will maintenance and operation funds come from?
- ✓Where will operational funds come from?



Mastering the Master Planning Process

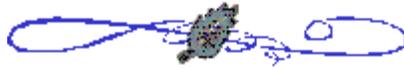
The master plan is not to be confused with detailed site plans for your trail. Professionals will develop site plans for specific improvements on your trail based on general decisions recorded in the master plan. The master plan can be created by any of a variety of consultants, including engineers, landscape architects and experienced trail managers, in cooperation with municipal officials.

This is a particularly important tool to use to gain the support of these officials early on in the process, and to ensure consistency with local and county comprehensive plans, local ordinances and code requirements. Researching these requirements during the design phase could avoid extra costs and delays in the project. Keep in mind that specific site plans may later be required for approval and permitting.



CONTENTS OF A MASTER PLAN TYPICALLY INCLUDE:

- Goals and objectives of the project
- Location information
- Summary of citizen outreach results
- Summary of resource inventories
- Development plan



Goals and Objectives

The goals and objectives of the project are developed from the vision statement, as modified by input collected from the public, local officials, key contacts, professionals involved in the project, and partners. For example, the *Master Plan for the Ghost Town Trail* states that a goal is to establish a high-quality trail with a natural character.

Location Information

The location of the trail should be shown on a series of maps updated from the feasibility study mapping. One map should indicate a regional location of the project; a second should show the preferred corridor alignment in the community setting. If these maps are not on a scale useful to portray detailed locations of road crossings, access points, structures, and amenities, also include a series of map enlargements to illustrate these items. Descriptive text about the location of features should be included.

Summary of Citizen Outreach Results

The summary of citizen outreach results should focus on identifying the goals and needs addressed by the creation of a trail. It should list, in brief, the steps taken to reach the public about your project, and, to the extent possible, should include data on the results of your outreach efforts.

Summary of Resource Inventories

The summary of resource inventories should focus on salient features to be protected, interpreted, or otherwise affected by the development of the trail. The master plan can refer readers to the extensive data assembled for the feasibility study.

Development Plan

The development plan should consist of an item-by-item plan for each section of trail, access area, crossing, bridge, picnic area, or other component of the trail. With information developed earlier in the process, your planning team can meet in an intensive design session called a design charette to transform your vision into a plan. The charette can focus on and produce such things as artistic renderings of the site, construction specifications for the trail surface, design specifications of structures, and architectural concepts for buildings. For additional information about design charettes, see the following website:

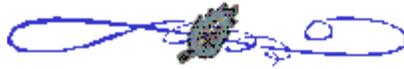
http://www.nps.gov/phso/rtcatoolbox/gatherings_charettes.htm.

Presenting the Master Plan to the Public

When a final draft is completed, request that your elected officials present the master plan to the community in a public meeting. This is an important step in solidifying public support. A transcript of the public comments should be attached to the final plan. After the plan has been fine-tuned in keeping with the input of municipal officials, ask that the plan be endorsed or approved by the municipality.

Designing Infrastructure and Facilities

The master plan should specify structures, improvements and amenities needed to meet the stated community goals and needs. Structures might include gates, barriers, culverts, bridges, parking areas, or boat launches. Amenities could include an information kiosk, comfort station, picnic area or outdoor study areas. Specifications for the design of these items should be included. For example, in designing a parking lot,



determine its location, estimate the size and capacity, and specify amenities, such as lighting and gates. In all cases, be sure the design complies with local codes and ordinances, and is accessible to the mobility impaired.

Sample or standard designs are available for certain common elements of trail design. *Trails for the Twenty-First Century: Planning, Design, and Management Manual for Multi-Use Trails*¹⁹ produced by the Rails-To-Trails Conservancy is a useful manual. The *Community Trails Handbook*²⁰, by the Brandywine Conservancy, features trail design information. Other sources include OPRD, ODOT, local USFS or BLM offices, your municipality, and local engineering, landscape architect and planning firms.

The design specifications contained in the master plan should be consistent with community character and the intended uses of the trail. Trail surface is a primary design consideration that will be dictated by intended use. For example, pavement is likely to be damaged by the carbide studs on the track of a snowmobile, while wood chips or crushed limestone are not conducive to in-line skating on the proposed trail.

These conflicts must be addressed at the design level in your master plan. The Federal Highway Administration and The National Recreational Trails Advisory Committee sponsored a report entitled "*Conflicts On Multiple-Use Trails: Synthesis of the Literature and State of the Practice*"²¹ designed to assist in improving cooperation and shared use of multiple-use trails. A copy of the report is available online at: <http://www.bikewalk.org/assets/pdf/Conflicts.pdf>.

Community character and the aesthetic values desired to be maintained for a trail must be taken into consideration in design decisions. For instance, lighting an urban trail's path with Victorian-era glass lamps may be in keeping with the surrounding business district, whereas a rustic picnic table would look out of place. Funding agencies may have standards, requirements, or conditions that must be met. It is advisable to check with each funding provider before you begin design work.

Keep in mind the following design considerations for your type of trail.

¹⁹ Flink, C., K. Olka and R. Searns. (2001). *Trails for the Twenty-First Century (Second Edition): Planning, Design, and Management Manual For Multi-Use Trails*. Island Press.

²⁰ Brandywine Conservancy. (1997). *Community Trails Handbook*. Chadds Ford, PA.

²¹ Moore, R. (1991). *Conflicts On Multiple-Use Trails: Synthesis of the Literature and State of the Practice*. Sponsored by the Federal Highway Administration and the National Recreational Trails Advisory Committee.



DESIGN TIPS FOR ALL TRAILS

User Safety

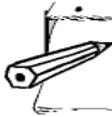
- Design trails with adequate lines of sight
- Design methods to manage access, such as gates
- Design security lighting for buildings and access points

Resource Protection

- Use resource information gathered for your feasibility study to determine your alignment, including environmentally sensitive areas and habitats, and cultural features
- Use recycled, local materials as appropriate to aesthetic goals
- Plan to manage for native species
- Select porous surfacing materials, if permitted by local ordinance

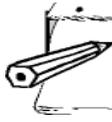
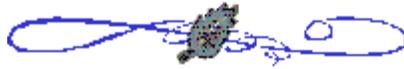
Community Needs

- Design for as many uses as possible and practical
- Plan for education and interpretation



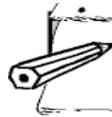
DESIGN TIPS FOR AN URBAN TRAIL

- Design to be consistent with existing neighborhood character
- Use hard surfaces in densely-populated areas
- Include as many access points as possible
- Establish separate lanes for distinct uses
- Incorporate multiple transportation modes
- Design social gathering areas with a variety of seating arrangements
- Provide for a sense of security and a sense of aesthetics
- Provide means to deal with animal waste
- Consider storm water management and urban stream restoration in designs



DESIGN TIPS FOR A RECREATION TRAIL FOR NON-MOTORIZED USES

- Design for multiple use
- Establish trail width
- Use native species for landscape and erosion control
- Use natural materials and plantings for erosion control
- Design to accommodate maintenance vehicles
- Drainage, drainage, drainage



DESIGN TIPS FOR A WATER TRAIL

- Design for a variety of watercraft and activities
- Plan to interpret and educate on land and water conservation
- Design appropriate landings for type and volume of use
- Use buoys to mark separate lanes for motorized watercraft in high-use areas
- Establish stream side buffer zones and riparian forest buffers
- Consider stream habitat restoration

Design Considerations: Enhancing Economic Benefits

Evidence shows that trails provide economic benefits to the communities in which they are located. These benefits may be enhanced by incorporating economic activity into the trail or by linking to sites where economic activities take place. Through the master planning process, the committee can use economic impact information previously developed during the feasibility study and present that data to the business community to encourage collateral development.

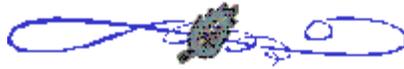
National research indicates that nearby collateral services such as food, lodging, transportation, supplies, and

entertainment attract people to visit the trail and encourage them to stay longer.

Visitors support the trail directly by making a donation, paying a user fee, or purchasing a promotional item. The local economy is benefited by their purchasing equipment, lodging, food and services.

For decades, researchers have been examining the relationship between proximity to parks and open space and increased property values. A study by John Crompton,²² concluded that

²² Crompton, J. (2001). Perceptions of How the Presence of Greenway Trails Affects the Value of Proximate Properties. Journal of



evidence from 20 of 25 studies reviewed supported the premise that parks and open space contributed to increasing proximate property values. In the state of Oregon, a study in Salem found that urban land adjacent to a greenbelt was worth approximately \$1,200 more per acre than urban land 1,000 feet away from the greenbelt boundary²³. A more recent study examined the property value effects of the South Ridgeline Trail in Eugene²⁴. Study results showed that the distance to the nearest trailhead has a strongly significant impact on property values. This study is available online at http://economics.uoregon.edu/honors/2003/Ridgeline_Summary.pdf.

See Appendix VIII for a more in depth discussion of the relationship between proximity to trails and property values.

Designing for Successful Collateral Development

Collateral development means connecting your trail to off-site amenities and attractions. The master plan should identify uses and services compatible with the intent of the proposed project.

Designs should provide for connections to collateral developments, such as turning lanes to adjacent amenities and

Park and Recreation Administration. 19(3), 114-132.

²³ Nelson, A. (1986). Using Land Markets to Evaluate Urban Containment Programs. APA Journal. Spring, 156-171.

²⁴ Jensen, D., and Durham, J. (2003). The Property Value Effects of the South Ridgeline Trail. University of Oregon Economics. Department Undergraduate Honor Papers. Faculty Advisor: Harbaugh, B.

connecting paths to points of interest off the trail. It may be possible to locate larger trailheads close to existing shopping centers or clusters of services.



POTENTIAL COLLATERAL DEVELOPMENT INCLUDES:

- Campgrounds
- Sporting goods stores
- Restaurants
- Lodges and hotels
- Zoos and museums
- Liveries (equipment rental and shuttles)
- Scenic tour rides
- Marinas
- Shopping districts and shopping centers

To support your trail, the planning team should consider leasing structures in the corridor to entrepreneurs. For example, a house on farmland acquired for a trail could become a bed and breakfast or a youth hostel; or a large room in a trail visitor center could be leased to a cafe operator. In a concession arrangement, the organization will receive a percentage of the net profits from sales generated by the concessionaire.

Livery service is another example of collateral development. Businesses may be permitted to drop off and pick up clients at the trailheads. Where rails-with-trails exist, the train operator may set up a shuttle service. In addition, if the trail corridor is longer than a day's journey by foot, bike or boat, you



could actively seek development of campgrounds.

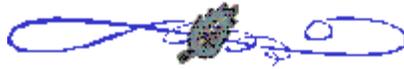
Your organization should consider working with local businesses on promotional projects that will benefit both the project and area businesses. Examples include a map of the proposed trail printed on placemats at local restaurants, or a brochure, sponsored by local

businesses with their listings on the printed material.

Guidebooks provide another opportunity for a cooperative endeavor. Information provided in guidebooks encourages trail use, as potential visitors want to know about the trail before deciding to visit. A private company may produce a guidebook to the proposed trail and offer it for sale through your organization or local merchants.

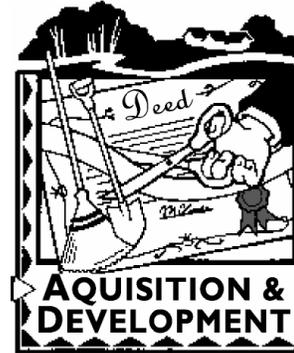


This page intentionally left blank



Section V

The Acquisition and Development Phases: "Establishing the Legacy"



This section covers basics of acquiring and developing trail corridors. The services of an experienced right-of-way agent or attorney specializing in real estate may be needed to assist in the review or development of purchase and sale agreements, leases, easements, and deeds. It is especially helpful if legal counsel is effective at negotiations and knows your acquisition goals intimately in order to get the best deal for the project.

Chapter 14: Acquiring the Trail Corridor

The next major step of the project is to begin the acquisition of the corridor by negotiating with the current owners. Negotiations will result in signed purchase and sale agreements, leases, easements or other documents giving the ultimate stewards of the trail control of the property. The information contained in this chapter is given for general information purposes only and does not constitute legal advice. In all cases, consult your own legal counsel for specific advice.

Deciding Trail Ownership

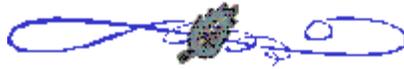
At this point in your planning efforts, determine who will own and operate the corridor in perpetuity. The owner or controller of the property need not be the same entity to operate and maintain it, if appropriate agreements are drawn between the owners and operators. Consult legal counsel for assistance in

designing the appropriate instruments if your situation fits this case. There are advantages and constraints inherent in each of the possible forms of ownership:

- Municipal or county governments
- Non-profit organizations
- Government agencies
- Private landowners
- For-profit corporations

Local Municipal and County Governments

Local municipal or county governments may take ownership. Where multiple municipalities are involved, an authority may be set up specifically to own and operate a trail. An advantage to municipal ownership is that an existing parks or recreation department can be assigned to manage the corridor and, maintenance and security will be alleviated.



Non-Profit Associations and NGO's

A separate non-profit association or council may take ownership or control of a trail property. A non-profit organization often has freedom and flexibility in responding to public concerns and interests, and can be successful in bridging the gap between agencies and municipal governments. Local land trusts and trail conservancies may be formed specifically to take ownership of the corridor.

State and Federal Government Agencies

Government agencies may be appropriate title holders. For example, OPRD owns and manages the Banks-Vernonia State Trail. Be sure that the agency's goals are consistent with yours and have written assurances as to how the land will be managed.

Private Landowners

Private landowners may open their land to recreational use by formal or informal agreement, and may sell or donate conservation or recreation easements while retaining other rights to the land. A corridor can remain in private ownership with a conservancy or public agency holding easements, or with simple access agreements from the landowner.

For-Profit Corporations

Corporate ownership may be a possibility as well. For example, there are over 100 miles of cross-country ski trails in 9 private-sector ski areas in the state.

Understanding Legal Instruments for Acquisition

There are several legal instruments that may be used to transfer ownership of property or interests in property. They may be temporary and have specific termination clauses, as with a lease or access agreement, or they may confer permanent rights to the land, as do a conservation easement and a purchase of title. The most important instruments are listed here and described briefly below:

- Deeds
- Easements
- Access and use agreements
- Leases

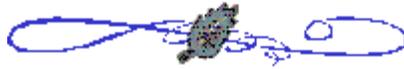
Deeds

Deeds types include warrant deeds, bargain and sale deeds and quit-claim deeds, and confer all rights to a property except certain rights, such as mineral rights or rights-of-way across the property. Titles to land are usually acquired "in fee-simple," through donation or outright purchase.

Easements

Easements are legal documents conveying ownership and control of a certain interest, right, or tangible element of a property to a second party, while the owner retains ownership of the land. In a conservation/recreation easement, the owner sells the rights to develop the land while retaining the right to using the land for purposes not inconsistent with the easement.

In general, a trail group will seek to purchase a right-of-way (ROW), perhaps owned by a railroad or utility company, to use a trail corridor or may seek to obtain an easement creating a new ROW.



Access and Use Agreements

Access and use agreements between a landowner and a trail operator specify how a portion of a property may be used. A landowner, for instance, may permit a hiking trail to be developed on his or her property but continue to use the property for forestry or farming. The agreement should contain a termination clause that may specify automatic termination on some date, termination if the landowner sells the property, or termination for other cause. It can detail obligations the trail group takes on, such as litter removal, security patrol, and trail maintenance. The agreement may also limit use to certain seasons, such as winter only. It should also note accepted and expressly forbidden activities.

Landowner protection from recreational use liability is addressed in the Oregon Recreational Use Statute (Oregon Revised Statutes Title 10. Property Rights and Transactions Chapter 105. Property Rights Public Use of Lands) and supporting case law. A description of the Oregon Recreational Use Statute is available online at:
http://www.law.utexas.edu/dawson/create/or_rec.htm.

An informative brochure entitled the *Oregon Recreational Use Statute and The Private Landowner*, developed by the American Association for Horseman Safety, Equestrian Land Conservation Resource, International Mountain Bicycling Association, American Whitewater and with assistance from National Park Service Rivers, Trails and Conservation Assistance Program is also available online at:

<http://www.nps.gov/rtca/helpfultools/ecusebrochures/oregonrecliabbrochure.pdf>.



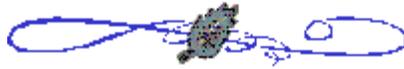
DO'S AND DON'TS FOR NEGOTIATING WITH RELUCTANT LANDOWNERS

- Do have "converts" to trails speak with them
- Do have property owners in similar past situations share their experiences
- Do consider buying them out
- Do consider re-routing the proposed trail
- Do listen to their needs and seek compromise
- Do search for title defects and use as negotiating points
- Do be more patient and wait them out; future heirs or buyers may be more receptive



DO'S AND DON'TS FOR NEGOTIATING ACQUISITIONS

- Do evaluate acquisition options with professional guidance
- Do obtain the help of an experienced negotiator
- Do expect to meet several times with each landowner
- Do initiate negotiations by asking if the owner endorses your project
- Do listen to their needs and concerns
- Do expect opposition and legal challenges to "cloudy" titles
- Don't alienate adjacent landowners by charging a fee or issuing a permit if they need to cross the corridor to get to their property
- Don't bring a lawyer to the first meeting
- Do bring a respected community member who is supportive and friendly
- Do get a minimum 25-year lease if a perpetual lease is not available
- Do consider a lease for minimum trail bed corridor, not necessarily an entire property



Chapter 15: Developing the Trail

After the acquisition of the corridor is complete, and funds for development have been raised, it is time at last to begin improvements to the property your trail group controls. Improvements, such as trailhead parking and comfort stations, will have to be constructed as specified in the master plan.

Development elements tailored to the goals of individual trails are too numerous and diverse for consideration in this manual. This chapter does cover the general process, however, and gives tips from trail development professionals. In addition, help should be available from professionals designing your specific site plans and from the contractors engaged to build or renovate any structures and amenities.

Following the Timetable

The master plan includes a timetable for phases of development. Numerous trails have been developed a section at a time, so many miles per year. For example, the OC&E-Woods Line State Trail in Klamath Falls is being developed in several, semi-independent sections. Other timetables call for trail-bed improvements and security features first, with visitor centers and interpretation facilities in later phases. Major works, such as bridges and tunnels, are often delayed due to the substantial cost of constructing them. It is important to follow timetables, even if they must be amended, to maintain the momentum to complete your project.

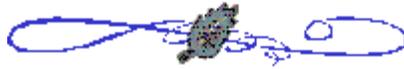
It may be possible to negotiate with a corporation for work you need, especially on rails-to-trails conversions. The railroad may be required to regrade the right-of-way and improve grade crossings when it salvages ties and rails. A utility company may cooperate in resurfacing the trail.

Preparing Construction Plans

Before development work begins, professionals will prepare specific construction plans with guidance from the master plan. For example, these may include engineering drawings for a parking lot to be sure that it will accommodate the intended load, provide for safe and smooth traffic flow, and be graded properly. Other examples include engineering plans for a replacement bridge and architectural blueprints to guide the carpenters in renovating a historic building. Consult with municipal officials regarding any applicable ordinance and code requirements, as well as building permit procedures.

There are a number of sources of standards, specifications, and samples to review in drafting construction plans. For example, the Oregon Department of Transportation's publication the *Oregon Bicycle Plan* available online at: <http://www.odot.state.or.us/techserv/bikewalk/planimag/toc-imag.htm>, includes facility and design standards for on-road bikeways, walkways, street crossings, multi-use paths, intersections and bike lane signing and marking.

For footpath design specifications and methods, see *The AMC Field*



Guide to Trail Building and Maintenance by the Appalachian Mountain Club (AMC). The Rails-to-Trails Conservancy's *Trails for the Twenty-First Century* contains a wealth of design information, and *How Greenways Work*, published by the Rivers, Trails, and Conservation Assistance Program of the National Park Service, contains design information on greenways.

In addition, trail construction and maintenance standards, specifications and drawings are also available from the U.S. Forest Service online at:
<http://www.fs.fed.us/ftpoot/pub/acad/dev/trails/trails.htm>.

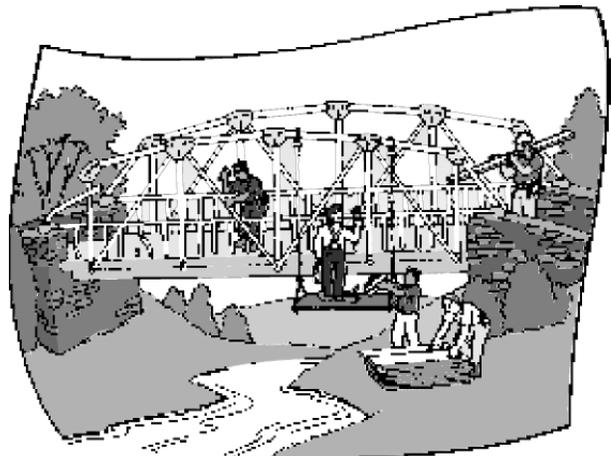
The Oregon Department of Transportation and county and municipal highway departments should be consulted for specific designs for roads and bridges. The Oregon State Marine Board should be consulted for information relating to the design of boating accesses. When working with federal, state, and local agencies, remember to give plenty of lead time to respond to your request for assistance. OPRD and ODOT require that they review construction plans for projects they fund. If your project is funded by either of these agencies, it is critical that you understand their requirements before you prepare plans.

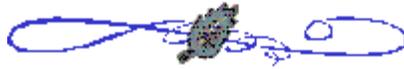
Estimating Costs of Development

The professionals involved in your master planning process will provide cost estimates developed by averaging the actual costs of recently completed projects of a similar nature from around the region or state. However, estimating development costs of trails is difficult in

Oregon, since terrain and the desired level of development may vary greatly from project to project.

The cost of development depends on required materials, labor, and machinery. Materials can often be obtained through donations or acquired at a discount, and a great deal of manual labor can be accomplished by volunteers. You should incorporate recycled materials whenever possible. If the means are available to stockpile materials, take advantage of surplus materials from municipal and commercial jobs in the area.





Labor can be contributed by a number of sources, such as scout groups, school groups, youth programs such as the Oregon Youth Conservation Corp or the Northwest Youth Corp, civic organizations and user groups. Prison work-release programs and court-ordered community service programs also can be sources of labor, as can the Oregon Conservation Corps and the Federal Disaster Displaced Workers Program. Local National Guard companies may undertake construction projects. Commercial contractors may contribute labor and machine time at a discount to your project to fill a gap in a slow season.

Heavy construction machinery is expensive to own and operate. A local contractor may donate a certain amount of machine time or your municipality or county may be able to assign equipment to your project. Often, farmers and timber harvesters have suitable equipment they may volunteer.

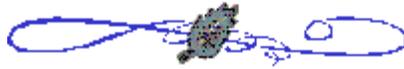
After designs are completed for each improvement, determine which tasks can be handled by staff and volunteers, and those that should be contracted out. Involving volunteers not only saves funds; it also gives the community a sense of project ownership.

Working With Contractors

With designs and a cost estimate in hand, publish an invitation to bid. Contractors will respond with sealed bids. Depending on funding source restrictions, choose on the basis of cost quoted and qualifications, then negotiate a contract for the work. If any permits are required for the work, the contractor should obtain them or inform you of the

need to obtain them. Finally, the work can commence.

A knowledgeable member of your trail organization should be assigned to function as a liaison with the contractor. The liaison should meet to review plans with the contractor and inform them of your goals and objectives. Give special instructions to work crews to avoid collateral damage to wildlife populations needing protection. During the actual work, the liaison should check on progress in person each day. Based upon progress checks, the advisory committee should contact the professional with any problems or concerns for their advice and assistance, make any necessary decisions, and provide information to the contractor. Before final payment to the contractor, have the professional inspect the work for compliance with the design and contract provisions.



Chapter 16: Managing and Maintaining the Trail

A trail, once established, becomes an institution in your community requiring management and maintenance. These needs will vary greatly from project to project, depending on the level of development and use of the trail. For example, a recreational trail will require major maintenance tasks, such as periodic resurfacing.

Recreation professionals should have identified the needs of your project and addressed them in the master plan. This chapter is intended to provide an overview of general management and maintenance tips noted by hands-on trail managers.

Managing the Trail

Administration is easiest if the trail is operated by an existing non-governmental organization or a governmental department, agency, or commission. Otherwise, appropriate administrative structures and policies should be created. Management activities can be grouped in the following categories:

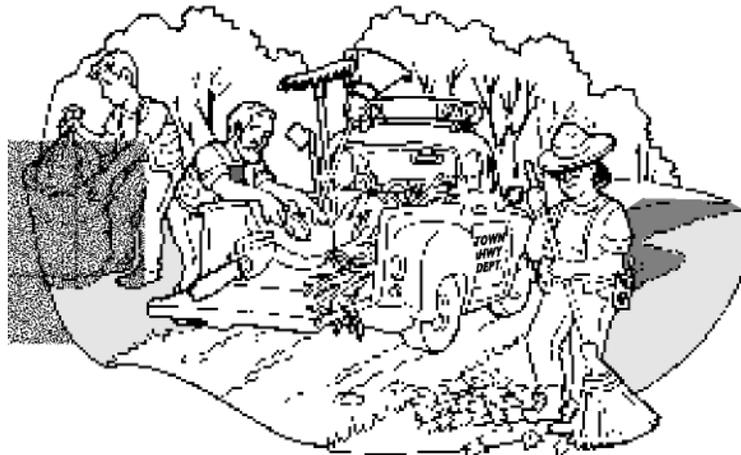
- Supervising staff and volunteers
- Raising operational funds
- Administering the operating budget
- Implementing policies
- Conducting public relations activities
- Planning future work

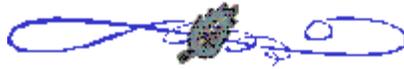
Maintaining the Trail

In the maintenance plan section of your master plan you identified maintenance tasks, specified a timetable, and identified who will carry out each activity. Additional information on maintenance can be found in the publication *Rail-Trail Maintenance* available from the Pennsylvania Chapter of the Rails-to-Trails Conservancy and online at:

http://www.trailsandgreenways.org/resources/development/manage/PA_maintenance.pdf. The author of the publication reports the results of a survey of trail maintenance practices and intervals and suggests some creative practices. Maintenance tasks generally fall into one of the three categories listed and then described below:

- Routine maintenance
- Emergency repairs
- Deferred maintenance





Routine Maintenance Tasks

Routine maintenance tasks will be scheduled and performed by staff and volunteers at various intervals. The following chart is a guideline that will need to be adjusted depending on the volume of use, the season, and the type of facility.

ROUTINE MAINTENANCE ITEMS		
Activity:	Interval:	By whom:
Security patrol	Daily	Municipality, agency
Clean comfort stations	Daily	Volunteers, staff
Refuse removal	Weekly	Staff or contractor
Vegetation control, grass	Weekly	Volunteers
Inspection for maintenance	Monthly after storms	Staff
Clear culverts, drains	Every fall and after storms	Volunteers
Vegetation control, brush	Twice per season	Volunteers
Snow and debris removal	As needed	Staff or contractor
Minor repairs	As needed	Staff

Emergency Repairs

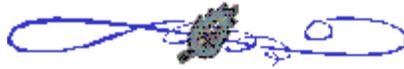
Emergency repairs may be necessitated by storm damage, flooding, or other accidents. A wise management plan will include contingency plans to quickly deal with these calamities and effect repairs. Contingency plans for storm damage, for instance, might include preparing a list of volunteers who own chain saws, winches, trucks, and other

equipment necessary for clearing downed trees from a trail.

Long-Term Maintenance

The master plan should indicate likely long-term maintenance needs (e.g. inspections for structures such as bridges, culverts, and so forth). To prepare for these expenditures, your annual operating budget should include contributions to a long-term maintenance fund. Alternatively, a fundraising campaign may be needed in advance of any major maintenance work. Be aware that some long-term maintenance activities may require construction permits and must be conducted in compliance with local ordinances and codes.

Long-term maintenance may involve upkeep such as repainting buildings or replacement of items with a limited life expectancy. For example, picnic tables should be replaced every five or ten years. Buildings, in particular, require long-term care and occasional renovation. Competent maintenance staff or volunteers on a properties committee can advise on proper care and maintenance. Numerous manuals for the homeowner and contractor are available through bookstores and libraries. The following chart contains some items on trails that should be scheduled for long-term maintenance.



LONG-TERM MAINTENANCE ITEMS		
Activity:	Interval:	By whom:
Repaint blazes	Every 5 years	Volunteers
Repaint buildings	Every 5 years	Volunteers
Renovate buildings	Every 10 to 20 years, or as needed	Volunteers, contractors
Resurface trail	Every 10 years or as needed	Contractor, municipality
Inspect bridges and tunnels	Yearly	Engineer

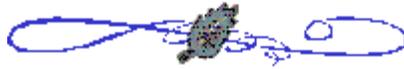
Budgeting for Operating and Maintenance Costs

The operators of a trail will need to raise funds for an annual operating maintenance budget. In the case of public ownership, the administering agency will dedicate some of its annual appropriations to maintenance. If multiple municipalities are involved, each might be assessed some portion of the maintenance costs based on a predetermined formula. Occasionally, matching funds are provided to individual municipalities that earmark a percentage of their annual budget for trail operation and maintenance. As with development costs, annual operating and maintenance costs vary greatly depending on the level of development and usage.



OPERATING AND MAINTENANCE BUDGET ITEMS MAY INCLUDE:

- Maintenance and security staff salaries and benefits
- Maintenance equipment and materials
- Garbage removal contract
- Snow removal contract
- Building cleaning and maintenance contract
- Professional forester and arborist services
- Administrative staff salaries and benefits
- Equipment and material costs
- Insurance costs
- Printing and advertising expenses
- Utility and telephone bills
- Educational and interpretive program expenses
- Volunteer and donor recognition expenses
- Inspection of improvements such as bridges



Chapter 17: Continuing the Mission

Once your trail is operational, you deserve to settle down to enjoy the fruits of your labor. But, as a permanent part of the green infrastructure of your community, you are likely to find continuing opportunities to extend the mission and continuing challenges to the resources you are striving to protect. This last chapter discusses ways to extend the mission and assure continued protection of the resources you have chosen to protect.

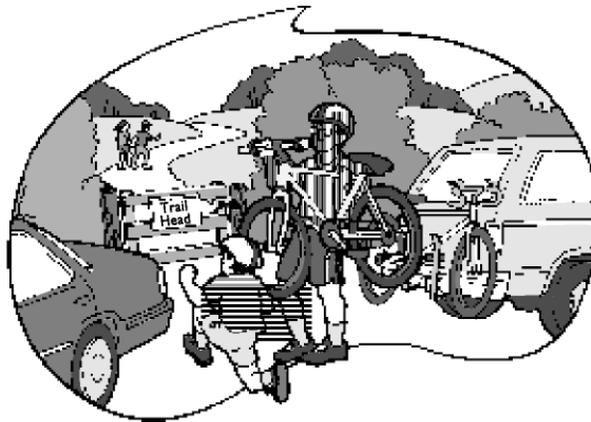
Continuing the Legacy

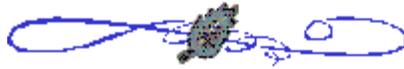
As your trail becomes operational, your advisory committee may evolve into a board of directors or a management team and shift efforts entirely to routine

operations. Some serious matters will still need consideration.

As the trail becomes known in the community and beyond, user needs will change. Periodically conducting a user survey can keep you in touch with users and point to needed changes, repairs or upgrades. A sample trail survey instrument is provided in the Appendix IV: Sample Trail User Survey.

If leasing land, the management team must open negotiations for renewal before the leases expire. Other entities or individuals may come forward and offer easements on additional land, for consideration by the advisory committee. The potential for encroachments on your trail may require constant vigilance.





Extending the Trail

If the team has the energy and enthusiasm, replicate success by initiating an extension of the corridor or creation of a new trail in another part of the region. Although it may never physically connect with the first trail, a second trail will add to the menu of regional attractions. The second attempt can be easier than the first since the group already has established many of the necessary working relationships.

In trail extensions, a separate feasibility study and master plan are created for a major segment to be added to the corridor. To do this, expand the current advisory committee with members of communities in the area of the expansion, or create a separate advisory committee for the new project and become a regional umbrella organization.

If a new goal is to create linkages around the region, a trail opportunity map is a tool for visualizing corridor linkages and the potential for an integrated system of trails. An example of a successful regional planning process for Benton County is contained in the Benton County Natural Areas and Park Department Trails System Plan. The plan is intended as an interagency guide for development of a countywide trails system involving the participation of agencies such as Benton County, the City of Corvallis, Oregon State University, U.S. Forest Service, Bureau

of Land Management and interested non-profit organizations such as the Greenbelt Land Trust and the Marys Peak Group of the Sierra Club.

You and your organization can also look forward to connecting with trails statewide and beyond. The statewide trails inventory project is currently gathering information about trails of statewide, regional and local connectivity significance as a part of the statewide trails planning effort. A GIS-compatible trail inventory database will allow trail planners to visualize trail linkages throughout the state. A detailed description of the trails inventory process is available online at: http://www.prd.state.or.us/trailsplanning_inventory.php. In addition, the Oregon Recreational Trails Council (ORTAC) will develop and implement a regional trails planning forum process to promote interagency coordination and trail connectivity throughout the state.

Sharing Your Skills

As you master the process of trails planning, you will become a valuable advisor to others who wish to follow in your footsteps. Hosting or contributing to a regional trails planning forum is one way to share information and resources. Please contact Sean Loughran if you are interested in starting a regional planning forum in your region of the state by phone (503) 986-0750 or email: sean.loughran@state.or.us.



Appendix I: Land Trusts and Conservancies in Oregon

State and Regional Land Trusts and Conservancies:

Agricultural and Community Trust (ACT)

Web: <http://www.freedom-here-and-now.com/act/>

Bear Creek Greenway Foundation

Web: <http://www.mind.net/dlmark/greenway/intro.htm>

Blue Mountain Land Trust

Web: <http://www.bmi.net/bmlt/>

Center for Natural Lands Management

Web: <http://www.cnlm.org/>

Central Coast Land Conservancy

Email: franrecht@newportnet.com

Columbia Land Trust

Web: <http://www.columbialandtrust.org/>

Deschutes Basin Land Trust

Web: <http://www.deschuteslandtrust.org/>

Elk River Land Trust

Web: <http://www.elkriverlandtrust.org/>

Greenbelt Land Trust

Web: <http://www.greenbeltlandtrust.org/>

Lower Nehalem Community Trust

Web: [http://www.nehalemtrust.org/2 Organization/Organization.html](http://www.nehalemtrust.org/2%20Organization/Organization.html)

McKenzie River Trust

Web: <http://www.mckenzieriver.org/>

North Coast Land Conservancy

Email: nclctrust@theoregonshore.com

Northwest Land Conservation Trust

<http://www.open.org/~nwlct/index.html>

Oregon Parks Foundation

Phone: (503) 297-6043

Oregon Rangeland Trust

<http://www.cascadehorseman.com/archives/cattleman/2002/sep02trust.htm>

Oregon Sustainable Agriculture Land Trust

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

Pacific Forest Trust

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

Rocky Mountain Elk Foundation

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



Seven Generations Land Trust

Web: <http://www.freedom-here-and-now.com/7glt/>

South Coast Land Conservancy

Email: sclc@charter.net

Southern Oregon Land Conservancy

Email: solc@mind.net

The Wetlands Conservancy

Web: <http://www.wetlandsconservancy.org/>

Three Rivers Land Conservancy

Web: <http://www.trlc.org/>

National Land Trusts and Conservancies:

The Nature Conservancy in Oregon

Oregon Field Office Phone: 503.230.1221

<http://nature.org/wherewework/northamerica/states/oregon/>

Land Trust Alliance

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

Trust For Public Land

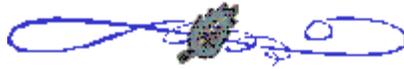
http://www.tpl.org/tier2_rl.cfm?folder_id=263&submit.x=8&submit.y=7

American Farmland Trust

<http://www.farmland.org/pnw/oregon.htm>

National Trust For Historic Preservation

http://www.nationaltrust.org/about_the_trust/regional/western.html



Appendix II: Additional Information and Sample Source

For information or Samples	Contact
Brochures	Trail organizations
Business Plan	Small business development centers
By-laws	Trail organizations
Recreational easements	Local land trusts
Design Specifications	The American Association of State Highway and Transportation Officials
Environmental assessment forms	ODF&W
Feasibility studies	OPRD
Intergovernmental cooperation agreements and resolutions	Center for Local Government Services
List of existing rail-trails	OPRD
List of railroads	OPRD, Rails-to-Trails Conservancy
Long-term lease agreements	Local land trusts or conservancies
Scenic resource inventory tools	Scenic America
Suppliers of recycled building materials	<p>Metro Buy Recycled database/listing: http://www.metro-region.org/article.cfm?articleid=2760</p> <p>California website for recycled-content products: http://www.ciwmb.ca.gov/RCP/ and http://www.ciwmb.ca.gov/RCP/Product.asp?VW=CAT&CATID=267</p> <p>Pennsylvania Dept. of Environmental Protection By Recycled Guide: http://www.dep.state.pa.us/wm_apps/recycledproducts/ and http://www.dep.state.pa.us/dep/deputate/airwaste/wm/recycle/buy/links.htm</p> <p>List of EPA buy recycled links: http://www.epa.gov/wastewise/wrr/br-links.htm</p>



This page intentionally left blank



Appendix III: Sample Partner Profile

The following sample survey is intended for distribution to key contacts, interviews with key informants and at initial public meetings.

Partner Profile

Please complete this form and return to ...

1. Name: _____
Address: _____
Telephone: _____

2. Are you a municipal official? Yes No

3. Do you feel that people using a trail through your community would have a positive or a negative effect on both your property and the area in general?
 Positive Negative

4. Do you think business opportunities related to the trail would develop?
 Yes No

5. What do you see as your municipality's role in assisting trail development? (*Check as many as you think may apply.*)
 preventative maintenance
 capital improvements
 refuse removal
 use of community recreation funds
 police protection
 other: _____

6. Do you think your community is interested in attracting visitors, such as trail users, to your area? Yes No

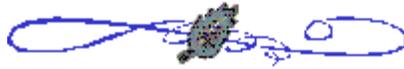
7. Is there an active organization or person in your community who is recreation or trail oriented? Yes No

8. Is there a person in your community who is familiar with the general history of your area, including the history of the railroad or the canal in the vicinity of the trail?
 Yes No

9. Please use the space below for writing any additional comments. Thank you!



This page intentionally left blank



Appendix IV: Sample Trail User Survey

Provide a distribution box, collection box and firm writing surface. Locate in area sheltered from the weather. Collect and re-supply weekly. Compile results monthly or seasonally.

Trail User Survey

Please take a few minutes to give us some helpful information.

Today's date: _____

I was on the trail from _____ am/pm to _____ am/pm

I/We used the trail to:

_____ run _____ bike _____ hike/walk _____ ride horseback

_____ other (Please describe: _____)

I/We use the trail:

_____ for the first time today _____ daily _____ weekly _____ monthly

_____ seasonally _____ during special events.

How long did it take you to get to the trail today? _____

How many miles did you travel to get to the trail? _____

Did you stop for purchases along the way such as rooms, meals, supplies?

_____ yes _____ no

If yes,

Merchant location: _____

Item or service purchased: _____

Amount spent: _____

Where did you start the trail? _____

Where did you end or how far did you go before returning to start? _____

Number in your party (including yourself): _____

Please indicate the number of trail users by age group that were in your party today.

Male: _____ 0-5 _____ 6-12 _____ 13-18 _____ 19-29

_____ 30-39 _____ 40-49 _____ 50-59 _____ 60+

Female: _____ 0-5 _____ 6-12 _____ 13-18 _____ 19-29

_____ 30-39 _____ 40-49 _____ 50-59 _____ 60+

Describe what you liked most or liked least about your trail experience. _____

Would you be interested in helping on projects or activities related to the trail? If so, Please provide your name, address, phone number, and particular interest, if any:

Name: _____

Telephone: _____

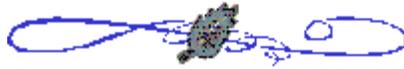
Address: _____

Municipality: _____ State: _____ Zip: _____

Interests: _____



This page intentionally left blank



Appendix V: Trail Use Rules & Regulations Guidelines

Trail use rules and regulations clarify what is expected of users and will vary greatly depending on the nature of terrain, facilities, and user groups.

Consider the following in all cases:

- Give reasons for the rules
- Provide a brief statement of the type of trail experience sought
- Print rules in brochures and on maps
- Post regulations prominently at trail heads

Rules and regulations should address the following:

- Trail uses permitted or prohibited
- Hours of operation (usually from dusk to dawn)
- Trash policy (usually from dusk to dawn)
- Fire policy (if, where, and when fires are permissible)
- Wildlife protection policy (usually do not collect or disturb wildlife)
- Use limitations (usually stay on the trail and stay out of marked sensitive areas)
- Speed limit (for bicycles and motorized vehicles)
- Lane usage (for multiple-use trail) or direction of travel (for one-way loops)
- Pet walking policy (usually dogs must be on leash at all times and curb your dog)



This page intentionally left blank



Appendix VI: Trail Assessment Form

- Train volunteers to use this form by assessing a section together
- Divide the trail into tenth mile segments and mark with stakes
- Document with photos before and after improvements

Trail Assessment Form

Date: _____

Segment: _____

Gradient: _____

Trail Surface Material: _____

(native/natural surface, hog fuel/woodchip, hardened surface, boardwalk, other)

Width: _____

Height of overhanging vegetation: _____

Condition of trail surface: _____

(rough, smooth, level, uneven, pitted, rutted)

Drainage: Draining onto or across trail bed _____

 Draining off trail bed _____

 Water standing on trail bed _____

Bridges and culverts: _____

(list size, condition, apparent effectiveness)

Utility crossings: _____

(describe access, parking, sight lines, general appearance)

Road and railroad crossings: _____

(describe access, parking, sight lines, general appearance)

Adjacent land use: _____

(farm, forest, residence, industrial, commercial, other)

Potential environmental hazards: _____

(dumping, tanks)

Potential attractive nuisances: _____

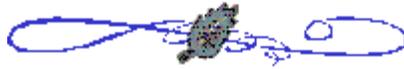
(cliffs, cellar holes, wells, towers, abandoned buildings)

Potential positive attractions: _____

(vistas, overlooks, historic sites, cultural sites)



This page intentionally left blank



Appendix VII: Getting Information and Assistance

State Agency Contacts

Oregon Department of Agriculture (ODA)

635 Capitol St. NE, Salem, OR 97301-2532
Natural Resource Division, Phone: (503) 986-4700, Fax: (503) 986-4730
Website: <http://www.oda.state.or.us/>

Oregon Department of Environmental Quality (DEQ)

811 SW Sixth Avenue
Portland, OR 97204-1390
Phone: (503) 229-5696, Fax (503) 229-6124
Website: <http://www.deq.state.or.us/>

Oregon Department of Fish & Wildlife (ODFW)

3406 Cherry Ave. NE
Salem, OR 97303
Phone: (503) 947-6000
Website: <http://www.dfw.state.or.us/>

Oregon Department of Forestry (ODF)

2600 State Street
Salem, OR 97310
Phone: (503) 945-7200, Fax: (503) 945-7212
Website: <http://www.odf.state.or.us/>

Oregon Department of Geology & Mineral Industries (DOGAMI)

800 NE Oregon St. Suite 965
Portland, OR 97232
Phone: (503) 731-4100, Fax: (503) 731-4066
Website: <http://sarvis.dogami.state.or.us/default.htm>

Oregon Parks & Recreation Department (OPRD)

725 Summer St. NE, Suite C
Salem, OR 97301-1271
Recreational Trails Program Contact: Sean Loughran
Phone: (503) 986-0750, Fax: (503) 986-0792, email: sean.loughran@state.or.us
Website: <http://www.prd.state.or.us/grants-rectrails.php>

State Historic Preservation Office Contact: DeAnne Sullivan
Phone: (503) 986-0681, Fax: (503) 986-0793
Website: <http://www.shpo.state.or.us/>



Oregon Department of Transportation (ODOT)

Bicycle and Pedestrian Program

355 Capital St. NE. 5th Floor

Salem, OR. 97301-3871

Contact: Michael Ronkin

Phone: (503) 986-3555, Fax: (503) 986-4063,

email: michael.p.ronkin@odot.state.or.us

Website: <http://www.odot.state.or.us/techserv/engineer/pdu/indexold.htm>

Oregon Department of Land Conservation and Development (DLCD)

635 Capital St. NE Suite 150

Salem, OR. 97301-2540

Phone: (503) 373-0050, Fax: (503) 378-5518

Website: <http://www.lcd.state.or.us/>

Oregon Department of State Lands (DSL)

775 Summer St. NE Suite 100

Salem, OR. 97301-1279

Phone: (503) 378-3805, Fax: (503) 378-4844

Website: <http://www.oregonstatelands.us/>

Oregon Economic & Community Development Department (OECDD)

775 Summer St. NE Suite 200

Salem, OR. 97301-1280

Phone: (503) 986-0123

Website: <http://www.econ.state.or.us/>

Oregon Natural Heritage Information Center (ORNHIC)

1322 SE Morrison St.

Portland, OR. 97214-2531

Contact: James Kagan

Phone: (503) 731-3070 x 111, Fax: (503) 731-3070

Email: jimmy.kagan@orst.edu

Website: <http://oregonstate.edu/ornhic/index.html>

Oregon State Marine Board (OSMB)

PO Box 14145

435 Commercial St. NE #400

Salem, OR. 97309

Phone: (503) 378-8587, Fax: (503) 378-4597

Website: <http://www.marinebd.osmb.state.or.us/>



Oregon State Police (OSP)

255 Capitol St. NE.
Salem, OR 97301
Phone: (503) 378-3720, Fax: (503) 378-8282
Website: <http://www.osp.state.or.us/>

Oregon Tourism Commission

775 Summer St. NE.
Salem, OR. 97301
Contact: Mandy Cole
Phone: (503) 986-0004, Fax (503) 986-0001, Email: mandy.cole@state.or.us
Website: <http://www.traveloregon.com/otc.cfm>

Oregon Water Resources Department (OWRD)

725 Summer St. NE. Suite A
Salem, OR 97301-1271
Phone: (503) 986-0900, Fax: (503) 986-0903
Website: <http://www.wrd.state.or.us/>

Oregon Watershed Enhancement Board (OWEB)

775 Summer St. NE, Ste 360
Salem, OR. 97301-1290
Phone: (503) 986-0178, Fax: (503) 986-0199
Website: <http://www.oweb.state.or.us/>

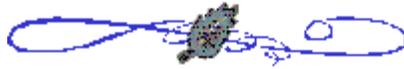
Federal Agency Contacts

**National Park Service Rivers, Trails & Conservation Assistance Program
- Pacific Northwest Team**

National Park Service
Floor 5
909 First Avenue
Seattle, WA. 98104
Contact: Michael Linde, Phone: (206) 220-4113, Fax: (206) 220-4161,
Email: michael_linde@nps.gov
Website: <http://www.nps.gov/ccso/rtca/what.html>

**Surface Transportation Board (STB) Formerly the Interstate Commerce
Commission**

1925 K Street, N.W.
Washington, D.C. 20423-0001
Website: <http://www.stb.dot.gov/index.htm>

**U.S. Army Corps of Engineers (ACOE)**

USACE Portland District
PO Box 2946
Portland, OR. 97208
Contact: Martin Hudson, Phone: (503) 808-4703
Email: martin.l.hudson@usace.army.mil
Website: <https://www.nwp.usace.army.mil/>

U.S. Bureau of Land Management (BLM)

333 SW 1st Ave.
Portland, OR 97204
Contact: Margaret Wolf, Phone: (503) 808-6016, Email: margaret_wolf@or.blm.gov
Website: <http://www.or.blm.gov/>

U.S. Environmental Protection Agency (EPA)

Oregon Operations Office
3rd Floor, 811 SW Sixth Ave.
Portland, OR 97204
Contact: Harold Rogers, Phone: (503) 326-2715,
Email: rogers.harold@epamail.epa.gov
Website: <http://yosemite.epa.gov/R10/Homepage.NSF/webpage/Oregon's+Environment?opendocument>

U.S. Fish & Wildlife Service (USFWS)

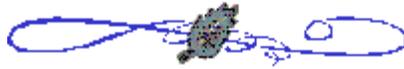
2600 SE 98th Ave., Suite 100
Portland, OR 97266
Phone: (503) 231-6179,
Website: <http://pacific.fws.gov/>

U.S. Forest Service (USFS)

For more specific information about technical assistance, partnership opportunities, or training opportunities, please contact your nearest Forest or Ranger District office. Contact information is available online at: <http://www.fs.fed.us/r6/r6nf.htm>

Pacific Northwest Region Cooperative Programs

PO Box 3623
Portland, OR. 97208
Rural Community Assistance Contact: Ron Saranich, Phone:(503) 808-2346, Email: rsaranich@fs.fed.us
Forest Products & Rural Development Contact: Bill von Segen,
Phone: (503) 808-2348, Email: wvonsegen@fs.fed.us
Website: <http://www.fs.fed.us/r6/coop/contacts.htm> -
[Oregon%20State%20Coordinators](http://www.fs.fed.us/r6/coop/contacts.htm)



Appendix VIII: Benefits of Non-Motorized Trails

The following is a summary of the many benefits that non-motorized trails can provide in the state of Oregon.

1. Economic Benefits.

a. Money spent in communities by trail users.

Across Oregon, non-motorized recreational trails are stimulating tourism and recreation-related spending. Local trail users, vacationers and conference attendees provide direct economic benefits to hotels, restaurants and other businesses from increases in tourist activity and increased spending on durable goods such as bikes or skates, and soft goods such as gasoline, food, and drinks. This, in turn, attracts and revitalizes businesses, creates jobs, and increases public revenue.

Evidence from economic studies include:

- Events associated with the Oregon Trail Sesquicentennial celebration in 1993²⁵ (coordinated by the nonprofit Oregon Trail Coordinating Council) included the "Official Oregon Trail Sesquicentennial Wagon Train" (joined by over 10,000 people along its route and 20,000 for evening programs), the "Oregon Trail Fest" kickoff event (a two-day event in Portland involving nearly 100,000 people), "Company's Coming" (a statewide clean-up day), and "Trail's End Finale" (with over 5,000 participants). Also, considerable commemorative merchandise including license plates, rifles, pins, blankets, checks, coins, traveler's journals, and wine were produced and marketed. The Council raised over \$4.5 million in federal, state, and private funds estimated to have leveraged another \$19.8 million in additional revenues in the form of contributions. Preliminary estimates of visitor spending generated by the Oregon Trail Interpretive Center near Baker City, OR, for example, recorded 672,555 visitors from May 23, 1992 through July 1994.
- A study conducted by the National Park Service Rivers, Trails and Conservation Assistance Program²⁶ examined the economic impact of three rail-trails from May 1990 to February 1991. The trails included two suburban/rural trails—the Heritage Trail in Iowa and the St. Marks Trail in Florida, and an urban trail—the Lafayette/Moraga Trail in California. Estimates for average user expenditures and total economic activity resulting from trail use are included in Table 1.

²⁵ Renner, J. (1994). Making a Case for the Economic Benefits of Historic and Heritage Tourism. Paper Presented at the 12th. National Trails Symposium. Anchorage, AK. September 28-October 1, 1994.

²⁶ National Park Service. (1992). The Impacts of Rail-Trails, A Study of Users and Nearby Property Owners From Three Trails. Rivers, Trails and Conservation Assistance Program.

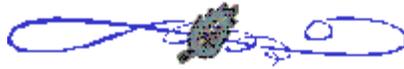


Table 1. Rail-Trail Economic Contribution Estimates.

Trail Name/Length	Average User Expenditures	Annual Economic Contribution
Suburban/Rural Trails		
Heritage Trail (IA) 26 mi.	\$9.21	\$1.2 million
St. Marks Trail (FL) 16 mi.	\$11.02	\$1.9 million
Urban Trail		
Lafayette/Moraga (CA) 7.6 mi.	\$3.97	\$1.5 million

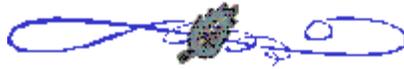
The more rural trails had average expenditures significantly larger than the urban trail (but the urban trail had significantly more users). The study found that auto-related expenditures were the largest trip-related expenditures, and visitors staying at least one night in the area generated the largest average expenditures. Trail-related equipment, such as bicycles and skates, represented the single largest source of expenditures for all three trails.

- Users of the Sugar River Trail in southwestern Wisconsin were surveyed during a period from 1979 through 1985²⁷. Analysis of this survey data showed a low average in 1979 of \$5.20 per person and a high average in 1984 of \$10.99 being spent per trail user. Based on these estimates and amount of trail use, the total annual contribution of the trail to the local economy ranged from \$158,704 to \$522,025.
- A study of trail users of the Northern Central Rail Trail (NCRT)²⁸ near Baltimore, reported that trail visitation grew from under 10,000 visitors per year in 1984 to over 450,000 in 1993. The value of goods purchased because of the NCRT for 1993 was estimated in excess of \$3.4 million. Trail users who had purchased goods for use on the trail spend on average \$203 in 1993. Similarly, users who purchased soft goods (food, etc.) before or after using the trail spent an average of \$6.30 per visit. Additionally, the study estimated that the trail supports 264 jobs statewide.
- A study of visitors to Wisconsin's Elroy-Sparta State Trail²⁹ found that suburban and rural trails with historic or natural characteristics that encourage vacation-style trips generate more revenue per use than urban and suburban trails used for light recreation and commuting. Half of all trail users to the Elroy-Sparta State

²⁷ Lawton, K. (1986). The Economic Impact of Bike Trails: A Case Study of the Sugar River Trail. Unpublished Manuscript. New Glarus, WI: Sugar River State Trail Corp.

²⁸ PKF Consulting. (1994). Analysis of Economic Impacts of the Northern Central Rail Trail. Prepared for the Maryland Greenways Commission, Maryland Department of Natural Resources.

²⁹ Schwecke, Sprehn, Hamilton and Gray. (1989). A Look at Visitors on Wisconsin's Elroy-Sparta Bike Trail. University of Wisconsin Extension, Madison, WI.



Trail were identified as out-of-state visitors who bring new money into the state. Total expenditures in 1988 were over \$1.2 million. The study reported that spending by out-of-state visitors for lodging, bike rentals, bus shuttle service, and restaurant meals was roughly twice as high as for in-state visitors. The study also reported that peak-season hotel rooms along the Elroy-Sparta Trail were booked up a full year in advance.

- The Minnesota Department of Natural Resources analyzed survey data gathered on six rail-trails from 1980 through 1988 and found that trip-related expenditures varied greatly depending upon which trail was visited and how far users traveled to get to the trails³⁰. Users who traveled less than 25 miles to get to the trails spend an average of \$.61 to \$2.86 per day, depending on the trail visited. Those traveling 25 miles and farther spent up to \$53.20 per day on average.

b. Impacts on property values and ability to sell.

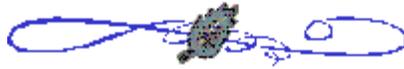
People owning property bordering a proposed trail sometimes are concerned that developing a trail will lower their property values. However, a rather substantial body of research from across the U.S. demonstrates that proximity to trails and open space has very little impact on the value of property. In many cases, trails often increase the value of residential property and the ability to sell a property. Research findings include:

- In a survey sponsored by the National Association of Home Builders³¹ recent home buyers 55 years and older were asked to identify amenities that would seriously influence their decision to purchase a home. According to study results, walking and jogging trails are the most desirable amenity, with roughly half of active adults and older seniors (52%) saying the presence of trails would seriously influence the home buying decision. This number increases substantially with annual incomes greater than \$75,000 (65%). Outdoor spaces (especially parks) were second on the list at 51%, followed by public transportation at 46%.
- A study in Salem, Oregon³² found that proximity to greenbelt parcels (privately owned in this case) added a premium of \$1,200 per acre, in comparison to similar properties 1,000 feet or more from the greenbelt.
- A study of property values in Eugene, Oregon³³ examined the effects of the South Ridgeline Trail on the property values of nearby homes. The study found

³⁰ Regnier, C. (1989). Minnesota Off-Road Bike Trail Use: 1980-1988. St. Paul, MN: Minnesota Department of Natural Resources, Trails and Waterways Unit. Unpublished paper.

³¹ Wylde, M. (2000). Boomers on the Horizon: Housing Preferences of the 55+ Market. Survey Sponsored by the National Association of Home Builders.

³² Nelson, A. (1986). Using Land Markets to Evaluate Urban Containment Programs. APA Journal, Spring, pp. 156-171.



that distance to the nearest trailhead was strongly significant in the sale price of a home. The study concluded that the value of a home increased \$6.77 for every foot of decrease in this distance.

- A study of real estate agents with experience along Seattle's 12.1-mile Burke-Gilman Trail³⁴ found the trail had increased the value of homes near, but not on, the trail by 6.5%. The trail has had no significant effect on the value of homes immediately adjacent to the trail. In addition, the study showed homes and condominiums near and adjacent to the trail are easier to sell because of their proximity to the trail.
- A study of property values in Boulder, Colorado³⁵ noted that housing prices declined an average of \$4.20 for each foot of distance from a greenbelt up to 3,200 feet. In one neighborhood, this figure was \$10.20 for each foot of distance. The study determined that, other variables being equal, the average value of property adjacent to the greenbelt would be higher than those 3,200 feet away.

c. Attracting businesses.

Many communities want to attract new, expanding, or relocating businesses to their area in order to increase their employment and tax bases. The importance of "quality of life" is increasingly cited as a major factor in corporate and business location decisions. As an amenity that plays an important role in increasing a community's "quality of life", trails are becoming more and more attractive to businesses and their employees³⁶.

- The City of Pueblo, Colorado attributes the investment in trails and parks along the Arkansas River and Fountain Creek as one of the most important components in the economic revitalization efforts of this industrial city³⁷.
- The River Walk is often visited by prospective businesses looking to relocate to the San Antonio, Texas area. A business location along the River Walk is considered very desirable because the pedestrian system provides a retreat for

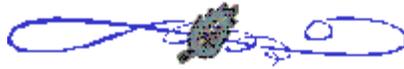
³³ Jensen, D., and Durham, J. (2003). The Property Value Effects of the South Ridgeline Trail. University of Oregon Economics. Department Undergraduate Honor Papers. Faculty Advisor: Harbaugh, B.

³⁴ Seattle Engineering Department (1987). Evaluation of Burke-Gilman Trail's Effect on Property Values and Crime. Seattle, WA. Office for Planning.

³⁵ Correll, Lillydahl and Singell. (1978). The Effects of Greenbelts on Residential Property Values: Some Findings on the Political Economy of Open Space, Land Economics.

³⁶ National Park Service. (1995). Economic Impacts of Protecting Rivers, Trails and Greenway Corridors. Rivers Trails and Conservation Assistance, National Park Service. Fourth Edition (Revised).

³⁷ Federal Highway Administration (1992). Transportation Potential and Other Benefits of Off-Road Bicycle and Pedestrian Facilities. U.S. Department of Transportation. Case Study No. 7. Publication No. FHWA-PD-92-040.



employees during lunch and access to valuable green space within the central business district³⁸.

- A survey of 71 economists rated factors for Arizona's attractiveness as a place to live, work, vacation, retire, and locate future plants and corporate headquarters. The strongest factors contributing to Arizona's positive image were climate, job opportunities, and open space including abundant outdoor recreation opportunities. Seventy firms relocated or expanded their businesses in Arizona, creating 27,800 jobs and \$970 million in indirect salaries and wages³⁹. Chief executive officers of these firms said they chose Arizona for its "outdoor lifestyle and recreation opportunities"⁴⁰.

d. Proximity to Trails and Crime.

People owning property bordering a proposed trail often are concerned that developing a trail will increase crimes such as muggings, assault, rape, trespass, burglary and vandalism. However, studies from across the U.S. consistently report no increase in crimes against people or against property that can be attributed to a specific trail, and that support by property owners for trails generally increases over time⁴¹. Research findings include:

- A comprehensive study sponsored by the Rails-to-Trails Conservancy examined the incidence of crime at 372 rail-trails across the United States⁴². Overall, the study shows that rail-trails are safe places for people to recreate (see Table 2 below). In 1995, only eleven of 372 rail-trails experienced any type of major crime, such as mugging, assault, rape and murder. When contrasted with general major crime statistics in urban, suburban and rural areas, rail-trails have experienced very low major crime rates.

³⁸ Federal Highway Administration (1992). Transportation Potential and Other Benefits of Off-Road Bicycle and Pedestrian Facilities. U.S. Department of Transportation. Case Study No. 7. Publication No. FHWA-PD-92-040.

³⁹ National Park Service. (1995). Economic Impacts of Protecting Rivers, Trails and Greenway Corridors. Rivers Trails and Conservation Assistance, Fourth Edition (Revised).

⁴⁰ Valley National Bank. (1980). Arizona's Favorable Image Spurs Economic Growth. Arizona Progress November. Phoenix, AZ: Economic Research Department.

⁴¹ Florida Department of Environmental Protection (1998). Thinking Green. A Guide to the Benefits and Costs of Greenways and Trails. Office of Greenways and Trails, Tallahassee, FL.

⁴² Tracy, T., and Morris, H. (1998). Rail-Trails and Safe Communities: The Experience on 372 Trails. Rails-to-Trails Conservancy. Washington, D.C.: National Park Service.

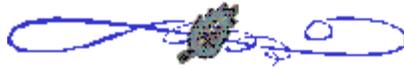


Table 2. Crime Rates: Comparing Statistics For the Nation vs. Rail Trails⁴³.
(Rates from 1995 per 100,000 population/users)

Crime	Urban		Suburban		Rural	
	U.S.	Rail-Trails	U.S.	Rail-Trails	U.S.	Rail-Trails
Mugging	335	0.53	102	0.00	19	0.00
Assault	531	0.58	293	0.02	203	0.01
Forcible Rape	43	0.04	29	0.00	26	0.01
Murder	11	0.04	4	0.01	5	0.01

The study also reported incidents of minor crimes at the 372 rail-trails (see Table 3). It also cites several local law enforcement agencies that state heavy trail usage acts as a deterrent in formerly isolated areas.

Table 3. Rail-Trails Reporting Minor Crimes⁴⁴.

Crime	Urban	Suburban	Rural
Burglary	0%	.01%	.01%
Trespassing	5%	3%	4%
Graffiti	26%	17%	12%
Littering	24%	24%	25%
Sign damage	22%	22%	23%
Unauthorized motorized use	18%	14%	23%

(A total of 36 urban, 82 suburban and 254 rural rail-trails were surveyed in 1995.)

- A 1978 study of the Lafayette/Moraga Trail near San Francisco⁴⁵ found that over 60% of property owners surveyed reported no problems due to the presence of the trail. The problems most commonly related by property owners were trespass and motor vehicle use of the trail. The study concluded that most property owners believed there were fewer problems after creation of the trail than before, and 92% felt the trail had either improved or had no effect on the quality of their neighborhoods. A follow-up study by the National Park Service in 1992⁴⁶ reported that neighborhood perceptions of problems due to crime and/or nuisances were largely unchanged from the 1978 report.
- A similar result was observed in a 1990 USDA Forest Service study⁴⁷ of 19 trails in Illinois. While the study found that typical users did not perceive problems,

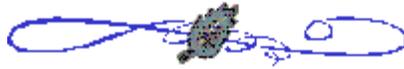
⁴³ FBI Uniform Crime Reports. (1995). Rails-to-Trails Conservancy.

⁴⁴ Tracy, T., and Morris, H. (1998). Rail-Trails and Safe Communities: The Experience on 372 Trails. Rails-to-Trails Conservancy. Washington, D.C.: National Park Service.

⁴⁵ Correll, Lillydahl, and Singell. (1978). The Effects of Greenbelts on Residential Values: Some Findings on the Political Economy of Open Space. *Land Economics*, 54(2), pp. 207-217.

⁴⁶ National Park Service. (1992). The Impacts of Rail-Trails, A Study of Users and Nearby Property Owners From Three Trails. Rivers, Trails and Conservation Assistance Program.

⁴⁷ Gobster, P. (1990). The Illinois Statewide Trail User Study. Rails-to-Trails Conservancy. Chicago, U.S. Forest Service.



respondents from urban settings reported slightly greater perception of problems than did those from suburban and rural greenways.

- A study of the Burke-Gilman Trail in Seattle⁴⁸ reported that homes bordering the trail actually had lower rates of burglary and vandalism than the neighborhood average.

2. Health and Fitness Benefits.

Trail activities such as walking, jogging or running, in-line skating, cross-country skiing, and bicycling are well documented to help improve health and fitness when done on a regular basis⁴⁹. Physical activity need not be unduly strenuous for an individual to reap significant health benefits. Even small increases in light to moderate activity, equivalent to walking for about 30 minutes a day, will produce measurable benefits among those who are least active. This health benefit accrues to the individual, and, in the form of reduced health-care costs, to society as well.

Many people realize exercise is important for maintaining good health in all stages of life, however many do not regularly exercise. The U.S. Surgeon General estimates⁵⁰ that 60% of American adults are not regularly active and another 25% are not active at all. In communities across the country, people do not have access to trails, parks, or other recreation areas close to their homes. Non-motorized trails provide a safe, inexpensive avenue for regular exercise for people living in rural, urban and suburban areas.

Exercise derived from trail-related activities lessens health related problems and subsequent health care costs. Regular, moderate exercise has been proven to reduce the risk of developing coronary heart disease, stroke, colon cancer, hypertension, diabetes, osteoporosis, obesity, and depression. This kind of exercise is also known to protect against injury and disability because it builds muscular strength and flexibility, which helps to maintain functional independence in later years of life⁵¹.

A nationwide study on the cost of obesity⁵² concluded that increasing participation in the amount of regular moderate activity by the more than 88 million inactive Americans over age 15 could reduce annual national medical costs by \$76 billion in 2000 dollars. A recently completed plan entitled, A Healthy Active Oregon: The Statewide Physical

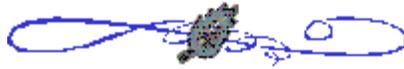
⁴⁸ Seattle Engineering Department (1987). Evaluation of Burke-Gilman Trail's Effect on Property Values and Crime. Seattle, WA. Office for Planning.

⁴⁹ State of Indiana. (2000). Indiana Trails Plan 2000.

⁵⁰ Benefits of Trails and Greenways. Trails and Greenways Clearinghouse.

⁵¹ Centers for Disease Control and Prevention. (1996). Surgeon General's Report on Physical Activity and Health. Department of Health and Human Services. July 1996.

⁵² Pratt, M., Macera, C., and Wang, G. (2000). Higher Direct Medical Costs Associated With Physical Inactivity. *The Physician and Sports Medicine* 28(10).



Activity plan, points out that the current epidemic of obesity has also hit Oregon hard⁵³. At 22%, our state has the highest percentage of adult obesity of any state west of the Rockies. Add that to 38% of Oregon adults who are overweight and we have the startling total of 60% of Oregonians not at a healthy weight. Our youth follow closely behind, with 28% of eighth graders and 21% of eleventh graders currently overweight. The Statewide Physical Activity plan is a call to action for all who can have an impact on promoting daily physical activity to improve the health of Oregonians. The plan has identified the need for more community trails as a top priority.

The Oregon Outdoor Recreation Survey was conducted over a one-year period from February 2001 to January 2002 by Oregon State University's (OSU) College of Forestry as a part of Oregon Parks and Recreation's Statewide Comprehensive Outdoor Recreation planning effort. The findings of the Oregon Outdoor Recreation Survey⁵⁴ identified that the most popular everyday activities in Oregon are running and walking for exercise and walking for pleasure. According to the OSU report, these activities are generally engaged in near home, and on a regular basis. These findings help to make the case that neighborhood trails are essential in providing all Oregonians with a means to realize the health and fitness benefits associated with daily exercise.

Finally, every year, premature deaths cost American companies an estimated 132 million lost workdays at a price tag of \$25 billion. Each year, finding and training replacements costs industry more than \$700 million. In addition, American businesses lose an estimated \$3 billion every year because of employee health problems (National Park Service, 1983). Providing close-to-home access to trails can encourage regular exercise, improve overall employee health and help to reduce these work-related costs.

3. Social Benefits.

Trail projects help build partnerships among private companies, landowners neighboring municipalities, local government, and advocacy groups. Each trail contains elements of local character and regional influence, and reflects the hard work, enthusiasm, and commitment of individuals, organizations, elected officials, and agencies. All are able to take pride in having worked together to successfully complete a trail project⁵⁵. In addition, when residents are encouraged to become involved in a trail project, they feel more connected to the community⁵⁶.

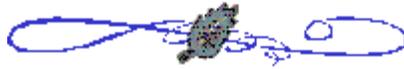
Because of their linear design, trails act as a meeting place for the community. As a result, trails promote family unity as well as strengthen friendships and neighbor

⁵³ Oregon Coalition for Promoting Physical Fitness (2003). A Healthy Active Oregon: The Statewide Physical Activity Plan.

⁵⁴ Johnson, R. (2002). Oregon's Statewide Comprehensive Outdoor Recreation Plan: Demand and Needs Analysis. Oregon State University, Department of Forest Resources.

⁵⁵ National Bicycle and Pedestrian Clearinghouse (1995). The Economic and Social Benefits of Off-Road Bicycle and Pedestrian Facilities. NBPC Technical Brief. Technical Assistance Series, Number 2.

⁵⁶ Warren, N. (1998). Nova Scotia Hiking Trails Study. Nova Trails Federation.



relations. They are places where entire families, friends and neighbors can gather and recreate together safely.

Neighborhood trails can improve pride in a community in other ways as well. A trail that runs through a community often leads to the residents and business owners showing their "best side" by cleaning or fixing up their property. A popular and well-managed trail can also serve as a focal point for a community for special events and a gathering place. These activities can lead to greater interaction between residents and improve the cohesion of a community⁵⁷.

4. Educational Benefits.

Trails present a unique opportunity for education. People of all ages can learn more about nature, culture or history along trails. Of particular importance, trails provide firsthand experiences that educate citizens about the importance of the natural environment and respect for nature. This education can be accomplished using comprehensive trail guides, signage, public outreach, and informative classes to encourage awareness of the natural, cultural, and historical attributes of the trail.

Restricted budgets in schools across the nation have heavily affected transportation and have reduced educators' abilities to provide away-from-the-classroom learning experiences⁵⁸. As a result, trails are becoming more and more valuable as real-life outdoor laboratories for learning about the natural environment. Trails can provide a perfect classroom for the teaching biologist, botanist, and ecologist, both amateur and professional. Educators, naturalists, rangers and scoutmasters—all can demonstrate and illustrate their lessons along the trail⁵⁹.

5. Recreation Benefits.

Linear corridors offer several benefits over traditional park facilities⁶⁰. These benefits include providing greater perimeter area, multiple visitor experiences, increased access, and lower acquisition and development costs. Many trails have multiple recreation benefits such as providing access to fishing, vista points for photography, picnic areas for socializing, and camping areas. They also provide access to areas for enjoying solitude, observing wildlife and experiencing the natural environment⁶¹. Finally, multiple-use trails serve a wide range of recreationists including bicyclists, walkers, joggers,

⁵⁷ State of Indiana (2000). Indiana Trails 2000.

⁵⁸ Federal Highway Administration (1992). Transportation Potential and Other Benefits of Off-Road Bicycle and Pedestrian Facilities. U.S. Department of Transportation. Case Study No. 7. Publication No. FHWA-PD-92-040.

⁵⁹ North American Water Trails, Inc. Why Water Trails?

⁶⁰ Federal Highway Administration (1992). Transportation Potential and Other Benefits of Off-Road Bicycle and Pedestrian Facilities. U.S. Department of Transportation. Case Study No. 7. Publication No. FHWA-PD-92-040.

⁶¹ State of California. (2001). California Recreational Trails Plan. Department of Parks and Recreation.



equestrians, in-line skaters, people in wheelchairs, hikers, bird-watchers, parents with strollers, picnickers, and people who just want to sit in the sunshine.

6. Environmental Benefits.

Trails can be an integral part of our natural environment and should be used as a tool for conservation. Trails can be planned to assist with preserving important natural landscapes, providing necessary links between fragmented habitats and providing tremendous opportunities for protecting plant and animal species. Increased development has contributed to the creation of habitat "islands"—isolating wildlife, reducing their natural habitats and survival. Trails with sufficiently wide corridors of natural area can provide that important link between these island populations and habitats and increase the available land to many wildlife species⁶².

In addition, trails can help improve air and water quality. Trails provide enjoyable and safe options for transportation, which helps reduce air pollution⁶³. They can also improve air quality by protecting the plants that naturally create oxygen and filter out air pollutants. By protecting land along rivers and streams, trails prevent soil erosion and filter pollution caused by surface runoff.

7. Preserving our History and Culture.

Trails have the power to connect us to our heritage by preserving historic places and by providing access to them⁶⁴. They can give people a sense of place and an understanding of the enormity of past events, such as Native American trails, the Lewis and Clark expedition, westward migration along the Oregon Trail and accessing historic sites throughout the state. Special events such as the previously mentioned Oregon Trail Sesquicentennial celebration help to point out the importance of historic trails to all Oregonians. In addition, other trails preserve transportation corridors. Rail-trails along historic rail corridors (e.g. the OC&E-Woods line Trail in Klamath Falls) provide a glance at the importance of this mode of transportation.

⁶² San Diego County. Five-Year Strategic Plan. Appendix C.

⁶³ Practical Horseman (2002). Ride Where Trains Once Rolled.

⁶⁴ Trails and Greenways Clearinghouse. Benefits of Trails and Greenways.

Appendix IX: Potential Trail Funding Sources

FUNDING SOURCE	PROGRAM NAME	WEB ADDRESS	USES						APPLICANTS						
			Plan	Program	Develop	Acquire	Education	Equipment	Non Profit	School	City	County	State	Federal	Other
American Canoe Assoc.	Club Fostered Stewardship	http://www.acanet.org/conserve-cfs.htm			X	X									Clubs
American Hiking Society	National Trails Endowment	www.americanhiking.org			X	X									
Americorps		http://www.americorps.org/joining/direct_or.html			X		X				X	X	X		
Avista Foundation	Avista Foundation Grants	http://www.avistafoundation.org/application.asp			X						X				
Barnes & Nobles	Affiliates Program	www.barnesandnoble.com		X											
Bikes Belong Coalition	Bikes Belong Grants Program	http://bikesbelong.org/site/page.cfm?PageID=21			X						X	X	X		
Boeing Charitable Foundation	Civic and Environmental Contributions	http://www.boeing.com/companyoffices/aboutus/commUNITY/charitable.htm	X	X	X	X			X						
Center for Disease Control (CDC)	Preventive Health & Health Services Block Grant Program	http://www.cdc.gov/nccdphp/aag/aag_blockgrant.htm		X	X								X		
Coors Brewing Company	Coors Pure Water 2000 Grants	http://www.coors.com/community/philanthropy.asp			X		X								

FUNDING SOURCE	PROGRAM NAME	WEB ADDRESS	USES						APPLICANTS							
			Plan	Program	Develop	Acquire	Education	Equipment	Non Profit	School	City	County	State	Federal	Other	
Eastman Kodak Company	Kodak American Greenways Program	www.conservationsfund.org	X								X	X	X	X		
Federal Dept. of Health & Human Services	Healthy People 2010 Implementation Grants	www.health.gov/healthypeople	X	X										X		
Federal Highway Admin.	Recreational Trails Program National Program	www.fhwa.dot.gov/environment/rectrail.htm			X	X					X	X	X	X		
Ford Family Foundation	Rural Civic and Community Enhancement Program	http://www.tfff.org/main/guidelines.html#a			X						X					
Honda Motor Company	American Honda Foundation	http://www.hondacorporate.com/community/index.html?subsection=foundation		X							X					
Kongsgaard Goldman Foundation	Environmental Protection and Conservation Program	http://www.kongsgaard-goldman.org/program.html	X		X						X					
M.J. Murdock Charitable Trust	Programs to Strengthen the Contemporary American Family	http://www.murdock-trust.org/		X							X					Universities
Metro	Parks & Greenspaces Grants Program	www.metro-region.org												X	X	

FUNDING SOURCE	PROGRAM NAME	WEB ADDRESS	USES						APPLICANTS						
			Plan	Program	Develop	Acquire	Education	Equipment	Non Profit	School	City	County	State	Federal	Other
Meyer Memorial Trust	General Purpose Grants	http://www.mmt.org/		X	X		X				X	X	X		
National Endowment for the Arts	Challenge America Fast Track Grants	www.arts.gov		X											
National Fish & Wildlife Foundation		www.nfwf.org									X	X	X		
National Park Service	Challenge Cost-Share Program (CCSP)	http://www.nps.gov/v/chal/sp/jchalapp.htm		X	X			X							
National Park Service	River Trails & Conservation Assistance Program	http://www.nps.gov/v/ccso/rtca/application.html	X	X							X	X	X		
National Park Service	Disposal of Federal Surplus Real Property for Parks and Recreation and Historic Monuments	http://www.cfda.gov/public/viewprog.asp?progid=471					X								
National Tree Trust	Multiple Programs	www.nationaltreetrust.org		X							X	X	X		
New England Foundation for the Arts	Art and Community Landscapes Program	http://www.nefa.org/grantprog/ac/	Trail side Art						X						
Nike - Community Investment	Community Investment Program	http://www.nike.com/nikebiz/nikebiz.html?page=26&item=giving		X										X	

FUNDING SOURCE	PROGRAM NAME	WEB ADDRESS	USES						APPLICANTS								
			Plan	Program	Develop	Acquire	Education	Equipment	Non Profit	School	City	County	State	Federal	Other		
Oregon Dept. of Trans.	Transportation Enhancement Program	http://www.odot.state.or.us/techserv/engineer/pdu															
Oregon Dept. of Trans. / Oregon Dept. of Land Conservation & Development	Transportation and Growth Management Program	http://www.lcd.state.or.us/igmm/grants.htm	X														CO Gs, ME TR O
Oregon Economic and Community Development Dept.	Needs and Issues Inventory	http://www.econ.state.or.us/needs_is_sue.htm		X													
Oregon Parks & Recreation Dept.	ATV Fund	http://atv.prd.state.or.us/grant	X	X	X	X	X	X	X	X	X	X	X	X	X		
Oregon Parks & Recreation Dept.	Recreation Trails Program	www.prd.state.or.us/grants-recreails.php			X	X	X	X	X	X	X	X	X	X	X		
Oregon Parks & Recreation Dept.	Land & Water Conservation Fund	www.prd.state.or.us/grants_lwcf.php			X	X	X										X
Oregon Parks & Recreation Dept.	Local Government Grant Programs	www.prd.state.or.us/grants-localgov.php			X	X	X										X
Oregon Watershed Enhancement Board	Small Grant Program	http://www.oweb.state.or.us/SmallGrant/smallgrant.shtml		X	X												X
Patagonia	Environmental Grants Program	www.patagonia.com	X	X													
Polaris Industries	Trail Safety and Grants	http://www.polarisindustries.com		X													X

FUNDING SOURCE	PROGRAM NAME	WEB ADDRESS	USES						APPLICANTS								
			Plan	Program	Develop	Acquire	Education	Equipment	Non Profit	School	City	County	State	Federal	Other		
Power Bar	Direct impact on Rivers and Trails (DIRT) Program	www.powerbar.com		X													
Recreation Equipment Inc. (REI)	Recreation and Conservation Grants	www.rei.com		X													
Robert Wood Johnson Foundation		www.nwjf.org															
Rockefeller Family Fund		www.rffund.org	X	X	X												
SOLV	Project Oregon	http://www.solve.org/projects/project_oregon.asp	X	X	X					X	X	X	X	X	X		
Surdna Foundation		www.surdna.org		X	X												
The Collins Foundation		http://www.collinsfoundation.org/			X		X										
The Conservation Alliance		http://www.conservationalliance.com/grants.m			X		X										
The Hugh & Jane Ferguson Foundation	Foundation Grant Fund	http://fdncenter.org/grantmaker/ferguson/guide.html	X		X												
The Kresge Foundation	Bricks & Mortar Program	http://www.kresge.org/programs/index.htm		X	X												
The Mountaineers Foundation		www.mountaineersfoundation.org						X		X							X
The Oregon Community Foundation	Oregon Historic Trails Fund	http://www.ocf1.org/grant_programs/grant_programs_fr.htm		X	X		X	X									X

FUNDING SOURCE	PROGRAM NAME	WEB ADDRESS	USES						APPLICANTS						
			Plan	Program	Develop	Acquire	Education	Equipment	Non Profit	School	City	County	State	Federal	Other
The Oregon Community Foundation	Community Grants Fund	http://www.ocf1.org/grant_programs/community_grant_fr.htm	X	X	X	X	X		X						
The Trust for Public Land		http://www.tpl.org/folder2_sa.cfm?folder_id=1825							X	X	X	X	X		
Tom's of Maine/National Park Foundation	River Conservation Grants	http://www.tomsofmaine.com/toms/community/rivers2004/frameset_overview.asp		X	X	X					X				
Tread Lightly!	Restoration For Recreation	http://www.treadlightly.org/restore.mv	X			X			X	X	X	X	X		X
U.S. Dept. of Agriculture	The Conservation Reserve Program	www.fsa.usda.gov													
U.S. Dept. of Commerce Economic Development Administration	Various Grant Programs	http://www.eda.gov/InvestmentsGrants/Pgmguide.xml	X		X					X	X				
U.S. Dept. of Health & Human Services	Steps to a Healthier U.S. Initiative (STEPS)	http://www.healthier.us.gov/steps/	X	X						X					Tribes
U.S. Dept. of Transportation	Transportation & Community & System Preservation Pilot Program	http://www.fhwa.dot.gov/tcsp/	X		X					X	X	X	X		
U.S. Fish & Wildlife Service	Partnership for Wildlife	http://federalaid.fws.gov/pw/partwid.html		X	X									X	

FUNDING SOURCE	PROGRAM NAME	WEB ADDRESS	USES						APPLICANTS						
			Plan	Program	Develop	Acquire	Educ	Equipme	Non Profit	School	City	County	State	Federal	Other
U.S. Fish & Wildlife Service	Jobs in the Woods Program	http://pacific.fws.gov									X	X			
U.S. Forest Service	Cooperative Programs - Rural Community Assistance: Economic Recovery Program	http://www.fs.fed.us/r6/coop/Oregon%20State%20Coordinators		X						X	X	X			
U.S. Forest Service	Cooperative Programs - Rural Development Program	http://www.fs.fed.us/r6/coop/Oregon%20State%20Coordinators		X						X	X	X			
U.S. Forest Service	Urban & Community Forestry Program	http://www.fs.fed.us/lucf/		X						X	X	X			
Wal-Mart Foundation		www.walmartfoundation.org								X	X	X	X		
Wild Bird Unlimited	Pathway to Nature Conservation Fund	www.pathwaystonature.com/index.htm		X											X

