

**COMMUNITY  
ACTION PLAN**

**RECREATION** ECONOMY  
*for*  
**RURAL** COMMUNITIES

**Yreka, California**

**December 2022**



**Northern Border  
Regional Commission**



**Appalachian  
Regional  
Commission**

## PROJECT CONTACTS

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

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

U.S. EPA Project Contact:

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Cover photo credit:

Jason Espie, Revive Strategies



## PLAN CONTEXT

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

Local leaders in Yreka requested planning assistance to address the economic challenges the region faces and leverage its excellent scenic and natural amenities to support renewed economic vitality in Yreka and surrounding areas. Siskiyou County, including the County seat of Yreka, has an economic history that includes heavy reliance on mining and timber industries. Declines in these industries have left Yreka with unemployment of approximately 9%, double the state average, and a median household income of \$31,902, less than 60% of California's overall median. Yreka businesses must also compete with areas of southern Oregon where taxes, fuel prices, and other employment expenses are lower. Yreka's downtown continues to have vacant storefronts, while the remnants of past industries have resulted in scattered brownfield sites that raise the costs of reinvestment and revitalization.

Despite economic hardships, Yreka and Siskiyou County are rich in natural beauty and resources. This area includes dynamic rivers, forests, mountains, and volcanic landscapes. With 60% of land in Siskiyou County held in public trusts, as well as excellent transportation access via Interstate-5, Yreka can be revitalized as an ideal basecamp for outdoor recreation pursuits like climbing, hiking, camping, rafting, mountain biking and off-road driving, with city lodging, outdoor gear, dining, and

### STEERING COMMITTEE

**Aman Dhillon**, Yreka Holiday Inn

**Heather Dodds**, Discover Siskiyou

**Jill Drinkwater**, Go-Biz California

**Scott Eastman**, YMCA

**Kory Hayden**, Siskiyou Economic Development Council

**Alia Roca-Lezra**, Siskiyou Economic Development Council

**Joan Smith-Freeman**, Yreka City Council

**Justi Hansen**, Siskiyou Outdoor Recreation Alliance

**Jason Young**, Siskiyou Economic Development Council

**Nancy Ogren**, Siskiyou County

**Laurel Harkness**, Go-Biz California

**Jason Ledbetter**, City Manager, City of Yreka

**Julian Lucchesi**, Planning Director, City of Yreka

**Sam Cuenca**, Siskiyou Gardens, Parks, and Greenway Association (SGPA)

**Corey Middleton**, City of Yreka Council

**Bill Robberson**, Jefferson Mountain Bike Association

**Arron Hockaday**, Karuk Tribe

other businesses as beneficiaries and integral parts of an outdoor recreation economy.

The Siskiyou Economic Development Council, along with a group of local partners and organizations, applied to the Recreation Economy for Rural Communities program in hopes of combining Yreka’s progress on sustainable land use and brownfields assessment with nearby outdoor recreation resources to create an action plan that supports local business, employment, and economy in ways that respect the area’s people, environment, and history.

**Key point: Yreka leaders hope to build a local economy that works with nature rather than extracting from it.**

Between February and April 2022, a local Steering Committee worked with a Planning Assistance Team made up of planning consultants and federal and state agency partners to assess opportunities and challenges, set goals to strengthen Yreka’s recreation economy and invigorate its downtown, and convene a public workshop in late June. This community action plan was developed through a collaborative process starting at the workshop and continuing in follow-up meetings focused on refining the plan and identifying implementation resources.

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

**PLANNING ASSISTANCE TEAM**

**Jason Espie**, Revive Strategies (Facilitator)

**Katie Allen**, Appalachian Trail Conservancy (Facilitator)

**Todd Gordon**, EPR-PC (Facilitator)

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

**Scott Stollman**, U.S. EPA Region 9

**C.J. Mishima**, EPA Region 9

**Eric Byous**, EPA Region 9

**Garrett Villanueva**, USDA Forest Service

**A.R. Bhuta**, USDA Forest Service

**Andrea Giardina**, USDA Forest Service

**Malinda Matson**, U.S. Economic Development Administration

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

**Barbara Rice**, National Park Service

**Jennifer Womack**, USDA Forest Service

**Heather Luzzi**, U.S. Small Business Administration

**Tan Hoang**, Federal Emergency Management Administration

**Tim O’Connell**, USDA Rural Development

## THE OPPORTUNITY

At the northern-most border of California, Siskiyou County is one of California's largest counties by geographic area, at 6,347 square miles, and one of its smallest by population with just 44,900 residents. Of this vast area, 60% is held in public trusts. As the seat of Siskiyou County, the City of Yreka is surrounded by these lands and the outdoor recreation attractions they contain, including the Cascade-Siskiyou National Monument, Mount Shasta, Klamath National Forest, Lava Beds National Monument, Tulelake National Wildlife Refuge, and Lower Klamath National Wildlife Refuge. This area's rugged landscape and unique places have the potential to attract draw mountain bikers, hikers, ATV riders, boaters and paddlers, hunters and anglers, skiers and more from the local community and beyond.

The City of Yreka itself is well-positioned as a hub for visitors to this spectacular area. With excellent transportation access via Interstate 5, Yreka can provide lodging, fuel, and basic supplies at a number of national-brand businesses, as well as a small, quaint downtown with local shops. As a center for local residents, Yreka is also home to institutions like the College of the Siskiyous and Fairchild Medical Center, along with local government offices and courts. The city takes advantage of outdoor recreation within its limits as well, with several parks and trails, including the Yreka Creek Greenway and Greenhorn Park. The City was established in 1851 and is a registered historic district on the National Register of Historic Places and as a California Historical landmark. This local history is displayed in the Siskiyou County Museum in Yreka and is visible in local art and events like the summer Gold Rush Days festival.

City and County leaders, along with local organizations and residents, continue to work on initiatives to improve the community and economy

## WORKSHOP GOALS

### **Grow Yreka's Downtown Amenities:**

Make Yreka's Main Street a vibrant community gathering space and hub to support outdoor recreation and local businesses.

### **Enhance Connections to Outdoor Recreation for All:**

Address physical and informational barriers to accessing local outdoor recreation for community members of all ages to promote a healthy, safe, amenity-rich quality of life.

### **Inspire Community Pride & Identity:**

Build off existing regional promotional efforts to carve out a unique celebration of Yreka's natural, recreational, cultural, and historical assets as a destination and hub of activity.

### **Catalyze Business & Entrepreneur Development:**

Attract, engage, and grow businesses in Yreka that support the outdoor recreation sector.



*Greenhorn Reservoir, centerpiece of Greenhorn Park  
(Credit: EPR PC)*

of Yreka and Siskiyou County. The launch of the Siskiyou Small Business Development Center brings resources for potential startups. The College of the Siskiyous is willing and able to offer programs that train local residents in applicable outdoor recreation, business, and tourism skills. Ongoing transportation improvements along Main Street (U.S. Route 3) will create a more pedestrian-friendly central street. The city will soon undertake a General Plan update and investigation of potential zoning changes to help revitalize the Miner Street business district. The Siskiyou Gardens, Parks, and Greenway Association continues to promote and improve park and recreation assets for residents and visitors.

**Key point: Yreka has substantial assets to become a basecamp for exploration of Siskiyou County’s excellent natural landscapes.**

Yreka’s RERC Steering Committee decided to focus their action planning on the promotion of Yreka as an outdoor destination to lift local businesses and revitalize the downtown while making outdoor recreation accessible to all. The goals they developed and approved, shown in the text box to the right, guided the workshop and this action plan. With these goals, the community seeks to reinvigorate the area’s economy in a way that protects, rather than extracts from, the natural environment, promoting a vibrant city that provide jobs for working families and plentiful recreation opportunities for residents and visitors.



*Downtown mural recalling Yreka’s rich history (Credit: Revive Strategies)*



*Community tour participants touring Greenhorn Park (Credit: EPR PC)*



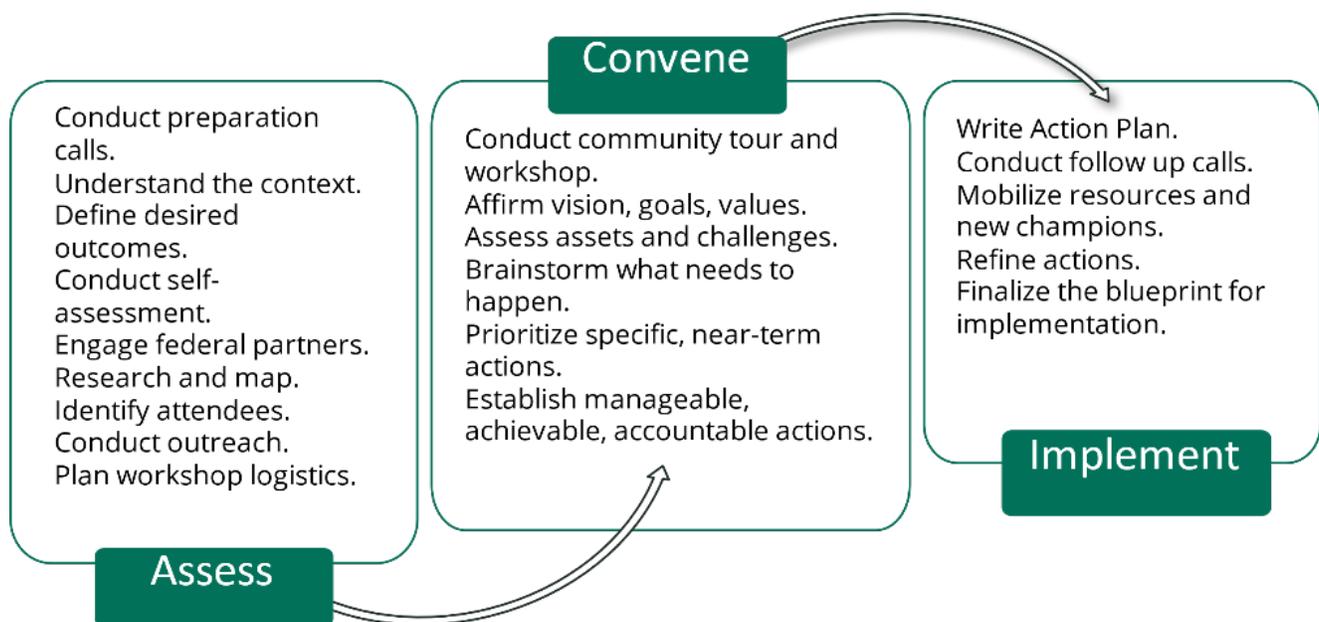
*The Carnegie building shown here holds promise as a future hub for visitors and recreation, as well as a community space, and/or a co-working space. (Credit: Revive Strategies)*

# PLANNING PROCESS

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



Downtown Yreka businesses along Miner Street  
(Credit: EPR PC)



RERC Process Diagram

# THE WORKSHOP

Over 50 participants joined the two-day, in-person RERC workshop in Yreka, including city and county residents, representatives of local governments and community organizations, state and federal agency partners, and others.

Prior to the official workshop convening, members of the local Steering Committee, Facilitation Team, and selected federal partners participated in a community tour. Organized by the Siskiyou Economic Development Council and traveling by bus and on foot, the tour visited the Randolph Collier Rest Area, Shasta Valley Vista Point, Greenhorn Park, Siskiyou County Museum, and Miner Street business district. This tour was an important opportunity for visiting federal partners and facilitators to get to know local sites and assets.

An opening community meeting was held on June 23 at the Best Western Miners Inn. Opening remarks from Jason Ledbetter, Yreka City Manager, and Alia Roca-Lezra, Steering Committee point of contact and Siskiyou Economic Development Council representative, welcomed attendees.

After introductions from all participants, the Planning Assistance Team, with the assistance of Laurel Harkness of Go-Biz California, gave an overview of the RERC program, highlighted the opportunities presented by the growing outdoor recreation economy both nationally and locally, shared some of their own reflections from the community’s pre-workshop self-assessment as well as the community tour they took earlier that day, and presented the draft workshop goals.

The assembled participants finished the evening session by participating in exercises designed to elicit local vision for the future, and to brainstorm Yreka’s assets and challenges. Themes discussed

## IDEAL COMMUNITY VISIONS

- Basecamp for outdoor enthusiasts
- Miner Street and Main Street Revitalization
- A community that is inclusive and welcoming
- Prioritize community health and wellness
- Community prosperity and quality of life
- Comprehensive outdoor access
- Stewardship values for locals and visitors
- Connecting youth to the outdoors

*In the community self-assessment, Steering Committee members described their ideal visions for their community. Select responses are shown here; the full assessment can be found in the Appendix.*



*Community Meeting, evening of Day One (Credit: Revive Strategies)*

throughout these exercises included the need for promotions and events that draw people to Yreka and the need for more businesses that serve visitors, but also larger community issues of mitigating wildfire risk, developing sustainable supplies of drinking water, and issues of homelessness and housing affordability. This exercise process also pointed out the enthusiasm of local residents and the availability of many local organizations to work toward solutions for Yreka.

**Key point: Local stakeholders are enthusiastic about the future but also concerned about larger community issues.**

Workshop participants continues their progress toward an action plan during Day 2’s all-day workshop, again held at the Best Western Miners Inn. Day 2 was an interactive day of case study sharing, mapping exercises, and brainstorming and planning for actions to make the community’s goals a reality.

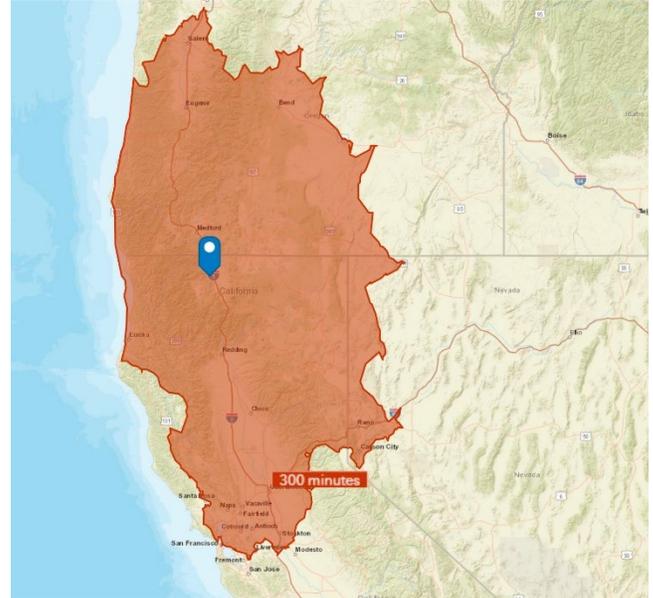
The day kicked off with a recap of Day 1 and a review of the workshop goals. The Planning Assistance Team then presented several case studies relevant to Yreka’s local issues and interests.

Day 2 also included opportunities for federal and state partners to share information about the programs and resources available to communities like Yreka through their offices.

The remainder of Day 2 was spent on small group exercises and action planning.

**CASE STUDIES**

The Planning Assistance Team chose case studies for the Yreka workshop based on issues and interests expressed by the local Steering Committee during pre-workshop calls and Yreka’s original application to the RERC program. The Planning Assistance



*This graphic of the five-hour driveshed around Yreka was shown to workshop attendees to illustrate the large potential for recreation tourism and spending in the area.*

Population: 9,944,907  
 Median HH income: \$74,149  
 Avg HH spending on entertainment/rec: \$3,616

**WHAT DOES RECREATION MEAN?**

- Fishing, rafting, and hiking
- Transformative spaces
- Dark skies and seeing stars
- Kayaking, paddling, mountain biking
- Outdoor recreation education
- Disconnecting

*In a group exercise designed to capture the community’s vision and values, participants related what outdoor recreation means to them. Select responses are shown here; all can be found in Appendix B.*

Team presented these case studies during Day 2 of the workshop to prime participants for action brainstorming by seeing the wide variety of activities that peer communities are engaged in.

Presented case studies included the Pennsylvania Wilds partnership formed between 13 counties in central Pennsylvania, business incubation efforts in Marion Virginia, and the branding and marketing campaign created by the Las Cruces New Mexico Green Chamber of Commerce and centered on the Organ Mountains Desert Peaks National Monument. Each of these communities is using a variety of tools to build identity, marketing, and small businesses around both the presence of, and preservation of, outdoor character and assets.

## VISIONS AND VALUES

This action plan is rooted in the visions and core values of Yreka residents and other stakeholders, so workshop participants engaged in several exercises to bring out and distill these values. The full results of these exercises are available in Appendix B.

On Day 1, during their introductions, each workshop attendee shared three words about Yreka or Siskiyou County that interested or excited them when it comes to outdoor recreation or the RERC program. Participants also volunteered their answers to the question, "What does outdoor recreation look like to you?" These responses are displayed in word clouds in Appendix B.

Day 1 exercises also included envisioning future success by imagining headlines participants would like to see in their local newspaper in five years. Finally, Day 1 workshop attendees brainstormed their community's biggest assets and challenges. Each of these exercises helped to reveal issues and themes around which actions could be built on Day 2.

## HEADLINES FROM THE FUTURE

Yreka Awarded Firewise Community Status

Yreka's Carnegie Library Hailed as a Model for Adaptive Reuse

Local Mountain Biker Wins Greenhorn Race - Celebrates by Eating Local Beef

Chronic Disease Rates Plummet on Promotion of Active Living Policies

Yreka Revitalizes Five Brownfield Sites, Creating New Affordable Housing

*Participants brainstormed headlines they would like to read in the local paper in five years. Select responses are shown here; all can be found in Appendix B.*



*Mount Shasta, the highest point in Siskiyou County at 14,179 feet (Credit: Katie Allen)*

On Day 2, workshop participants engaged in a small group mapping exercise to uncover opportunities and ideas related to outdoor recreation and downtown revitalization in and around Yreka. Groups marked up maps of Yreka, the larger region, and all of Siskiyou County with recreation and other community assets; supportive partners, businesses, organizations, infrastructure, and services; opportunities or big ideas; gaps, needs, or fixes they'd like to see; and actual or desired transportation connections.

Attendees also worked in small groups to map the recreation economy value chain in Yreka and Siskiyou County. The value chain shows the full range of economic opportunities tied to outdoor recreation, including destinations and activities, goods and services, outfitters and guides, rental, retail, wholesale, and small-scale manufacturing. This exercise helped participants to understand what exists locally, and, importantly, what doesn't.

**Key point: Yreka priorities include economic revitalization, expanding outdoor access to all, and building a future that respects environment and history.**

## ACTION PLANNING

The action planning process during the workshop consisted of several phases of work. First, participants reflected on their own, using post-it notes to brainstorm specific actions that could help to advance one or more of the stated goals. They were instructed to begin each action with a verb, to be as specific as possible, to think in the near- to medium-term (within 2 years), and to consider actions that they could help with themselves. Attendees then placed their post-it notes onto posters for each goal, where the Planning Assistance Team grouped and consolidated alike or similar



Participants gathering for day 2 workshop convening (Credit: EPR PC)



Klamath River seen from Randolph Collier Rest Area (Credit: EPR PC)



Siskiyou EDC went above and beyond what is typically expected of host communities and contracted a professional AV firm to run sound and live streaming. (Credit: Revive Strategies)

actions. Once this organization was complete, each participant was given dot stickers and asked to vote on the actions to which they would assign the highest priority, with the Planning Assistance Team tallying the votes. Following action voting, participants broke into small groups to assess the voting results and select the top three to five actions for each goal.

In a follow-up virtual meeting one week after the in-person convening, participants began the process of adding details to each proposed action, including initial next steps and deadlines, measures of success, lead and supporting roles, and potential needs and resources. This work continued on subsequent post-workshop calls until every action included sufficient details for implementation.

Following is the full, completed action tables.



Day two of the workshop included action brainstorming, followed by dot voting to prioritize actions, seen above. (Credit: Revive Strategies)



Day two included a tasty BBQ at a local restaurant on Miner Street. (Credit: Revive Strategies)



After prioritization, small groups worked to detail the actions. (Credit: Revive Strategies)



Panorama of the meeting room. (Credit: Revive Strategies)

# COMMUNITY ACTION PLAN

**Goal 1 – Grow Yreka’s Downtown Amenities:** Make Yreka’s Main Street a vibrant community gathering space and hub to support outdoor recreation and local businesses.

- *Action 1.1 – Yreka Lights Festival: Plan, identify resources, & conduct a Yreka Lights Festival at the county museum (contact people for small grant to support).*
- *Action 1.2 – Taphouse or Brewery in Yreka: Conduct an analysis of vacant restaurant facilities in Yreka to determine feasible locations for potential brewery/taphouse & use EDC data to identify potential investors.*
- *Action 1.3 – Miner Street Change: Evaluate the pros and cost of creating one-way Miner Street from Main to Oregon & make one lane with parklets/outdoor seating.*
- *Action 1.4 – Broadway Theatre: Conduct market/ feasibility study & restore the theater on Broadway.*
- *Action 1.5 – Carnegie Building: Conduct additional fundraising for the Carnegie Building to support the plan for use.*
- *Action 1.6 – Downtown Events: Plan & conduct events downtown: farmer’s market, beer & brew festival, bluegrass festival, concerts in the park (Miner’s Park).*

**Goal 2 – Enhance Connections to Outdoor Recreation for All:** Address physical and informational barriers to accessing local outdoor recreation for community members of all ages to promote a healthy, safe, amenity-rich quality of life.

- *Action 2.1 – Create Greenhorn Park master plan that incorporates infrastructure improvements.*
- *Action 2.2 – Create outdoor recreation/tourism program through COS (AA program).*
- *Action 2.3 – Create GPS/audio history tours of the area and include recreational opportunities (Audio app).*
- *Action 2.4 – Create gateway to the Yreka to Coast OHV trail system.*
- *Action 2.5 – Assess youth access to connection to outdoor recreation and nature in our community.*

**Goal 3 – Inspire Community Pride & Identity:** Build off existing regional promotional efforts to carve out a unique celebration of Yreka’s natural, recreational, cultural, and historical assets as a destination and hub of activity.

- *Action 3.1 – Develop Yreka’s unique branding identity to create a unified marketing strategy*
- *Action 3.2 – Guarantee the successful implementation of the RERC action plan through sustained staffing and continued events and coordination*
- *Action 3.3 – Actively participate in the future of the Klamath River*

**Goal 4 – Catalyze Business & Entrepreneur Development:** Attract, engage and grow businesses in Yreka that support the outdoor recreation sector.

- Action 4.1 – Business plan to be created, including a small business formation guide and training staff for tourism opportunity.
- Action 4.2 – Develop/encourage volunteer tourism and stewardship visits.
- Action 4.3 – Encourage rental shops for outdoor adventures, rafting, bicycling.
- Action 4.4 – Review zoning ordinances & standards to encourage recreational economy (i.e., for hip camping rental) & historic identity downtown development



*Drone photo from a stop of the tour with a beautiful view of Mount Shasta. (Photo Credit: SEDC)*

**Goal I: Grow Yreka’s Downtown Amenities: Make Yreka’s Main Street a vibrant community gathering space and hub to support outdoor recreation and local businesses.**

**Action 1.1 – Yreka Lights Festival: Plan, identify resources, & conduct a Yreka Lights Festival at the county museum (contact people for small grant to support).**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>▪ Having an event to draw in folks from out of the area to lodging/retail/etc. Into downtown Yreka.</li> <li>▪ Placemaking strategy to put Yreka “on the map” in a different way than surrounding communities</li> <li>▪ Community benefits from events, and opportunities</li> <li>▪ Museum benefits with more exposure, potential for more fundraising, highlight attractions.</li> <li>▪ Multiply benefits and generate momentum.</li> <li>▪ Opportunity to pull folks off of I5 - high travel time in December</li> <li>▪ Potential to set the trend for replacing fireworks in July</li> <li>▪ Can highlight Yreka's history, arts and natural amenities.</li> <li>▪ Show off all of Yreka’s newest improvements</li> </ul>
<p>Initial steps and deadlines (present – 24 months)</p>	<ul style="list-style-type: none"> <li>▪ Conversation with Grace at Museum</li> <li>▪ Conversation with installation vendors with Brookings, OR &amp; Redding, CA for scope - infrastructure, planning, security, \$\$\$ required (Crystal for contacts - sending to Heather)</li> <li>▪ Align with Main Street/transportation project – 24-month planning horizon</li> </ul>
<p>Lead or catalytic role</p>	<ul style="list-style-type: none"> <li>▪ North County Siskiyou Chamber</li> <li>▪ (Crystal Stiles)</li> <li>▪ Discover Siskiyou (Heather Dodds)</li> <li>▪ Event Space: Siskiyou County Museum (outdoor)(visible from I5) - Grace</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>▪ Turtle Bay/Redding and Brookings, OR as examples for resources</li> <li>▪ Discover Siskiyou - event marking awards, event planning staff (Sarah)</li> <li>▪ Vendors: Crystal has recommended professionals for light installations (planning)</li> <li>▪ City Manager</li> <li>▪ City Council</li> <li>▪ Chartwell Company (Redding Rebrand)</li> <li>▪ Carrie (CAL Trans) - alignment with Main Street Project</li> </ul>
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> <li>▪ Event space - visibility, fencing</li> <li>▪ Redding: \$1million budget for light installation alone</li> <li>▪ Grant: Pacific Power for electricity usage</li> <li>▪ Grant: Discover Siskiyou for event planning</li> <li>▪ Volunteers: Event staffing/planning/ticket sales</li> <li>▪ Idea: Christmas in July/replace fireworks as fire hazard; discount on costs</li> <li>▪ Idea: see Mt Shasta Christmas House pricing</li> <li>▪ USDA just announced a placemaking grant:</li> <li>▪ <a href="https://www.rd.usda.gov/about-rd/initiatives/rural-placemaking-innovation-challenge">https://www.rd.usda.gov/about-rd/initiatives/rural-placemaking-innovation-challenge</a></li> </ul>

**Action 1.1 – Yreka Lights Festival: Plan, identify resources, & conduct a Yreka Lights Festival at the county museum (contact people for small grant to support).**

	<ul style="list-style-type: none"> <li>National Endowment Grants (<a href="https://www.arts.gov/grants/our-town/award-information">https://www.arts.gov/grants/our-town/award-information</a>)</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li></li> </ul>

**Action 1.2 – Taphouse or Brewery in Yreka: Conduct an analysis of vacant restaurant facilities in Yreka to determine feasible locations for potential brewery/taphouse & use EDC data to identify potential investors.**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>Appeal to Outdoor Rec travelers</li> <li>Discover Siskiyou feedback - need for evening/after recreating activities - food/beverage - a need in full experiences</li> <li>Encourage social/community activity/activation</li> <li>Less commitment than full dining experience - family friendly, games, etc.</li> <li>See about limited overhead - increase food truck activity, diversify food options</li> <li>Revitalize/reuse infrastructure</li> <li>Tap into homebrewer community to engage interest, possibly hold competition/tasting/pop up events.</li> </ul>
<p>Initial steps and deadlines (present – 24 months)</p>	<ul style="list-style-type: none"> <li>Check on Roadhouse Development near Liberty Arts? - bar atmosphere vs family friendly - no outdoor space/parking needs</li> <li>Check in on Grandma’s House (visible from I5) potential for new use supported by owner - outdoor space available</li> <li>Check in on Train Station - potential for brewery - currently empty - Joan/Heather to find out who owns it</li> <li>Old Hardware Store Miner Street as potential though may be expensive reuse</li> <li>Set up tours to other communities to talk to other DMOs, EDCs - Chambers, etc.</li> <li>Need for Phase 1 Brownfields for any redevelopment if contamination is found (specifically look at Grandma’s House-water damage)</li> <li>Find pop up ways to elevate this concept before the bricks and mortar happen.</li> </ul>
<p>Lead or catalytic role</p>	<ul style="list-style-type: none"> <li>SEDC - lead to engage on gap analysis data (good biz decision); pull from RD grant to pair potential investors with vacant buildings</li> <li>Discover Siskiyou to support with promotion</li> <li>Quintin - relationship with CDBG, engage to discuss opportunities</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>Chico Start - Business Startup Support?</li> <li>Scott Stollman - EPA - Brownfields and TA support for site planning</li> </ul>
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> <li>EDC data to identify potential investors</li> <li>SEDC cluster analysis study for Yreka which will involve creating a short inventory list of vacant properties that are "primed" for</li> </ul>

**Action 1.2 – Taphouse or Brewery in Yreka: Conduct an analysis of vacant restaurant facilities in Yreka to determine feasible locations for potential brewery/taphouse & use EDC data to identify potential investors.**

	<p>redevelopment/business attraction-- followed by business incubator study (related Carnegie) - 6 months to finalize cluster analysis</p> <ul style="list-style-type: none"> <li>▪ USDA RD CDBG eligible use for infrastructure revitalization - look at similar brewery awards (Kirsten Ray, HUD)</li> <li>▪ <a href="https://www.rd.usda.gov/programs-services/business-programs/rural-business-development-grants">https://www.rd.usda.gov/programs-services/business-programs/rural-business-development-grants</a></li> <li>▪ See Bend's - Silver Moon Outdoor Brewery/Food Truck as example</li> <li>▪ Growler Guys - Ashland Example</li> <li>▪ Baker City, OR - outdoor rec/agritourism/historical friendly as example (Crystal) - investment in preservation</li> <li>▪ USDA Rural Development--Business Development Grant can be used for feasibility studies, etc. for rural small businesses: <a href="https://www.rd.usda.gov/programs-services/business-programs/rural-business-development-grants">https://www.rd.usda.gov/programs-services/business-programs/rural-business-development-grants</a></li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>▪</li> </ul>

**Action 1.3 – Miner Street Change: Evaluate the pros and cost of creating one-way Miner Street from Main to Oregon & make one lane with parklets/outdoor seating.**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>▪ GOAL - friendly, inviting downtown</li> <li>▪ Research. Weigh the pros and cons of this action, lessons learned from other communities.</li> <li>▪ Hold conversations with main street owners and vendors to explore thoughts and reactions to what lessons learned.</li> <li>▪ Is it for outdoor seating? And if so, there may be other options. Temporary closures for special events.</li> <li>▪ Make sure this has merchant buy in, landowners and businesses.</li> <li>▪ Study should also explore potential for alleyway enhancement, seating and gathering, pocket parks, etc. May not need to happen on Miner itself. But the study should explore this.</li> <li>▪ Could look like artists painting and converting alley ways (e.g., Farmington, NM)</li> <li>▪ Instead of planters that need to maintain, install artwork that takes less maintenance.</li> </ul>
<p>Initial steps and deadlines (present – 24 months)</p>	<ul style="list-style-type: none"> <li>▪ The main street renovation is happening in the next two years (2022-2024).</li> <li>▪ Conduct feasibility study, research options, conduct public involvement. ~next 12-18 months, while Main Street is being renovated.</li> </ul>
<p>Lead or catalytic role</p>	<ul style="list-style-type: none"> <li>▪ SEDC</li> <li>▪ City Council</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>▪ Other experts in downtown place making efforts, e.g., local businesses</li> </ul>

**Action 1.3 – Miner Street Change: Evaluate the pros and cost of creating one-way Miner Street from Main to Oregon & make one lane with parklets/outdoor seating.**

Potential needs and resources	<ul style="list-style-type: none"> <li>Rural Business Development Grant</li> <li>EDA also possibly to support</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li></li> </ul>

**Action 1.4 – Broadway Theatre: Conduct market/ feasibility study & restore the theater on Broadway.**

What this is? Why it is important? Who benefits?	<ul style="list-style-type: none"> <li>Bringing performing arts back to Yreka will bring people downtown, create vitality and recreation options. Generate excitement about being downtown, add things to do before or after eating downtown.</li> <li>May take a private investment - may require "angel" investor who wants to see this happen.</li> <li>See example:</li> <li>Back to Brewery/theatre idea (love), related example in Quincy - West End Theatre has Quintopia Brewing Co. Taproom as part of their lobby. <a href="https://westendtheatre.us/">https://westendtheatre.us/</a></li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>Need for Phase 1 Brownfields for any redevelopment if contamination is found</li> <li>May be more attractive once other things start happening downtown (e.g., brewer, street overhaul).</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>Business attraction/recruitment effort to be on the EDC to follow up.</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li></li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>Technical Assistance to Brownfields (planning) + Targeted Brownfields Assessment (Phase I/ Phase II - noncompetitive and free!)</li> <li>USDA RD has resources for market studies and feasibility studies (more grant)</li> <li>Renovations are in the Loan department.</li> <li>EDA programs for funding - if linked to job creation.</li> <li>Is it worth contacting the McConnell foundation? They funded the cascade theater renovation</li> <li><a href="https://www.mcconnellfoundation.org/portfolio-posts/cascade-theatre-restoration/">https://www.mcconnellfoundation.org/portfolio-posts/cascade-theatre-restoration/</a></li> </ul>
Measures of success	<ul style="list-style-type: none"> <li></li> </ul>

**Action 1.5 – Carnegie Building: Conduct additional fundraising for the Carnegie Building to support the plan for use.**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>▪ This has huge potential for a “base camp” or visitor landing place for the community.</li> <li>▪ Multi-purpose community meeting space, incubator space, visitor information center.</li> <li>▪ Are in planning phase now, preliminary design.</li> <li>▪ Need to grow a strong local funding stack/contributions to give the contributing foundations encouragement. Even small amounts will show community support, and even leverage more foundation dollars.</li> <li>▪ Give a nod to existing Yreka cultural actors and artists.</li> </ul>
<p>Initial steps and deadlines (present – 24 months)</p>	<ul style="list-style-type: none"> <li>▪ Consider hosting fundraising at community events, raffles, silent raffles, bake sales, etc.</li> <li>▪ Explore new relationships and funding opportunities.</li> <li>▪ Create a visual prospectus that shows potential of the facility in the future, both indoor and outdoor space that will inspire potential funders.</li> </ul>
<p>Lead or catalytic role</p>	<ul style="list-style-type: none"> <li>▪ EDC and City are partners in this effort.</li> <li>▪ College Siskiyou</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>▪ YMCA to help with fund raising efforts.</li> <li>▪ Main street businesses.</li> <li>▪ Housing resources.</li> <li>▪ Local nonprofits.</li> <li>▪ Local arts groups.</li> </ul>
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> <li>▪ RISE dollars already committed (600k) already secured</li> <li>▪ McConnell 400k</li> <li>▪ Ford Family Foundation 250k</li> <li>▪ Minor bank investments.</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>▪</li> </ul>

**Action 1.6 – Downtown Events: Plan & conduct events downtown: farmer’s market, beer & brew festival, bluegrass festival, concerts in the park (Miner’s Park)**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>▪ The big need for this action is to find good organizers and conveners to run these events.</li> <li>▪ Looks like more events downtown (is this goal to refine what you do already or grow it?).</li> <li>▪ Bring back concert series that paused during COVID. Bring this back!</li> <li>▪ Farmers market move to miner St.</li> <li>▪ Gold Rush Days</li> <li>▪ Concerts in the Park</li> <li>▪ Sip and Stroll</li> <li>▪ See Garden of Lights Action - fits into this action too.</li> </ul>
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**Action 1.6 – Downtown Events: Plan & conduct events downtown: farmer’s market, beer & brew festival, bluegrass festival, concerts in the park (Miner’s Park)**

	<ul style="list-style-type: none"> <li>▪ Opportunity: build on existing high traffic opportunities (e.g., volleyball tourney) bring a lot of people to town. Can capitalize on these events to bring visitors to Yreka.</li> <li>▪ Farm to table dinner downtown Yreka? <a href="https://visitnevadacityca.com/blog/farm-to-table-dinner-nevada-city.htm/">https://visitnevadacityca.com/blog/farm-to-table-dinner-nevada-city.htm/</a></li> <li>▪ Balloon fair (7 miles away)</li> <li>▪ Events at Casino</li> <li>▪ Consider outdoor festival.</li> <li>▪ Will require examining land use and sustainability of multi-use.</li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>▪ Seek champions and organizers to both re-establish existing events and grow future events.</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>▪ ???</li> <li>▪ Discover Siskiyou (SCTID fund)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ ???</li> <li>▪ Mike-Gravel Bike Rally</li> <li>▪ Karuk Tribe - Convention center and Tribe to collaborate</li> <li>▪ Volleyball tournament and other external events (ballooning)</li> <li>▪ Museum</li> <li>▪ Siskiyou county fair and supporters</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>▪ Need people who can convene these events well and successfully, with consistency. Staffing and convening are an issue.</li> <li>▪ Seed money needed for events.</li> <li>▪ SCTID funds can be utilized.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>▪</li> </ul>

**Goal 2: Enhance Connections to Outdoor Recreation for All:** Address physical and informational barriers to accessing local outdoor recreation for community members of all ages to promote a healthy, safe, amenity-rich quality of life.

**Action 2.1 – Create Greenhorn Park master plan that incorporates infrastructure improvements such as trail improvements, amphitheater, zipline and amenities.**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>▪ An overall parks master plan with Greenhorn as a component</li> <li>▪ Overview of parks</li> <li>▪ Community input on what is needed/desired</li> <li>▪ A foundation to go seek funding for individual projects</li> <li>▪ Trail improvements could attract bike events/races that attract visitors (<a href="https://www.rd.usda.gov/about-rd/initiatives/rural-placemaking-innovation-challenge">https://www.rd.usda.gov/about-rd/initiatives/rural-placemaking-innovation-challenge</a>)</li> <li>▪ An older Greenhorn Park Master Plan may exist already</li> <li>▪ Ashland Oregon may be a model re. Parks district</li> <li>▪ Some budget constraints need to be addressed by Council.</li> </ul>
<p>Initial steps and deadlines (present – 24 months)</p>	<ul style="list-style-type: none"> <li>▪ Take the RERC action plan to city council for adoption/endorsement</li> <li>▪ Have already secured a consultant for the General Plan update - may add others specific to parks and rec</li> <li>▪ Want to start within the year (next twelve months, sometime in 2023).</li> </ul>
<p>Lead or catalytic role</p>	<ul style="list-style-type: none"> <li>▪ City Planning Dept.</li> <li>▪ Public Works Department</li> <li>▪ Outside consultant to city with parks/rec experience</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>▪ Community input generally</li> <li>▪ EDC</li> <li>▪ Siskiyou gardens parks and greenways</li> <li>▪ Jefferson mountain bike association (Bill Roberson)</li> <li>▪ Yreka Rotary Club</li> <li>▪ Disc golf group (Ryan H.)</li> <li>▪ Siskiyou County Science Education <a href="https://www.siskiyoucoe.net/domain/58">https://www.siskiyoucoe.net/domain/58</a></li> <li>▪ Siskiyou Public Health</li> <li>▪ Children’s Foster Families First</li> <li>▪ First Five</li> <li>▪ Siskiyou Works</li> <li>▪ Forest Service</li> <li>▪ Fish and Wildlife</li> <li>▪ Fire safe council/fire dept.</li> </ul>
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> <li>▪ The master plan may be a good fit for our Rural Placemaking Innovation Challenge. The NOFA was released today! Up to \$250,000 planning grant: <a href="https://www.govinfo.gov/content/pkg/FR-2022-06-30/pdf/2022-14028.pdf">https://www.govinfo.gov/content/pkg/FR-2022-06-30/pdf/2022-14028.pdf</a></li> <li>▪ NPS rivers trails and conservation assistance planning grants</li> <li>▪ Laurel Harkness - connections to state support for master planning</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>▪ Completion of document</li> <li>▪ Creation of a parks district to fund projects? (Would require public vote)</li> </ul>

**Action 2.2 – Create outdoor recreation/tourism program through COS (AA program).**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>Some colleges run hospitality programs. An opportunity to educate students on recreation and stewardship</li> <li>Go-Biz and COS have already considered this.</li> <li>No other community college is doing an outdoor rec stewardship program</li> <li>Teach trail maintenance, wildfire, and other skills</li> <li>COS formerly has a natural resources program</li> <li>Recent CA legislation allows certain connections between college programs</li> <li>Forest service working on sustainable outdoor recreation plan</li> <li>Chico State has potentially similar programs and could be helpful (<a href="https://www.csuchico.edu/rhpm/">https://www.csuchico.edu/rhpm/</a>) Jessie Engebretson</li> </ul>
<p>Initial steps and deadlines (present – 24 months)</p>	<ul style="list-style-type: none"> <li>Contact potential partners to establish interest (Forest Service, Siskiyou Works, etc.)</li> <li>Finding a funding partner organization</li> <li>A summer school course (like NOLS)</li> <li>Establish non-credit instruction</li> <li>Later, credit program</li> </ul>
<p>Lead or catalytic role</p>	<ul style="list-style-type: none"> <li>College of Siskiyou (college president and/or Marc Klever)</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>Forest Service region 5</li> <li>Siskiyou Works</li> <li>Marie Caldwell</li> <li>George Jennings</li> <li>EDC</li> <li>Pac. Crest Trail Assoc.</li> </ul>
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> <li>Peer institutions with experience</li> <li>Funding partner</li> <li>Statewide market assessment to avoid redundancy (make COS a unique program in California)</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>Concept, vision, curriculum</li> <li>Approval for credit by regulators</li> </ul>

**Action 2.3 – Create GPS/audio history tours of the area and include recreational opportunities (audio app).**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>Can tap into existing technology to boost visitation</li> <li>Have created a script for a historic Miner St tour - will record soon)</li> <li>Can bring in 1-5 visitors</li> <li>Have exiting tours (2) in Tulelake and Tulelake wildlife refuge (through voicemap.me)</li> <li>Opportunity to hear recorded messages from real gold miner, cowboy, etc.</li> <li>Potential visual component in the future (video presentation on phones, etc.)</li> </ul>
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**Action 2.3 – Create GPS/audio history tours of the area and include recreational opportunities (audio app).**

Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>Verify the Miner St. tour script with the community</li> <li>Complete Miner Street audio tour</li> <li>Promotional materials to drive participation</li> <li>Could start with walking tours - an easier lift</li> <li>Gather information from public on what they are interested in</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>Siskiyou Arts Council</li> <li>EDC (working on Miner St tour)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Historical society (Mike Griffintini doing existing walking tours)</li> <li>Siskiyou Arts Council (Patricia)</li> <li>Siskiyou County Museum</li> <li>Discover Siskiyou</li> <li>Yreka Preservation</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>Recording facility - ideally local</li> <li>Funding from a potential tax district/main street organization</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>Complete Miner St Street scape</li> <li>Explore further tours/areas</li> </ul>

**Action 2.4 – Create gateway to the Yreka to Coast OHV trail system.**

What this is? Why it is important? Who benefits?	<ul style="list-style-type: none"> <li>The project would create a high value compelling outdoor experience, putting Yreka at the center of a significant tourism/destination experience.</li> <li>Unique recreational experience to connect people to the natural assets of the region. Creates connections between communities. Helps to cultivate connections with land and community of stewardship. Economic benefits to the community through increased quality of life, visitor spending, workforce recruitment.</li> <li>Could provide important access for wildfire response</li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>CHP and BOS will meet on September 6th for the highway multi-use permit for on Hwy 96 access and other trail cross points. This starts at the local CHP and moves up the chain of command.</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>This project is being championed by Nancy Ogren, and our local SCORR chapter (Siskiyou County Off Road Riders).</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Board of Supervisors could ultimately approve a prepared ordinance for Siskiyou’s portion of the project.</li> <li>US Forest Service</li> <li>SCORR</li> <li>CHP</li> <li>SOES</li> <li>CalFire</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>Collaboration with State and Federal OHV organizations.</li> <li>Use by electric mountain bikes would be a benefit.</li> </ul>

**Action 2.4 – Create gateway to the Yreka to Coast OHV trail system.**

	<ul style="list-style-type: none"> <li>▪ Downville can serve as a test case community for the impact and benefits of a like project.</li> <li>▪ If trails assist with wildfire mitigation that can also be helpful.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>▪ The Board of Supervisors approves the ordinance to permit the new designation OHV trail access within Siskiyou County.</li> <li>▪ Trail signs and maps are complete.</li> <li>▪ This project may be 1 year to completion.</li> <li>▪ Official Naming of the Trail</li> </ul>

**Action 2.5 – Assess youth access to connection to outdoor recreation and nature in our community.**

What this is? Why it is important? Who benefits?	<ul style="list-style-type: none"> <li>▪ Current examples such as YMCA Camp LEAD, the Etna PAL YES program, School Ski programs, 5th Grade Outdoor Camp (Kidder Creek) demonstrate cases of benefits for youth to outdoor programs.</li> <li>▪ There is a need for assessment revolving around this topic (youth survey in schools) to identifying baseline experiences for youth, in Siskiyou.</li> <li>▪ It is important to create a sense of community pride, to help our youth value, navigate and enter the outdoor recreation assets that we have. (Castle Crags, Mt. Shasta)</li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>▪ Meeting with the experts. Meeting with those already in this space and succeeding. (YMCA, Etna PAL, SORA, Christian, Jason, Kidder Creek Expertise)</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>▪ Chritain Birch</li> <li>▪ Jason Singleton</li> <li>▪ Scott Eastman</li> <li>▪ (These are professionals in the field, are local outdoor rec businesses and have connections to schools).</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Siskiyou YMCA</li> <li>▪ Etna PAL</li> <li>▪ SORA</li> <li>▪ Outdoor Education/Science Lab Specialist: Christian Birch and Jason Singleton</li> <li>▪ ETS, GEARUP</li> <li>▪ School Dis.</li> <li>▪ School Psychologists</li> <li>▪ STEM/CTE Coordinators</li> <li>▪ After School/SAFE programs</li> <li>▪ American College Corps</li> <li>▪ Girl/Boy Scouts</li> <li>▪ Boys/Girls Club</li> <li>▪ 4H/FFA</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>▪ Organization</li> <li>▪ First Meeting</li> </ul>

**Action 2.5 – Assess youth access to connection to outdoor recreation and nature in our community.**

	<ul style="list-style-type: none"><li>▪ Reasonable Goals</li><li>▪ Funding</li></ul>
Measures of success	<ul style="list-style-type: none"><li>▪ Survey of school aged students in grade 9-12.</li><li>▪ Every SC graduate camps outdoors. Passport of four features in Siskiyou, targeted for families and children in grades 9-12. Community CAMP out nights.</li></ul>

**Goal 3: Inspire Community Pride & Identity:** Build off existing regional promotional efforts to carve out a unique celebration of Yreka’s natural, recreational, cultural, and historical assets as a destination and hub of activity.

<b>Action 3.1 – Develop Yreka’s unique branding identity to create a unified marketing strategy</b>	
<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>Consistent and cohesive visitor experience</li> <li>Be inclusive of all community values to express in the identity</li> <li>Use this effort to support exploration of what Yreka can be in the future</li> <li>Celebrate Yreka’s assets - what we already have to share</li> <li>Reshow and reconfirm Yreka’s interesting, unique place</li> <li>Support businesses to engage in brand</li> <li>Could be an opportunity to re-brand Yreka from City of Gold to something else. To be considered in Parks Master Planning effort.</li> </ul>
<p>Initial steps and deadlines (present – 24 months)</p>	<ul style="list-style-type: none"> <li>Timeline: 1-2 years to develop</li> <li>Kory with Heather to convene working group to discuss the broader picture and effort to lead branding identity</li> <li>Discovery tour</li> <li>Field Trips - Brevard, NC, Las Cruces, NM</li> <li>Discuss need for brand consultant</li> <li>Develop brand guidelines - value, voice, messaging</li> </ul>
<p>Lead or catalytic role</p>	<ul style="list-style-type: none"> <li>Siskiyou Revitalization Network - Kory</li> <li>Siskiyou Arts Council - Patricia Lord - CA Main Street</li> <li>Connie Meek, Liberty Arts (and Kim)</li> <li>Engage Downtown Business Owners meeting up (Gold Rush Days)</li> <li>North Siskiyou Chambers - Crystal</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>Discover Siskiyou</li> <li>California Main Street Program</li> <li>City Council</li> </ul>
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> <li>See Baker City, OR - Baker Base Camp</li> <li>See Discover Siskiyou’s brand discovery process with consultant</li> <li>USDA Placemaking technical assistance for branding</li> <li>Potential budget: \$15-25k</li> <li>Discover Siskiyou grant support for branding coming online</li> <li>Explore with Barbara Rice, NPS-RTCA</li> <li>Need marketing staff at city level for implementation - Discover Siskiyou can support (GAP - no marketing department/budget at Yreka)</li> <li>Explore AmeriCorps for initial catalytic convening support</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>Vibrant, agile guide to brand identity</li> </ul>

**Action 3.2 – Guarantee the successful implementation of the RERC action plan through sustained staffing and continued events and coordination.**

What this is? Why it is important? Who benefits?	<ul style="list-style-type: none"> <li>Promote economic development of Yreka</li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>Prepare agenda for council meeting - Jason, SEDC, etc.</li> <li>City Council to adopt RERC plan to establish city leadership</li> <li>Exploratory conversation with Yreka city staff and SEDC to discuss recommendations for sustained staffing/event leadership</li> <li>Inform Yreka strategic plan</li> <li>Biannual City Council Update on how RERC process is updating</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>Yreka City Staff</li> <li>SEDC - economic benefit development</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Yreka City Council</li> <li>Ford Family Foundation - could give capacity building</li> <li>California Main Street Program</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>It looks like Yreka is eligible for HUD's Distressed Cities and Persistent Poverty Technical Assistance Program. Feel free to reach out for more information. Kirsten.l.ray@hud.gov: - <a href="https://www.hud.gov/program_offices/comm_planning/cpdata/dcta">https://www.hud.gov/program_offices/comm_planning/cpdata/dcta</a></li> <li>California Main Street Program</li> <li><a href="https://www.californiamainstreet.org/">https://www.californiamainstreet.org/</a></li> <li>USDA RD - support RERC (job description share from Thompson Falls) - Tim resource</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li></li> </ul>

**Action 3.3 – Actively participate in the future of the Klamath River.**

What this is? Why it is important? Who benefits?	<ul style="list-style-type: none"> <li>Collier Rest Stop - demonstrate how close the Klamath is related to identity for Yreka</li> <li>Restoration and preservation of Klamath is essential for recreation business development. There is a new future for flyfishing, rafting, camping, and river access on the Klamath.</li> <li>Bridge between recreation, economic development, &amp; stewardship</li> <li>Enhancing connections to upper and lower Klamath and the greater watershed</li> <li>Needs and desires for the Klamath River Recreation are diverse.</li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>Evaluate existing Klamath River access points and opportunities for improvement.</li> <li>Assess four key defining assets on the Klamath and educate/market those specific and enormously especially experiences.</li> <li>Map these experiences in Yreka (art, mapping, etc.) i.e.. (dark skies, Wards Canyon, Ukonom Falls, tribal heritage/cultural (People’s Museum), wildlife, etc. what else?)</li> </ul>

**Action 3.3 – Actively participate in the future of the Klamath River.**

Lead or catalytic role	<ul style="list-style-type: none"> <li>▪ Guides and outfitters</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Community Arts initiative to connect these priorities to visible locations, assets and features in Yreka. Sculptures, murals</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>▪ Funding for artists to create are in our community.</li> <li>▪ Plan for creating visual/art/connection to these inclusive, equitable priorities.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>▪ Visitors see Yreka as their destination to access the Klamath River. They connect to experiences/guides, food, lodging, compete, culture/heritage and recreate from Yreka to the Klamath River.</li> <li>▪ Klamath River Festival, Develop and event centered around the Klamath River.</li> <li>▪ Outdoor Lands Festival revolving around the Klamath River centered in Yreka.</li> </ul>

**Goal 4: Catalyze Business & Entrepreneur Development:** Attract, engage and grow businesses in Yreka that support the outdoor recreation sector.

**Action 4.1 – Business plan to be created, including small business formation guide and training staff for tourism opportunity.**

<p>What this is? Why it is important? Who benefits?</p>	<ul style="list-style-type: none"> <li>▪ Simplify the work of starting a new local business</li> <li>▪ Similar programs exist, such as ChicoStart</li> <li>▪ Remove the silos between Chamber, City, Siskiyou Works, etc.</li> <li>▪ EDC did a marketing guide for new businesses?</li> <li>▪ Existing small business development center with one-on-one help</li> <li>▪ Potential mentorship program in business community</li> <li>▪ Lots of resources exist but coordination may be lacking</li> <li>▪ Promote business, customer service, etc.</li> <li>▪ Quintin recommends learn.norcalsbdc.org</li> <li>▪ Coordination, collaboration, utilization</li> <li>▪ Connect businesses to existing resources - online, etc.</li> <li>▪ Opportunity around outdoor dining, plazas and alleys to program them and support businesses.</li> </ul>
<p>Initial steps and deadlines (present – 24 months)</p>	<ul style="list-style-type: none"> <li>▪ Initial meeting bringing current business owners together</li> </ul>
<p>Lead or catalytic role</p>	<ul style="list-style-type: none"> <li>▪ Quintin Gaddy, Small Business Development Center</li> <li>▪ Jason Ledbetter</li> <li>▪ Crystal is North Valley Chamber of Commerce ED</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>▪ City</li> <li>▪ Chamber of Commerce</li> <li>▪ Small Bus. Development Center</li> <li>▪ Existing businesses</li> <li>▪ Siskiyou Works</li> </ul>
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> <li>▪ Training tools (customer service, etc.) for businesses</li> <li>▪ Future Carnegie Library could be a resource for business incubation and training</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>▪ Create a new organization, or alternatively drive more businesses to an existing organization like Chamber</li> </ul>

**Action 4.2 – Develop/encourage volunteer tourism and stewardship visits.**

What this is? Why it is important? Who benefits?	<ul style="list-style-type: none"> <li>This is a sector of tourism that is attractive to specialized groups, and a way to engage specific interest.</li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>Identify a small weekend opportunity for visitors to engage, work, visit, experience in a way that offers a physical, impactful and meaningful visit.</li> <li>Identify right sized and planned opportunities and activities,</li> <li>Bird counts, seeding of areas, removal of trash.</li> <li>River cleanup.</li> <li>Guiding companies can include this educational topic in their trips and experiences.</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>Siskiyou Bird Watchers</li> <li>Mt. Shasta Nordic Center</li> <li>Shasta Gravity</li> <li>Guides and Outfitters</li> <li>Guide and Gear Shops</li> <li>Lodging Properties hold the stewardship pledge.</li> <li>Colliers could hold the stewardship pledge.</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Siskiyou Stewardship CORE</li> <li>Discover Siskiyou Recreation Pledge</li> <li>Guiding Companies</li> <li>Siskiyou Land Trust</li> <li>Shasta RCD</li> <li>SORA</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>Funding</li> <li>Mission</li> <li>Convening Partner to develop this type of work</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>Participation numbers, planned events, returning visitors, membership opportunities, volunteer hours,</li> </ul>

**Action 4.3 – Encourage rental shops for outdoor adventures, rafting, bicycling.**

What this is? Why it is important? Who benefits?	<ul style="list-style-type: none"> <li>Currently there are minimal outfitter and guide “brick and mortar” shops in Yreka. To attract outdoor tourism, there are cornerstone assets that drive overnight and return visits.</li> <li>Working with existing businesses to build out character and resources in current locations can help attract and serve outdoor visitors.</li> <li>(Zephyr Coffee, Ace Hardware/Carhartt Store, Miner Street Meats, Lodging Properties, Nature’s Kitchen, Tractor Supply, Grocery Outlet, Raleys, Siskiyou Museum (Bike Rentals), Miner Street Mercantile,</li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>Develop a quick reference guide to “boosting your businesses space to attract outdoor recreation customers.”</li> </ul>

**Action 4.3 – Encourage rental shops for outdoor adventures, rafting, bicycling.**

	<ul style="list-style-type: none"> <li>Define compelling branding of Yreka, Assessment of existing spaces and events to create forward momentum for Yreka, to lead to business attraction outcomes.</li> <li>Develop a close to town glam camping experience at Wiaka or anywhere!</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>Convening Team specializing in branding, business development, and key business partners with the interest and willingness to implement strategies. Invite businesses to the table (listed in column two)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Discover Siskiyou</li> <li>Smalls Business Development Council</li> <li>Chamber of Commerce</li> <li>Downtown Planners</li> <li>SORA</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>Assessment of traveler and resident needs and traveler types.</li> <li>Connection to community identity and pride.</li> <li>Emphasis to businesses that they are our first line to visitors.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>New pop-up experiences in Yreka’s retail businesses and eateries</li> <li>Bike rentals at museum.</li> <li>Unifying theme to champion in Yreka. (smores, peddle, paddle, breakfast, the perfect day in Yreka)</li> </ul>

**Action 4.4 – Review zoning ordinances & standards to encourage recreational economy (i.e., for hip camping rental) & historic identity downtown development.**

What this is? Why it is important? Who benefits?	<ul style="list-style-type: none"> <li>General plan will have a zoning update attached</li> <li>If we want people downtown, we need to look at mixed use zoning - upstairs residential, etc. Not clear if currently allowed</li> <li>Ties housing together with commercial development</li> <li>Potential to extend business hours and activity</li> <li>Authority to do HipCamp, etc. not clear at his time.</li> <li>Potential to camp at city parks as well? Could study in Greenhorn Park master plan</li> <li>Study of potential design standards within general plan - have design standard in the historic district</li> <li>Other issues to study: Airbnb, workforce housing and equity</li> </ul>
Initial steps and deadlines (present – 24 months)	<ul style="list-style-type: none"> <li>Take RERC plan to city council to check acceptance of recommendations like this one</li> <li>Present zoning update to Planning Director</li> </ul>
Lead or catalytic role	<ul style="list-style-type: none"> <li>City Planning Director (Jason L to connect and discuss with City Planning Director)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Public/property owners generally - what do people want and/or accept</li> <li>Chamber/business owners</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>Educational campaign - through general plan - on potential of a more robust, mixed-use district downtown</li> </ul>

**Action 4.4 – Review zoning ordinances & standards to encourage recreational economy (i.e., for hip camping rental) & historic identity downtown development.**

	<ul style="list-style-type: none"> <li>▪ City has resources for the general plan/zoning update process</li> <li>▪ Look into grant programs for resilience centers that can support camp development (will help with evaluation needs).</li> <li>▪ <a href="https://www.sgc.ca.gov/programs/community-resilience-centers/docs/20220721-CRC-Fact-Sheet.pdf">https://www.sgc.ca.gov/programs/community-resilience-centers/docs/20220721-CRC-Fact-Sheet.pdf</a></li> <li>▪ <a href="https://mltpa.org/essrp/calrec-vision">https://mltpa.org/essrp/calrec-vision</a></li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>▪ Updated the general plan, including Mine St</li> <li>▪ Update zoning</li> </ul>

## IMPLEMENTATION AND NEXT STEPS

Following the workshop, the Local Steering Committee and additional workshop participants continued working together to develop and begin implementing the Community Action Plan. Three Zoom calls with the Planning Assistance Team were held on July 14, 2022; September 1, 2022; and September 28, 2022, during which the group refined the action plan, discussed progress made post-workshop, and planned their next steps. The local team in Yreka has made exciting initial progress. Listed below are some key implementation steps they have made since the workshop.

- At the conclusion of the workshop, every participant shared an offer—what they can and/or would like to provide to advance the action plan—and an ask—what they hope and/or expect from the process moving forward. These are included in Appendix B.
- The City of Yreka staff will present this Community Action Plan to the City Council and recommend it for adoption.
- The Siskiyou Economic Development Council applied for USDA’s Rural Placemaking Innovation Challenge to help provide planning support, technical assistance, and training to foster placemaking activities in rural communities. Although they were not selected for funding this year, they will continue to apply.
- The steering committee members remain committed to implementing the activities presented in this document and will hold an annual meeting in spring/summer to collaboratively address plan progress.

## APPENDICES

- *Appendix A – Workshop Exercise Results*
- *Appendix B – Workshop Contact List*
- *Appendix C – Community Self-Assessment*
- *Appendix D – References*
- *Appendix E – Funding and Technical Assistance Resources*
- *Appendix F – Photo Album*