

**Washington Department of Natural Resources (DNR)  
Outdoor Access and Responsible Recreation (OARR) Strategic Plan**

**Virtual Public Planning Meetings Summary Report**

*Prepared by MFA and Triangle Associates*

**Document Purpose:** This report summarizes the February 1, February 6 AM, and February 6 PM virtual public meetings. The agenda and objectives were the same for all three meetings.

**Public Planning Meeting Process**

The Washington Department of Natural Resources hosted five public planning meetings to discuss the OARR Strategic Plan.

These meetings aimed to inform the public about the plan, present the high-level draft goals developed by DNR, and gather input on how these goals can be achieved. The meetings were held on the following dates and locations:

January 18, Ellensburg, WA	February 1, Virtual via Zoom
January 23, Lacey, WA	February 6 (Morning), Virtual via Zoom
February 6 (Evening), Virtual via Zoom	

This summary report specifically includes feedback received from the virtual February 1, February 6 AM, and February 6 PM public meetings. A summary report from the in-person meetings is provided separately.

Meeting materials included:

- An agenda
- A 2-pager on the OARR Strategic Plan process
- A 1-pager including draft goals
- A Frequently Asked Questions document

**Welcome and Introductions**

Andrea Martin, DNR’s Statewide Recreation Manager, and Project Manager for OARR, welcomed all to the meetings and introduced DNR staff.

The independent facilitator from Triangle Associates reviewed the meeting objectives and agenda (the same for all three meetings, including a presentation, full group Q&A, and small group discussion). The objectives of the meeting were to:

- Review the purpose and need for the OARR Strategic Plan.
- Provide an overview of DNR’s authorities and responsibilities in recreation management and state-land management, including collaborative agreements with Tribes.
- Review the OARR engagement process, which includes a public review of a Draft Plan once developed.
- Discuss DNR’s draft goals for the OARR Strategic Plan and brainstorm actions to achieve draft goals.

Participants engaged in a warm-up activity and were prompted to answer the following questions to create a word cloud: What recreation user group or public land use do you represent?

The resulting word cloud responses to these questions are detailed in Appendix A.

## **OARR Plan Presentation**

Andrea provided a comprehensive overview of DNR-managed lands and the recreational activities within these areas. She also shared details about why DNR believes the OARR Strategic Plan is needed and how DNR is working to draft the plan. This presentation was repeated in the in-person meetings and virtual meetings.

### ***Overview of DNR-managed Lands and Recreational Activities***

Andrea explained DNR's role in managing Washington's diverse lands, including trust lands, state-owned aquatic lands, and conservation lands.

1. **Trust Lands:** DNR manages approximately 3 million acres of trust lands with a fiduciary responsibility to generate revenue for K-12 schools, counties, public universities, and other trust beneficiaries. Revenue-generating activities on trust lands, such as timber harvest, agriculture and clean energy leases, and real estate management, contribute to funding essential services throughout the state. Most recreational activities that occur on DNR-managed lands occur on trust lands.

The management of trust lands by DNR involves balancing various responsibilities, including revenue generation for specific trust beneficiaries and providing public access. DNR operates with a Multiple-Use Concept (RCW 79.10.120), which requires by statute that DNR offer a diverse range of access to its lands, including recreational activities, while ensuring that these activities do not compromise other management objectives or financial obligations to trust management.

2. **State-Owned Aquatic Lands (SOAL):** DNR manages approximately 2.6 million acres of state-owned aquatic lands, including tidelands, shorelands, harbor areas, and the beds of navigable waters. State-owned aquatic lands are managed as a public trust, with the goal of benefiting all citizens of the state. DNR allows recreational access to these aquatic lands, providing opportunities for activities such as fishing, boating, and shellfish harvesting.
3. **Conservation Lands:** DNR manages approximately 167,000 acres of conservation lands dedicated to protecting rare and sensitive species and ecosystems. These lands include two categories: Natural Resource Conservation Areas and Natural Area Preserves. Public access is limited or excluded on some Natural Area Preserves to minimize human impact, but many conservation lands offer low-impact recreational opportunities, such as hiking trails.

DNR also recognized that it has land management responsibilities to Tribal communities. Tribal leaders have expressed concerns about the impacts of outdoor recreation on state-managed lands, particularly impacts to wildlife habitats and ecosystems critical to Tribal communities and Tribal rights. DNR is committed to engaging with Tribes on a government-to-government basis to address these concerns and incorporate Tribal perspectives into the OARR Strategic Plan and ongoing recreation management. This includes recognizing Tribal rights and interests, as well as collaborating with Tribes to manage outdoor recreation in a sustainable and culturally sensitive manner.

### ***Why DNR Needs the OARR Strategic Plan***

Given the steady growth in outdoor recreation visitation, especially during the COVID-19 pandemic, DNR recognizes the need for a strategic plan to guide its recreation management. DNR does not currently have a strategic plan or set of strategies that guides recreation management across the state.

- **Increased Use:** A study led by DNR, Washington State Parks, Washington Department of Fish and Wildlife, Washington Recreation and Conservation Office, and Earth Economics revealed a 12% increase in visitation across all DNR state-managed lands from 2019-2021, with a 21% increase specifically on DNR lands<sup>1</sup>. While data beyond 2020 is not yet available, ongoing observations indicate that visitation remains higher than pre-pandemic levels. Increased usage brings challenges, including the use and creation of unsanctioned trails and instances of public abuse, such as trash dumping, encampments, and vandalism.
- **Limited Funding:** Funding for DNR's Recreation Program, totaling over \$25 million for the current biennium, does not meet the current need. Funding sources include the general fund, gas tax revenue, competitive grants, Discover Pass revenue, and trust land management accounts. Per statute, DNR receives 8% of the total revenue generated by Discover Pass sales. DNR's recreation program has a \$9 million funding shortfall to maintain current operations and the OARR Strategic Plan is intended to help guide and secure future funding. Current DNR recreation funding is also unstable. DNR currently obtains 19 percent of its recreation budget from grants that it competes for along with other state agencies and recreation partners. DNR also funds 19 percent of its recreation budget from the Gas Tax Refund. The value of the gas tax for state revenue generation is forecasted to decrease as more fuel efficient and electric vehicles come online.

### ***OARR Planning Process***

The OARR planning process officially began in 2023 with the DNR Commissioner's annual Tribal Summit; a meeting between the Commissioner of Public Lands and leadership from the 29 federally recognized Tribes in Washington State and two federally recognized Tribes from Oregon and Idaho who exercise treaty rights within Washington State boundaries.

Following the Tribal Summit, DNR organized a workshop for statewide partners and provided multiple updates to the Board of Natural Resources. In fall 2023, DNR held a series of four Tribal forums for DNR and Tribes to jointly shape the plan's draft purpose statement and goals.

In winter 2024, DNR met with state trust beneficiaries to discuss how to manage the growing demand for access and recreation while meeting responsibilities to trust beneficiaries, as well as to get their input on how to achieve the draft goals of the plan. Additionally, DNR held five in-person and virtual public planning meetings with the public to review updated goals and collect input on actions needed to achieve the draft goals.

Following these public meetings, DNR will meet again with statewide recreation partners to discuss initial strategies developed from the input received to date. DNR will continue to engage and co-develop the plan with Tribes in 2024.

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<sup>1</sup> [\*Outdoor Recreation on State Lands in Washington: What Mobile Device Data Reveal About Visitation\*](#), Earth Economics, 2022

DNR's goal is to publish the final OARR Strategic Plan by the end of 2024. Prior to its release, Tribes and the public will have opportunities to review and provide input on draft versions. Future public meetings are expected.

A timeline detailing anticipated milestones of the OARR Strategic Planning process is included in Appendix B.

### **Questions and Discussion from All Three Virtual Meetings**

- **Funding Sources:**
  - When asked about how funding from the Legislature is used and if DNR would purchase new lands for recreation, DNR clarified that capital appropriations are typically for development – such as building a campground or trail – while operating funds are specifically earmarked for recreational maintenance, with some exceptions. The DNR recreation program is not funded to or set up to acquire land but does engage in processes to support public access to DNR-managed lands.
  - When asked about revenue from the Discover Pass, DNR clarified that it receives 8% of total Discover Pass revenue as set forth in RCW 79A.80.090. DNR clarified there is currently no plan in place to remove that revenue as it is an important and flexible funding source.
  - When asked about how much revenue goes to the public from SOAL, DNR clarified that SOAL revenue is generated for public benefit (as opposed to the benefit of specific trust beneficiaries) and indicated that revenue figures could be found in the [DNR Annual Reports](#).
- **Climate Resilience and Recreation:** When asked about DNR's thinking behind its climate resilience goal, DNR shared that Washington state is experiencing more wildfires, extreme heat events, and flooding in recent years. DNR has set a goal to be prepared, from an infrastructure standpoint, for a changing climate in addition to providing education on evacuation preparedness so that users on DNR-managed lands are safer in the event of an extreme weather event.
- **Timber Harvest on Trust Lands:** When asked about timber harvests on trust lands, DNR clarified that not all forested trust lands generate revenue from timber production. Nearly half of DNR's timber lands are set aside as no-harvest or limited harvest for habitat conservation measures (i.e., riparian areas, wetlands, unstable slopes, and other unique ecological features).
- **Partnership Collaborations:**
  - When asked about whether DNR coordinates with the Bureau of Land Management (BLM), they shared that coordination with BLM typically occurs in the northeast and southeast regions where more BLM lands are located.
  - When asked about whether DNR plans to engage with local emergency response organizations to address medical response processes as recreation expands, DNR shared that this is something the agency is looking into and may be fitting for inclusion into the plan in some way.
  - When asked about how the timeline of the OARR Strategic Plan will impact the planning process and development process for trails on DNR-managed lands, DNR clarified that

the OARR Strategic Plan is on track to be published around the end of 2024 and is intended to be a statewide strategy that would guide how future on-the-ground planning is done with partners. DNR does not anticipate significant impacts to currently planned projects with partners.

- DNR explained that the agency wants to collaborate with its sister agencies and the Forest Service throughout this planning process.
- **Commercial Recreation:** When asked about management of commercial recreation, DNR clarified that commercial recreation refers to recreation vendors that charge a fee for use (e.g., a guide service) and is a use type that has seen increased demand. Currently, DNR manages commercial recreation at the Region level but has limited resources for adequate management. DNR also shared that the agency has introduced a bill this legislative session to allow DNR to charge fees for organized events and commercial uses ([HB2165](#)). This bill aims to create a more consistent and transparent permitting process for organized events, allowing DNR to recoup costs from these activities while maintaining recreational immunity. **Update as of March 2024 – The Legislature passed HB2165.**

### **Small Group Brainstorm**

After DNR’s introductory presentation and a question-and-answer session with the full group, attendees were split into breakout groups, each with a facilitator, notetaker, and representative from the DNR team (participants were randomly assigned to breakout groups, except for one breakout group during the morning of 2/6 that consisted only of DNR staff not working on the OARR project).

Each of the six draft goals of the OARR Strategic Plan were shared onscreen for 10 to 15 minutes of focused discussion, during which participants’ comments were noted live on a Mural board (see Appendix C for transcription). For each draft goal, participants were asked to answer the following questions:

- In 10 years, what outcome(s) need to be achieved for this goal to be successful?
- What steps should be taken, or potential opportunities leveraged, to accomplish this goal?

Participants also shared feedback on what key issues or topics would need to be addressed to accomplish each goal. Comments that were echoed by multiple participants in the small group were marked on the Mural board with stars. The outcomes of this brainstorm activity are documented in Appendix C, where each piece of feedback is accompanied by the corresponding number of stars.

Outlined below are high-level key themes for what was documented across all six goal stations. For full details of what was shared during the small group discussions, please see Appendix C.

### ***Key Themes***

#### **Goal 1: Conserve and Enhance the Natural Environment and Cultural Resources**

*Description: Actively address outdoor access and recreation activities that impact natural and cultural resources and Tribal rights on DNR-managed lands, including the health of fish, wildlife, and habitat.*

In summary, participants shared conserving DNR lands and protecting the natural and cultural resources requires buy-in and involvement of all user groups and intentional land management practices, including trail design and maintenance, preservation of native species, and working in alignment with Tribal rights and goals.

Strategy themes included:

- Provide streamlined avenues for users to get involved in conservation monitoring.
- Continue to study impacts to resources and identify metrics/indicators to track impacts to natural and cultural resources so that DNR can track progress on this goal.
- Partner with Tribes to develop educational materials that help the public understand the impacts of recreation on cultural and natural resources and key mitigation behaviors.
- Engage volunteers and local recreation groups to maintain trails and help with cleanup and restoration activities.
- Address resource impacts and manage recreation resources across jurisdictions.
- Discourage the use of unsanctioned trails.
- Implement restrictive measures such as camping fees, reservation systems, or closures to protect sensitive and overused areas.
- Incorporate restoration activities (i.e., reseeding native flowers) into commercial harvesting agreements and/or recreation development and maintenance projects.
- Invest in waste management.

## **Goal 2: Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement**

*Description: Improve user awareness of recreation's impacts on natural and cultural resources and their understanding of appropriate etiquette in different landscapes, knowledge of rights and interests of all groups, and how to engage in activities safely.*

Education was a common theme identified to achieve all six draft goals, with suggestions for consistent, accessible, culturally appropriate communications, regionally focused stewardship education, and partnerships with organizations that already have a relationship in diverse communities and user groups.

Strategy themes included:

- Provide education on resource conservation through simple interpretive signage and storytelling.
- Include a stewardship "user agreement" or information distributed with the Discover Pass and provide access to materials in multiple languages.
- Post information at trailheads that link to online sources in multiple languages or play a short video on stewardship (e.g. QR codes).
- Partner with Tribes to incorporate historical stewardship and cultural practices into DNR's education curriculum.

- Amplify existing educational materials and outreach channels by partnering with nonprofits, volunteer organizations, and other agencies.
- Encourage ambassadorship on DNR-managed lands by streamlining access for educators and providing incentives for volunteers.
- Promote positive interactions with DNR staff on the landscape and in communities through school visits and field trips/experiential learning.
- Hold regular regional planning meetings to build partnerships with other organizations and agencies with an education focus and encourage diverse participation.
- Work to ensure users understand different land uses and management across landscapes, as well as DNR's unique role as a trust manager.

### **Goal 3: Improve Equitable Access**

*Description: Reduce barriers that disproportionately impact overburdened and vulnerable communities, including Tribes, to access DNR-managed lands.*

In summary, participants shared that equitable access requires identifying specific barriers in communities, improving physical access through options such as public transit, addressing financial barriers, and making diverse users feel safe and welcome on DNR land, particularly if they are not familiar with outdoor recreation.

Strategy themes included:

- Survey the current barriers to access DNR-managed lands experienced by communities historically underrepresented in the outdoors so that DNR can address barriers and track progress over time.
- Provide culturally appropriate signage and messaging in multiple languages. Incorporate visual storytelling into signage and outreach materials.
- Offer lower-cost and free Discover Passes and improve the purchasing process at trailheads.
- Promote safety and a friendly environment at trailheads to encourage new users to visit DNR-managed lands.
- Engage diverse user groups and communities to understand specific barriers.
- Incorporate Americans with Disabilities Act (ADA) and/or other powered mobility device (OPMD) guidelines where appropriate and develop more adaptive recreation opportunities (i.e., allowing e-bikes).
- Strive for consistent access expectations (i.e., difficulty ratings, adaptive access tools) across landscapes and jurisdictions.
- Partner with community groups to collect and share resources and opportunities to help a greater diversity of users access DNR-managed lands.

#### **Goal 4: Respect All Rights and Involve All User Groups in Future Planning**

*Description: Tribes, partners, and stakeholders are proactively involved in the recreation and outdoor access planning process. DNR staff have the tools, resources, and expertise to foster meaningful participation.*

In summary, participants highlighted the importance of building partnerships with Tribes and other land management agencies, as well as with user groups and those who may not traditionally engage in the planning process. Participants emphasized the importance of a transparent and predictable planning process, and meeting regularly within each region, engaging local communities, and collaborating to align goals, objectives, timelines, and messaging. Participants identified a need to create space or a forum, involving all user groups, to maintain transparency in the planning process.

Strategy themes included:

- Maintain a directory of user groups, land managers, and other stakeholders across parcels and landscapes.
- Take a landscape approach to collaborative planning with other agencies and across jurisdictional boundaries.
- Post notifications of upcoming and in-progress planning efforts on the landscape.
- Simplify the DNR website and highlight ways for users to get involved in regional planning.
- Develop a long-term engagement plan that identifies and addresses barriers to participation in the planning process.
- Engage with emerging and harder to reach user groups and use responsive outreach methods that align with group's preferences.
- Examine how different regional and local communities can benefit from, be impacted by, and engage with recreation planning.
- Engage with transit authorities, schools, local businesses, etc. to raise public awareness and reach a greater diversity of users.
- Build trust-based partnerships in communities and engage with recreation groups to strengthen outreach.
- Hold informational meetings and town halls with various options to participate (timing, virtual meetings, etc.).
- Ensure DNR staff are trained in sensitivity of Tribal rights and cultural uses, as well as Tribal access agreements and opportunities to exercise rights on DNR-managed lands.

#### **Goal 5: Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship**

*Description: Identify current and future funding needs and achieve a sustainable operating model that supports other program goals. Leverage existing investments in outdoor access and recreation to achieve sustainable program funding to meet current and future needs, protect the environment, and benefit the economy.*



In summary, participants suggested creative funding sources at individual, organizational, and governmental levels, and shared ideas for collaborating with other agencies and enhancing advocacy efforts to increase support for outdoor recreation at the state budget level.

Strategy themes included:

- Provide mechanisms for users to opt-in to donate funds to the recreation program, whether through drivers' licensing, QR-code trailhead "tip jars," or pay-more-if-you-can Discover Pass fees.
- Seek corporate sponsorship, particularly in outdoor recreation retail or tech spaces.
- Create a state lottery where proceeds benefit outdoor access and recreation.
- Demonstrate economic impacts of recreation and holding field trips for legislators to spur support at the state budget level.
- Develop mechanisms for trust lands to generate revenue from and for outdoor recreation.
- Charge use fees for commercial recreation and increasing fees for other commercial uses, such as timber harvesting, to fund mitigation for these activities.
- Redistribute Discover Pass revenue so that DNR receives a greater percentage to reflect the increased percentage of visitation to DNR-managed lands.

#### **Goal 6: Mitigate Climate Impacts and Build Resilience**

*Description: Prepare for extreme climate-related events, implement climate-resilient infrastructure design and maintenance, and integrate management and operations techniques that improve resilience and human safety, in alignment with DNR's Plan for Climate Resilience.*

In summary, participants shared that building climate resilience requires robust data collection and monitoring, investment in infrastructure and carbon sequestration, and long-term planning that is adaptable to a rapidly changing environment and promotes public awareness and safety.

Strategy themes included:

- Conduct assessments of climate risks and impacts, track mitigation efforts, and make data collection a process that anyone can get involved in.
- Develop trail systems that are more resilient to extreme climate events, such as fires and flooding.
- Preserve mature forests and invest in aquatic land resilience to promote blue carbon.
- Educate the public on the impacts of climate change and associated natural disasters have on DNR-managed lands and how these might affect outdoor access and recreation.
- Conduct infrastructure assessments and create a comprehensive inventory and improvement plan to make DNR's infrastructure more resilient to a changing climate.
- Track risks of extreme climate events, like wildfires or floods, to proactively implement closures and prioritize human safety.

- Partner with communities and local jurisdictions to communicate on individual fire safety, as well as emergency evacuation protocols.
- Collaborate across landscapes to promote effectiveness and consistency.
- Increase green transportation infrastructure for accessing DNR-managed lands and plant trees along walking corridors leading to DNR-managed lands.







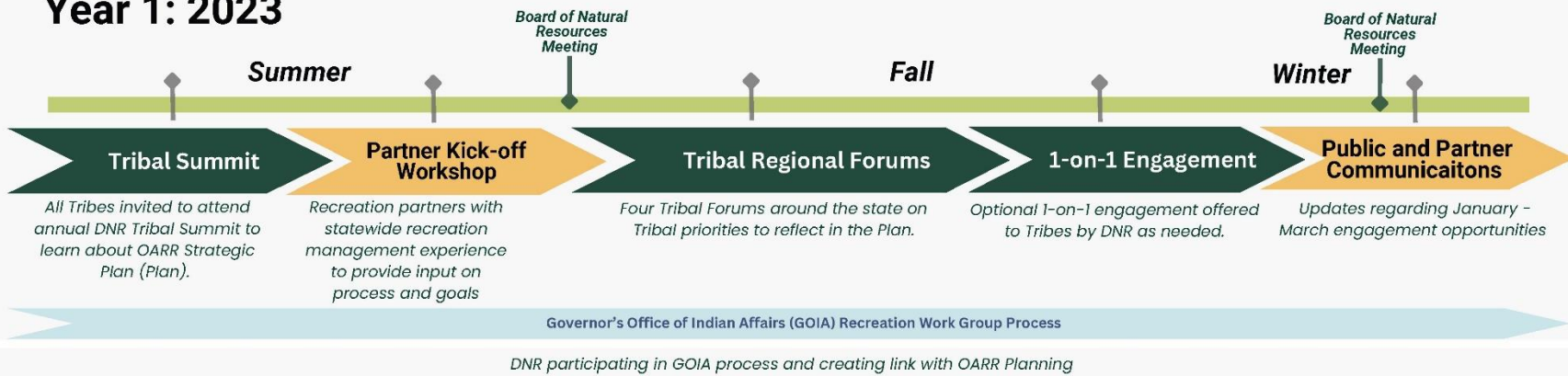
## Appendix B – Engagement Timeline and Milestones



# DNR OARR Draft Plan Engagement Timeline - Plan A

Draft Document  
Subject to Change  
(v.11.27.23)

### Year 1: 2023



### Year 2: 2024



## Appendix C - Summary of all Input Received

**Disclaimer: The following is a documentation of suggestions or ideas offered by meeting attendees. Not all suggestions provided are directly relevant to recreation management on DNR-managed lands, or within the scope of this planning effort. This summary is not a commitment from DNR to include all recommendations in the Plan.**

- Ideas were organized after the meeting to best fit the applicable goal.
- Note: The numbers in parentheses following specific comments indicate the number of times these comments were echoed or emphasized by other attendees.

Goal #1: Conserve and Enhance the Natural Environment and Cultural Resources		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>• Buy-in from all user groups acknowledging impacts and respecting protective measures and regulations, with shared goals for conservation.</li> <li>• All users respect tribal rights.</li> <li>• Users take part in stewardship and work in alignment with Tribes.</li> <li>• Trails are purposefully designed and managed to meet recreation demands while minimizing impacts (6).</li> <li>• Users are directed to appropriate recreation areas.</li> <li>• Data-informed monitoring of impacts is accessible and easy to get involved in.</li> <li>• Recreation management is integrated with assessment and monitoring of impacts and is adapted to restrict access when needed to preserve resources (3).</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement of all users.</li> <li>• Homeless encampments, abandoned vehicles/dumping.</li> <li>• Motorized boat traffic impacts to fishing and wildlife.</li> <li>• Unsanctioned trail building (3).</li> <li>• Slow process for building sanctioned trails (2).</li> <li>• Apathy or lack of knowledge about impacts of recreation.</li> <li>• Spread of invasive species.</li> <li>• Funding for planning, education, and enforcement staff (3).</li> </ul>	<ul style="list-style-type: none"> <li>• Streamlined way to get in touch with local DNR land manager to flag environmental or vandalism concerns (i.e., text a picture, use an app).</li> <li>• Use simple signage to provide messaging on the landscape about sensitive and invasive species and ways to reduce impacts (i.e., pack in pack out) (1).</li> <li>• Improve toolkit to communicate with third party mapping applications so they do not advertise unsanctioned trail use; provide them with tools to communicate sensitive areas and stewardship behaviors consistent with DNR/other agencies.</li> <li>• Partner with/compensate Tribes to develop educational curriculum and engagement in specific areas.</li> <li>• Organize on-the-ground experiences and provide training for people to understand impacts and stewardship (1).</li> <li>• Provide a QR code at trailheads that links to a one-minute video visitors can play (a virtual steward)</li> <li>• Keep and share a public inventory of flora/fauna species by parcel and provide a QR code at trailheads for people to add to (i.e., iNaturalist), leverage adventure scientists and existing citizen science resources.</li> <li>• Respect ongoing historical data (i.e., stories from tribes).</li> <li>• Start an “adopt a resource” program.</li> <li>• Empower volunteers to maintain trails and streams (1).</li> </ul>

Goal #1: Conserve and Enhance the Natural Environment and Cultural Resources		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>• Preservation of native flora and fauna is emphasized in long term planning (i.e., minimizing impacts from motorized vehicles).</li> <li>• Invasive species are effectively managed.</li> <li>• Recreation opportunities are preserved for future generations.</li> <li>• Waste management bins are available at every site with contract for regular emptying (4).</li> </ul>		<ul style="list-style-type: none"> <li>• Engage local recreation groups to help with cleanup and restoration.</li> <li>• Increase the number of staff to educate and enforce.</li> <li>• Engage recreational ecologists to conduct pilot projects on DNR managed land to increase data on cultural and environmental resources.</li> <li>• Identify species to track and develop metrics for impact assessment; identify lands for targeted closures.</li> <li>• Provide users with resources to reduce their own impacts (i.e., upkeep trailhead boot brushes).</li> <li>• Mimic the Washington Department of Fish and Wildlife (WDFW) “work window” models for recreation (i.e., work around fish windows); use a construction window for DNR management actions.</li> <li>• Protect places of ceremony and spiritual practice, as well as tangible natural resources.</li> <li>• Implement seasonal closures for Tribal ceremonial needs and wildlife impacts (2).</li> <li>• Articulate wildlife and Tribal needs, and nexus with recreational impacts in management plans.</li> <li>• Place-based planning.</li> <li>• Articulate differences between what is often considered recreation and subsistence/survival practices in highly rural areas.</li> <li>• Keep people and things out of the water on DNR uplands.</li> <li>• Connect trail systems/trails across multiple agency lands and put tools on the ground to enhance access.</li> <li>• Need additional resources to close decommissioned trails which typically have a greater ecological impact; improve process for trail relocation.</li> <li>• Design trails to prevent unsanctioned use; provide robust trail maps.</li> <li>• Complete Optimal Location Reviews (ORL) for the Pacific Northwest National Scenic Trail (PNT); incorporate increased PNT trail access and connectivity into land conservation and trail development goals/planning.</li> </ul>



Goal #1: Conserve and Enhance the Natural Environment and Cultural Resources		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>• Collaborate with other agencies (cross boundaries).</li> <li>• Leverage federal agency and partnership resources; enhance partnerships.</li> <li>• Prioritize planning for trails across fragmented parcels.</li> <li>• Implement a reservation system or otherwise restrict access to heavily impacted areas (based on feedback from Tribes and environmental preservation groups) and provide clear, transparent messaging on why.</li> <li>• Implement a fee structure for camping to fund impact mitigation.</li> <li>• Expedite local level trail planning for users with high demand.</li> <li>• Provide an online forum for people to submit new trail ideas for evaluation.</li> <li>• Consider sanctioning a user-built trail to relieve pressure on overused areas or incentivize/bring people together to work on a sanctioned trail.</li> <li>• Incorporate agreements to reseed native flowers/plants after a clearcut into timber leases/harvest contracts and/or complete this work internally (leverage seedling production).</li> <li>• Invest in appropriate waste disposal (i.e., garbage, recycling, horse manure at horse camps) (4).</li> <li>• Manage recreational target shooting to reduce heavy metals on the landscape.</li> <li>• Assess environmental impacts of different uses other than hiking.</li> </ul>

Goal #2: Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>• Visitors know and understand the lands they're recreating on, how they're used/managed, the agency that manages them, and what rules/standards of behavior apply (3).</li> </ul>	<ul style="list-style-type: none"> <li>• Limited DNR funding for conservation management and implementing stewardship/education programs (8).</li> </ul>	<ul style="list-style-type: none"> <li>• Provide educational materials with Discover Pass (i.e., user agreement) (1).</li> <li>• Display simple signage on stewardship on DNR lands (4).</li> <li>• Provide information at trailheads and interpretive signage explaining natural and cultural resources and how to leave no trace (4).</li> </ul>

**Goal #2: Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement**

Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>• Visitors know whose Tribal land they are on, and signage provides historical/cultural context.</li> <li>• Localized/regional resources and standardized education are readily available to reflect how stewardship looks different across Washington.</li> <li>• Experiential learning and opportunities are provided to engage with trail maintenance, impact mitigation, etc. so visitors can learn how to access lands sustainably (3).</li> <li>• DNR staff engage often with visitors at trailheads and on the landscape, and with youth through K-12 classroom visits and field trips (4).</li> <li>• Engagement reaches dispersed users who may not use trailheads to access DNR lands.</li> <li>• Existing ambassador programs are well-staffed and volunteer educators/guides can easily work with DNR to provide stewardship education on the landscape (7).</li> <li>• Tribal voices are uplifted, and recreation management is in alignment with Tribal rights and practices (2).</li> <li>• Visitors understand DNR’s mission, role, and limitations as a land management agency.</li> </ul>	<ul style="list-style-type: none"> <li>• On-the-ground education, engagement, and enforcement (5).</li> <li>• Inadequate understanding or awareness of conservation concerns and impacts.</li> <li>• Lack of understanding of Tribal rights and cultural stewardship.</li> <li>• Limited understanding of other land uses.</li> <li>• Need for continuity in rules for access across different land management agencies.</li> <li>• Modeling leave-no-trace principles while allowing clearcuts on DNR land.</li> </ul>	<ul style="list-style-type: none"> <li>• Tell the story of impacts of misuse/abuse; use photos and personal examples (1).</li> <li>• Use a storytelling approach that positively engages user groups.</li> <li>• Develop a realistic plan for waste management and parking and invest in maintenance to encourage leave no trace (1).</li> <li>• Increase interpretive signage and strive for consistency statewide and across user groups.</li> <li>• Develop a library of videos showing people how to be good stewards; post QR codes at trailheads.</li> <li>• Display/provide clear stewardship messaging in multiple languages (3) or provide QR codes to link to multi-language versions.</li> <li>• Identify where/who underserved communities are to understand language needs (2).</li> <li>• Engage with volunteer stewardship events (i.e., trail work parties).</li> <li>• Use an intergenerational lens in developing educational materials.</li> <li>• Study recreation impacts and empower partners to disseminate information to users.</li> <li>• Partner with nonprofits, volunteer organizations, and other agencies (local, state, and national) to avoid reinventing the wheel; many already provide educational materials and can add to engagement capacity (i.e., salmon stewards, Firewise USA, counties, mailing lists, letters of support for grant applications) (8).</li> <li>• Lean on volunteers and community experts (1).</li> <li>• Streamline access issues for educators on the landscape.</li> <li>• Provide trailhead shuttles from urban areas.</li> <li>• Allow recreation in natural areas to inspire stewardship values.</li> <li>• Make volunteer checklists more in-depth.</li> <li>• Offer DNR swag and other volunteer incentives.</li> </ul>

Goal #2: Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>• Users are aware of and understand/respect other uses and their needs.</li> <li>• Individuals feel sense of gratitude and responsibility for the land and understand its value.</li> <li>• There is a community culture of stewardship and collective enforcement for positive behavior change.</li> </ul>		<ul style="list-style-type: none"> <li>• Engage user groups to work together and amplify stewardship messaging and materials; empower user groups to understand and meet their own requirements (3).</li> <li>• Expand access and opportunities to get outside.</li> <li>• Partner closely with Tribal groups (especially elders) to integrate Tribal rights and practices into developing stewardship education.</li> <li>• Provide interpretive signage on Tribal history and values (2).</li> <li>• Work with Tribes to identify areas of cultural significance to be protected from recreation impacts and climate change (i.e., changing floodplains) and ensure documented impacts are addressed.</li> <li>• Comanage a Tribal stewardship ambassador program and/or co-create cultural stewardship educational materials with Tribes; engage users on Tribal values.</li> <li>• Continue the level of Tribal partnership demonstrated in this project and engage Tribes to help guide DNR’s communications.</li> <li>• Put together an advisory group of professionals in natural resource and cultural heritage management groups.</li> <li>• Hold regular regional stakeholder meetings.</li> <li>• Maintain positive relationships with partner agencies and expand partnerships with state and federal authorities.</li> <li>• Increase collaboration with other public land managers and provide consistent messaging/educate users about different land managers/designations and their history.</li> <li>• Promote cohesive management with the Recreate Responsibly Coalition and other partners.</li> <li>• Offer flexible timelines and engagement methods (i.e., virtual meetings) for stakeholders to engage with stewardship planning.</li> <li>• Present at user group gatherings to educate on conservation and stewardship (i.e., hosting “climbers’ coffees” or attending monthly Washington Trail Association social events) (3).</li> </ul>

Goal #2: Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>• Integrate stewardship/land use information with tools, such as Washington Trail Association, AllTrails, Trailblazer, GAIA GPS, TrailForks, and Strava; include a badge indicating that DNR has fact-checked key information/rules provided on these sites and address impacts from these apps (4).</li> <li>• Engage with recreation groups to connect with people on the trails and at events held on DNR land (4).</li> <li>• Increase education through event permitting process.</li> <li>• Partner with outdoor recreation retailers/other private entities to amplify and enhance stewardship messaging.</li> <li>• Connect with high-impact users at the point of sale (e.g., purchase of off road equipment or mountain bikes).</li> <li>• Leverage a community watch program; offer a hotline to DNR (2).</li> <li>• Engage emergency response with educational materials; build partnerships with volunteer backcountry search and rescue teams.</li> <li>• Establish baseline examples of stewardship done right vs. wrong.</li> <li>• Develop focused communications plan(s); utilize data, social media, and best practices to engage people and change their behavior; track results (4).</li> <li>• Create early career opportunities in natural resource management.</li> <li>• Practice inclusive hiring at DNR to mirror user demographics.</li> <li>• Allow flexible hours for education and enforcement staff and respect grant application/administration workloads.</li> <li>• Fund staff positions that aren't reliant on grants (1).</li> <li>• Hire region-specific social media/communications managers.</li> <li>• Visit public schools (i.e., DNR's Youth Education and Outreach Program) and engage youth through nonprofits (2).</li> </ul>

Goal #2: Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>Bring kids outside to cultivate conservation ethic.</li> <li>Suggested edit to goal: “how to engage in activities responsibly”</li> </ul>

Goal #3: Improve Equitable Access		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>The Discover Pass system (how to access state lands) is easy to understand and access.</li> <li>DNR has built relationships and established physical presence with users.</li> <li>Users feel safe at trailheads and on the landscape (6), including those without extensive outdoor experience.</li> <li>Physical/transportation barriers to access are addressed.</li> <li>People know the opportunities available on DNR land and can easily access them.</li> <li>Buy-in is reached for all users to respect appropriate land use.</li> </ul>	<ul style="list-style-type: none"> <li>Physical access for Tribal elders to culturally important areas.</li> <li>Limited funding for trailhead ambassador program and other enhancements (2).</li> <li>Positive interactions and engagement on the landscape.</li> <li>Access to DNR facilities from urban and rural areas (1)</li> <li>Barriers to access such as cars, horses, other equipment.</li> <li>Safety.</li> <li>Transparency in planning process and permitting for user groups.</li> <li>Collective understanding of equity and Tribal rights.</li> </ul>	<ul style="list-style-type: none"> <li>Free or low-cost Discover Pass program for families and others in need (i.e., provide at public libraries).</li> <li>Provide a faster option than Discover Pass website/call line that doesn’t require internet connection or waiting on hold—i.e., text messaging.</li> <li>Offer reduced fees for programs and organizations that provide services to marginalized communities.</li> <li>Invest in low-cost access for users to traditionally high-cost areas (i.e., ski areas).</li> <li>Consistent, culturally appropriate messaging and safety information (2).</li> <li>Translated signage and incorporating pictures/icons (4).</li> <li>A friendly face at trailheads and campsites (i.e., trailhead ambassadors, site hosts) (3).</li> <li>Promote safety with enforcement officers and educational ambassadors.</li> <li>Establish a standardized difficulty scale for recreation activities; incorporate into planning/enhancing recreational areas to welcome different skill levels.</li> <li>Complete an inventory/assessment of trails/trust lands; identify barriers to access and priority areas where increased disabled user access would have the biggest impact.</li> <li>Incorporate ADA guidelines, including cognitive and sensory accessibility, into recreation planning and maintenance; increase awareness of roadside and motorized trails.</li> <li>Incorporate OPMD guidelines where appropriate—this is easier and cheaper than ADA.</li> </ul>

Goal #3: Improve Equitable Access		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>• Partner with groups already communicating with recreators re: ADA and accessibility, as well as groups such as WTA and AllTrails that provide recreation information.</li> <li>• Develop adaptive recreation opportunities, including for aging recreationalists (2).</li> <li>• Identify appropriate areas for tech assists, such as e-bikes (1).</li> <li>• Strive for consistency in access and allowable tech assists across jurisdictions.</li> <li>• Website resources, fliers, etc. for people who learn in different ways.</li> <li>• Provide safe parking lots and road improvements, provide accessible winter access (coordinate with State Parks).</li> <li>• Provide public transportation options where appropriate; learn from existing processes (i.e., Rainier, Mt. Si) and integrate recreation with comprehensive transit plan (5).</li> <li>• Perform a mapping exercise to ensure access near all communities.</li> <li>• Sheriff/DNR patrols through campgrounds.</li> <li>• Increase overnight outdoor access – offer a mix of reservable and non-reservable campgrounds and backcountry campsites (1).</li> <li>• Offer safe target shooting opportunities.</li> <li>• Road improvements and standardized Tribal locks (i.e., B2B in NW Region) on closed gates for Tribal elders to access culturally important and sensitive plants (2).</li> <li>• Work with national Tribal recreation groups (i.e., Running on Native Lands Initiative) and engage Tribal youth.</li> <li>• Working with community groups (i.e., Boys and Girls clubs) and companies (i.e., REI) to engage communities outdoors (4).</li> <li>• Engage diverse user groups and organizations to understand specific needs and barriers (1).</li> <li>• Use dispersed or tiered fee mechanisms to offset financial barriers.</li> <li>• Leverage stakeholder group advocacy.</li> <li>• Use targeted marketing to advertise recreation opportunities.</li> </ul>

Goal #3: Improve Equitable Access		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>• Connect with communities through large events such as the Refuge Outdoor Festival.</li> <li>• Team of “champions” who act as DNR ambassadors in equity-challenged places like schools, community centers, longhouses, etc.</li> <li>• Consider the whole volume of use in areas with commercial use to ensure they are not displacing public use; leverage commercial fee revenue to pay for infrastructure improvements to increase capacity.</li> <li>• DNR to act as a hub of resources and opportunities; advertise recreation through other public-facing programs and facilitate connections between communities and DNR.</li> <li>• Ask groups how best to reach them and what barriers they’ve encountered.</li> <li>• Build sustainable funding mechanisms to enhance access.</li> <li>• Understand where increasing access for target groups is compatible with conservation goals (2).</li> <li>• Understand economic impacts of increased recreation on specific parcels.</li> <li>• Ensure areas with restricted access/uses have signage explaining rules and what conservation issues are at play.</li> <li>• Limit public access relative to cultural resources and treaty rights (i.e., seasonal closures).</li> <li>• Focus storytelling and stewardship narrative on non-white perspectives.</li> <li>• Make participation in planning more accessible, (i.e., stipends for participation, diverse event staffing).</li> <li>• Remove Discover Pass requirement and find another funding source.</li> <li>• Continue eliminating place names that are offensive and add native names as appropriate.</li> </ul>

Goal #4: Respect All Rights and Involve All User Groups in Future Planning		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>• Visitors understand how the rights and priorities of Tribes and user groups are different.</li> <li>• DNR staff is equipped for effective Tribal engagement.</li> <li>• Users are aware of land managers and other user groups in specific areas.</li> <li>• Visitors understand DNR’s trust mandate and multi-use functions.</li> <li>• Users can easily find a point of contact within a region to get information and/or get involved in planning processes.</li> <li>• Recreation management is adaptive to diverse needs and incorporates the interests of those who may not participate in planning processes.</li> <li>• Access is balanced for multiple uses.</li> <li>• Land managers across landscapes are collaborating to align goals and objectives, timelines, and messaging.</li> <li>• Each region has clear and consistent planning guidelines.</li> <li>• DNR and all users are empowered to challenge private timber companies to reduce clearcutting and leverage lower impact harvesting practices in recreational areas (2).</li> </ul>	<ul style="list-style-type: none"> <li>• Resources/staff hours to bring groups together (6).</li> <li>• Funding to identify conservation areas that are important to Tribes.</li> <li>• Transparency and continued engagement of all user groups (4).</li> <li>• Public understanding of Tribal rights.</li> <li>• Multi-use trails are not always friendly to hikers.</li> <li>• Difference between visitors (tourism) and local community (local use).</li> <li>• Users may not attend planning meetings but should still be engaged.</li> <li>• Cross-jurisdictional collaboration.</li> <li>• Competition between agencies for grant funding.</li> <li>• Alienating users through clearcutting in recreational areas and</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and maintain regional/statewide directories/databases of user groups, land managers, and other stakeholders for properties and landscapes (2).</li> <li>• Engage with emerging as well as established organizations; use responsive outreach methods that align with groups’ preferences.</li> <li>• Provide points of contact for different stakeholders found in a region (i.e., Tribes, nonprofits) as well as DNR efforts and other jurisdictions.</li> <li>• Simplify the DNR website.</li> <li>• Offer field trips for user groups to connect and understand impacts to the landscape.</li> <li>• At the beginning of planning processes, review who is on the land already and understand their role in planning.</li> <li>• Develop a long-term stakeholder engagement plan to gather information and disseminate it through other agencies and to Tribes (2).</li> <li>• Build and lean on trust-based partnerships to extend community engagement capacity.</li> <li>• Understand local community impacts and involve local communities in planning.</li> <li>• Develop system-wide structures and processes for planning to ensure consistency (local-regional level).</li> <li>• Define reporting criteria and develop a real-time progress reporting database that stakeholders can access (1).</li> <li>• Simplify planning documents and host them in a centralized location so user groups can access them (1).</li> <li>• Provide planning information and historical context on DNR website.</li> <li>• Put out a statement when a direction is chosen, or progress or movements have changed (i.e., to exclude a user group from the planning process).</li> <li>• Planning documents and decisions should reflect a record of engagement and stakeholders involved in creating them.</li> </ul>



Goal #4: Respect All Rights and Involve All User Groups in Future Planning		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
	needlessly disrupting trails.	<ul style="list-style-type: none"> <li>• Continue to follow up after the project or engagement is completed (2).</li> <li>• Post signage on the landscape about what is happening and how to engage with the planning process.</li> <li>• Improve cross-agency collaboration on communications and signage, including for land designation; identify ways to engage with rec users who frequently cross jurisdictions (i.e., through hikers).</li> <li>• Regularly schedule regional planning sessions to allow users and agencies to collaborate; include daytime and evening/weekend options; offer virtual participation (5).</li> <li>• Offer more subgroups for specific topics, such as the commercial use and permit process currently in development.</li> <li>• Identify barriers to group participation.</li> <li>• Allow space for anonymous input.</li> <li>• Survey each stakeholder group about their needs and requirements; understand and expand on their preferred outreach methods.</li> <li>• Encourage participation by providing funding or other incentives, clearly communicate opportunities.</li> <li>• Create guiding structures and standardized approaches for cross-user planning.</li> <li>• Hold recurring town halls with advance requests for questions to encourage attendance and engagement.</li> <li>• Engage seniors; disability groups; black, indigenous, and people of color (BIPOC); and people in the inner city; partner with Inner City Transit and consider these voices/unique needs when building trails.</li> <li>• Engage schools, local businesses, rural communities, etc., and raise public awareness of recreation/trail groups they can get involved in (2).</li> <li>• Utilize university pathways and educational resources; include state universities in the planning process.</li> <li>• Examine how recreation can benefit or impact local communities.</li> </ul>

Goal #4: Respect All Rights and Involve All User Groups in Future Planning		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>• Assess the impacts of recreation on Tribal rights and resources.</li> <li>• Include motorized recreation throughout the planning process, as well as outdoor recreation clubs (i.e., trail running, hiking, etc.).</li> <li>• Work with WDFW to engage the hunting community and relevant advocacy organizations.</li> <li>• Engage with the Seattle Adventures group on Meetup (it's huge and heavily visited).</li> <li>• Continue fostering participation when voices aren't heard; groups may not have engaged but are still listening (1); pause processes if needed to allow for comprehensive engagement.</li> <li>• DNR may need to hold separate spaces to engage user groups often in conflict with each other.</li> <li>• Include beneficiaries of trust lands in decisions about whether to retain or cut parcels based on productivity.</li> <li>• Consortium/ongoing communication of land managers to make plans cohesive, share resources and media for education, and collaborate on grant applications for landscapes that cross agency boundaries.</li> <li>• Take a landscape approach to recreation planning across agency boundaries; align with other jurisdictions and adjacent landowners and share information.</li> <li>• Engage adjacent landowners; improve websites/make them more interactive and use online platforms to collect input from remote landowners.</li> <li>• Integrate recreation planning into transportation and emergency response planning.</li> <li>• Publicly share education on Tribal rights and how DNR partners with Tribes (i.e., on the website); be mindful of sensitive/confidential resources and information.</li> <li>• Prioritize low-hanging fruit to proactively avoid climate impacts.</li> <li>• Where there are conflicting uses (i.e., recreational vs. harvesting), design revenue activities with the least impact on recreation.</li> <li>• Provide/leverage existing education on sustainable forestry practices so users are empowered to challenge timber companies not to clearcut.</li> </ul>

Goal #4: Respect All Rights and Involve All User Groups in Future Planning		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>• Update goal language to “proactively involved in and listened to” (2).</li> <li>• Institutionalize training for staff in Tribal partnership (i.e., Whitener Group Indian Country 101) (2).</li> <li>• Provide staff training in equitable engagement (i.e., DEI).</li> </ul>

Goal #5: Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>• Sustainably funded operations and maintenance that is not dependent on grants (5).</li> <li>• Increased support for outdoor recreation at state budget level (2).</li> <li>• Recreation is considered a resource and not a side effect of managing public lands.</li> <li>• There is dedicated funding for cleanup and mitigating public abuse.</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple land management agencies competing for grants.</li> <li>• Limited staff hours to pursue/administer grants.</li> <li>• Limited funding for staff positions to educate users.</li> <li>• Free campgrounds bring up issues of enforcement and maintenance.</li> <li>• Transparency around funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies working together rather than competing for grant funding to work together on a landscape with overlap (3).</li> <li>• Mechanisms to increase people purchasing Discover Pass (i.e., volunteers could place notices—not citations—on cars on DNR land without a Discover Pass).</li> <li>• Non-cash options for paying fees (provide a QR code).</li> <li>• Outdoor advocacy groups lobbying for increased state funding for outdoor recreation.</li> <li>• Outreach day with legislators (field trips to DNR lands).</li> <li>• Demonstrate economic impact of outdoor recreation to enhance legislative funding and reduce reliance on grants.</li> <li>• Consider recreation value when purchasing or leasing land: opportunity to sell more Discover Passes, increase grant funding, and other economic impacts (i.e., Earth Economics data)</li> <li>• Corporate sponsorship.</li> <li>• Seek donations from the wealthy.</li> <li>• State lottery.</li> <li>• Receive tax revenues from cannabis sales.</li> <li>• Inform the public on funding initiatives (1).</li> </ul>

Goal #5: Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>• Federal funding.</li> <li>• Provide an option to donate \$1 on driver’s license application (1)</li> <li>• Offer a DNR license plate that auto-donates \$X for every plate purchase/registration renewal.</li> <li>• Tip box (provide QR code) at trailhead.</li> <li>• Income-tiered Discover Pass system that allows people who can pay more to donate/fund access for people who can’t afford it (3).</li> <li>• Protect existing funding sources.</li> <li>• Mechanism for donations to go into an investment fund (like The Nature Conservancy or other land trusts).</li> <li>• Allow people to put DNR as a beneficiary in their life estates.</li> <li>• Charge fees for events held on DNR land that charge for participation (i.e., races); could be sliding scale/tiered fee structure (5).</li> <li>• Make commercial recreation self-sustaining (fee policies).</li> <li>• Annual use fees for commercial groups – percentage of revenue received per season in addition to any standard one-time fees (1).</li> <li>• Imitate National Parks Service, National Forest, or State Parks commercial fee models.</li> <li>• User groups holding fee-based events to use a lottery system for registration and donate funds to DNR (2).</li> <li>• Increase fees on commercial leases; weave in climate change costs, carbon offset programs, and increasing pollution mitigation requirements (particularly on aquatic lands and working forests) (1)</li> <li>• Increase timber lease fees; ensure they are paying their share toward recreation.</li> <li>• Increase trust beneficiary funding for recreation.</li> <li>• Charge for camping (1).</li> </ul>

Goal #5: Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
		<ul style="list-style-type: none"> <li>• Implement fees for citations on DNR lands; charge penalties for advertising unsanctioned trails; prosecute vandalism and ensure fines are directed back to DNR.</li> <li>• Tax motorized boating and shipping for companies who dock on DNR aquatic lands.</li> <li>• Pursue grants to preserve old-growth forests and reduce reliance on timber production for revenue (i.e. Natural Climate Solutions).</li> <li>• Identify funding to make Trail System program responsible for reconstruction following harvest; create regional trail development specialist positions (background in biology, architecture, geology, report work).</li> <li>• Mimic Engineering’s Access Road Revolving Fund (AARF) revolving fund for trail maintenance following harvest.</li> <li>• Allow trusts to invest in recreation infrastructure and/or create a trust specifically for recreation.</li> <li>• Leases for eco-tourism such as ziplining.</li> <li>• Fundraising programs such as “Support our Tribal Outreach Program” so donors could opt-in donate to causes they believe in.</li> <li>• State income/capital gains tax to fund DNR recreation (1).</li> <li>• Consider new funding sources in other states within the outdoor retail industries (i.e., Oregon’s lodging tax).</li> <li>• Charge mitigation fee for residential uses (i.e., new houses) for sustainable recreation funding.</li> <li>• Equitable distribution of Sno-Park revenue; consider using usage data from Earth Economics to adjust proportion of Discover Pass revenue (2).</li> <li>• Modify legislative authorities (1).</li> <li>• Collect data to better understand management costs and capture the amount of funding needed to adequately cover agency overhead.</li> <li>• Demonstrate funding trends for different categories going back 5-10 years.</li> <li>• Tie funding to specific goals, objectives, and projects at the regional management level (1).</li> </ul>

<b>Goal #5: Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship</b>		
<b>Successful Outcomes</b>	<b>Key Issues or Topics to Address</b>	<b>Actions Needed to Achieve Goal</b>
		<ul style="list-style-type: none"> <li>• Prioritize funding to complete planned projects; develop predictable budgets (4).</li> <li>• Less is more management; promote more challenging and wild experiences and reduce services to fit budget; include public communications explaining why.</li> <li>• Form a sustainable recreation workgroup.</li> <li>• Reevaluate trails; prioritize dispersed trail systems.</li> <li>• Combine efforts between agencies to avoid duplicating work; collaborate with Tribal scientists; look for efficiencies between departments.</li> <li>• Partner with volunteer groups/communities for education, grant writing, operations, and maintenance (2).</li> <li>• Create a streamlined process for community involvement in trail creation and maintenance (1).</li> </ul>

<b>Goal #6: Mitigate Climate Impacts and Build Resilience</b>		
<b>Successful Outcomes</b>	<b>Key Issues or Topics to Address</b>	<b>Actions Needed to Achieve Goal</b>
<ul style="list-style-type: none"> <li>• Recreation programs have a positive effect on climate resilience.</li> <li>• DNR has resources to make science-based management decisions in a rapidly changing space.</li> <li>• Natural and cultural resources are protected from recreation-based fires.</li> <li>• Carbon sequestration is prioritized in planning efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• Data on impacts is not centralized.</li> <li>• Gaps in understanding of what lands do for climate resilience.</li> <li>• Climate emergencies.</li> <li>• Funding to address climate resilient infrastructure updates and management (4).</li> </ul>	<ul style="list-style-type: none"> <li>• Develop or leverage an app(s) for concerned citizen-scientists to document/ground truth impacts (i.e., invasive species, vandalism, etc.).</li> <li>• Identify threats through transparent and inclusive planning processes; list threats to each resource and the source of each threat (i.e., climate change, specific uses); design plan to address specific threats.</li> <li>• Landscape level assessments of climate risk and mitigation.</li> <li>• Intentional trail construction and maintenance for changing climate with increased extremes.</li> <li>• Provide or leverage existing education on sustainable forestry practices, carbon sequestration, and ecosystem services.</li> <li>• Preserve mature forests.</li> </ul>

Goal #6: Mitigate Climate Impacts and Build Resilience		
Successful Outcomes	Key Issues or Topics to Address	Actions Needed to Achieve Goal
<ul style="list-style-type: none"> <li>• Data-informed monitoring of impacts is accessible and easy to get involved in (2)</li> <li>• Users are aware of climate emergency risks and protocols and how to be safe.</li> <li>• More green transportation infrastructure (i.e., bike locking, public transit) exists at trailheads).</li> </ul>	<ul style="list-style-type: none"> <li>• Apathy or lack of knowledge about impacts on climate.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in resilience efforts on aquatic lands; protect and enhance blue carbon.</li> <li>• Educate on hydrological impacts of climate change/flooding, particularly groundwater levels, water quality, sea level rise, and wetlands (1).</li> <li>• Collect data to inform natural disaster planning.</li> <li>• Complete a regional climate vulnerability index that identifies how different uses are affected by different climate stressors.</li> <li>• Collaborate with other agencies (cross boundaries).</li> <li>• Conduct infrastructure assessments and create a comprehensive inventory that can be used to monitor use and impacts (2).</li> <li>• Integrate climate resiliency needs into funding plan for new or updated infrastructure.</li> <li>• Increase funding for infrastructure improvements (i.e., larger culverts, more drainage, etc.) (2).</li> <li>• Proactive approach to closures/human safety in recreation areas where there are red flags for risk (i.e., forest fires, flooding) (2).</li> <li>• Post and communicate wildfire evacuation routes and plans; offer a hotline for information on forest fires vs. prescribed burns.</li> <li>• Partner with communities for outreach on fire danger (1).</li> <li>• Link recreation education with education on prescribed burns and fire safety (1).</li> <li>• Involve local jurisdictions in reducing fire risk from recreation; establish consistent communication on burn restrictions across jurisdictions.</li> <li>• Establish central areas for recreational fires (rather than on individual campsites).</li> <li>• Design trails as barriers to firebreaks and access points to remote locations during forest fires.</li> <li>• Partner with other agencies on outreach/planning for public transit to trailheads; install bike locks.</li> <li>• Increase walkability to DNR areas through tree planting (increasing shade).</li> </ul>