

May 17, 2016

Joint Special Meeting

Board of Supervisors/

Mammoth Town Council

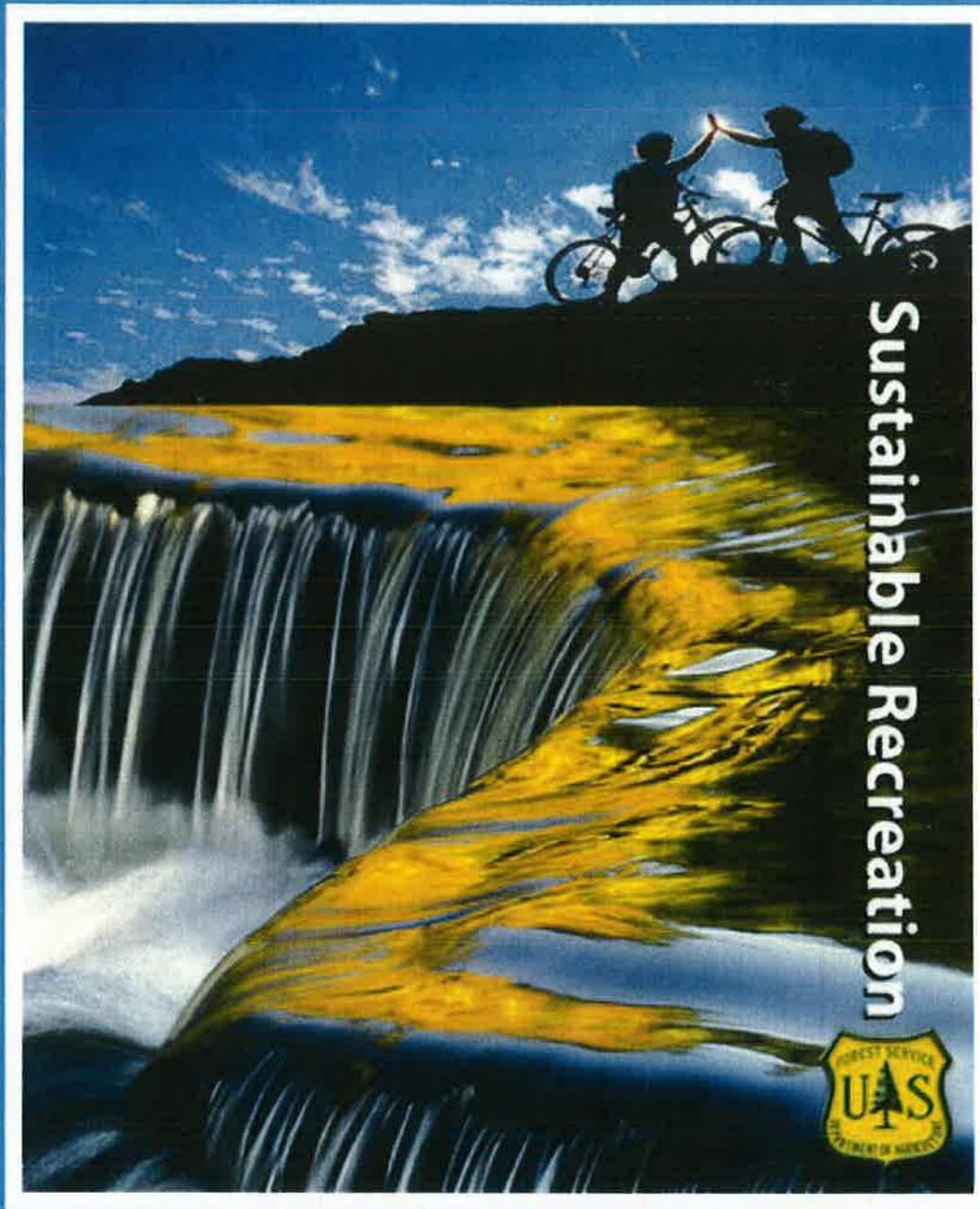
Forest Plan Revision

and USFS Fire

Outlook

Item #2b

*Connecting People with America's Great Outdoors:
A Framework for Sustainable Recreation*



*United States Forest Service, USDA
Recreation, Heritage and Volunteer Resources*

June 25, 2010

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Connecting People with America's Great Outdoors: A Framework for Sustainable Recreation

"Renewing Body and Spirit, Inspiring Passion for the Land"

"Perhaps the rebuilding of the body and spirit is the greatest service derivable from our forests, for what worth are material things if we lose the character and quality of people that are the soul of America."

Arthur Carhart

The National Forests and Grasslands provide the greatest diversity of outdoor recreation opportunities in the world, connecting people with nature in an unmatched variety of settings, activities and traditional beliefs. People hike, bike, ride horses, and drive off-highway vehicles. They picnic, camp, hunt, fish, enjoy recreational shooting and navigate waterways. They view wildlife and scenery, and explore historic places. They glide through powder at world class alpine resorts and challenge themselves on primitive cross-country ski or snowmobile routes.

Outdoor recreation is fun -- and so much more. It provides physical challenge, requires development of life-long skills, provokes interest and inquiry, and inspires wonder, respect and awe of the natural world. Recreation thereby contributes greatly to the physical, mental, and spiritual health of individuals, bonds family and friends, instills pride in their heritage, and provides economic benefits to communities, regions, and the nation. Indeed, outdoor recreation has become an essential part of American culture.

Outdoor recreation activities occur in many places across the American landscape, outside of the National Forest System. They take place in neighborhoods, undeveloped woodlots and streams, city parks, county open spaces, state lands, Indian Country and a vast array of federal lands. For many, unstructured play in such places is their introduction to the natural world, a beginning point for engaging in a healthy outdoor lifestyle.

In the same way, participation in recreational activities is the way that most Americans come to know their National Forests and Grasslands, making it an important portal for understanding their meaning, history, and relevance, and that of public lands as a whole.

A History of Innovation and Growth

In 1919, the Forest Service employed its first recreation professional, Arthur Carhart, a landscape architect. He was a true pioneer, contributing greatly to the development of the concepts or idea of wilderness and developing the first planned recreation facility through a partnership with the City of Pueblo, Colorado.

Since that time, Forest Service employees, guided by recreation professionals and researchers, have continued to advance the science and practice of outdoor recreation and land management with such innovations as the Scenery Management System, the Recreation Opportunity Spectrum, the National Forest Scenic Byway system, and the Limits of Acceptable Change management system.

Recently, the agency has developed more refined business practices to promote accountability and the optimal use of operations funding, capital investment, and partners' contributions. These have included Infra, Meaningful Measures, the National Visitor Use Monitoring system, and Recreation Facility Analysis. Additionally, the Built Environment Image Guide, accessibility guides, and new travel management regulations have been developed to improve the quality of settings and the range of opportunities for all Americans, and to respond to the threat of unmanaged recreation.

The last 90 years have prepared us well to respond to the challenges of today and the future ... but only if we continue the tradition of adapting, changing, and innovating. The coming decade leading to the centennial of Arthur Carhart's employment gives us an opportunity to build on that legacy as a foundation for the next century of excellence in Forest Service recreation management. We must now begin with a strong sense of urgency and a single minded determination to embrace the needed changes to achieve our mission.

Recreation Challenges Today

The **benefits** to American society that outdoor recreation provides **are needed more today than ever** before:

- America spends \$2 trillion dollars on crisis medical health care. Overweight, obesity, and physical inactivity are major risk factors for chronic diseases such as diabetes, cardiovascular disease, and cancer. ***Physical activity is an integral part of a healthy lifestyle, and outdoor recreation is the natural solution – a disease prevention solution – and part of the nation's existing wellness infrastructure.***
- The economic base of many communities is shifting as industries consolidate and relocate, and service and experience businesses rely on outdoor recreation for their customers and as quality of life attractions for employees.
- Population growth and land development demand more environmental services from a decreasing and fragmented land base, yet people become less familiar with, and respectful of, natural landscapes and historic sites every year.
- The increasingly urbanized and technology focused American population, including children, is losing touch with the contributions of public lands to the basic resources that affect their lives. Americans sense of place and national identity can be enhanced by experiencing historic sites and landscapes that represent the abundant natural and cultural heritage of the nation.

At the same time, there are **unprecedented challenges** to providing quality recreation:

- Demographic shifts and lifestyle changes have greatly affected demand for recreation on National Forests and Grasslands. With 80% of our population living in cities, our country is the most urban it has ever been. For many, the only exposure to the natural environment is what they see on television and computer screens. Others find our existing recreation facilities and programs not in line with their cultural traditions.
- Growth of retiree communities and other population shifts have created population centers close to many public lands. This has resulted in many of our forests being

enjoyed as regional and municipal parks adding additional strain on visitor facilities, services, and natural settings.

- The condition of our recreation and heritage assets has steadily diminished, resulting in a ballooning backlog of maintenance needs for recreation facilities, trails, and roads.
- Unmanaged recreation has contributed to degraded recreation settings, damaged heritage sites, unacceptable resource impacts, and conflicts between users.
- National economic conditions and mounting financial demands underscore the inadequacy of traditional funding sources to meet growing needs, yet user fees and private sector involvement to deliver services remain controversial to some.

A Framework for Sustainable Recreation

The growing challenge of sustaining outdoor recreation opportunities requires a clear national vision and a bold strategy to meet the environmental, social, and economic needs of present and future generations. We can no longer manage as we have in the past. Any course we choose cannot depend solely on appropriated funding to meet our constituents' needs.

The strategy presented below will help us unite diverse interests, create and strengthen partnerships, focus scarce resources on mission-driven priorities, connect recreation benefits to communities, provide for changing urban populations, and most importantly, sustain and expand the benefits to America that quality recreation opportunities provide.

The USDA Forest Service Mission: *“To sustain the health, diversity, and productivity of the Nation’s forests and grasslands to meet the needs of present and future generations.”*

The agency mission, one of sustainability, provides the foundation for the Recreation, Heritage, and Volunteer programs.

Our Vision ... “Renewing Body and Spirit, Inspiring Passion for the Land”

We provide recreation on treasured lands that brings health and vitality to individuals and communities and showcases our country’s natural abundance. Recreation on the National Forests and Grasslands invokes feelings of connection to the natural world and inspires responsibility to care for it.

Guiding Principles for our mission and vision:

- **Connecting people with their natural and cultural heritage** is a vital thread in the fabric of society. It contributes to the American identity and reminds people of the resources that sustain life – water, soil, food, and fiber. Moreover, **recreation is the portal** for understanding and caring for natural resources and public lands. It provides opportunities and motivation to advance from fun and attraction, through awareness, education and understanding, to a role of citizen stewardship – one of “giving back” and supporting sustained management of natural resources.

- **Recreational activity in the great outdoors promotes healthy lifestyles.** Combined with good nutrition, it contributes to improved physical, mental, and spiritual health, and a shift away from treating illness toward creating wellness.
- **Sustainability underlies all program decisions.** In order to sustain the benefits of outdoor recreation for present and future generations, the recreation program must address and work toward a sustainable balance among the three spheres of environmental, social, and economic conditions.
- **Community engagement is essential** for creating a sustainable recreation program. Our role is to serve as planners, facilitators, conveners, and collaborators, tapping the enormous energy and creativity of people in communities that care for and benefit from public lands, including both the private and public sectors.
- **National Forests and Grasslands are part of a larger landscape** that includes: other public lands; open spaces at the local, state, and federal level; tribal lands; working farms and ranches, and; towns and cities. Respecting and cultivating the relationships across all lands and communities is necessary to strengthen the health and vitality of each.
- **The Recreation program is integrated into the larger agency mission.** By working together with other program areas to integrate program goals and service delivery, we maximize our contribution by connecting programs, people, and landscapes. .

Our Goals

Building on the foundation of the Mission, Vision, and Guiding Principles, we will strive to:

- **Provide** a diverse range of quality natural and cultural resource based recreation opportunities in partnership with people and communities.
- **Protect** the natural, cultural, and scenic environment for present and future generations to enjoy.
- **Partner** with public and private recreation benefit providers that together we meet public needs and expectations.
- **Perform** and plan by implementing systems and processes to ensure: effective decisions, sound investments, and accountability; collaborative approaches to integrated solutions across the landscape; and enhanced professionalism of our workforce.

Our Areas of Focus

“The vast possibilities of our great future will become realities only if we make ourselves responsible for that future.” Gifford Pinchot

By **focusing on the three spheres that frame sustainability** - environmental, social, and economic – the recreation program can significantly contribute to the agency’s overall mission. **In the most profound sense, we will not achieve the agency’s mission without sustainable recreation and tourism.** The following ten focus areas comprise high leverage actions that will help us achieve sustainable recreation programs on every national forest and grassland by 2019, the centennial of managed recreation in the Forest Service.

I. Restore and Adapt Recreation Settings

- Through integrated research, analysis, planning, and quality design, we will restore the condition and function of our recreation facilities and settings, expanding and adapting them to reflect the diversity of cultures, abilities, family structure, and activities in our ever-changing society.
- Recreation settings that have been impacted by declining ecosystem health, wildfire, and inappropriate use will be restored to improve the quality of outdoor experiences. Unmanaged recreation will be resolved through a planned and properly designed network of roads, trails, and facilities, combined with educated citizen stewardship and partnerships, as well as field presence to provide quality recreation experiences while reducing the impacts of visitor use on the landscape.
- Focused acquisition of rights-of-way and conservation easements will enhance access to recreation settings while protecting the scenery and sense of place that make each recreation setting special.

II. Implement “Green” Operations

- The recreation and tourism program will reduce its environmental footprint and serve as a model for our visitors and other providers by incorporating sustainable travel industry best practices; “green technology” for facility and trail construction; and environmental management systems in all aspects of our operations.
- We will interpret the connection between our agency mission and our green operations, as well as citizens’ roles in sustainability.
- We will share knowledge, skills, and best management practices among a broad network of practitioners, educators, and partners.

III. Enhance Communities

We will develop and implement, a place-based recreation planning model using collaborative processes to work with communities and other outdoor recreation and tourism providers within our regional destination areas.

- Together with our communities and stakeholders, we will develop a common vision and define potential roles to sustain the economic and quality of life benefits of recreation and tourism assets within these destinations.
- Included will be shared infrastructure development, delivery of information, and provision of recreation services that addresses connections of urban areas and rural communities to the scenic attractions, historic places, and recreation opportunities of the National Forests and Grasslands.
- Community and state parks, other federal and tribal lands, and local open space lands will be evaluated for connections with National Forest System lands as well as for their own contributions, existing and potential, for meeting the outdoor recreation and tourism demands for the area.

Along with the communities and stakeholders, we will jointly identify economic development and investment options to carry out the common vision.

IV. Invest in Special Places

The National Forest System designations include: 6 National Monuments, 19 National Recreation Areas, 11 National Scenic Areas, 6 National Scenic and Historic Trails, Grey Towers National Historic Site, and 22 National Historic Landmarks. These areas were designated by Congress to recognize their unique natural, scenic, or cultural resources and their outstanding opportunities for outdoor recreation.

- We will make strategic investments and leverage existing and future external partnerships for additional resources and funding to help sustain and feature these high value treasured landscapes and sites.
- We will showcase these special places in multiple media (including our national reservation service) by emphasizing their recreational, educational, and tourism benefits to demonstrate premier natural resource based tourism and recreation management.
- We will evaluate other areas within the National Forest System that have outstanding recreational, scenic, historic, or other values of high attractiveness for designation and management as special areas.

V. Forge Strategic Partnerships

Strategic partnerships are vital to providing sustainable recreation experiences.

- We will cultivate coalitions of recreation interest groups that will help provide recreational experiences, service activities, and environmental education for youth and adults that promote fitness, appreciation of nature and history, and citizen stewardship.
- We will seek opportunities to expand the demographic diversity of our recreation visitors by strengthening relationships with new partners and non-traditional users.
- We will streamline our partnership processes and increase our capacity to engage and support partners. These actions will contribute to the long term sustainability and relevance to society of natural and cultural landscapes.

VI. Promote Citizen Stewardship

With over 173.4 million visitors to National Forests and Grasslands each year and an additional 300 million driving through, recreation provides an exceptional conduit not just for connecting people to nature – but for enhancing their understanding of their natural and cultural environment and catalyzing their participation in caring for it.

- We will cultivate the energy, enthusiasm, and skills of private and nonprofit sector partners and volunteers to provide services and connect people to the land.

We will inspire passion for the land and develop a lifelong commitment to caring for it through interpretive services programs and exhibits, conservation education, and outdoor ethics programs that strive to make personal connections to our resources resulting in stewardship.

VII. Know Our Visitors, Community Stakeholders, and Other Recreation Providers

Increased recreation use and interest in history and the natural world demand that managers know their current and potential visitors to anticipate demand, foresee impacts, and take proactive management actions that create inviting recreation environments that instill respect for natural and cultural resources. To effectively position our recreation program within our market destination areas, we will need to utilize market research, visitor use information from a variety of sources, and continuous engagement of community stakeholders and regional recreation providers.

- We will continuously adapt our visitor use monitoring system and work closely with Research and Development to stay current with demographic shifts, changing values and demands, data sources, new technologies, and management tools.
- We will continuously seek to improve our community participation and collaboration skills using the latest research to build long lasting partnerships and working relationships to move together toward sustainable conditions.

VIII. Provide the Right Information

Today, people expect credible, accurate, and effective information in seconds.

- We will invest in consolidating and improving our external recreation information systems with an emphasis on quality, consistency, accessibility and convenience.
- We will improve our capacity to use emerging social media technology to better connect with diverse users and cultures.
- An internal recreation managers' web toolbox will be developed and maintained as a first level resource for policy and process guidance. This toolbox will be designed for the employee to get current and specific information about all recreation programs to assist in day-to-day work.

IX. Develop a Sustainable Financial Foundation

The Recreation program cannot deliver sustainable environmental, social, and economic conditions if it is not built upon a sustainable financial foundation. It is unlikely that appropriated funds will ever meet the total program need for providing excellent recreation opportunities while protecting the land. Program delivery will be balanced on a base of appropriated funds through expanded capacity by utilizing user fees, volunteers, private providers, and partners in the nonprofit sector.

- We will develop a holistic program analysis model to evaluate our infrastructure investments and program costs. Those costs will be considered alongside available resources such as appropriations, fee revenue, partnerships, volunteers, and other service provider options to seek a sustainable and integrated base for the program.
- Proposed new development investments and program improvements will be evaluated along with the capacity to sustain existing ones. The gap between program needs and available resources will be identified along with options for closing the gap.
- We will seek opportunities for further integration of programs, databases, processes, and funding with other associated resource staff areas such as: Heritage; Wilderness

and Wild & Scenic Rivers; Watershed, Fish, & Wildlife; Engineering; Conservation Education; and information management; among others.

X. Develop Our Workforce

Our current organization, both in numbers and in expertise, is not well positioned to address this strategy. Capacity to respond to numerous partnership opportunities is limited, and field presence is minimal.

- In addition to the need to replenish, train, and develop the existing array of skills in our workforce, employee skills are needed to engage in collaborative planning processes with communities as well as to better build and administer partnerships and business relationships.
- We will recruit, retain, train, and develop needed skills and leverage our talented employees across the organization, transcending program and geographic boundaries.
- Our workforce will better represent the populations we serve.

Conclusion

Despite changes in population and fluctuations in visitor patterns, it is obvious that outdoor recreation on the National Forests and Grasslands is a traditional part of the American way of life, and will remain so in the years ahead. There are numerous challenges to providing quality recreation experiences and tourism opportunities while protecting the land. But, through the strength of our partnerships and increased performance of all our employees and systems, we can meet these challenges of a sustainable future for the benefit of American society. The actions spelled out here will move us toward that meaningful goal, so please join us in:

“Renewing Body & Spirit, Inspiring Passion for the Land”

1. The difference between land that the Town already owned, land that the Town would need to acquire, and leased land.

Should Town Council decide to pursue acquisition of any USFS lands as part of this project, staff offers the following as an outline of what would be involved:

Background: The National Forests were “reserved” from the public domain because they were found to be worthy of National Forest System status. This is why the Forest Service does not have any general “disposal” authorities, like the Bureau of Land Management does. There are basically three ways in which they can convey parcels out of National Forest System lands: a Sisk Act acquisition, a land exchange, or a Townsite Act.

Sisk Act:

The Sisk Act provides for acquisition of land by a public school authority or a State, county or municipal government. The main point of this act is that the land considered had to be under a special use permit on January 12, 1983 and can only be used for the purpose for which it was permitted. In exchange for the land, they can receive non-federal land, cash or a combination of both. Cash that is received is put into a Sisk Act fund to be spent on acquiring land at a later date.

Land Exchange:

Land exchanges require approximately equal value (within 25% - which can be off set with cash) of non-federal land to be conveyed. More information on land exchanges can be found in the Code of Federal Regulations at 36CFR 254, Subpart A.

Townsite Act:

More information on the Townsite Act can be found in the Code of Federal Regulations at 36CFR 254, Subpart B.

FSM 5500 - LANDOWNERSHIP TITLE MANAGEMENT; CHAPTER 5570 - SALES, GRANTS, AND SPECIAL ACTS

Amendment No.: 5500-2011-1; Effective Date: January 31, 2011

National Forest Townsite Act of July 31, 1958 (72 Stat. 483; 7 U.S.C. 1012a; 16 U.S.C. 478a) as amended by Section 213 of the Federal Land Policy and Management Act of 1976 (90 Stat. 2760). This Act authorizes the Secretary of Agriculture to set aside and designate National Forest System land for townsite purposes. Areas so designated may be sold to any qualifying county, city, or other governmental subdivision.

5571.2 - Townsite Act

National Forest System land in the 11 contiguous western states and Alaska may be set aside and designated as a townsite upon receipt of proper application from a governmental subdivision, including

proof that there is a need to use the land for the stated purpose (FSH 5509.11, sec. 22 and see 36 CFR, Subpart B).

Regional foresters may convey the designated land at fair market value for townsite purposes upon determination that:

- The land is suitable for community purposes.
- The community may use the land without creating undue risk of resource damage to adjoining lands.
- It is possible to use the land without creating sanitary problems or endangering public health.
- The land is not necessary for more important Federal purposes.

Proceeds from a Townsite Act go to the general treasury and is not available to the Forests for acquisition of other land.

All land conveyances are discretionary actions. It would be up to the authorized officer to determine if the Forest Service would entertain a land conveyance, and which authority they would use. In all instances, the cost of the Federal land is based upon fair market value. And all of these involve processing costs, which would be borne by the applicant. All proposals are routed to a Regional Land Adjustment Team that takes the lead of processing proposals; any land conveyance would need to be put on their program of work. This is somewhat of a competitive process, as they service all of the Forests in California.

Townsite Act Details

§ 254.20 Purpose and scope.

(a) A Forest Service official may, upon application, set aside and designate for townsite purposes up to 640 acres of National Forest System lands adjacent to or contiguous to an established community in Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

(b) National Forest System lands, needed by a community, may be sold under the Townsite Act, for fair market value if those lands would serve indigenous community objectives that outweigh the public objectives and values of retaining the lands in Federal ownership. Indigenous community objectives may include space for housing and for service industries, expansion of existing economic enterprises, new industries utilizing local resources and skills, public schools, public health facilities, community parks, and other recreation areas for local citizens, but would exclude such uses as commercial enterprises or new industries and housing projects that would change the character of the local community.

§ 254.21 Applications.

(a) An application to purchase National Forest System lands—

(1) Must be made by designated officials) authorized to do business in the name of a county, city, or local governmental subdivision;

(2) May be in the form of a letter, ordinance, or resolution;

(3) Must be furnished to the District Ranger or the Forest Supervisor for the National Forest area in which the lands are situated; and

(4) Must be limited to 640 acres or less adjacent to an established community.

(b) An application must be accompanied by—

(1) A description of the land desired; and

(2) A development plan, consisting of a narrative statement and map, which gives a detailed description of the intended use of the site and how essential community needs will be met by the purchase.

§ 254.22 Designation and public notice.

(a) A Forest Service official must—

(1) Ensure the application meets the requirements of § 254.21;

(2) Process an order to set aside and designate the lands for townsite purposes; and

(3) Transmit, where applicable, a copy of the designation order to the State Director, Bureau of Land Management.

(b) The designation order will segregate the lands from other forms of entry as long as the application remains in force.

(c) The designation order does not preclude compatible land adjustments under the Secretary's authority within the area set aside.

(d) A Forest Service official must prepare a public notice of the proposed townsite sale to be inserted once a week for 4 consecutive weeks in a local newspaper:

(1) The notice shall include descriptive information on the proposed townsite sale and identify the applicant and responsible Forest Service official; and

(2) A period of 45 days, from first date of publication, must be provided for accepting public comments.

§ 254.23 Studies, assessments, and approval.

(a) After initial public notice has been published, a Forest Service official must conduct the necessary studies and assessments to—

(1) Determine if the applicant has made a satisfactory showing that the land will meet essential community needs resulting from internal growth;

(2) Determine if lands applied for would serve indigenous community objectives that outweigh other public objectives and values which would be served by maintaining such a tract in Federal ownership;

(3) Determine if the sale would substantially affect or impair important scenic, wildlife, environmental, historical, archeological, or cultural values;

(4) Evaluate the applicability of public comments;

(5) Identify the extent of valid existing rights and uses; and

(6) Determine if zoning ordinances, covenants, or standards are needed to protect adjacent National Forest land and to protect or mitigate valid existing rights and uses.

(b) Upon approval, the authorized Forest Service official shall take appropriate steps to have an assessment made of the fair market value of the land and process the conveyance pursuant to §§ 254.24, 254.25, and 254.26.

(c) Upon disapproval, a Forest Service official shall—

(1) Notify the applicant in writing of the reasons the proposal is not acceptable;

(2) Inform the applicant of alternate proposals under other authorities and/or appeal rights.

§ 254.24 Conveyance.

(a) Conveyance of the approved tract(s) may be made by a single transaction or by multiple transactions spread over a period of time in accordance with a prearranged schedule.

(b) The authorized Forest Service official shall—

(1) Execute and convey title to the townsite tract(s) by quitclaim deed;

(2) Ensure deeds are free of terms and covenants, except those deemed necessary to ensure protection of adjacent National Forest System land and/or valid existing rights and uses; and

(3) Deliver executed deeds to the governmental body upon—

(i) Adoption of zoning ordinance and development plan if found necessary; and

(ii) Notice from the authorized Forest Service Fiscal Agent that payment has been received.

§ 254.25 Survey.

The authorized Forest Service official shall conduct or provide for the necessary tract survey and boundary posting of National Forest System land.



The Outdoor Recreation Economy



TAKE IT OUTSIDE FOR AMERICAN
JOBS AND A STRONG ECONOMY



July 10

Economic Benefits:

- 6.1 million American jobs
- \$646 billion in outdoor recreation spending each year
- \$39.9 billion in federal tax revenue
- \$39.7 billion in state/local tax revenue

The State of the Outdoor Industry

EVERYTHING GROWS OUTSIDE, INCLUDING JOBS AND THE ECONOMY.

Much has changed since 2006 when Outdoor Industry Association commissioned the first economic study on outdoor recreation in the United States. The Great Recession radically altered consumer spending habits, unemployment reached its highest level in decades, and federal and state deficits resulted in massive spending cuts.

Despite the uncertainty, more than 140 million Americans make outdoor recreation a priority in their daily lives, proving it with their wallets by putting \$646 billion of their hard-earned dollars right back into the economy. Even better, this spending directly results in highly sought-after jobs for 6.1 million Americans.

At the core of the outdoor recreation economy is the outdoor consumer, whose diverse interests fuel a robust and innovative industry. Today's outdoor lovers aren't confined to traditional demographics or activity segments. They seek meaningful outdoor experiences in their backyards and in the backcountry. They are all genders, ages, shapes, sizes, ethnicities and income levels. They live throughout America, and they view outdoor recreation as an essential part of their daily lives. They fill their garages with bicycles, dirt bikes, backpacks, boats, skis, tents, hunting rifles and fishing gear. This is redefining the outdoor industry, an evolution that is evident in the growth of sales and jobs since 2006.

In short, outdoor recreation is a growing and diverse economic super sector that is a vital cornerstone of successful communities that cannot be ignored. Most importantly, outdoor recreation is no longer a "nice to have," it is now a "must have" as leaders across the country recognize the undeniable economic, social and health benefits of outdoor recreation.



AMERICANS SPEND NEARLY AS MUCH ON SNOW SPORTS (\$53 BILLION) AS THEY DO ON INTERNET ACCESS (\$54 BILLION).

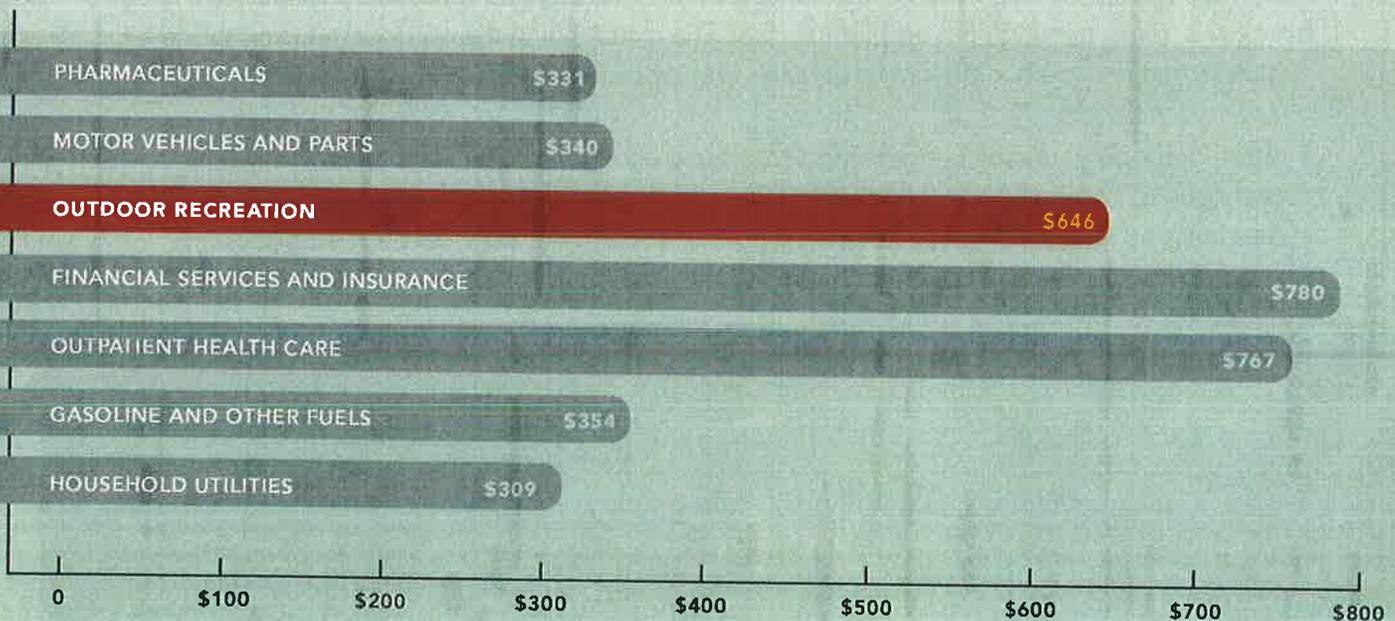
Outdoor Recreation Is Big Business

Outdoor recreation is bigger than you think and a significant economic driver in the United States.

More than 140 million Americans make outdoor recreation a priority in their daily lives – and they prove it with their wallets. Each year, Americans spend \$646 billion on outdoor recreation.

An Overlooked Economic Giant

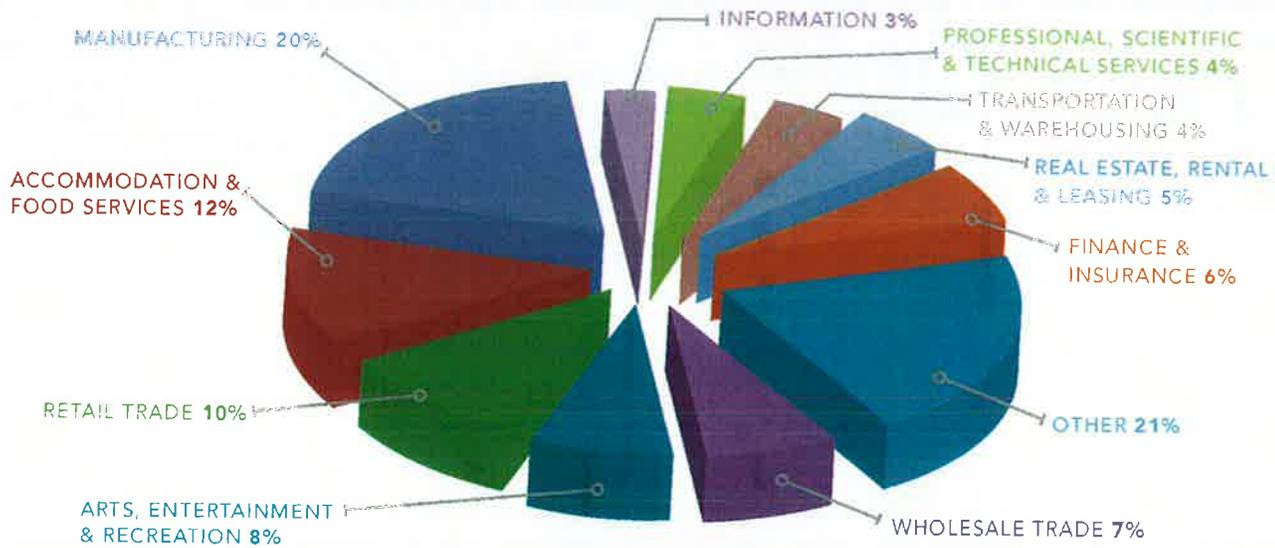
Annual Consumer Spending, in Billions



Source: Bureau of Economic Analysis, Personal Consumption Expenditures by Type of Product, based on available 2010 data.

Outdoor Recreation is Essential to the American Economy

The impact of outdoor recreation reaches far beyond the outdoor industry, directly fueling major traditional American economic sectors.



AMERICANS SPEND MORE ON BICYCLING GEAR AND TRIPS (\$81 BILLION) THAN THEY DO ON AIRPLANE TICKETS AND FEES (\$51 BILLION).



An Economy as Vast and Powerful as the Great Outdoors

WHAT DRIVES THE OUTDOOR RECREATION ECONOMY?

The outdoor recreation economy thrives when Americans spend their hard-earned dollars in the pursuit of outdoor recreation. This spending occurs in two forms: the purchase of gear and vehicles, and dollars spent on trips and travel.

Gear purchases include anything for outdoor recreation, such as outdoor apparel and footwear, bicycles, skis, fishing waders, tents, rifles or backpacks. Vehicle purchases include vehicles and accessories used only for outdoor recreation, such as boats, motorcycles, RVs, snowmobiles and all-terrain vehicles.¹

The outdoor recreation economy grows long after consumers purchase outdoor gear and vehicles. They spend money on day and overnight trips, and on travel-related expenses such as airfares, rental cars, lodging, campgrounds, restaurants, groceries, gasoline and souvenirs. They pay for river guides and outfitters, lift tickets and ski lessons, entrance fees, licenses and much more. Their spending supports innumerable small business owners. And they visit recreation areas that are cared for by land managers, park rangers, NGOs and volunteers.

This spending is the outdoor recreation economy — \$646 billion in spending that each year supports 6.1 million direct jobs and \$80 billion in federal, state and local tax revenue.

¹ Vehicles used for commercial purposes or commuting are not included.

Adventuring into the Great Outdoors Fuels the Economy

Outdoor Recreation Product Sales
\$120.7 Billion

APPAREL, FOOTWEAR, EQUIPMENT, VEHICLES, ACCESSORIES, SERVICES

Trips and Travel-Related Spending
\$524.8 Billion

FOOD/DRINK, TRANSPORTATION, ENTERTAINMENT/ACTIVITIES, LODGING, SOUVENIRS/GIFTS/MISC.



+



=


\$646 Billion
Direct Sales

FOR EVERY DOLLAR SPENT ON GEAR AND VEHICLES, AN ESTIMATED FOUR DOLLARS IN SPENDING ON TRIPS AND TRAVEL RESULTS.

Putting America to Work

America is globally recognized as the leader in outdoor recreation. Advancements in technical apparel, footwear and equipment for outdoor activities are driving innovation and entrepreneurship, while creating a demand for highly skilled workers in areas like technology, product design, manufacturing, sustainability and global commerce.

A tremendous diversity of career opportunities exists beyond product-related jobs. When Americans play outside during day outings or overnight trips, their spending directly supports professions like guides and outfitters, lodging operators, park managers and rangers, concessionaires, small business owners and many more.

In total, 6.1 million American livelihoods¹ directly depend on outdoor recreation, making it a critical economic sector in the United States.

Outdoor Recreation Creates Jobs

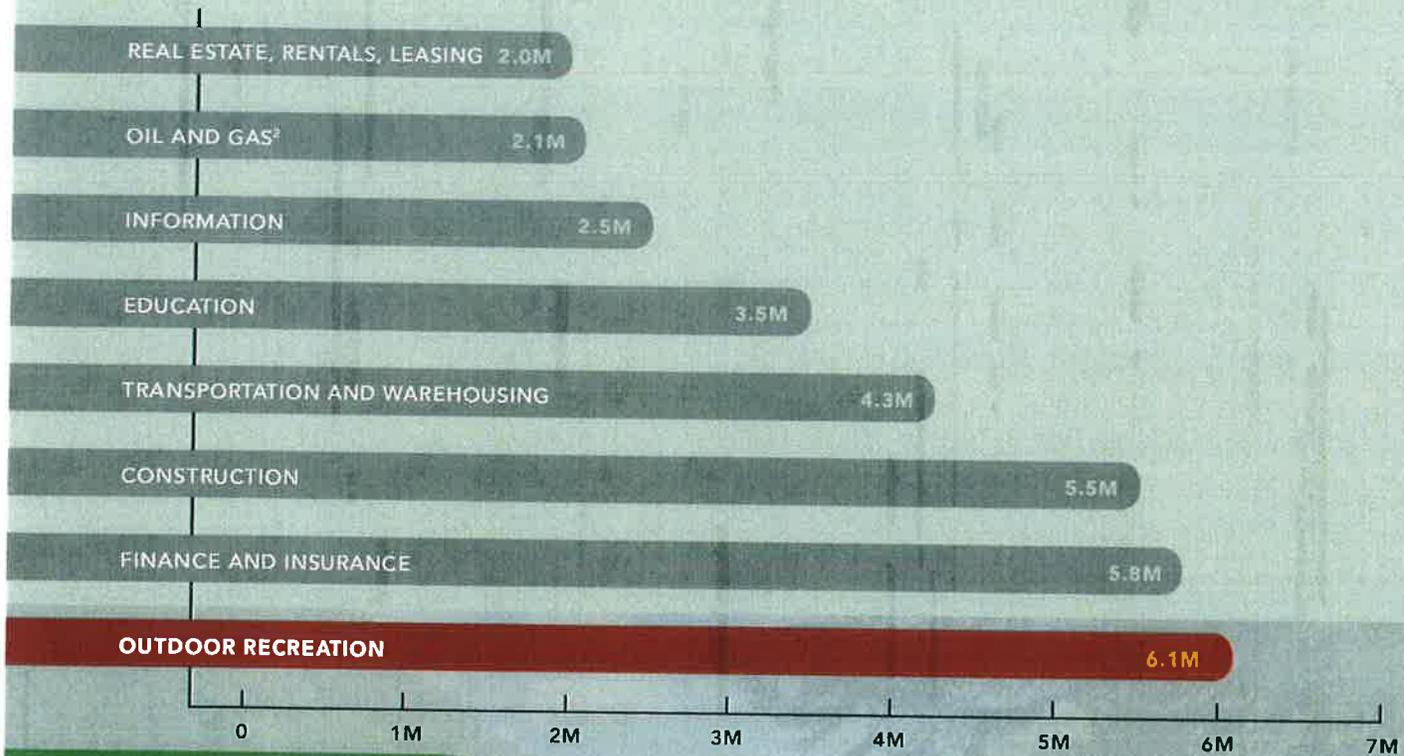
Average Salaries Generated²



¹ Reflects American jobs directly supported by outdoor recreation. Indirect, induced or ripple effect impact would be significantly higher. ² Average salaries based on Manufacturing Benchmarking Report, 2011, Outdoor Industry Association. ³ Source: Bureau of Labor Statistics, 2011.

Outdoor Recreation Employs America

Job Comparisons, by Industry¹



MORE AMERICANS JOBS DEPEND ON TRAIL SPORTS (768,000) THAN THERE ARE LAWYERS (728,200) IN THE U.S.³



¹ Bureau of Labor Statistics, 2011. ² American Petroleum Institute, direct jobs in 2007 from The Economic Impacts of the Oil and Natural Gas Industry on The U.S. Economy: Employment, Labor Income and Value Added, 2009. ³ U.S. Bureau of Labor Statistics Occupational Outlook Handbook 2012-13 Edition, 2010, www.bls.gov/och/LegalLawyers.htm.

Strong, Steady Growth

This report calculates the direct economic impact for an expanded set of outdoor recreation activities, some of which were not included in the prior report.

Therefore, care should be taken when attempting to make a trend analysis between this report and the prior report.

However, analysis of comparable activities demonstrates that the outdoor recreation economy grew approximately 5 percent annually between 2005 and 2011 – this during an economic recession when many industries contracted.¹



BICYCLING

Paved-road
Off-road



CAMPING

RV campsite
Tent campsite
Rustic lodging



FISHING

Recreational fly
Recreational non-fly
Fishing from a boat



HUNTING

Shotgun
Rifle
Bow



MOTORCYCLING

On-road
Off-road



OFF-ROADING

ATV
ROV
Dune buggies
Jeeping



SNOW SPORTS

Downhill skiing
(including telemark)
Snowboarding
Cross-country skiing
Nordic skiing
Snowshoeing
Snowmobiling



TRAIL SPORTS

Trail running, unpaved
Day hiking, unpaved
Backpacking
Rock climbing
(natural rock or ice)



WATER SPORTS

Kayaking
Stand-up paddling
Rafting
Canoeing
Boating (motorized)



WILDLIFE VIEWING

Bird watching
Other wildlife watching

¹ Based on analysis of 2011 data to comparable 2006 data. For details see the technical report on methods and findings.

The outdoor recreation economy grew approximately 5 percent annually between 2005 and 2011 – this during an economic recession when many sectors contracted.¹



¹ Based on an analysis of 2011 data to comparable 2006 data. For details, see the technical report on methods and findings.

Quality Places to Play for All Americans

PRESERVING ACCESS TO OUTDOOR RECREATION OPPORTUNITIES PROTECTS THE ECONOMY, THE BUSINESSES, THE COMMUNITIES AND THE PEOPLE WHO DEPEND ON THE ABILITY TO PLAY OUTSIDE.

Behind outdoor recreation stand 140 million Americans who want and deserve access to a variety of quality places to play and enjoy the great outdoors.

Every year, hundreds of millions of visitors – young and old, after-work enthusiasts to international travelers, and from coast to coast – flock to America’s parks, forests and waters. From seashores and local parks to the wild backcountry, America’s public lands and waters are the very foundation of the national outdoor recreation system.

Outdoor recreation can grow jobs and drive the economy if we manage and invest in parks, waters and trails as a system designed to sustain economic dividends for America.



MORE THAN 725 MILLION VISITS TO STATE PARKS PROVIDED A COLLECTIVE \$20 BILLION ECONOMIC BENEFIT TO COMMUNITIES SURROUNDING STATE PARKS NATIONWIDE.¹



¹ National Association of State Park Directors, 2009.



Outdoor recreation can continue to be a jobs generator and an economic driver.

Recreation visits to Department of Interior-managed lands result in over 316,000 jobs and nearly \$25 billion in economic impacts each year to the communities and regions surrounding Interior-managed land.¹

Nearly 35 million people visit national wildlife refuges annually, supporting almost 27,000 private sector jobs and producing about \$543 million in employment income.²

Rural western counties with more than 30 percent of their land under federal protection **increased jobs at a rate four times faster** than rural counties with no federally protected lands.³



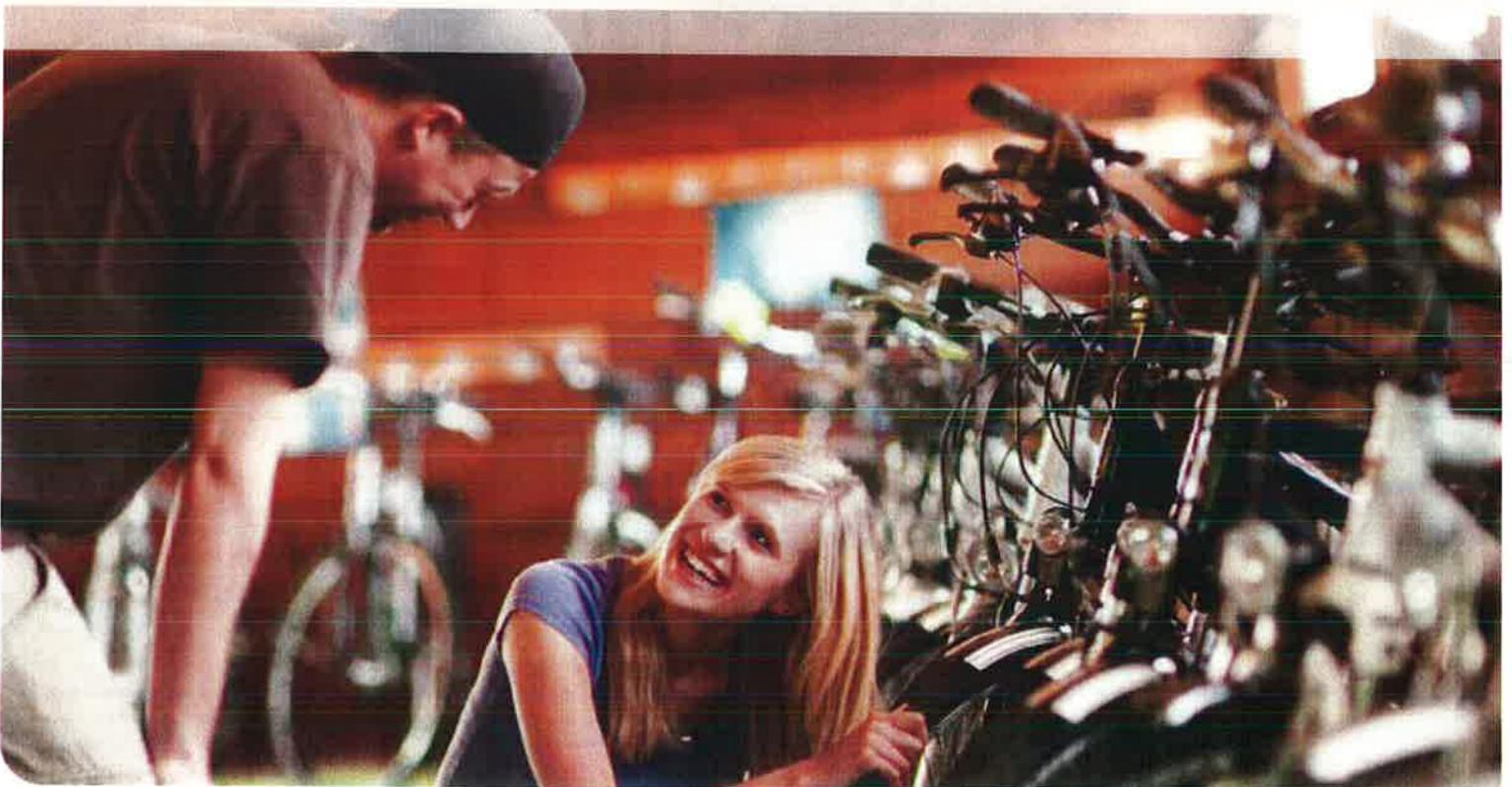
THE NATIONAL PARK SERVICE ESTIMATES \$32 MILLION WOULD BE LOST PER DAY IF BUDGET CUTS SHUT DOWN THE PARKS.

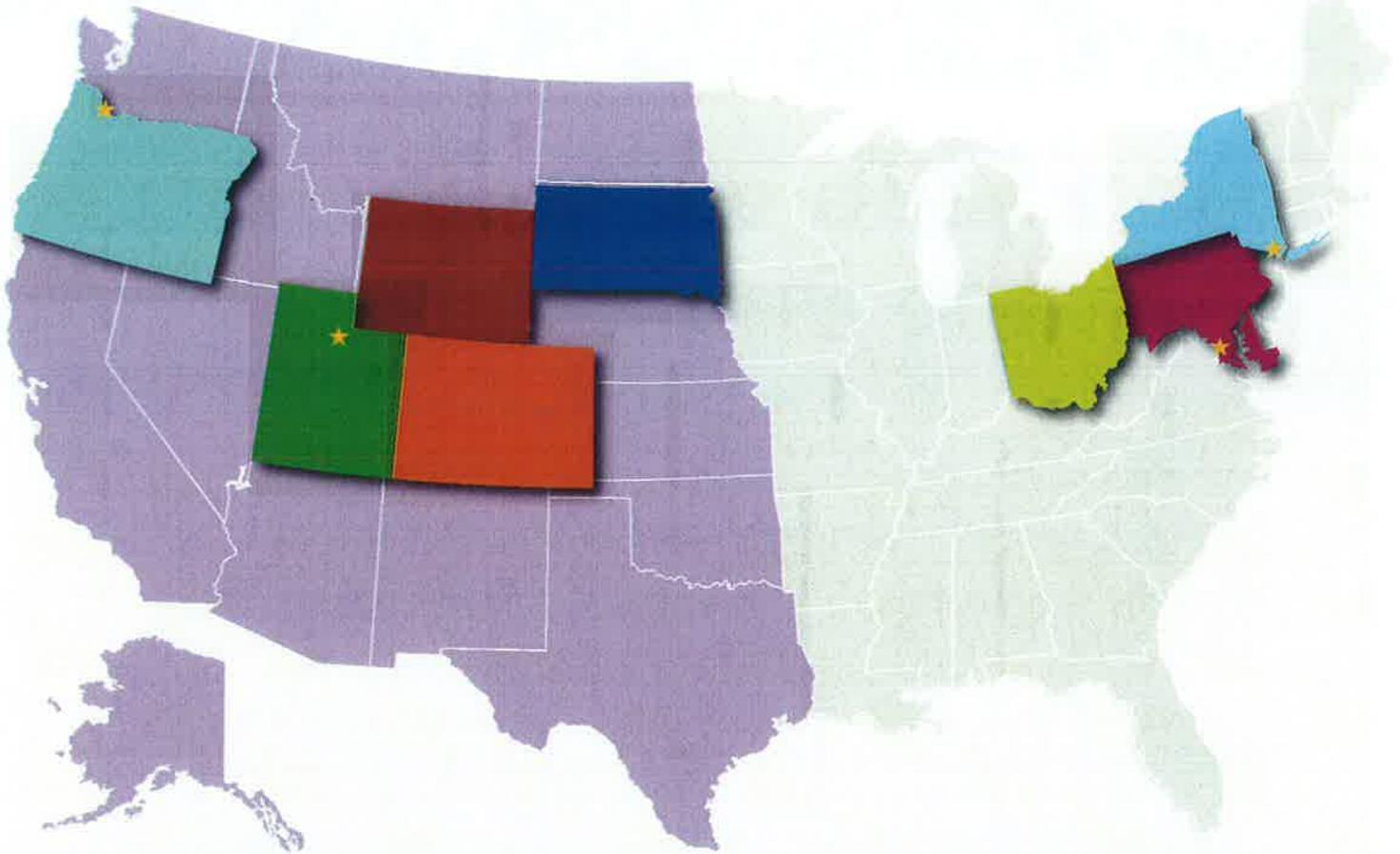
1. Department of the Interior, Economic Impact of the Department of the Interior's Programs and Activities, 2008, http://www.doi.gov/news/pressreleases/2010_02_23_release.cfm.
 2. National Wildlife Refuge System, Banking on Nature 2006: The Economic Benefits to Local Communities of National Wildlife Refuge Visitation. 3. Behrman, 1970 and 2005, Headwaters Economics, 2012.

Outdoor Recreation Strengthens Local Communities

THE OUTDOOR RECREATION ECONOMY GENERATES \$80 BILLION IN NATIONAL, STATE AND LOCAL TAX REVENUES EACH YEAR.

Cities and towns across the country are tapping into the business of outdoor recreation, and with good reason. They recognize that outdoor recreation and open spaces are key ingredients to healthy communities, contribute to a high quality of life, and most importantly, attract and sustain businesses and families.





GET OUT WEST! INITIATIVE

The Western Governors' Association reports that outdoor recreation in 19 western states results in \$256 billion in direct spending and 2.3 million jobs.¹

OGDEN, UT

The City of Ogden recognizes the potential to transform the city from a former railroad town to one of the country's top outdoor destinations. By investing in public space restoration, Ogden adds more jobs than any other region in the country, lowers crime by 33 percent, and secures more than \$1.2 billion in investment – all while lowering taxes three times.²

CENTRAL PARK, NEW YORK CITY, NY

A cluster of enterprises, events and activities connected to Central Park generates \$395 million in economic activity, and more than 3,790 jobs. Additionally, an analysis of NYC parks finds that land values of residential properties increase the closer they are to a park.³

STURGIS, SD

The annual Sturgis Motorcycle Rally generates more than \$800 million in economic activity to the region from an estimated 417,000 visitors who stay an average of nearly six days.⁴

CINCINNATI, OH

Research finds that homeowners are willing to pay a premium of \$9,000 on houses that are within 1,000 feet of bike paths.⁵

COLORADO

The USA Pro Cycling Challenge reports more than \$83.5 million in economic impact during the one-week period, with more than one million spectators lining the roads.⁶

SALT LAKE CITY, UT

The Outdoor Retailer summer and winter trade shows draw more than 46,000 people annually to Salt Lake City, generating more than \$40 million annually for the local community.⁷

GREAT ALLEGHENY PASSAGE

Connecting Washington, D.C., to metro Pittsburgh, the trail generates \$7 million in direct spending.⁸

PORTLAND, OR

The City of Portland targets the outdoor industry as part of its five-year economic growth and job creation strategy. The athletic and outdoor industry in Oregon directly employs more than 14,000 workers.⁹

CODY, WY

About 10 percent of jobs in Cody, Wyoming, are associated with direct spending on fishing, hunting and wildlife viewing. Hunters, anglers and wildlife watchers contribute an estimated \$30.1 million to Cody's economy.¹⁰

Access additional and expanded case studies about the economic impact of outdoor recreation online at outdoorindustry.org/recreationeconomy

1. Western Governors' Association, *A Snapshot of The Economic Impact of Outdoor Recreation, 2012*. 2. City of Ogden, UT. 3. Central Park Conservancy, *Valuing Central Park's Contribution to New York City's Economy, 2009*. 4. City of Sturgis, SD. 5. University of Cincinnati, 2011, www.uc.edu/news/4118.asp?id=14360. 6. Visit Salt Lake, 2010. 7. Allegheny Trail Alliance, *The Great Allegheny Passage Economic Impact Study, 2007-2008*. 8. Portland Development Commission. 9. *Spokesman for Responsible Energy Development, Conserving Lands and Prosperity: Seeking a Balance Between Conservation and Development in the Rocky Mountain West, 2012*.

And \$646 Billion Is Just the Beginning

The Outdoor Recreation Economy report takes a conservative approach in tracking direct annual spending by Americans in pursuit of outdoor recreation across 10 activity categories (Bicycling, Camping, Fishing, Hunting, Motorcycling, Off-Roading, Snow Sports, Trail Sports, Water Sports and Wildlife Viewing). It is not inclusive of every activity that could be recognized as outdoor recreation. Vehicles used for commercial purposes or commuting are not included, nor is spending by international visitors.

Most importantly, the report focuses on direct economic impact¹, rather than using indirect, implied, multiplier or ripple effects that include impacts of spending, jobs and wages as they circulate further throughout the economy. If these effects were used as the basis of this report, the stated economic impact and jobs impact would be substantially larger.

When Outdoor Recreation Ripples through the Economy²

- **\$1.6 trillion in economic impact**

- **12 million jobs**

The Outdoor Recreation Economy report was developed using online surveys conducted by Harris Interactive and the development of IMPLAN economic models to identify income, jobs and tax revenue impacts at the regional and national levels. For additional details, see the full technical report available at outdoorindustry.org.

1. Direct impact is measured as the jobs, labor income and value added within outdoor recreation. 2. The ripple effect (also referred to as a multiplier) is a common economic tool that considers the process of bringing final product to market to determine final total economic contribution. See technical report for the ripple effect impacts of outdoor recreation.

In Conclusion

Outdoor recreation is a larger and more critical sector of the American economy than most people realize. As a multi-dimensional sector, the outdoor industry pumps \$64.6 billion in direct spending into the American economy and fuels traditional sectors like manufacturing, finance, retail trade, tourism and travel.

Furthermore, 6.1 million American lives directly depend on outdoor recreation. As the globally recognized leader in outdoor recreation, America is poised to drive an industry that offers a diversity of rewarding and highly skilled career opportunities for people today and into the future.

Supporting the outdoor recreation economy are our nation's public recreation lands and waters. Not only is access to quality places to play outside critical to our businesses, it is fundamental to recruiting employers and at the heart of healthy and productive communities. Open spaces and recreation areas are magnets that draw after-work activity and tourists alike.

Most importantly, the outdoor recreation economy can continue to be a growing generator of jobs and an economic powerhouse if we manage and invest in America's parks, waters and trails as a national outdoor recreation system designed to reap economic dividends for America. The continued growth and success of this great American industry hinges on outdoor recreation opportunities for everyone.



A BALANCED,
HEALTHY
ECONOMY IS NOT
AN EITHER/OR
CHOICE.

The Outdoor Recreation Economy Direct and Total Impact by Activity Category¹

OUTDOOR RECREATION PARTICIPANTS ANNUALLY SPEND:

	Gear, Accessories & Vehicles	Trip Related Sales	Total
Bicycling	\$10,538,970,178	\$70,781,975,693	\$81,320,945,871
Camping	\$18,613,995,403	\$124,769,735,895	\$143,383,731,298
Fishing ²	\$9,742,089,046	\$25,725,732,919	\$35,467,821,965
Hunting ³	\$8,525,723,987	\$14,636,912,252	\$23,162,636,239
Motorcycling	\$10,024,945,513	\$32,501,773,446	\$42,526,718,959
Off-Roading	\$13,160,580,559	\$53,334,247,815	\$66,494,828,375
Snow Sports	\$7,718,490,380	\$45,328,719,522	\$53,047,209,901
Trail Sports	\$12,251,578,246	\$68,376,967,617	\$80,628,545,863
Water Sports	\$19,420,893,225	\$66,776,605,002	\$86,197,498,227
Wildlife Viewing ⁴	\$10,736,692,517	\$22,585,482,854	\$33,322,175,371
All Activities	\$120,733,959,053	\$524,818,153,015	\$645,552,112,068

THE DIRECT IMPACTS BUSINESSES SERVING RECREATIONISTS ANNUALLY PROVIDE:

	Participants' Spending	Jobs Supported ⁵	Income ⁶	Federal Taxes	State & Local Taxes
Bicycling	\$81,320,945,871	772,146	\$38,648,426,853	\$5,174,111,079	\$5,574,649,290
Camping	\$143,383,731,298	1,356,902	\$68,478,337,142	\$9,427,118,081	\$7,129,695,106
Fishing ²	\$35,467,821,965	307,175	\$12,665,085,157	\$2,150,221,890	\$2,424,626,040
Hunting ³	\$23,162,636,239	201,822	\$9,016,303,488	\$1,477,166,379	\$1,545,494,202
Motorcycling	\$42,526,718,959	410,972	\$20,826,351,065	\$2,793,477,670	\$2,592,588,678
Off-Roading	\$66,494,828,375	684,464	\$33,589,472,749	\$4,410,555,545	\$4,056,094,360
Snow Sports	\$53,047,209,901	504,342	\$25,248,804,500	\$3,187,138,690	\$3,714,016,392
Trail Sports	\$80,628,545,863	768,251	\$38,431,908,045	\$5,140,507,597	\$5,555,850,984
Water Sports	\$86,197,498,227	802,062	\$40,325,800,635	\$3,730,693,094	\$4,853,254,404
Wildlife Viewing ⁴	\$33,322,175,371	289,168	\$13,018,994,705	\$2,378,112,717	\$2,229,661,345
All Activities	\$645,552,112,068	6,097,303	\$300,249,484,338	\$39,869,102,741	\$39,675,930,802

THE RIPPLE EFFECT CREATED FROM THE DIRECT IMPACTS IS EVEN GREATER:

	Ripple Effect Spending ⁷	Jobs Supported ⁵	Income ⁶	Federal Taxes	State & Local Taxes
Bicycling	\$198,747,895,981	1,478,475	\$101,437,240,467	\$12,650,585,765	\$13,636,495,368
Camping	\$356,462,236,509	2,618,577	\$180,781,845,610	\$23,043,702,517	\$17,416,053,882
Fishing ²	\$97,759,933,329	763,262	\$34,168,207,715	\$5,722,310,749	\$6,499,863,763
Hunting ³	\$61,924,172,768	460,223	\$23,711,273,356	\$3,745,306,917	\$3,953,276,857
Motorcycling	\$102,072,982,246	767,363	\$52,994,114,496	\$6,717,463,094	\$6,254,971,503
Off-Roading	\$165,046,037,979	1,273,130	\$86,679,309,235	\$10,946,221,713	\$10,061,337,739
Snow Sports	\$129,617,935,438	964,884	\$66,206,588,130	\$7,799,705,749	\$9,080,167,867
Trail Sports	\$196,884,308,195	1,466,941	\$100,659,948,859	\$12,560,296,484	\$13,582,923,165
Water Sports	\$206,311,014,957	1,521,486	\$104,811,013,503	\$9,118,759,152	\$11,689,789,939
Wildlife Viewing ⁴	\$100,808,196,738	722,398	\$36,548,075,766	\$6,655,021,673	\$6,255,499,241
All Activities	\$1,615,634,714,139	12,036,739	\$787,997,617,135	\$98,959,373,813	\$98,430,379,325

¹ View technical report for full details at outdoorindustry.org. ² American Sportfishing Association, Sportfishing in America: An Economic Engine and Conservation Powerhouse, 2007. ³ Association of Fish and Wildlife Agencies, Hunting in America: An Economic Engine and Conservation Powerhouse, 2007. ⁴ U.S. Fish and Wildlife Service, Wildlife Watching in the U.S.: The Economic Impacts on National and State Economies in 2006, 2008. ⁵ Jobs are full-time and part-time. ⁶ Income includes salaries, wages, business profits (proprietors profit and corporate dividends) and is comparable to Gross Domestic Production. ⁷ The total spending in the economy stimulated by businesses and their employees re-spending recreational dollars on business inputs and via paychecks.

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THE CONSUMER SURVEY WAS DEVELOPED AND EXECUTED BY HARRIS INTERACTIVE.**

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- National Marine Manufacturers Association (NMMA)
- The Outdoor Foundation (OF)
- Recreational Boating and Fishing Foundation (RBFF)
- Recreational Off-Highway Vehicle Association (ROHVA)
- Snowsports Industries America (SIA)
- Specialty Vehicle Institute of America (SVIA)
- Sporting Goods Manufacturers Association (SGMA)
- Western Governors' Association (WGA)

Outdoor Industry Association is grateful to the following organizations for lending their expertise to create this report:

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- American Sportfishing Association (ASA)
- Association of Fish and Wildlife Agencies (AFWA)
- International Mountain Bicycling Association (IMBA)
- Kampgrounds of America, Inc. (KOA)
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- Rutabaga Paddlesports
- SmartWool
- The Coleman Company
- Voyageur Canoe Outfitters

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- Southwick Associates. *Sportfishing in America: An Economic Engine and Conservation Powerhouse*. Produced for the American Sportfishing Association with funding from the Multistate Conservation Grant Program. 2007.
- Southwick Associates. *Hunting in America: An Economic Engine and Conservation Powerhouse*. Produced for the Association of Fish and Wildlife Agencies with funding from Multistate Conservation Grant Program. 2007.
- U.S. Department of the Interior, Fish and Wildlife Service. *Wildlife Watching in the U.S.: The Economic Impacts on National and State Economies in 2006*. 2008.

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ABOUT OUTDOOR INDUSTRY ASSOCIATION

Based in Boulder, Colo., with offices in Washington, D.C., Outdoor Industry Association (OIA) is the leading trade association for the outdoor industry and the title sponsor of Outdoor Retailer. OIA supports the growth and success of more than 4,000 manufacturers, distributors, suppliers, sales representatives and retailers of outdoor recreation apparel, footwear, equipment and services. For more information, go to outdoorindustry.org or call 303.444.3353.

ABOUT SOUTHWICK ASSOCIATES, INC.

For over 20 years, Southwick Associates has been the leader in quantifying the economic benefits of outdoor recreation, and fish and wildlife economics and statistics. Southwick Associates also helps companies understand their position in the outdoor market and the products in greatest demand by consumers. Experienced and dependable, Southwick Associates provides the insights and intelligence needed to succeed in the outdoor market. southwickassociates.com

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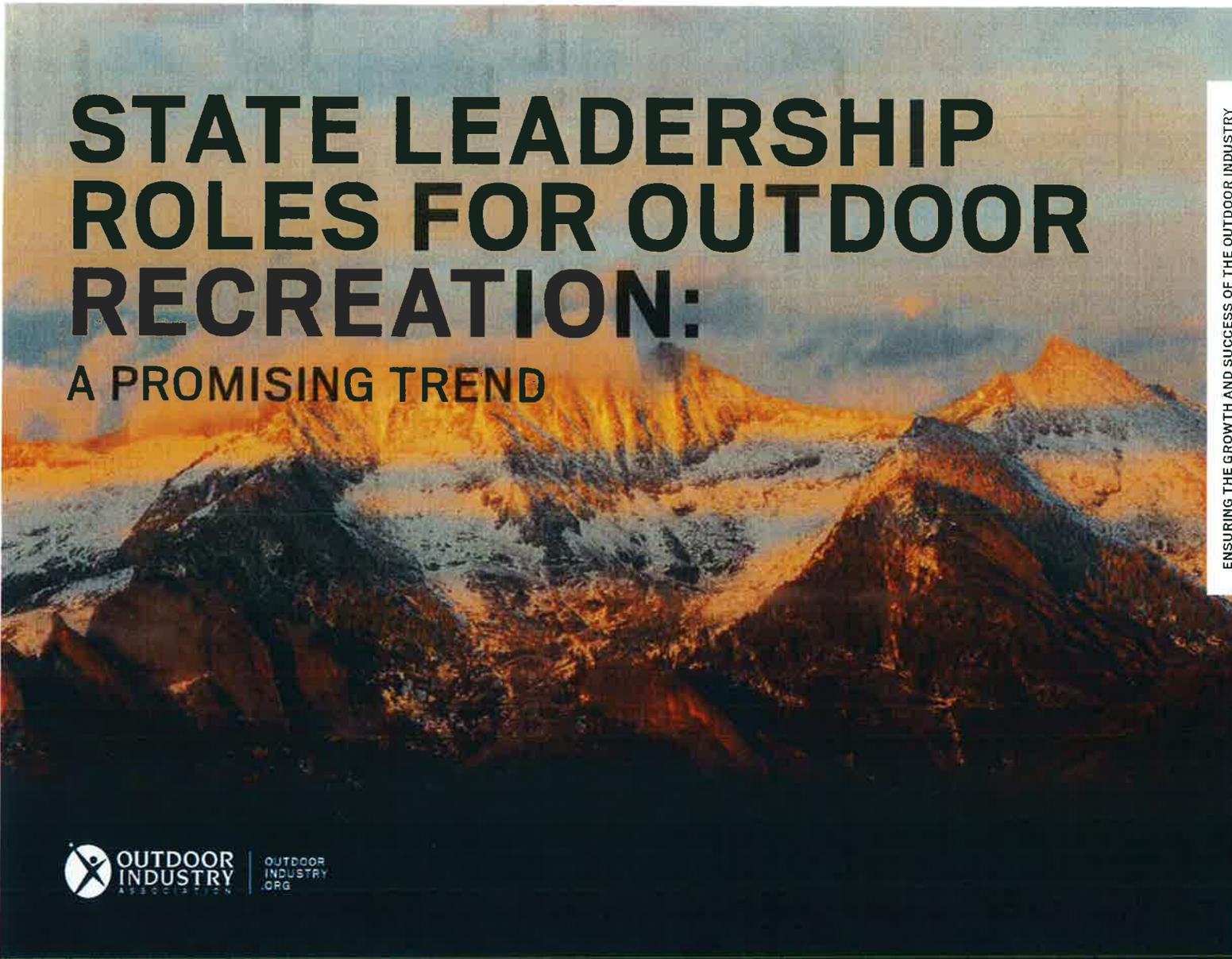


TAKE IT OUTSIDE FOR AMERICAN
JOBS AND A STRONG ECONOMY

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STATE LEADERSHIP ROLES FOR OUTDOOR RECREATION: A PROMISING TREND

ENSURING THE GROWTH AND SUCCESS OF THE OUTDOOR INDUSTRY

JW
D

STATE LEADERS FOR OUTDOOR RECREATION & THE OUTDOOR RECREATION INDUSTRY

Historically, Outdoor Industry Association (OIA) has focused its advocacy efforts in Washington D.C., as critical decisions affecting public lands, recreation and our members' bottom lines are made inside the Beltway. Increasingly, OIA is investing in complementary work close to home – in states and cities across the country where our members work, live and play.

A recent development within state governments – namely Colorado, Utah and Washington – is the creation of and investment in high-level positions charged with the dual role of supporting the outdoor industry and improving outdoor recreation opportunities throughout the state. Each of these states has identified outdoor recreation as a core priority for the health of their citizens and their economy. Elevating the importance of the outdoors is a trend that was echoed in the "Recreation Not Red-Tape Act" introduced by Sen. Ron Wyden and Rep. Earl Blumenauer that reads, in part:

"Congress supports the creation of outdoor recreation sector leadership positions within the economic development offices of States or in the office of the Governor, as well as coordination with recreation and tourism organizations within the State to guide the growth of this sector, as evidenced by recent examples in the States of Colorado, Utah, and Washington."¹

OIA and our members encourage states across the nation to craft similar leadership positions, either as policy advisors to Governors or within state economic development entities. To that end, this brief serves as an overview of the existing state leadership positions for the outdoor recreation industry as they exist now in Colorado, Utah and Washington.

" Any state that puts an office of outdoor recreation in place is showing a real commitment to the recreation economy and its value to their state. "

– Jennifer Mull, former OIA Board Chair and CEO of Backpackers

" Nearly half of all Americans – 48.4% – participated in at least one outdoor activity in 2014. This equates to 141.4 million participants, who went on a collective 11.8 billion outdoor outings. "

– Outdoor Recreation Participation Topline Report 2016

TABLE 1: THE SIX W'S OF STATE LEADERSHIP POSITIONS FOR THE OUTDOOR RECREATION INDUSTRY.

	WHO	WHAT	WHERE	WHEN	WHY	HOW
COLORADO	Luis Benitez	Outdoor Recreation Industry Office	Office of Economic Development & International Trade	2015	Dual focus of economic development and outdoor recreation, with unique priorities depending on the state	Announced by Governor & OEDIT – no legislation
UTAH	Tom Adams	Office of Outdoor Recreation	Office of Economic Development	2013		Announced by Governor, then legislation
WASHINGTON	Jon Snyder	Senior Policy Advisor, Outdoor Recreation & Economic Development	Office of the Governor	2015		Through legislation

Any state that looks to establish an outdoor sector leadership position will do so in a way that matches the needs and opportunities unique to their economic and environmental landscape. The three states so far demonstrate several routes to creation of an office – task force recommendation, legislation, or appointment.

They also all share a focus on both traditional economic development – incentives, workforce development and related work – as well as outdoor recreation through legislation, education, and public lands management.

ABOUT OUTDOOR INDUSTRY ASSOCIATION

Outdoor Industry Association is 501(c)(6) non-profit trade association that unites and serves over 1,300 suppliers, manufacturers and retailers of outdoor products across America. We work to ensure the growth and success of the outdoor industry from offices in Boulder, CO, Washington, D.C., and work across the nation.

To learn more about OIA's work or if you have questions on this report, please contact ga@outdoorindustry.org or Cailin O'Brien-Feeney, Local Recreation Advocacy Manager at 303.327.3511.

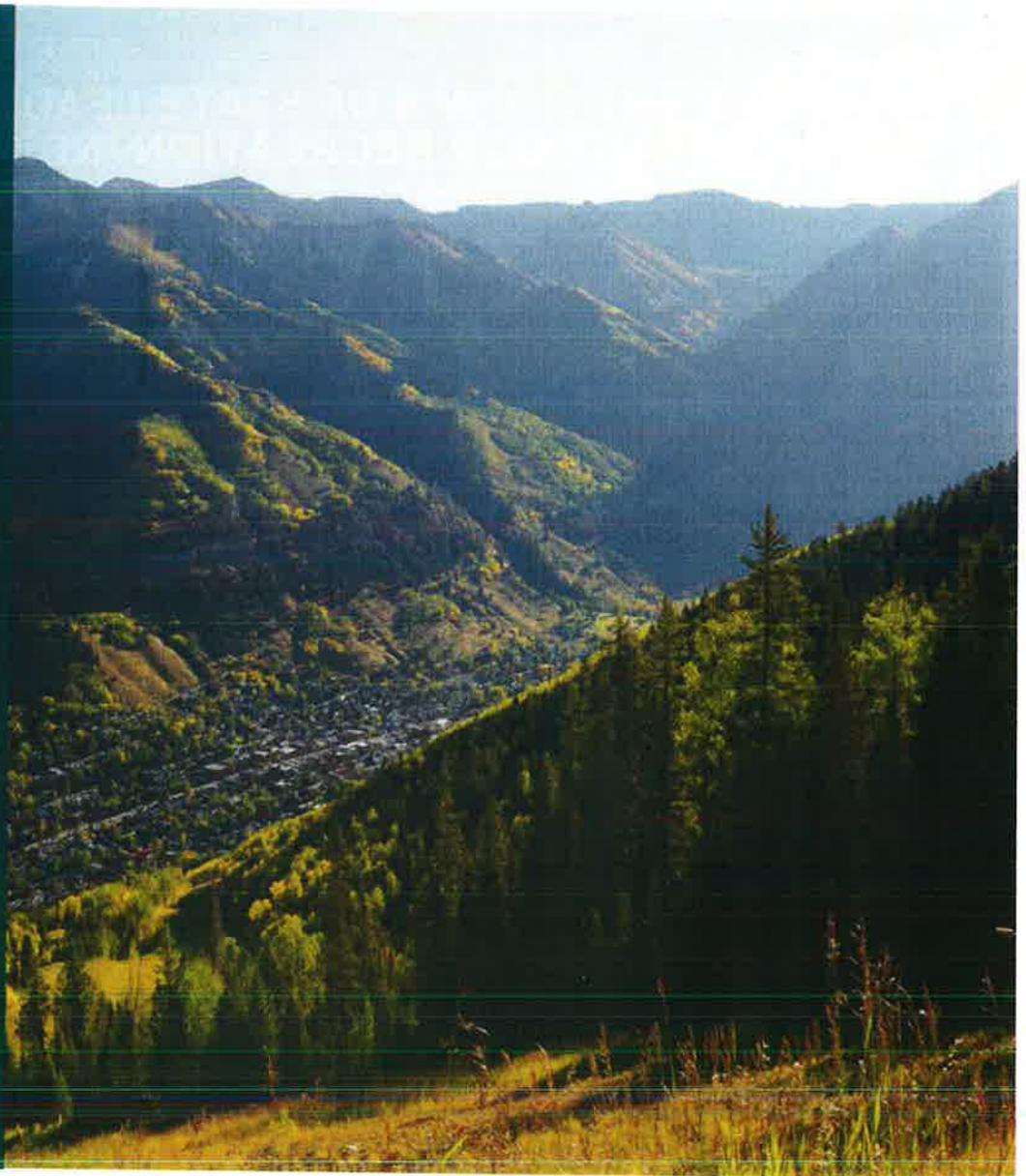
COLORADO

The Colorado Outdoor Recreation Industry Office is housed within the Office of Economic Development & International Trade (OED).² The office has been led by renowned mountain guide and leadership guru Luis Benitez since its inception in June 2015.

The mission of the Outdoor Recreation Industry office is:

"We champion industry, communities, and people to come to life through Colorado's great outdoors."

This mission is pursued through work in economic development, recreational access, funding for conservation and workforce development. The office is advised by a stakeholder Outdoor Recreation Advisory Group, leadership within the Office of Economic Development & International Trade, and members of the Governor's staff.



COLORADO

Key Duties and Responsibilities, as defined by OED, include:

- The Director will work closely with the Executive Director and peer senior leaders to collaboratively define, direct and execute the strategy of the Outdoor Industry agenda for the next term, including setting and achieving clear goals and reporting on the goals regularly.
- Act as senior advisor to the Governor and State Cabinet on the Outdoor Industry.
- The Director will be required to:
 - Understand and advocate for the Outdoor Industry within the State.
 - Engage with and act as the liaison to State agencies and resources to support foster and support the growth of businesses based in the State that provide services and products in the Outdoor Industry.
 - Identify key leaders throughout the Outdoor Industry ecosystem, leveraging their experience and relationships and partnering to assist in advancing the industry.
 - Work closely with other State and local agencies to leverage their assets and infrastructure for the benefit of the Outdoor Industry.
 - Work closely with communities across the State to plan for and foster a vibrant outdoor recreation ecosystem.
 - Utilize OED's analytical resources to publish an annual report on the economic, social and community impact of the Outdoor Industry across the State.
 - Work with OED's communication team to devise and execute a plan to raise awareness of the value and impact of the Outdoor industry to the State's healthy economy.

“ Outdoor recreation is one of our prime and best sources for ongoing employment growth. We wanted the industry to have a voice at the state and federal level.”

– Fiona Arnold, executive director of the Colorado Office of Economic Development & International Trade

Key priorities include:

- Economic Development – Who is here and isn't here? If they are struggling, can we help? If they are successful, can we help? Strategic recruitment.
- Conservation and Stewardship – Understanding how to define protection for the natural resources that help our [Outdoor Recreation] economy grow.
- Education and Workforce Training – How do we remain competitive with our [Outdoor Recreation] workforce and move from just a seasonal employee base to a year round employee base?
- Industry Anchors – What new industry sectors do we want to attract to the state?

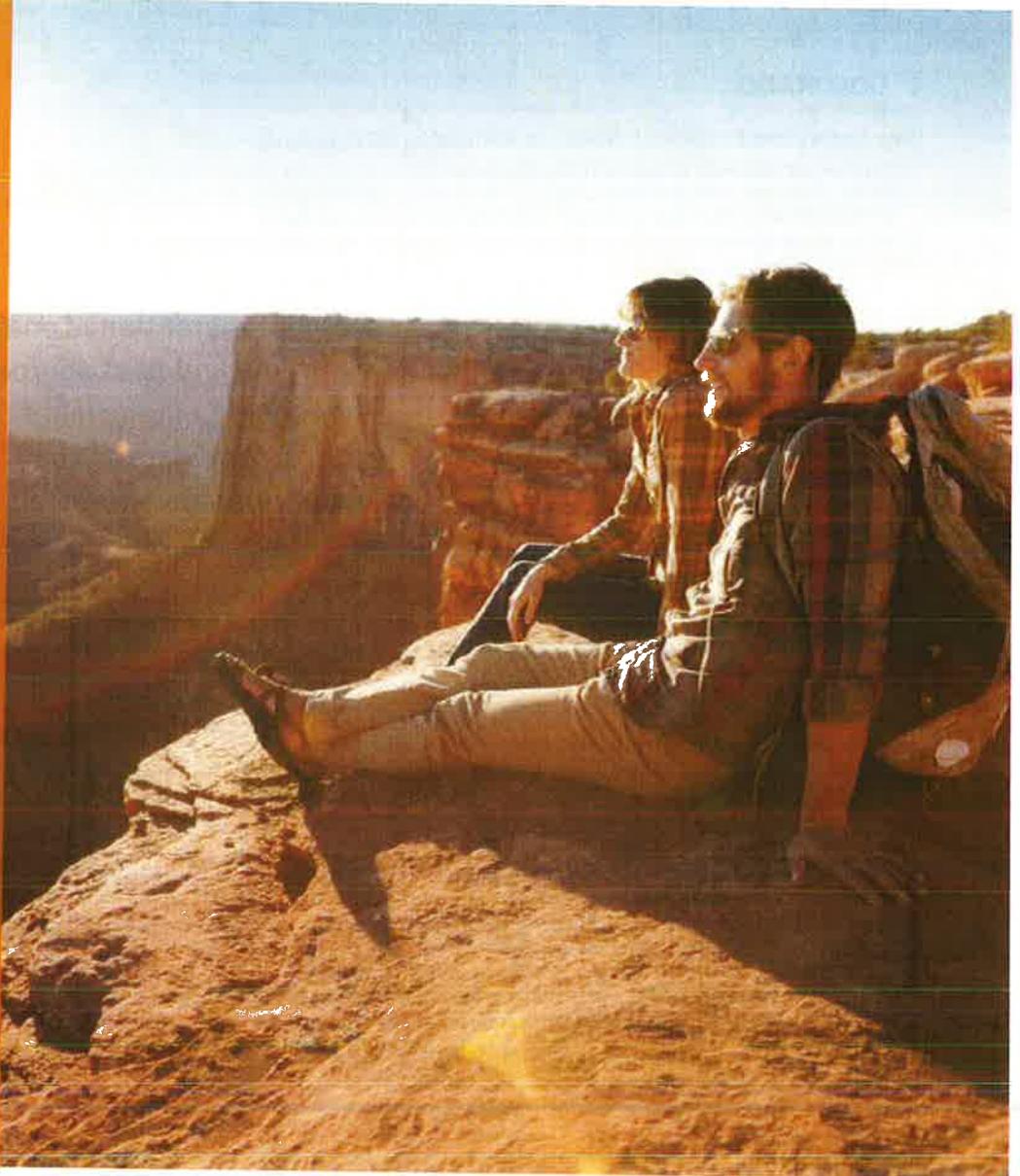
<http://www.advancetocolorado.com/business-colorado/outdoor-recreation-industry>
L. Benitez, personal communication, March 25, 2015.



UTAH

Governor Gary Herbert unveiled Utah's "Outdoor Recreation Vision" in January 2013, which among other recommendations included a first-ever Office of Outdoor Recreation.⁴ The Office of Outdoor Recreation Act, SB 73, passed in March 2013 formalizing the role. The office is currently led by Tom Adams, a competitive athlete and 20-year veteran of Utah's outdoor industry. Like Colorado's and Washington's, Utah's office is advised by a stakeholder committee.

The purposes of the Office of Outdoor Recreation, its position within the Office of Economic Development, and duties of the director were clearly defined in the enabling legislation.



UTAH

Key Duties and Responsibilities:

"Creation of office and appointment of director - Purposes of office.

1. There is created within the Governor's Office of Economic Development an Outdoor Recreation Office.
2. a. The executive director shall appoint a director of the office.
b. The director shall report to the executive director and may appoint staff.
3. The purposes of the office are to:
 - a. coordinate outdoor recreation policy, management, and promotion:
 - i. among state and federal agencies and local government entities in the state; and
 - ii. with the Public Lands Policy Coordinating Office created in Section 63J-4-502, if public land is involved;
 - b. promote economic development by:
 - i. coordinating with outdoor recreation stakeholders;
 - ii. improving recreational opportunities; and
 - iii. recruiting outdoor recreation business;
 - c. recommend to the governor and Legislature policies and initiatives to enhance recreational amenities and experiences in the state and help implement those policies and initiatives;
 - d. develop data regarding the impacts of outdoor recreation in the state; and
 - e. promote the health and social benefits of outdoor recreation, especially to young people."

HB 52, "Office of Outdoor Recreation Amendments" created an Outdoor Recreational Infrastructure Grant Program and was signed into law March 21, 2016.¹ 2015 was a pilot year for these outdoor infrastructure matching grants to local communities, with 19 communities receiving funding.



Key Priorities:

- Enhance our quality of life and economic vibrancy through balanced land management plans and policies. The Office will participate in creating solutions and policies that strike a sensitive balance between general development, motorized use, human powered activities, and preserving the unique natural experience that people seek in Utah.
- Promote Utah's natural beauty and the unmatched accessibility. Collaborate with the Office of Tourism to share the powerful and internationally recognized Utah-Life Elevated brand, while encouraging Utahns, and especially our youth, to experience the benefits of recreating right outside our back doors.
- Act as a clearinghouse of communication for the outdoor related stakeholders. Create effective forums for communicating recreation-based initiatives, sharing best practices, and generating new recreation management strategies.
- Grow and foster a vibrant recreation economy. Strategically partner with the counties to proactively enhance their recreation infrastructure, develop programs that support outdoor related start-ups, and provide support through GOED's business outreach services for the existing outdoor industry.²

Key Accomplishments from 2015 Annual Report:³

- Extended the Outdoor Retailer Show in Salt Lake City to 2018, which has resulted \$468 million by attendees and \$43.6 million in city, county and state taxes since 1996.
- Saw passage of HB 324, which created the Utah Search and Rescue Assistance card. Funds from voluntary purchase reduce financial burden to search and rescue teams.
- Vista Outdoor, Armada Skis, Osprey Packs are among the outdoor industry companies moved to or expanded operations in Utah. The Office recorded 205 new outdoor recreation jobs in FY2014-2015.
- Outdoor Recreation Summits held in 2014 and 2015 brought together hundreds of thought-leaders, industry members, user groups and agencies.

¹ <http://www.utah.gov/governor/docs/OutdoorRecreationVision.pdf>

² <http://le.utah.gov/~2015/bills/billion/S50073.html>

³ <http://le.utah.gov/~2015/bills/statel/ HB0052.html>

⁴ <http://business.utah.gov/programs/office-of-outdoor-recreation/office-of-outdoor-recreation-grant-program/>

⁵ T. Adams, Personal Communication, April 12, 2016

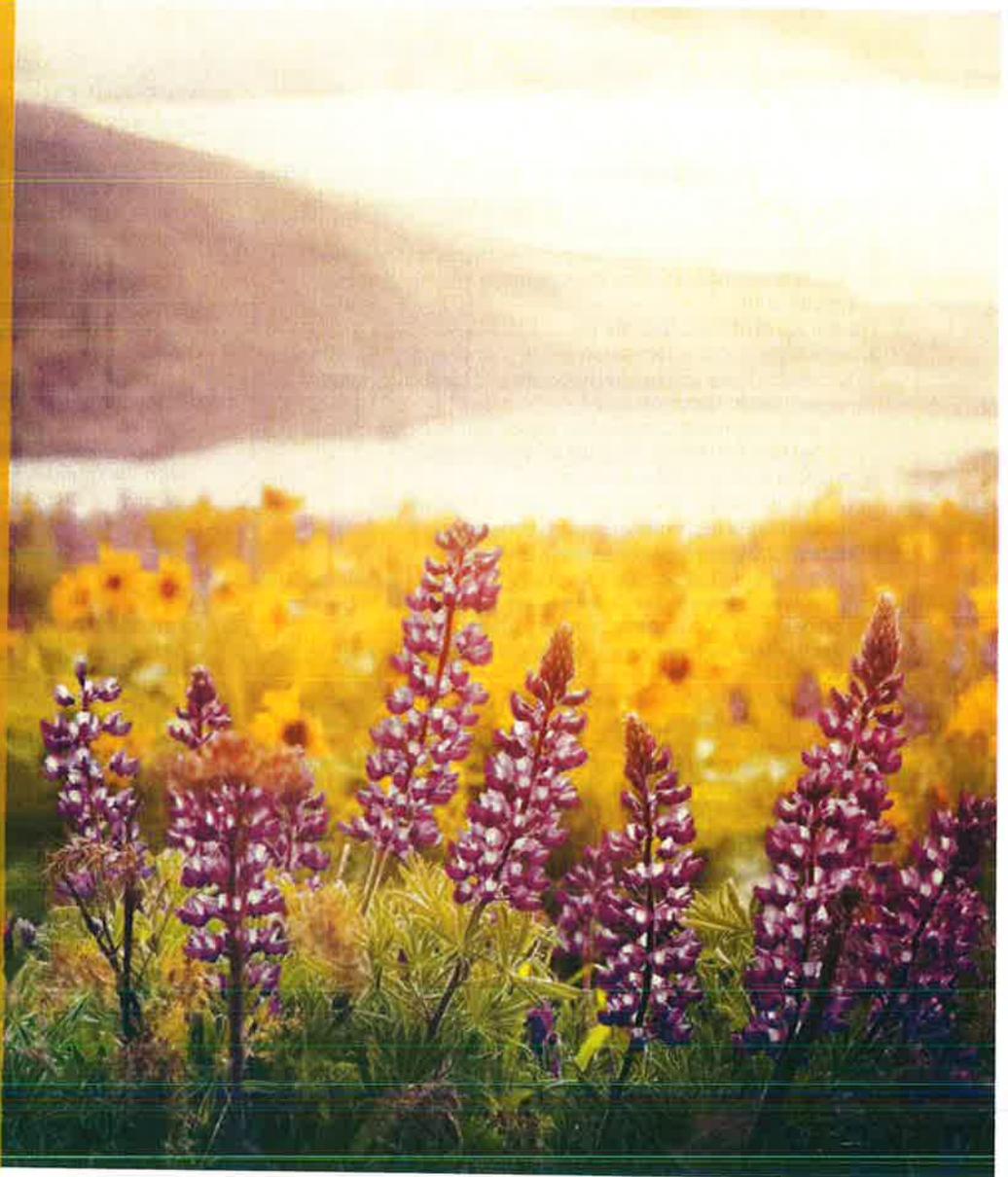
⁶ <http://business.utah.gov/wp-content/uploads/Corrected-Final-20153.pdf>

WASHINGTON

The position of Senior Policy Advisor for Outdoor Recreation & Economic Development was created when SB 5843 was passed by the legislature and signed by Governor Jay Inslee mid-2015. Jon Snyder, a former Spokane city councilman, founder and former editor of outdoor publication *Out There Monthly*, and an all-conditions bike commuter, has served in this role since January 2015.

Washington took a similar route as Utah in creating the position through legislation, though it differs from both Utah and Colorado in that the position serves within the Office of Governor, not as an entity within the state's economic development agency. The recommendation for this position also came through a task force.¹⁹ The Big Tent Coalition – a group of recreational user groups, businesses and non-profits – was an important voice in the passage of this legislation.

The purposes of the Senior Policy Advisor for Outdoor Recreation & Economic Development were clearly defined through the enabling legislation.



WASHINGTON

Key Duties and Responsibilities:

1. "Subject to the availability of amounts appropriated for this specific purpose, the governor must maintain a senior policy advisor to the governor to serve as a state lead on economic development issues relating to the outdoor recreation sector of the state's economy. The advisor must focus on promoting, increasing participation in, and increasing opportunities for outdoor recreation in Washington, with a particular focus on achieving economic development and job growth through outdoor recreation.
2. The success of the advisor must be based on measurable results relating to economic development strategies that more deliberately grow employment and outdoor recreation businesses, including:
 - a. Strategies for increasing the number of new jobs directly or indirectly related to outdoor recreation, with a short-term goal of increasing employment in the sector by ten percent above the one hundred ninety-nine thousand jobs estimated to be connected to outdoor recreation as of 2015; and
 - b. Strategies for increasing the twenty-one billion dollars of consumer spending in Washington, and the four and one-half billion dollars of spending from out-of-state visitors, estimated to be connected to outdoor recreation of 2015."

Key Priorities:

"I work for the Governor, but my job was created by the legislature at the urging of a wide variety outdoor recreation stakeholders. The legislature gave my position two main priorities:

1. Develop strategies to increase outdoor recreation employment in Washington state
2. Develop strategies to increase outdoor recreation participation and consumer spending

The unstated third priority is that if you achieve the preceding two you also help Washingtonians better appreciate and support our amazing outdoor places.

As a policy advisor it is my job to bring an outdoor recreation perspective to all policy discussions, including analysis of legislation. Right now the focus is outreach: to better understand the opportunities and the challenges in all corners of the state. Already major themes have emerged: access to public land, funding for ongoing maintenance and improvements, improving industry data, mitigating impacts of climate change, the need for increased planning, and the imperative of raising the next generation of diverse outdoor recreation users. The next year we will work on impacting these concerns through possible legislation, budget items, and partnerships and policy changes outside the legislative process."

<http://rc.wa.gov/documents/0R7F/CRTF-Recommendations.pdf>

SB#B43, 2015-2016, "Concerning Outdoor Recreation" <http://acp.lg.wa.gov/billinfo/summary.aspx?year=2015&bill=6843>

- J Snyder, personal communication, March 25, 2016

"It gives the array of stakeholders in the outdoor community an opportunity to work with a single point person at high levels of government in order to raise awareness of the importance of outdoor recreation to Washingtonians, to our quality of life and to our economy."

- Marc Berejka, Director of Government and Community affairs for REI



http://missoulian.com/news/local/u-s-forest-service-strategy-offers-candid-look-at-system/article_36ce9768-6fe3-51a3-a5f7-0c3ee997241d.html

FEATURED

MANAGING PUBLIC LANDS

U.S. Forest Service strategy offers candid look at system in disarray

ROB CHANEY rchaney@missoulian.com Feb 6, 2016



TOM BAUER, Missoulian

Buy Now

The recreation area at Lolo Pass attracts thousands of skiers, snowmobilers and snowshoe enthusiasts in the winter, and is run through a partnership between the U.S. Forest Service and local non-governmental organizations. That strategy has worked well for the Forest Service, which in its own recent analysis is generally lacking the funding and workforce resources to adequately manage public lands for recreation, heritage and wilderness.



Marshall Woods decision cuts commercial logging, roads in Rattlesnake Rec Area

A new strategy for managing public lands for recreation, heritage and wilderness paints a bleak picture of the U.S. Forest Service's own ability to tackle the job.

"You could say this looks like a D-minus report card," said George Bain, Forest Service Region 1 director of recreation, lands, minerals, heritage and wilderness. "To us, this is how it is. We wanted to take a good, hard look and develop a strategy for how to work in that world. We don't have all the money we'd want. We don't have all the workforce we'd want. We don't have the ability to take care of everything the way we'd like. This is the landscape we're working in. Let's see how to address this."

The 50-page document released last August got little notice outside the Region 1 Missoula headquarters. But it had been more than a year in the drafting, and it has been signed by



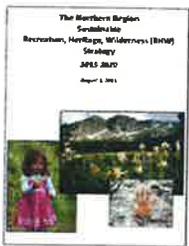
Conservation groups ask to join Kootenai snowmobile lawsuit



Idaho Fish and Game will keep monitoring wolves improperly collared in wilderness



Forest Service rules Idaho wolf-collaring violated wilderness permit



Northern Region Sustainable Recreation, Heritage, Wilderness Strategy
Feb 5, 2016

Region 1 strategic concerns

The introduction of the 50-page "Northern Region Sustainable Recreation, Heritage, Wilderness Strategy 2015-2020" lists nine issues of concern in Forest Service Region 1, headquartered in Missoula.

- Region 1's 1,658 developed recreation sites have an annual operations and management cost of \$10 million a year. In addition, there is \$25 million in deferred maintenance, with no funding available to address it over the next several years.

- Dispersed recreation includes more than 10,000 inventoried sites. Half of them exhibit resource damage. "There is no national or regional program direction/guidance."

Regional Forester Leanne Marten, her deputies and the supervisors of all 10 national forests that report to her.

In its introduction, the strategy states its intent "is not to identify additional work, but instead, to focus our limited workforce and budget on actions that: address common issues and needs; create long-term efficiencies for the field; and ensure sustainable program delivery to the public."

During the drafting process a year ago, Bain said the goal was to raise recognition of the Forest Service's recreation responsibilities in an agency many still associate with timber management.

And those responsibilities are daunting, according to the strategy's "Current state of affairs" section. It notes more than \$25 million in deferred maintenance with no funding available for the next several years. Region 1 has more than 10,000 dispersed recreation sites, half of which show damage, with "no national or regional program direction/guidance." The region administers 1,820 recreation special use permits of increasing complexity while "our workforce capacity, skills and funding continue to decrease."

"Workforce skills are also on the decline" in maintaining Region 1's 28,000 miles of trail. Most of the five Wild and Scenic River corridors lack completed management plans.

In late January, Bain delivered further bad news to a roundtable of recreation partners – Region 1's trail maintenance budget is taking a 30 percent cut. That's going to be phased in with 10 percent increments during the next three years. The money was getting reallocated to places like California that have more user-days of trail use.

Backcountry Horsemen agency liaison Dan Harper was at the trails meeting and came away concerned with how much Forest Service weight was being placed on partnership shoulders.

"The volunteers are close to being maxed out on what they can volunteer," said Harper, who regularly leads mule pack trains into the Bob Marshall Wilderness to resupply trail crews made of donated labor. "The Forest Service is rapidly losing anyone who knows how to run a crosscut saw or load a pack animal – the kinds of things necessary to maintain wilderness trails. And if they're not maintained for a few years, they're no longer usable."

Peter Aengst of the Wilderness Society's Bozeman office said while partnerships are a necessary part of the future, the problem was bigger than that.

"On one hand I feel for the Forest Service," Aengst said. "They are in a really tough spot here. But that doesn't give them a get-out-of-jail-free card. I can say thank you for being honest, (for) accurately describing the current situation and what that means and the challenges you're under. What's your answer?"

- The Heritage Program oversees more than 22,000 cultural resources. "Compliance workloads hinder our ability to focus on quality program delivery and realizing associated benefits."

- Recreation special uses produce 1,820 special use permits. "Our workforce capacity, skills, and funding continue to decrease."

- Scenery is considered "the most important aspect of visitor experience in the Northern Region ... Funding and workloads are focused on mitigation rather than enhancement or proactive management."

- Trails cover 28,000 miles of Region 1 forests. Demands and deferred maintenance continue to increase while budgets decrease. Workforce skills are also on the decline."

- Wilderness includes 15 designated areas and 5 million acres in Region 1. "Although our wilderness areas currently meet national quality standards, continued regional focus is necessary to ensure sustained partnerships and quality conditions on the ground."

- Wild and Scenic River designations apply to five rivers in Region 1. "Most do not have management plans completed."

recreation, heritage and wilderness



Missoulians race, play at annual Winter Carnival



Top 10 at Missoulian.com, Feb. 2-8

The answer could look a lot like Lolo Pass this winter. Sitting on the border of two states and two national forests, Lolo Pass in winter attracts thousands of snowmobilers, cross-country skiers and powder hounds to its deep snowfields.

But while the Forest Service is responsible for virtually everything going on there, non-governmental organizations do almost everything that needs doing. The trails get groomed by a partnership between local snowmobile and Nordic ski clubs, using grant money provided by the Montana Department of Fish, Wildlife and Parks. While the Forest Service built the visitor center, four-fifths of the \$5 million cost came from the Montana and Idaho departments of transportation.

"Lolo has such unlimited potential to be a regional ski area," said Craig Krueger, president of the Missoula Nordic Ski Club, which helps groom the trails. "As time goes by, recreation is going to become more of a challenge. At this point, it's working for us. They (the Forest Service) have said if you want to groom, you have to find the money and labor. The grants we have are becoming more and more difficult to get."

Krueger said he understood the pressure to move to a fee system. But that also involves hiring someone to run the cash register, and someone to enforce permit use. At what point does that make it beyond the means of people who look to Forest Service lands as the affordable outdoor recreation source?

The Forest Service strategy puts up four targets: publicity, funding, workforce and partnerships. Bain said the first step was better marketing of what the Forest Service had to offer - both to visitors coming to national forests and the communities that benefit from that traffic.

"We need to make it easier for if you want to come to Montana and rent a lookout - where's where you go?" Bain said. "You shouldn't have to stumble on it."

The funding step involves both setting priorities for necessary work and finding sources of money. That probably includes new fees for many sites and services. Past attempts at Forest Service use fees have ranged from small pilot projects like day-use permits at Holland Lake to more comprehensive menus at some national forests in California and Arizona. Almost everywhere, they've been controversial.

"Fees are one of the things that can help us help ourselves," Bain said. "We know we crossed the line in a few places. That's a big part of the communication plan. We need to make sure it's ready. Everything is not as cookie-cutter like it is at the National Park Service."



Marten sees challenges ahead for Forest Service Region 1

The workforce issue has seen some recent remarkable changes. In the past year, the Forest Service has offered new career-leadership tracks admitting workers with college degrees outside the traditional biological science field. That's opened opportunities for those with backgrounds in recreation management, historical analysis and other interdisciplinary studies to reach management positions.



Randonee skiers shun Snowbowl lifts for radical workout

Bain said the Forest Service's multi-use mission has always included recreation, heritage and wilderness. The strategy intends to refocus attention on those components before their deferred needs become unfixable.

"I think there is more awareness and focus on these programs than there was in the past," Bain said. "We want to communicate that - share that with the public at large. We want to explain what these resources mean to community stability and local economy.



Federal government eyes service cuts at Montana border crossing to Canada

"After World War II, we were all about timber. We were the government side of timber production. Now we have a clearer recognition of ecosystem functions, wildfire, climate change and the need to do restoration work. There's a nexus between healthy forests and where people want to go recreate. It's not all rosy. But it's not all broken either."



PERC scholar suggests more fees to fix public land management



Gallatin County rescuers respond to snowmobile crash



May 17, 2016

Joint Special Meeting

Board of Supervisors/

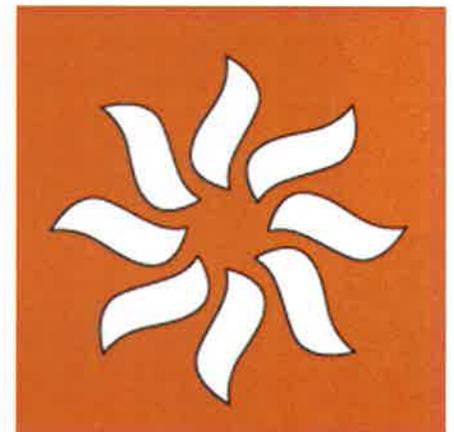
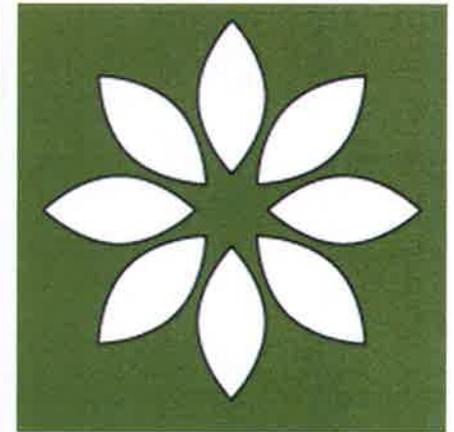
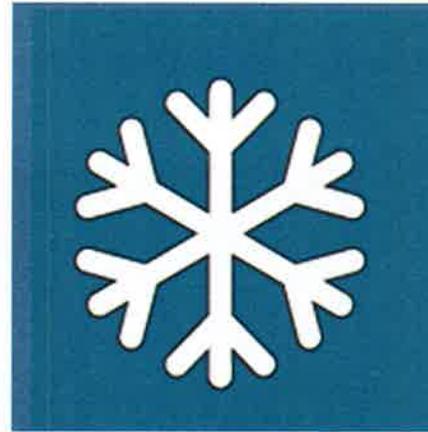
Mammoth Town Council

Air Service Update &

Summer Partnership

Request

Item #2d

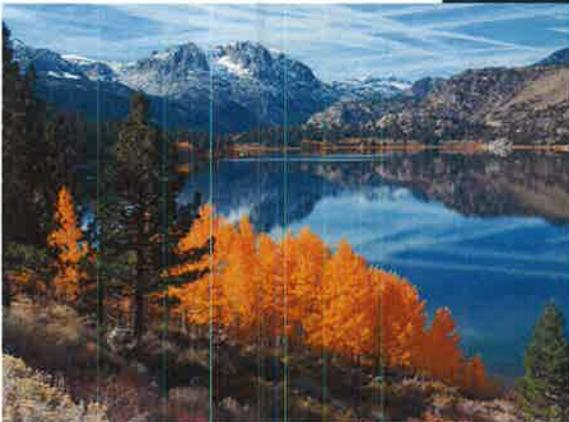
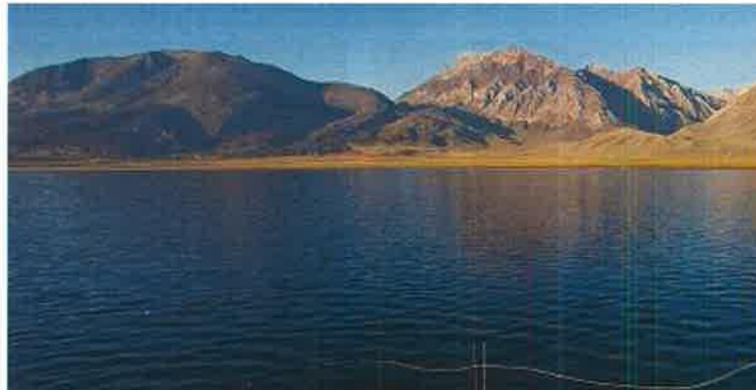


Mono County Air Service Discussion

Mammoth Lakes Tourism
John Urdi, Executive Director
May 17, 2016

Overview

- **Subsidy Explained**
- **Winter 2015-16**
- **Summer History**
- **Economic Impacts**
- **Mono County & MLT**



What is Air Subsidy?

Air subsidy is also known as a “Minimum Revenue Guarantee”. The subsidy amount is based solely on the estimated operating costs of flying to/from Mammoth Yosemite Airport, plus 20%, up to a capped number during a particular season. Any negative difference between the actual passenger revenue generated by the airline and the revenue threshold, over the entire contract period, equals the subsidy due. Without air subsidy, a county our size would not have air service available as the airline would fly that plane on a more profitable route.



Winter 2015-16 - Passengers



	Available Seats	Total Paid Seats	Load Factor	2014-15 Load Factor	Change
Los Angeles	27,056	19,956	73.76%	61.38%	+12.38%
San Diego	8,892	6,304	70.90%	56.64%	+14.26%
San Francisco	11,896	6,751	56.75%	42.37%	+14.38%
Denver	1,120	274	24.46%	29.36%	-4.89%
Total	48,964	33,285	67.97%	54.02%	+13.95%

Available seats were reduced by 9,060 seats in 2015-16 to minimize risk on slower days



Winter 2015-16 - Cancellations

	# Cancelled	Total RT Flights	% Cancelled
Weather	57.5		83.9%
Mechanical	8		11.6%
Other	3		4.4%
Total	68.5	410	16.71%

New RNP procedures with Alaska Airlines are being set up for 2016-17 may reduce up to 50% of “weather” cancellations related to Low Ceiling and Visibility at MMH Airport.

2014-15 saw 34.5 cancellations for 7% (21 weather, 7.5 mechanical and 6 crew timeout)



Summer History



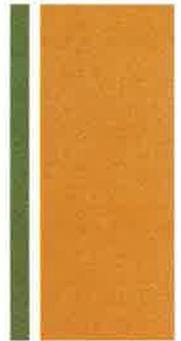
Summer passenger history - last three seasons

	2013	Load Factor	2014	Load Factor	2015	Load Factor
Los Angeles	16,237	68.57%	15,787	67.05%	15,806	63.11%

Summer cancellation history - last three seasons (April - October)

	2013	2014	2015
Los Angeles	5.43%	5.15%	6.58%

Summer History



Summer Funding History - last 3 seasons

	2013	%	2014	%	2015	%	Total	%
MLT/TOML	\$806,000	94.2%	\$850,000	94.5%	\$591,000	92.2%	\$2,247,000	93.75%
Mono County	\$50,000	5.8%	\$50,000	5.5%	\$50,000	7.8%	\$150,000	6.25%
Total	\$856,000	100%	\$900,000	100%	\$641,000	100%	\$2,397,000	100%
Economic Impact	\$33.6M		\$32.7M		\$32.7M		\$99M	

We anticipate the summer 2016 air subsidy to come in around \$600,000

***MMSA continues to provide line of credit, liability insurance and contracting of service**



Economic Impacts of Air Service

Air travelers have a major impact on our local economy

Based on a 2014 Air Service Quantitative Study done by Mering Carson

- 11% said they would NOT visit without air service, and 16% said without air service they would visit less – this equate to an \$11.18M potential loss in revenue
- Air Travelers spend on average 63% more than drive visitors (\$2,588 per trip vs. \$1,575)
 - 43% more in lodging
 - 42% more on shopping
 - 58% more on attractions and activities
 - 91% more on dining and nightlife
- Length of stay by air visitors is more much longer than drive (3.0 to 9.3 vs. 2.5 to 5.5)
- 93% indicated having a very good, to excellent experience
- Among the top 5 attractions noted:
 - Mammoth Mountain, Mammoth Lakes Basin, June Lake, Convict Lake and Bishop



Economic Impacts of Air Service

Summer Air Service major impact to our local economy and residents

Value to our Residents

- ✦ Roughly 20% of total flying traffic are local Mono County residents (9,800+ annually)
- ✦ Locals use service for work trips, doctors visits, family trips and vacations
- ✦ 27% of air visitors to Mono County are here visiting friends and family
- ✦ Air service provides jobs, creates access and ultimately brings revenues like property tax to contribute to the Mono County general fund
- ✦ Mammoth Lakes Tourism is working on a “Friends of Flight” program to reward businesses who help promote year-round air service by providing them with air credit in return for exposure on websites, in stores and restaurants and social media channels
- ✦ Real Estate developers would not consider our region without the air service component

Air Service Funding

Mono County Inclusion

- **Continued Marketing, PR and Sales partnerships**
- **Mono County is heavily integrated into all that MLT does**
 - **Event Promotion**
 - **Public Relations**
 - **Website Presence**
 - **Eastern Sierra Fishing Coalition**
 - **Promotions**
 - **Trade Shows**
 - **Co-operative Marketing**
 - **International Sales**
- **All of these efforts have grown with the addition of the Mammoth Lakes Tourism Business Improvement District**



Air Service Funding

Mono County Contribution Request

Seeking \$100,000 partnership investment in air subsidy for summer 2016





Thank You
For your continued Support



May 17, 2016

Joint Special Meeting

Board of Supervisors/

Mammoth Town Council

**Recreation – Youth
Sports, Facilities...**

Item #2f

2016 Youth Sports Program Funding Recommendations

Approved by motion (5-0) by Recreation Commission on April 5, 2016 & Town Council on May 4, 2016

Organization	2016 Commission Recommendation	% of Award	2016 Request	% of Request of Budget	2015 Award	% of Award	2015 Participants	\$ Request per Participant	% of Total Participants	Cost of Program	Cost Per Participant
Disabled Sports Eastern Sierra	\$ 900.00	2.59%	\$ 3,500.00	6.2%	\$ 900.00	3%	11	\$ 318.18	1%	\$ 12,300.00	\$ 1,118.18
Eastern Sierra Nordic Ski Association	\$ 2,000.00	5.75%	\$ 3,500.00	6.2%	\$ 2,000.00	6%	135	\$ 25.93	11%	\$ 18,207.97	\$ 134.87
Mammoth AYSO	\$ 9,000.00	25.86%	\$ 14,000.00	24.9%	\$ 9,000.00	26%	585	\$ 23.93	47%	\$ 66,170.50	\$ 113.11
Mammoth Lakes Swim Team	\$ 3,700.00	10.63%	\$ 6,700.00	11.9%	\$ 3,700.00	11%	60	\$ 111.67	5%	\$ 29,800.00	\$ 496.67
Mammoth Youth Football	\$ 5,000.00	14.37%	\$ 7,000.00	12.5%	\$ 5,000.00	14%	65	\$ 107.69	5%	\$ 20,047.00	\$ 308.42
Mammoth Youth Hockey	\$ 2,500.00	7.18%	\$ 2,500.00	4.4%	\$ 2,500.00	7%	51	\$ 49.02	4%	\$ 13,282.00	\$ 260.43
Mono County Little League	\$ 3,700.00	10.63%	\$ 8,000.00	14.2%	\$ 3,700.00	11%	162	\$ 49.38	13%	\$ 25,000.00	\$ 154.32
Mammoth Club Volleyball	\$ 2,000.00	5.75%	\$ 5,000.00	8.9%	\$ 2,000.00	6%	54	\$ 92.59	4%	\$ 28,586.13	\$ 529.37
MUSD Husky Club	\$ 6,000.00	17.24%	\$ 6,000.00	10.7%	\$ 6,000.00	17%	110	\$ 54.55	9%	\$ 6,797.10	\$ 61.79
Total	\$ 34,800.00	100.00%	\$ 56,200.00	100.0%	\$ 34,800.00	100.00%	1233	\$ 45.58	100.00%	\$ 220,190.70	\$ 3,177.17

Available balance =

\$ 34,800.00

16%

Town = \$28,800 / County \$6,000

7

May 17, 2016

Joint Special Meeting

Board of Supervisors/

Mammoth Town Council

Solid Waste Flow

Agreement

Item #2j

TOWN-COUNTY PROPOSED FLOW AGREEMENT
AREAS WHERE AGREEMENT HAS NOT BEEN REACHED
PREPARED BY COUNTY STAFF, May 17, 2016

1. **Remedies in the event Town's franchisee does not deliver waste to the landfill.** The Town's sole proposed remedy for failure of the Town's franchisee to deliver waste to the landfill is termination of the agreement (which then eliminates the commitment to deliver the waste). [See Town's proposed revisions; sections 3.1, 3.3 and 7.3.] The County's primary goal in entering into the agreement is to have certainty regarding the waste stream so that it can efficiently plan for landfill closure. The proposed language undermines that goal.
2. **Amount of waste diversion by the Town.** The proposed language allows the Town to implement unlimited waste diversion, with the amounts of diverted materials deducted from the minimum delivery requirement. [See Town's proposed revisions; sections 3.2 and 6.4.] The County currently provides significant diversion of Town waste. If the Town implemented additional significant diversion activities, then the County's waste projections for purposes of the closure plan would be invalid, again undermining the County's goal in entering into the agreement.
3. **Quantity of waste to be delivered to the landfill for disposal.** The County proposed 13,000 tons per year, based on recent averages for waste originating within the Town, with a cushion for the Town in the event of decreases. The Town has proposed 10,500 tons. [See Town's proposed revision; section 6.5.]
4. **Payment of excess costs for Town to export waste if the landfill becomes unavailable for reasons outside County's control.** The Town has proposed that the County pay the Town's increased costs to dispose of waste elsewhere if the landfill should become unavailable for reasons outside the County's control. The County's goal is to keep the landfill running at all times and to complete the closure plan. County staff does not recommend that the County obligate itself to pay the Town's increased costs in the event that it cannot. [See Town's proposed revision; section 4.2.]
5. **What happens if the Town does not achieve the agreed-upon tonnage in any year.** The County proposed that if less than the agreed-minimum tonnage of waste is delivered to the landfill in any year, then either the amount of the Parcel Fee remitted to the Town under the agreement be reduced, or tipping fees be increased to make up the difference. The Town has proposed that the option to decrease Parcel Fee payments to the Town be eliminated, leaving the sole option to increase tipping fees at the landfill. [See Town's proposed revision; section 6.4.]
6. **Types of services that are the subject of the agreement.** The Town has added the word "processing" to the list of services covered by the agreement. The agreement relates to waste disposal and the word "processing" should not be added. [See Town's proposed revision; sections 1.7, 1.8, 4.1.]
7. **Indemnification.** County staff does not recommend that the County provide environmental indemnification in the Flow Agreement. The benefit to the Town from entry into the flow agreement is certainty as to tipping fees and receipt of up to 25% of Parcel Fee revenue collected within the Town. [See County proposed sections 4.16 and 6.2.] The desired benefit to the County is certainty regarding the waste stream for closure planning and the resulting ability to stabilize tipping fees.
8. **Insurance to be provided by the County.** [See section 4.7.]