



Forest Service
U.S. DEPARTMENT OF AGRICULTURE

September 2023 | FS-1204c

REIMAGINE RECREATION

Knowledge-Sharing Workshop Summary



CONTENTS

Workshop Overview.....	1
A Note from USDA Forest Service Recreation, Heritage, and Visitor Resources Director, Gordie Blum.....	2
Day 1 – July 18, 2023	3
Workshop Welcome	3
Session 1: Elevating the Recreation Workforce	4
Session 2: Equity and Access in Action	5
Day 2 – July 19, 2023	7
Session 3: Cross-Boundary Collaboration	7
Session 4: Recreation to Conservation	9
Day 3 – July 20, 2023	10
Session 5: 21st-Century Communication	10
Session 6: Reflections and Takeaways.....	12
Workshop Close	14
Workshop Links	14
Session 1: Elevating the Recreation Workforce	14
Session 2: Equity and Access in Action	15
Session 3: Cross-Boundary Collaboration	15
Session 4: From Recreation to Conservation	16
Session 5: 21st-Century Communication	17
Session 6: Reflections and Takeaways.....	17
Co-Conveners.....	18

This page intentionally blank.

USDA FOREST SERVICE REIMAGINE RECREATION KNOWLEDGE-SHARING WORKSHOP SUMMARY

WORKSHOP OVERVIEW

The *Reimagine Recreation: Knowledge-Sharing Workshop* was organized by the U.S. Department of Agriculture (USDA), Forest Service and co-convened by American Trails, Leave No Trace, the National Forest Foundation, Next 100 Coalition, Outdoor Alliance, Outdoor Recreation Roundtable, Tread Lightly!, and the Society of Outdoor Recreation Professionals. This summary captures and shares a synthesis of discussions held among staff and partners during the workshop.

Approximately 155 individuals registered for the workshop, which represented 80 partner organizations and reflected a range of groups with interests in recreation on public lands. About 30 Forest Service recreation staff attended the workshop and focused on listening and brainstorming solutions with partners. Forest Service staff participants represented all levels of the organization, from on-the-ground district recreation employees to the National Forest System deputy chief. Each of the six sessions was attended by 95 to 120 participants, including about 30 Forest Service staff. The partners and staff that participated were intentionally chosen to represent different perspectives, ideas, and segments of the recreation community to promote a diversity of perspectives during discussions.

The purpose of the workshop was to:

- Share knowledge and learn from one another's experiences working on complex recreation challenges and opportunities on lands the Forest Service manages.
- Inspire solution-focused brainstorming on recreation issues ripe for national-level action by both partners and the Forest Service.
- Create a space for partners and staff to dissolve barriers to collaboration, illuminate shared interests, and improve communication.

REIMAGINE RECREATION

A NOTE FROM USDA FOREST SERVICE RECREATION, HERITAGE, AND VISITOR RESOURCES DIRECTOR, GORDIE BLUM

This Recreation Knowledge Sharing Workshop clearly displayed that the strength of the USDA Forest Service as an agency is fueled by a commitment to the collective and that together, we are stronger. The brain trust in the virtual room across the three days was impressive and inspiring. Each participant's contributions reflected intentional collaboration in service to a common vision for recreation across the lands we help steward. The Reimagine Recreation effort is built on all lands, community, and partner-driven collaborative planning aimed at coalescing shared interests and maximizing the broadest, "greatest good."

Ideas captured from the workshop, in addition to employee input and Tribal perspectives, are directly contributing to draft strategic elements for the Reimagine Recreation plan. The intent of the forthcoming strategic document (spring 2024) is to position ourselves to meet the ever-changing needs of tomorrow and create a more welcoming and inclusive environment where all can connect with nature and enjoy the mental, spiritual, physical, and economic benefits of outdoor experiences. I am humbled by the power of the collective and excited about the future.

REIMAGINE RECREATION

DAY 1 – JULY 18, 2023

Workshop Welcome

During the welcoming remarks, participants heard from the following speakers:

- Alison Koopman, recreation planner for the USDA Forest Service
- Gordie Blum, director of Recreation, Heritage, and Volunteer Resources for the USDA Forest Service
- Chela Garcia-Irlando, director of the Next 100 Coalition
- Chris French, deputy chief of the USDA Forest Service (via video: <https://vimeo.com/846069284>)
- Jaqueline Emanuel, associate deputy chief of the USDA Forest Service

Following are some of the opening remarks:

- This workshop is about building a future together to chart a course to improve engagement, climate resiliency, and equitable access for all.
- Reimagine Recreation was launched in 2022 to build upon the Framework for Sustainable Recreation (https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5346549.pdf), with a specific focus on developing an updated strategic vision and new national-level recreation actions to help achieve it.
- The conversations that occur during this workshop (and beyond) will help to inform Reimagine Recreation outputs.
- The social, ecologic, and economic benefits of lands managed by the Forest Service are immeasurable and widely recognized. The Forest Service wants to ensure public lands are cared for and managed in a way that promotes a quality experience regardless of financial situation, race and ethnicity, geographic location, or any other circumstance.
- The Forest Service needs to commit to a recognition of treaty rights and Native peoples as original stewards of lands.

“We need to look at the recreation ecosystem – recreation is not a standalone. . . it has far-reaching impacts to community, resources, and economy.”
—Workshop participant

REIMAGINE RECREATION

- Emphasizing the opportunity to integrate Indigenous leadership into the land management decision space and the valuable contributions that Indigenous people continue to make will enhance the recreation planning process and recreational opportunities and experiences across the Forest Service.

Session 1: Elevating the Recreation Workforce

Participants heard from four presenters who shared case studies focused on recreation stewardship capacity. The goals of this session were to (1) learn about capacity challenges, (2) brainstorm how challenges could be overcome through collaborative approaches, and (3) identify specific examples and solutions to improve recreation stewardship capacity overall.

“There has to be a way to work with private partners to streamline hiring processes.”
—Workshop participant

Chris Perkins, senior director of Outdoor Recreation Roundtable, shared how the organization’s recently released Workforce Hub is addressing recreation workforce issues. The goal of the Outdoor Recreation Roundtable Workforce Hub is to improve policy and to reach out to talent and policymakers to understand recreation career paths. Recreation careers can vary widely, from positions with daily direct interactions with the public to more behind-the-scenes work. Recreation careers include positions among public, private, and non-governmental organizations. Mr. Perkins also noted that policymakers are investing in outdoor recreation infrastructure and public access like never before and highlighted four key elements to improving the recreation workforce: (1) defining outdoor jobs and closing the skills gap, (2) increasing the diversity and inclusion of the outdoor industry workforce, (3) improving the perceptions of outdoor work, and (4) addressing affordability and housing issues associated with recreation jobs.

Domonique Bulls, Ph.D., associate director of Greening Youth Foundation, presented a case study on the Greening Youth Foundation’s Bridge Program. The organization’s mission is to work with youth of diverse backgrounds to develop responsible and enthusiastic environmental stewards. The Bridge Program creates pathways and a candidate hub focused on marginalized communities and those underrepresented in the environmental sector. Both candidates and employers have access to the Bridge Program to create a mutually beneficial system. The program addresses recreation workforce issues through strategic planning, identifying and disseminating job opportunities, recruiting both candidates and employers, and improving the employee retention rate.

Mike Passo, executive director of American Trails, presented a case study on the Trails Skills Project. The Trail Skills Project is a collaboration of trail nonprofits, federal agencies, and universities launched to serve as the workforce hub for the trails community, providing connections to trails education, trail expertise, professional development, and job opportunities (trailskills.org). The project was launched to develop a searchable database to

REIMAGINE RECREATION

connect trail advocates with skilled individuals, create a credentialing process to verify that workers have specific skills, and implement a national marketing campaign to raise awareness of the program.

Matt Caldwell, executive director of Tread Lightly!, presented a case study on the Red Rock Off Highway Vehicle Conservation Crew (RROCC). The RROCC, which began in 2021, is a coalition of private off-highway(OHV)/all-terrain vehicle businesses and Jeep rental and guided tour companies from Cottonwood, Sedona, and Flagstaff, along with Tread Lightly!. The group serves as a resource to Forest Service units and helps address challenges in the Sedona area by identifying problem areas and working with Forest Service staff and partners to reduce resource damage, build recreation infrastructure, and produce educational materials for OHV users.

After the session 1 presentations, participants met in small groups to discuss their takeaways and reflections from the case studies. Following are some of their reflections:

- Representation plays an important role in increasing the diversity of the collective recreation workforce.
- Pursue creative recruiting methods and tools in collaboration with partners and local organizations instead of relying only on traditional approaches.
- Remote work options for recreation positions have increased access to recreation careers.
- Limited housing and high cost of living in areas with high recreation demands has caused ongoing workforce and capacity challenges.
- Recreational employment is increasingly seen as a solid career path rather than a temporary job.

Session 2: Equity and Access in Action

Participants heard stories from four presenters who shared stories about their experience with equity and access in relation to recreation and the outdoors. The goals of this session were to (1) understand how people have experienced barriers to equity and access to public lands and (2) illuminate current work underway to

overcome barriers and support inclusive recreation and land access. The presentations also sought to deepen the understanding of issues, barriers, and opportunities from partner perspectives and to identify specific examples and solutions for diversity, equity, and inclusion on public lands.

“Equity-centered work is not always going to be comfortable.”
—Workshop participant

REIMAGINE RECREATION

Juan Pérez Sáez, executive director of Environmental Learning for Kids (ELK), shared about the work the nonprofit does to take intersectionality, environmental justice, and outdoor equity from concept to reality. He shared an example of ELK's work in the Montbello area of Denver, Colorado. Environmental Learning for Kids works in partnership with the community to create community-driven projects, such as the development of the Montbello Open Space, which serves as an open space park for learning. Some of ELK's work focuses on bringing outdoor green space to neighborhoods and communities rather than bringing individuals to far-away outdoor green spaces.

Holly Knox, recreation program manager for the Green Mountain and Finger Lakes National Forests, shared the Forest Service's work related to deaf community inclusion. The Forest Service has worked with students who attend the Lexington School for the Deaf for five years now, and all Forest Service staff members have had the opportunity to take American Sign Language (ASL) courses. As part of this partnership, the Forest Service and Lexington School developed an ASL crew that brings together students from various schools to work on recreation stewardship and conservation projects and experience immersive outdoor learning opportunities.

Jaylyn Gough, founder and executive director of Native Women's Wilderness, shared her perspective on the powerful relationship between ancestral land and Indigenous people. Native Women's Wilderness was created to bring Native women together to share their stories, support each other, and learn from one another as they explore and celebrate the wilderness and their native lands. Its mission is to "inspire and raise the voices of Native Women in the Outdoor Realm, to encourage a healthy lifestyle within the Wilderness, and to provide education of the Ancestral Lands and its People."

Mike Hill, landscape architect for the Forest Service's Northern Region, shared his experience working on the Forest Service's Sites of Civil Rights and Resistance program in the Southern and Eastern Regions. Sites of Civil Rights and resistance identifies diverse cultural and archeological sites on Forest Service lands and elevates those stories. In its pilot phase, the program has focused on African American historic sites. The Sites of Civil Rights and Resistance program aims to develop increased and diversified recreational and educational opportunities around significant sites and their histories, improve access to these opportunities, and elevate stories that represent our nation's cultural diversity.

After listening to the stories and interacting with the presenters in session 2, participants met in small groups to discuss their reflections on the stories and experiences that were shared and steps their organizations might take to advance diversity, equity, inclusion, and accessibility. Participants were also encouraged to share ways their organizations are meaningfully engaging with and involving underserved communities in the planning, design, and implementation of outdoor recreation opportunities and amenities. Following are some key takeaways:

- Increasing the diversity of the Forest Service workforce will require commitment and openness from agency leadership.

REIMAGINE RECREATION

- The stories that are told on public lands should be inclusive to all, well-informed, and developed, with input from the people who the stories are about.
- Clear and consistent communication between partner organizations and the Forest Service is vital to successful, long-term partnerships.
- Equity-centered work is not going to be comfortable.
- Telling diverse stories is not the role of the Forest Service alone and should be done in partnership with other stakeholders, organizations, communities, and individuals.

DAY 2 – JULY 19, 2023

Session 3: Cross-Boundary Collaboration

During this session, participants heard from a panel focused on cross-boundary collaboration. The goals of the session were to (1) understand how cross-boundary collaboration can help solve problems and enhance recreation, (2) consider how recreation programs and other public lands priorities can work together at multiple levels, and (3) identify specific examples of how cross-boundary collaboration and recreation planning improve public land access and management. Following are session panelists:

- Rachel Franchina, executive director of Society of Outdoor Recreation Professionals
- Jamie Werner, Rocky Mountain program manager with the National Forest Foundation
- Jen Fenwick, Central Colorado projects senior associate with the National Forest Foundation
- Stephanie Swepson Twitty, president and chief executive officer of Eagle Market Streets Development Corporation
- Jason McDougald, executive director of Camp Grier
- Lisa Jennings, recreation manager for the Grandfather Ranger District, Pisgah National Forest

*“Recreation should not be separated, but integrated.”
—Workshop participant*

“Make funding work together. By deploying funding together, it will make it easier for small communities trying to build their recreation economies.” —Workshop participant

REIMAGINE RECREATION

- Danna Stroud, regional business development specialist, Central Coals with the State of California Governor's Office of Business and Economic Development
- Omero Torres, recreation staff officer at Willamette National Forest and acting deputy forest supervisor at El Yunque National Forest with the Forest Service

These session 3 panelists answered questions about their work with their individual organizations and agencies, gaps they've noticed when working across boundaries, and ideas on how to address those gaps. Following are some key takeaways from the panel discussion:

- Making connections between recreation, the economy, resource protection, and long-term vision spur momentum when working with partners and organizations.
- New projects can generate interest among industries and create reciprocal relationships between different entities.
- Focusing on long-term, tangible culture changes rather than short-term successes in an industry or agency can create sustainable change.
- Acknowledging the importance of and building transparent communication builds trust, furthers relationships, and leads to successful projects and endeavors.

After the panel discussion, session 3 participants gathered in small groups to share their reflections from the panel, as well as their own experiences with cross-boundary collaboration in the recreation realm. Following are some of their reflections:

- Sharing small successes on the way to achieving a broader vision can help maintain momentum to complete long-term projects.
- Cross-boundary collaboration can occur across roles, skill sets, and entities.
- Using a more strategic approach would be beneficial around (1) the types of resources that are being dispersed and (2) where resources are shared to decrease competition between agencies.

REIMAGINE RECREATION

Session 4: Recreation to Conservation

During this session, participants heard short talks from three presenters. The goals of the session were to (1) learn how recreation is being leveraged to increase land stewardship, (2) discuss proactive visitor use management, and (3) identify opportunities to market, educate, and otherwise adjust recreation pursuits to contribute to stewardship needs.

Rachel Franchina, executive director for the Society of Outdoor Recreation Professionals, introduced the topic with remarks on desired conditions and visitor use management. As part of her talk, Rachel stated that we can start changing the conversation from people being apart from nature to being *a part of nature*.

“Lack of any mandate that ensures recreation is considered with things like restoration projects is leading to real problems on the ground.” —Workshop participant

Scott Ammerman, Tread Lightly! program manager for the Northeast Region, shared his experiences promoting stewardship projects and conservation education. Most recently, Quadratic’s 50 for 50 Stewardship Program aims to complete one stewardship project in each state that enhances or improves not only off-road access, but access to public lands in general. Tread Lightly! and Quadratic recognize that one of the best ways to promote responsible outdoor recreation is to support enthusiasts in the stewardship of their favorite areas. With the help of licensing agreements from some of Tread Lightly!’s top partners, the Tread Lightly! grants are designed to help individuals and groups organize cleanups, trail maintenance work days, and other small stewardship projects.

Sheena Pate, executive director for the Flathead Rivers Alliance, shared information about a River Recreation Monitoring program and how monitoring allows us to understand river use and the ways it changes over time. Monitoring from the river (rather than land) provided a unique perspective to the Flathead Rivers. Partner-driven science and data collection was well received by the Forest Service thanks to early investment in collaborative working relationships.

JD Tanner, director of education and training with Leave No Trace, shared how the Leave No Trace framework provides guidance on minimizing the impact recreationists have as they interact with the world. This framework can help foster a mindset of respect, responsibility, and mindfulness with recreational pursuits. This framework also encourages recreation stewardship activities to be integrated into recreation pursuits, such as citizen and community science projects and youth education and enrichment.

After the session 4 presentations and a short question-and-answer session, participants joined in a world café activity during which they focused on three topics related to recreation and conservation: (1) visitor use management, (2) education, and (3) leveraging recreation to

REIMAGINE RECREATION

advance conservation goals. Following are some of the participant discussions during this activity:

- Visitor use management data can be leveraged to make informed decisions about improving recreation and other infrastructure. This type of data should be part of infrastructure investment conversations.
- Informing and educating visitors before they arrive at recreation sites is crucial. Conservation messaging can be woven into visitor communications before visitors arrive.
- Recreation and conservation organizations need to consider the perspectives and voices of Native American Tribes and respect Tribal wishes on how to use and manage public lands.

DAY 3 – JULY 20, 2023

Session 5: 21st-Century Communication

During this session, participants heard from three presenters who shared perspectives and experiences about recreation-focused data and communication. The purpose of this session was to (1) discuss the modern recreation needs of visitors and stewards, (2) highlight data needed to understand recreation, (3) underscore communication and information access needs, and (4) identify collaborative solutions to address communication, data, and information access needs related to recreation.

Mike Passo, executive director of American Trails, introduced the topic by discussing communications and data needs in

recreation with an accessibility lens. By clearly communicating specific, objective data about recreation opportunities and infrastructure, all visitors, but particularly visitors with disabilities, can make informed decisions about how and where they are able to recreate based on their abilities. While data gathering is often resource intensive, it is a good opportunity to work with volunteers and partners.

Scott Haas, national dispersed recreation program manager with the Forest Service, spoke on the Modernizing Access to Our Public Land (MAPLand) Act. The MAPLand Act directs the Department of the Interior, the Forest Service, and the U.S. Army Corps of Engineers to jointly develop and adopt interagency standards to ensure that federal databases are compatible across agencies and allow for the collection and sharing of outdoor recreation

*“Without a narrative accompanying data sets, data itself has limited utility.”
—Workshop participant*

“We must share and show positive results.” —Workshop participant

REIMAGINE RECREATION

data related to federal lands. This data shows locations at which recreation uses are available to the public.

Alison Koopman, landscape architect and recreation planner for the Forest Service's Eastern Region and co-lead of the Reimagine Recreation effort, discussed the Forest Service's Missouri Outdoor Connections project

(<https://www.fs.usda.gov/detail/mtnf/workingtogether/partnerships/?cid=fseprd1088705>).

The goal of the project is to advance cross-jurisdictional, cross-sectoral partnerships through application of the Stewardship Mapping and Assessment (STEW-MAP) framework across central and southern Missouri. The project will help build collaborative relationships; create an online geospatially specific database of stewards, from small grassroots organizations to large federal agencies; and bring visibility to the spatial and social interactions that connect these groups.

Adam Cramer, chief executive officer of Outdoor Alliance, discussed how data-driven narratives can accelerate policy change, improve decision-making, and increase economic benefits. The power of data is in the story it tells. Likewise, stories must be supported by credible and timely data. When sharing data with partners, organizations, stakeholders, and communities, it is important to pair data with a narrative so the data tells a story instead of becoming a distraction. These narratives should be rooted in specific places or types of places and tell experiences that are sustainable, restorative, equitable, and inclusive.

After listening to the presentations, session 5 participants joined in a world café activity in which they discussed two topics: (1) web-based communications and access and (2) data collection and sharing. Discussions were focused on sharing successes and identifying solutions to existing issues. Following are some key takeaways from the discussions:

- Different styles of communication are needed to reach different generations and backgrounds.
- Working with partners to communicate data or other information can be beneficial because partners can typically share information faster than agencies due to the specific focuses of each organization.
- In addition to quantitative data, qualitative or story-telling data is important to gather, understand, and share.
- Consolidate and streamline public communication to create a "one-stop shop" for trip-planning information and data.
- Identify communication strategies and tools that have worked well for the Forest Service and partner organizations to serve as a model for recreation programs moving forward.
- Create a web-based communication platform for partners to share information.

REIMAGINE RECREATION

Session 6: Reflections and Takeaways

During this session, participants heard from Penny Wu, assistant director of the Forest Service’s Recreation, Heritage, and Volunteer Resources program. Assistant Director Wu shared three important messages for employees and partners:

1. Let your passion drive the change you want to see. Each person and organization can play a role in reimagining the future of outdoor recreation.
2. Reimagination will require getting out of your comfort zone to explore new and unfamiliar relationships and work.
3. Collaboration will be key throughout all stages of Reimagine Recreation, from planning to implementation. Let’s stay connected.

“Open the vault. Encourage transparency so partners can understand what units really need.”
—Workshop participant

“We would appreciate more informal opportunities to innovate early.”
—Workshop participant

Nora Campbell, strategic planner with the Forest Service and assistant lead of the Reimagine Recreation effort, shared key considerations and themes that arose throughout the week:

- Recreation is part of a larger ecosystem and should be woven together with other issues and interests, from wildland fire and fire management to economic development.
- “Everyone who steps into the natural world has the tool to develop an environmental ethic.”
- Agency and organizational culture matters! Forest Service staff need to be consistently supported to show up as a great partner. This includes fostering a culture of transparency and willingness to share responsibility from the highest levels of the agency.
- Cross-boundary collaboration requires that we depend on one another’s strengths and engage partners and organizations to fill the gaps.
- Agency staffing levels and turnover negatively impact relationships. The Forest Service should invest in “professionalizing” the recreation workforce, streamline hiring processes using private partners, engage in transition planning, and coordinate with local governments on shared issues such as limited housing.
- Recreation funding is challenging and requires stability, flexibility, and streamlining.

REIMAGINE RECREATION

- Data can convey great meaning, especially when framed as part of achieving collective goals.
- Equity-centered work is not easy work. We must commit to take up this challenge together, embrace tough conversations, and deepen our relationship with the history of the land.
- The Forest Service should base recreation planning and stewardship work in community, place, and relationships.
- “Recreation management is an all-hands-on-deck situation.”

Session 6 participants were then asked to participate in a “recommendations roll-up.” During this activity, participants were moved into small groups of approximately six to eight individuals for 20 minutes to identify two challenge areas and potential solutions based on the above themes, as well as what they’d heard over the last five sessions.

After the small groups identified their challenges and potential solutions, those initial groups were then merged to form larger groups of approximately 11 to 12 individuals to further refine the challenges and solutions they’d like to bring to the whole group. Following are some of the challenges and solutions that were identified during this activity:

- Transition planning, for when individuals move in and out of positions, is key to reducing the knowledge loss that often accompanies this change.
- Hiring systems can be improved by taking a more local approach to hiring, decentralizing the overall hiring process, and improving employee benefits such as housing and childcare.
- Partnerships and relationships should be built and strengthened before they are needed; additional capacity and technical assistance are needed to do this work.

The whole group was then invited to share their overall takeaways from the three days of the workshop.

REIMAGINE RECREATION

Workshop Close

The workshop closed with remarks from the following speakers:

- Chela Garcia-Irlando, director of Next 100 Coalition, spoke on the need to follow through with discussions from this week and how these conversations will shape the future of the recreation world.

“Recreation is part of the solution.”
—Workshop participant

- Gordie Blum, director of the Forest Service’s Recreation, Heritage, and Volunteer Resources program, expressed gratitude for all the participants and their willingness to come together and share knowledge during this workshop and moving forward.
- Alison Koopman, landscape architect and recreation planner for the Forest Service’s Eastern Region and co-lead of the Reimagine Recreation effort, also expressed thanks for all participants and shared information about how input gathered during the workshop would be used to inform Reimagine Recreation going forward.

WORKSHOP LINKS

Speakers and attendees in the virtual workshop chat shared the following links, which provide information about recreation case studies and other successful projects referred to during the workshop.

Session 1: Elevating the Recreation Workforce

- Outdoor Recreation Roundtable, Workforce Hub: <https://recreationroundtable.org/resources/workforce-hub/>
- Headwaters Economics, “The Amenity Trap: How high-amenity communities can avoid being loved to death”: <https://headwaterseconomics.org/outdoor-recreation/amenity-trap/>
- Southern Appalachian Wilderness Stewardship, The Bridge Program: <https://www.wildernessstewards.org/the-bridge-program>
- USDA Rural Development, “Housing Solutions in Rural Recreation Communities”: <https://www.youtube.com/watch?v=mNyooec1-eE>
- Trail Skills Project: <https://www.trailskills.org/>

REIMAGINE RECREATION

Session 2: Equity and Access in Action

- Native Women’s Wilderness: <https://www.nativewomenswilderness.org/>
- USDA Forest Service, “The Segregationist Past of the ‘Green Pastures’ Recreation Site”: <https://www.fs.usda.gov/features/segregationist-past-green-pastures-recreation-site>

Session 3: Cross-Boundary Collaboration

- Outdoor Alliance, “Wildfire and Outdoor Recreation in the West”:
<https://static1.squarespace.com/static/54aabb14e4b01142027654ee/t/649dcd388c9dbf73648c777d/1688063291777/WildfireAndRecreation-WhitePaper-OutdoorAlliance-Digital.pdf>
- California’s Joint Strategy for Sustainable Outdoor Recreation & Wildfire Resilience:
 - https://mltpa.org/images/downloads/025_34_CalRecVision_Final_2021_WEB.pdf
 - <https://wildfiretaskforce.org/about/action-areas/sustainable-accessible-recreation/>
- Eagle Market Streets Development Corporation, Catawba Vale Collaborative, and Pisgah National Forest:
 - <https://www.eaglemarketsts.org/>
 - <https://southernfutures.unc.edu/catawba-vale-collaborative/>
 - <https://www.fs.usda.gov/features/creating-community>
- The history of the Old Fort collaboration:
https://wncmagazine.com/feature/developing_within
- Society of Outdoor Recreation Professionals (SORP) and webinar recordings:
 - <https://www.recpro.org>
 - <https://www.recpro.org/webinars>
- National Forest Foundation, Chaffee County All Lands Camping:
<https://www.nationalforests.org/regional-programs/rocky-mountain-region/chaffee-county-all-lands-camping>
- National Forest Foundation, Centennial Program Visioning Process:
<https://www.nationalforests.org/regional-programs/rocky-mountain-region/centennial-program>

REIMAGINE RECREATION

- National Forest Foundation, Colorado 14ers:
 - <https://www.14ers.org/stay-informed/colorado-14ers-statewide-report-card/>
 - [https://www.nationalforests.org/who-we-are/press-news/new-fourteener-campaign-improves-trail-conditions-through-collaboration-and-innovation#:~:text=In%202017%2C%20the%20National%20Forest%20Foundation%20\(NFF\)%20invested,%E2%80%93%20Mount%20Elbert%2C%20Pikes%20Peak%20and%20Quandary%20Peak](https://www.nationalforests.org/who-we-are/press-news/new-fourteener-campaign-improves-trail-conditions-through-collaboration-and-innovation#:~:text=In%202017%2C%20the%20National%20Forest%20Foundation%20(NFF)%20invested,%E2%80%93%20Mount%20Elbert%2C%20Pikes%20Peak%20and%20Quandary%20Peak)
- Cascade Volunteers, Nonprofit Partner of the Willamette National Forest: <https://cascadevols.org/>
- USDA Forest Service, Ocoee and Hiwassee Rivers Corridor Management Plan: https://www.tn.gov/content/dam/tn/tdot/environmental/scenic_byways/7.%20Ocoee%20Scenic%20Byway%20CMP.pdf
- USDA Forest Service, Dispersed Camping Management Project: <https://storymaps.arcgis.com/stories/be727954201e4fb18fb7cf3a3eb53080>
- Colorado Youth Corps (OHV focus): <https://vimeo.com/809197593>

Session 4: From Recreation to Conservation

- Interagency Visitor Use Management Council: <https://visitorusemanagement.nps.gov/>
- Flathead Rivers Alliance: <https://www.flatheadrivers.org/>
- Washington Trails Association, “Silver Star Vision Plan as a North Star for the Future of a Special Area”: <https://www.wta.org/news/signpost/silver-star-vision-plan-is-a-north-star-for-future-of-a-special-area>
- Society for Wilderness Stewardship, Alpine Lakes Collaborative: <https://www.wildernessstewardship.org/alc>
- *The Journal of Wildlife Management*, “Are Wildlife Recreationists Conservationists?": <https://wildlife.onlinelibrary.wiley.com/doi/pdf/10.1002/jwmg.855>
- The Wilderness Society, “The Public Lands Curriculum”: <https://www.wilderness.org/articles/article/public-lands-united-states-curriculum>
- Recreate Responsibly: <https://www.recreateresponsibly.org/>
- Bob Marshall Wilderness Foundation, “2023–2028 Bob Marshall Wilderness Complex Education Plan”: <https://www.bmwf.org/dispatches/2023/4/10/2023-2028-bob-marshall-wilderness-complex-education-plan>

REIMAGINE RECREATION

Session 5: 21st-Century Communication

Topic 1: Web-Based Communications and Access – Successes and Solutions

- Colorado Trail Explorer: <https://trails.colorado.gov/>
- California Transit to Trails Act of 2021: <https://gomez.house.gov/news/documentsingle.aspx?DocumentID=2388>
- Nelson Holland Instagram @fatblackandgettinit: <https://www.instagram.com/fatblackandgettinit/>
- American Whitewater Map: <https://www.americanwhitewater.org/content/River/view/river-index>

Topic 2: Data Collection and Sharing – Successes and Solutions

- Colorado Latino Climate Justice Policy Handbook: https://conservationco.org/wp-content/uploads/2022/11/11.17-V2-PROTEGETE_HANDBOOK.pdf
- Washington Trails Association, “Better Data. Better Trails. Trip Reports Matter More Than You Think”: <https://www.wta.org/news/magazine/features/better-data-better-trails>
- Adventure Scientists, Wild and Scenic Rivers: <https://www.adventurescientists.org/rivers.html>
- National Rivers Project: <http://www.nationalriversproject.com/>
- Trail Angeles: <https://trailangeles.org/>
- Headwaters Economics, socioeconomic profiles tool: <https://headwaterseconomics.org/tools/forest-indicators/>
- Modernizing Access to Our Public Land Act (MAPLand): <https://www.congress.gov/bill/117th-congress/house-bill/3113>

Session 6: Reflections and Takeaways

- North-Central Colorado, NoCo PLACES 2050: <https://www.nocoplaces2050.com/>
- White Mountain National Forest, New Hampshire:
 - <https://goeast.ems.com/crowds-white-mountains/>
 - <https://www.wta.org/news/signpost/release-of-popular-hiking-feature-recommender-2022-personalized-hikes>

REIMAGINE RECREATION

- <https://www.denver7.com/news/our-colorado/app-aims-to-tackle-trailhead-parking-woes-in-jefferson-county#:~:text=An%20app%20called%20'Lot%20Spot,cars%20that%20are%20parked%20illegally>
- DARCI Decision-Making Model: <https://www.trec.org/wp-content/uploads/2020/05/DARCI-Decision-Making-Model-v520.pdf>

CO-CONVENERS

American Trails: <https://www.americantrails.org/>

Leave No Trace: <https://lnt.org/>

National Forest Foundation: <https://www.nationalforests.org/>

Next 100 Coalition: next100coalition.org

Outdoor Alliance: <https://www.outdooralliance.org/>

Outdoor Recreation Roundtable: <https://recreationroundtable.org/>

Tread Lightly!: <https://treadlightly.org/>

Society of Outdoor Recreation Professionals: www.recpro.org

This page intentionally blank.

Front Cover Photo: A hiker enjoys a mountain reflection in the Uinta-Wasatch-Cache National Forest, Utah. Photo by Pattiz Brothers.

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotape, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English. To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at http://www.ascr.usda.gov/complaint_filing_cust.html and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form.

To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: program.intake@usda.gov. USDA is an equal opportunity provider, employer, and lender.