

Event Center on the Beach

Strategic Plan

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**Gold Beach, Oregon
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Executive Summary

Background

Curry County

Curry County was created on December 18, 1855, from the southern part of Coos County. Initially, it was proposed that the new county will be named after Captain William Tichenor, a council member from Port Orford. However, he declined because his constituents wanted to honor the territorial governor, George Law Curry.

Curry County is situated along the Pacific Coast in the southwest corner of Oregon. It is bounded on the south by California, on the west by the Pacific Ocean, on the north by Coos County, and on the east by Josephine County. The county originally contained about 1,500 square miles. However, boundary adjustments with Coos County in 1872 and 1951 and Josephine County in 1880 and 1927 increased the area to 1,648 square miles.

In 1852 explorers discovered gold and other precious metals in the rivers and along the beaches of this area. Initially, settlement in the county was concentrated along the coast and depended primarily on water transportation. The slow development of inland transportation routes kept the county relatively isolated well into the 20th century. While there is still some mining of cobalt, nickel, and chromium in the Gasquet Mountain area, the economy has reoriented to agriculture and timber. Port Orford cedar (Lawson Cypress) and Myrtlewood are important export products. The county has excellent grazing areas for raising cattle and sheep. It also produces blueberries, horticultural nursery stock, and most of the Easter lilies raised in the United States. Vacation and recreational possibilities in the county draw tourists to the area and provide economic diversity.

Upon creation of Curry County, the Territorial Legislature fixed the county seat temporarily at Port Orford until the citizens of the county could determine a permanent site. In 1859, following

an informal vote of county citizens during the general election, Ellensburg was designated the county seat. In 1891 Ellensburg was renamed Gold Beach because of the gold and other minerals found in the sands in this area and to eliminate confusion with the city of Ellensburg located in the state of Washington.

The first courthouse was in Judge Fred Smith's home in Port Orford. Apparently, the town's inability to finance the construction of a proper courthouse was a factor in the vote that favored the move to Gold Beach. The first courthouse in Gold Beach was replaced in 1912. The current courthouse was constructed in 1958. Port districts were established at Port Orford in 1919, Gold Beach in 1955, and Brookings Harbor in 1956.

The Gold Beach area, from the Sixes River near present-day Port Orford to the Pistol River north of present-day Brookings, was the homeland of Athapaskan-speaking Tututni, who lived along the Lower Rogue River. For centuries, Tututni men fished for salmon, trout, and lamprey, and women gathered berries and acorns. They used fire to clear land to grow tobacco, and built plank houses and ocean-going canoes from local western red cedar. Their descendants are members of the Confederated Tribes of the Siletz Indians. The Chetco tribe settled along the lower Chetco River in southern Curry County. The name Chetco comes from the word meaning "close to the mouth of the stream" in their own language, which is part of the Athapaskan languages and they were once one of the largest tribes on the Pacific coast of Oregon.

Economy

The first county census in 1860 showed a population of 393. There has been a steady increase in population with the 2016 population given at 22,600, a 1.1% increase over 2010.

Figure 1. Curry County and Sub-Areas—Historical and Forecast Populations, and Average Annual Growth Rates (AAGR)

	Historical			Forecast				
	2000	2010	AAGR (2000-2010)	2015	2035	2065	AAGR (2015-2035)	AAGR (2035-2065)
Curry County	21,137	22,364	0.6%	22,521	26,419	27,286	0.8%	0.1%
Brookings ¹	10,634	11,199	0.5%	11,414	12,998	14,850	0.7%	0.4%
Gold Beach	2,837	3,141	1.0%	3,261	4,044	5,575	1.1%	1.1%
Port Orford	1,755	1,807	0.3%	1,837	2,052	2,373	0.6%	0.5%
Outside UGBs	5,911	6,217	0.5%	6,009	7,326	4,488	1.0%	-1.6%

Sources: U.S. Census Bureau, 2000 and 2010 Censuses; Forecast by Population Research Center (PRC).

¹ For simplicity each UGB is referred to by its primary city's name.

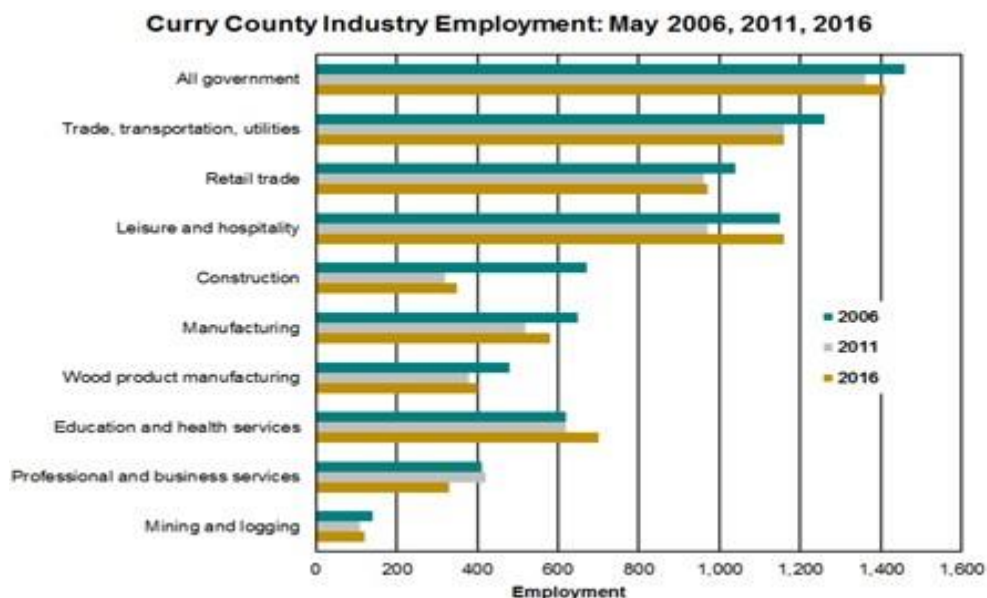
Similar to most areas across Oregon, Curry County's population is aging. This demographic trend underlies some of the population change that has occurred in recent years. From 2000 to 2010 the proportion of county population 65 or older grew from about 27 percent to 28 percent. Further underscoring the countywide trend in aging—the median age went from about 49 in 2000 to 54 in 2010.

Curry County's economy is grounded in the availability, use, and enjoyment of its vast natural resources. Industries associated with logging, wood product manufacturing, agriculture, fishing, and recreation are not only subject to unpredictable and sometimes extreme weather conditions, but are economic arenas subject to varying land- and ocean-use constraints.

As with the nation and the state, the county's construction industry was part of the leading edge of the downward plunge followed by nearly every other business sector. Only professional and business services, which includes staffing agencies, and private educational and health services managed to weather the Great Recession without losing jobs (2.4% and 0% job growth, respectively).

Curry County Employment Changes			
	Percent Change 2006-2011	Percent Change 2011-2016	Percent Change 2006-2016
Construction	-52.2%	9.4%	-47.8%
Mining and logging	-21.4%	9.1%	-14.3%
Manufacturing	-20.0%	11.5%	-10.8%
Leisure and hospitality	-15.7%	19.6%	0.9%
Trade, transportation, utilities	-7.9%	0.0%	-7.9%
All government	-6.8%	3.7%	-3.4%
Education and health services	0.0%	12.9%	12.9%
Professional and business services	2.4%	-21.4%	-19.5%

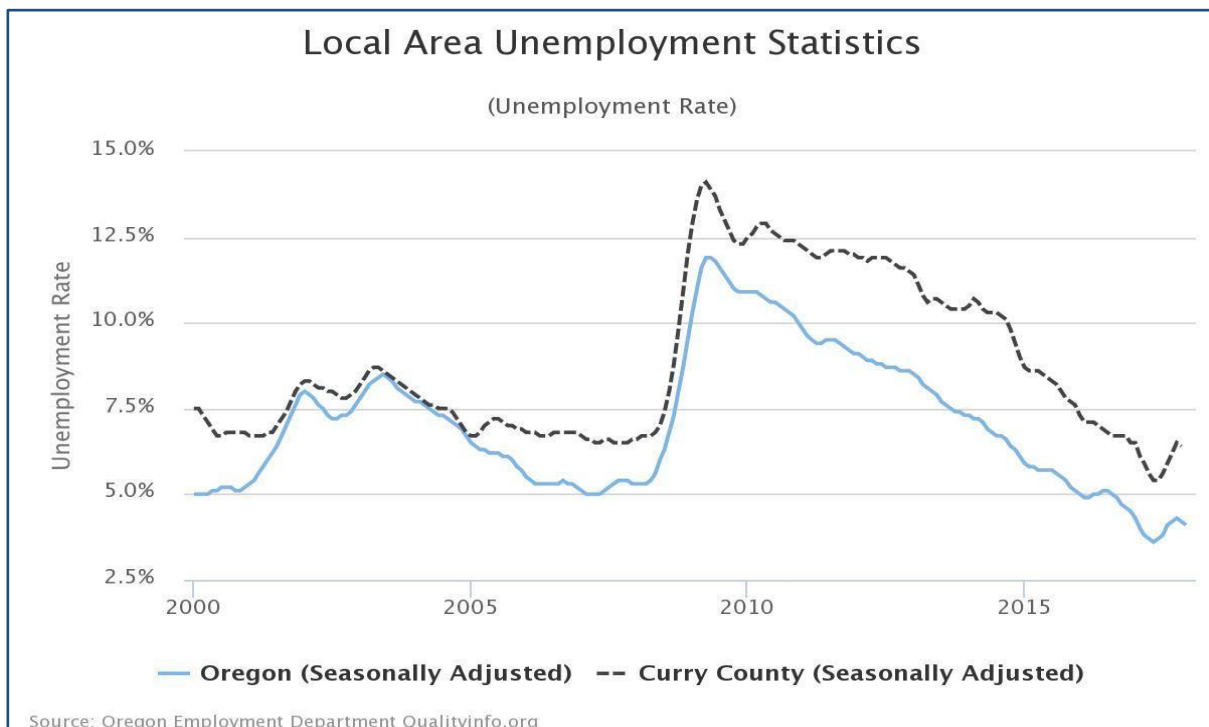
Curry County's construction industry lost 52 percent of its employment between May 2006 and May 2011. Mining and logging lost 21 percent of its employment, and manufacturing lost 20 percent of its jobs (mainstay wood product manufacturing employment dropped 21 percent). Statewide, construction employment dropped 32 percent during this same period, and wood product manufacturing lost just over 41 percent of its employment. Other areas, particularly those depending on discretionary spendings such as retail trade and leisure and hospitality, lost jobs. Locally, retail trade shed 8 percent of its employment between 2006 and 2011. Leisure and hospitality lost 16 percent of its jobs.



The state robust pace of recovery has been more subdued in rural Curry County. During the past five years, Curry County's leading job-adding industries include leisure and hospitality (20%); private educational and health services (13%, primarily health services); manufacturing

(12%; wood products manufacturing, 5%); construction (9%); followed by mining and logging (9%). In spite of these impressive growth rates, area construction employment is still 48 percent below pre-recession levels; professional and business services are 20 percent below, and manufacturing is nearly 11 percent below. Overall, only private educational and health services, and leisure and hospitality show job counts above pre-recession levels (12.9% and 0.9%, respectively).

Industry projections for 2014-2024 take the past into account and attempt to move the status quo into the future. As such, Curry County's past, its economic landscape, and the anticipated 5 percent employment growth rate are noticeably different from Oregon's statewide projected 14 percent growth rate.



Additional demographic information can be found at:

<https://www.census.gov/quickfacts>

<https://factfinder.census.gov/>

Curry County Fair and Fair Board

The promotion of agriculture in Oregon is traced prior to statehood. In 1853 and 1854 farmers in the counties established agricultural societies to organize and conduct county fairs. These county societies later organized the Oregon State Agricultural Society in 1859 to promote agriculture at the state level.

Although state legislators encouraged these agricultural exhibitions, they chose not to support them financially, rejecting a proposed legislative bill in 1860 to provide funds for state and

county agriculture associations. Finally, in 1911, the Legislative Assembly, recognizing the economic importance of agriculture and livestock industries in Oregon, passed a law giving county courts the discretion to appropriate no more than \$2,000 annually for an agricultural fair.

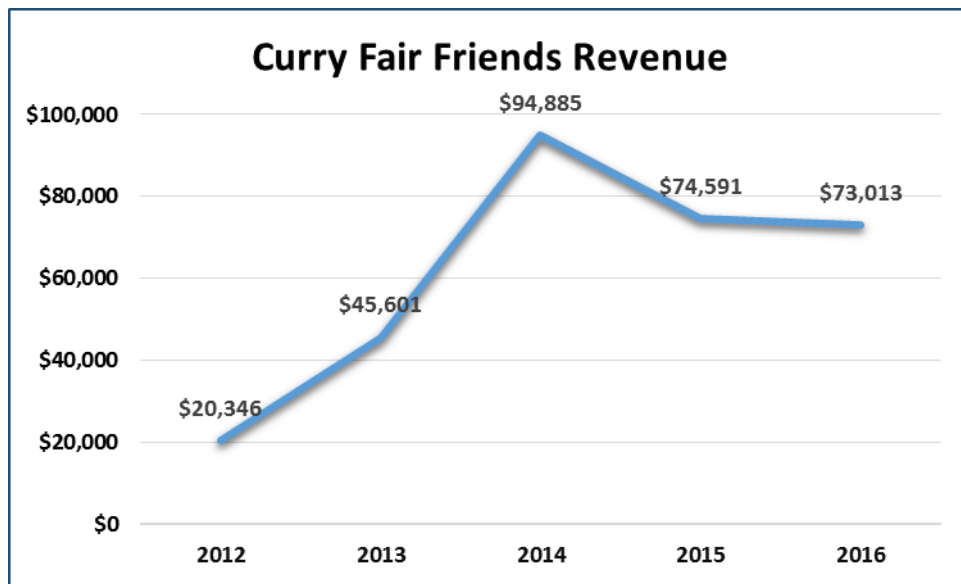
In 1913 an Oregon state law authorized county courts to hold agricultural fairs and appoint a county fair board consisting of 3 resident taxpaying citizens of the county. Since 1981 county courts and board of commissioners have had authority to expand the county fair board members to 5 county residents.

The 1913 legislation also called for a tax of one-twentieth of a mill to be levied upon the taxable property of the state and distributed by the state treasurer to each county fair board. In 1969 the Legislative Assembly created the state County Fair Commission to manage and distribute the county fair account among the individual fair boards based on a merit system. Criteria for the county fair merit system include area and population served; attendance and gate receipts; number and type of exhibits; premiums and prizes paid; ground and facilities improvements; and year-round usage of grounds and facilities.

Most county fair boards meet at regular intervals to discuss and plan the upcoming county fair, including budget, advertising, rules and regulations, exhibits and entertainment and event scheduling. Besides the county fair, the board is concerned with issuing licenses and granting permits for public use of the fairgrounds, planning capital improvements on fairgrounds and facilities, and sending delegates and exhibits to participate in the state fair.

Curry Fair Friends

Curry Fair Friends is a non-profit catering company dedicated to serving the freshest and best food for their customers. Curry Fair Friends was organized in 1996 by Ron Crook and Brad Wentworth as a means to raise money for repair and maintenance to benefit the Event Center on the Beach. Curry Fair Friends purpose is "To raise funds by various means for the purpose of helping raise sufficient revenue to make the Curry County Fairgrounds as self-sufficient as possible and to benefit the residents of Curry County when needed."



Curry Fair Friends aids in the support of the annual fair and the event center upkeep and maintenance and works in partnership with the Fair Board to sustain and enhance the property and operations on the Event Center grounds. The facility receives no revenues from the county and is dependent on funding partnerships to maintain the facilities and services. The Event Center and Curry Fair Friends provide two free community dinners on Thanksgiving and Christmas, open to the public, without charge, and dependent on volunteers and donations.

The Event Center on the Beach

The Event Center on the Beach provides a venue for year-round events. The annual Curry County Fair is one of many events held at the facility. Other uses include large banquets, business lunches, conferences, conventions, fundraisers, seminars, meetings, weddings, receptions, reunions, several annual festivals and more.

In 2016, the city of Gold Beach approved a 1 percent Transient Lodging Tax dedicated to the Event Center on the Beach to provide for some of the most crucial repair.

Strategic Planning

The Curry County Event Center on the Beach started its strategic planning process in January of 2018 with the purpose of developing a plan that will capture their future economic opportunities, enhance marketing and improve infrastructure. The strategic plan will outline short-term and long-term goals and strategies.

SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis was conducted. A SWOT analysis is often used at the start of or as part of a strategic planning exercise. The framework is a tool to support decision-making because it enables an organization to uncover opportunities for success that were previously unarticulated or to highlight threats before they become overly burdensome. The Fair Board and Friends Board identified their strengths, weaknesses, opportunities, and threats through a facilitated discussion during their first strategic planning

session.

STRENGTHS

Beach Location

Diverse Facilities

Volunteers

Deep Community Roots

Strong Management

Weather-Mild Climate

Diverse Board

City of Gold Beach

County Support

Partnerships with 4-H, OSU, SOCC &

Watershed Located next to the High School

- Internal Communication System - Wi-Fi,
- Phones
- Lack of Funding
- Volunteers – treating volunteers as ‘staff’
- Parking
- Staffing – Not enough
- Lack of Security

THREATS

- Economically Depressed Area
- Anti-Tax Sentiment-Voter Education
- Aging Population
- Small Population
- Location-Hard to access; transportation
- Losing Anchor tenants

OPPORTUNITIES

- Small Community-More partnerships
- Tap into Valley Region
- More Beach Marketing
- Recreation Opportunities
- Jet Boats-Partnership
- ‘Wild Rivers Coast’ Brand
- Motorcycle & Biking
- Donated land-Smith River
- Cultural Diversity

WEAKNESSES

- Location-difficult travel access, limited hotels
- Old Facilities
- Weather – Extremes cause damage

The SWOT analysis clearly identified items of opportunity and concern.

Several Opportunities were identified and should be incorporated into future planning. Many of the opportunities refer to marketing and public relation potential not yet realized. The Board should incorporate these opportunities into their Marketing Plan.

The Planning Group also identified several Strengths. The majority of their strengths are in community relations, volunteerism, Board diversity, and management. These strengths are critical to the function of the organization and will be relied upon during the redevelopment phase.

The Fair Board recognizes the strong partnerships with its long-term anchor tenants and local governments, however many of the anchor tenants are concerned about the state of the facilities and lack of staffing to address critical issues of repair and maintenance. It is anticipated, by the tenants, that if conditions can't be improved they will have to seek other facilities to meet their needs. The loss of any of the anchor tenants would be significant to the budget and facilities.

The location of the facility appeared in Strengths, Weaknesses, and Threats. The Fairgrounds is the only fair situated next to the beach in the State of Oregon, which makes the location a prime spot for attracting visitors. The views from many of the Event Center facilities boast the Pacific coastline. This view and location should be marketed to its fullest extent. The threats and weaknesses of this location are access. The closest regional airports are 1.5 hours to the north and 1 hour to the south. The major Interstate is 3 hours inland and travelers have to traverse steep, windy grades, and potential road hazards such as rock slides and inclement weather. US Highway 101 winds through Curry County and the Event Center is located on Highway 101 in the center of Gold Beach. The location makes Curry County a desirable place to be with unlimited peaceful beaches, majestic forested mountains, and more wild and scenic rivers than anywhere else in Oregon, but traveling to Curry County requires a desire to be here. Another identified Strength and Weakness to consider are the weather conditions on the coast of Oregon. The year-round climate in Curry County is generally mild which is attractive to area visitors coming from climates that are extremely hot in the summer and cold during the winter, however, furious winter rain storms can deter visitors unless winter storm watching and off shoulder season events can be marketed.

The areas of their greatest Weaknesses concern the shape of the facilities; old, in need of major repairs, outdated, lacking amenities such as WiFi, projectors, screens, sound systems, and security. Additionally, lack of staff and volunteers lead to facilities that are underutilized, undermarketed, and in need of repair.

The identified Threats the organization faces centers around the local economy and anti-tax sentiment in the County. These perceived threats will need to be incorporated into the Marketing Plan to involve the public in discussions and solutions.

The SWOT Analysis is an opportunity for the Fair Board to engage its supporters and the public in the need to redevelop the facilities and strengthen the organization while enhancing the local economy.

Partner and Stakeholder Interviews

One on one interviews were conducted with local partners and stakeholders to capture their impressions and ideas about the future of the Event Center on the Beach. The Partners and Stakeholders are agencies and individuals that have direct involvement in the Event Center and Fairgrounds.

Topics of discussion included development opportunities, improvements needed, issues of concern, support from partners and stakeholders and additional comments.

Each person interviewed was open and direct about opportunities and concerns. The overall message from all was finding a direction for the event center and the fairgrounds to succeed and be financially sound.

The following is the comments received during the interviews.

Development Potential:

Develop a Multi-Media Center - Robust WiFi, dynamic sound system, updated technology (projectors, smart boards, projector screens, USB access, and room dividers), remodel the entire building for upgrades or demolish Docia Sweet and rebuild a modern facility. **Incubator Facility** – Use commercial kitchen to encourage local entrepreneurs to produce value-added products.

RV/Camping Facility – Outright use of Zoning, consider Tent Shelters, restrooms with paid showers.

Dorm Rooms – Finish facility, security, cleanliness, marketing (Air B&B, State Parks, and USFS summer crews, outdoor school groups, tour bus groups, hostel)

Horse Stalls & Boarding – Develop offsite facility to accommodate more stalls

Arena underutilized – Missing event opportunities

Indoor Recreation – Racquetball, pickleball, walking track

Opportunities:

TLT funds

Urban Renewal District

Catering for tour bus lunches

Composting horse manure

Develop complimentary events with onsite partners (watershed education, marine-river resource center, storm watching events, lecture series, etc.)

Americorp/Vista/RARE Interns

City of Gold Beach willing to be a grant sponsor if needed

Land donation

Funding carryovers from 4-H will be transferred to the City of Gold Beach Could be a community facility

Summer Concerts

More convention activities-need modern facilities

Issues of Concern and Improvements Needed:

Events leaving the area because of poor building conditions or lack of amenities. (Wave Bash, Writer's Conference)

Maintenance and upkeep, buildings in poor condition. Tenants may have to leave.

Safety issues, water leaks, uneven floors, security, parking, water runoff into buildings.

RV Park and dorm room rentals need to be managed separately with a full-time caretaker.

Concerns that tenants on grounds will be looked to for assistance.

Management-Needs to develop a vision and follow through, listen to board concerns, capacity to develop, better decision making, transparency with donations received. Partners see a need for full-time staffing (Event promotion and Maintenance), staff entire facility properly.

Anchor tenants will leave because of maintenance, upkeep, partnerships, lack of space.

Fear of continued downward spiral.

Losing support of key tenants.

Volunteers are over-worked and under-appreciated, poor volunteer retention.

Additional Comments:

Redevelop entire facility

Good location

Beautiful setting

Exterior and entrance dated and old

Good partnerships

Bad acoustics in Docia Sweet

Consider reinforced soils for carnival parking area instead of paving

Shore pines logo is nice

Flea market-No

Fairgrounds are a diamond in the rough

Tour other convention facilities (Florence)

Band-aid cure not working

Look outside of the box

'Branding'-make sure everything coincides with your branding

Drop 'Fairgrounds' from signs- just use 'Event Center on the Beach'

Install digital reader board for events and ad space

Goal 1: Infrastructure

Objective: To redevelop and rehabilitate event center/fairground property and buildings to accommodate future use and growth.

Goal 2: Business Development

Objective: To improve the use of the buildings and grounds and develop long-term revenue

Goal 3: Financial Operations

Objective: To implement sound financial plans and practices for economic stability and growth.

Goal 4: Staff Development

Objective: To hire, train, and compensate staff appropriately to support necessary functions and accommodate growth.

Goal 5: Marketing and Public Relations

Objective: To communicate new goals, strengthen and develop partnerships, enhance public engagement, and market facilities.

The Strategic Plan

This Strategic Plan will be implemented immediately and carried out over the next ten years. The Fair Board has a strong commitment to the citizens of Curry County to make positive changes for the fairgrounds. The Board is committed to developing the fairground properties, improve facilities, promote business development, enhance activities and events, support community functions, and make the fairgrounds economically stable.

This Strategic Plan will be fully implemented and monitored for progress by the Fair Board on a regular basis. The Board will also hold themselves and staff accountable to carry out the strategies outlined in this plan.

During the process of developing their strategic plan, the Board also changed their Mission to reflect their desire for change and a renewed commitment to the area residents.

The Mission of the Event Center on the Beach is:

“Providing a Premier Event Center to showcase and serve our communities, and Host the Curry County Fair.”

The Fair Board has made the bold decision to plan and implement a complete redevelopment of the fairground buildings and property. This endeavor will provide the residents of Curry County and every user of the facility modern facilities, expanded uses, new business opportunities, and showcase the fairgrounds as the ‘Gem’ of Curry County.

Strategic Plan Overview

This strategic plan was developed using input from the Fair Board, Curry Fair Friends Board, Fair Manager, anchor tenants, and community partners.

Five major goals were established to support the mission of the organization and provide for future growth of the facilities and grounds.

Major Goals: streams.

Goals Narrative

Goal 1: Infrastructure

Aging facilities, deferred maintenance, extreme weather, understaffing, and lack of funding has resulted in many of the facilities on the fairgrounds to become in dire need of major repairs or rebuild. The Fair Board has taken the bold direction of planning to redevelop its aging facilities to a facility that boasts modern buildings and up to date amenities. This decision makes the infrastructure goal the most critical goal with the plan being centered around the redevelopment of the property and buildings. All other goals should be geared towards the future redevelopment and interim activities that must continue to happen during the redevelopment to meet financial and community obligations.

The Master Plan will be updated to reflect the desire to redevelop the property and buildings. The Master Planning document will serve as a blueprint for the future expansion of fairgrounds and will be directly tied to the core business goals and planning. It will identify economic and other factors such as utility infrastructure development, planning, acquisition, and sustainability. The Master Plan should include a phased approach and cost estimates.

The infrastructure goal includes land upgrades which are plans to install an event gazebo, permanent booth spaces for vendors, new signage, resurfacing the carnival lot, and landscaping. These land upgrades should be considered as part of the overall redevelopment plan, however, some could be implemented earlier to accommodate current needs.

The Board is interested acquiring more land for parking, grounds expansion, and offsite horse stables. Horse stalls are in demand as well as a riding arena. These activities occur on the current grounds and tend to use space that could be better used for other activities. A dedicated plot of land for stables and riding could serve as a steady source of income at a fairly low rate of overhead. Additional land for parking is needed, especially during Fair week. Gold Beach High School has some unimproved land west of the track and could be used for additional parking if an agreement could be reached with the school district for use.

Goal 2: Business Development

The Fair Board has been interested in developing an RV and Camping facility on the fairgrounds and has previously commissioned a business plan for the park. This business plan needs to be updated and it would also be good to have a feasibility study done for the RV/Camping Park. The proposed park would require an onsite manager to oversee operations and this person could very well oversee the Dorm Facility rentals as well. Current management at the Event Center would not be able to adequately manage a project of this size and would take time away from critical duties required of the Event Center/Fair Manager.

An assessment should be done on current uses of all buildings, rental fees, indirect expenses and other amenities. Underutilized properties should be marketed for use, or evaluated for reasons for the under-use. The Dorm Facilities are extremely underutilized and have the potential to be profitable when finished and marketed properly.

Other business opportunities should be investigated. The Event Center facilities should be the hub of activity year round. Farmer's markets and related events are ideal activities for this venue. There are many fairgrounds that lease space for small local businesses and promote recreational activities on their grounds to increase funding and be the hub of activity.

Examples of businesses that are currently located on rural fairgrounds in the Pacific Northwest:

Redwood Empire BMX - A non-profit promoting BMX programs.	Java Hut -Espresso cafe
Humboldt Cider Co. - Craft cider producers.	Red Rover Ranch -Dog boarding, daycare and training.
Rover's Choice - Dog bone treats.	Headstart - School readiness for young children.
Ohana Organics -Hand crafted skin products.	Trinity Raw -Handcrafted chocolates.
Natural Decadence -Allergy friendly foods.	Rebel Fitness -Fitness center.
Nature Joe's -Animal education programs.	Kavanaugh Kitchen -Catering & personal chefs
Fusuikan Martial Arts - Martial Arts and Gymnastics Center.	HumYum - handcrafted caramels made with organic ingredients.
Frankie's New York Bagels - Classic, New York Style Bagels.	
Lost Foods -Native plant nursery.	

To promote local business growth, the fairgrounds could set up a business incubator. A business incubator is a workspace created to offer startups and new ventures access to the resources they need in a single location. In addition to a desk or office, incubators may provide resident companies with access to expert advisors, mentors, administrative support, office equipment, training, and/or potential investors. Some incubators take an equity stake and others simply charge a fee to be in the space. Incubators are typically partnerships or collaborations sponsored by one or more pro-business organizations, such as local colleges, government entities (City, County, and Tribes), economic development organizations, for-profit ventures, including investment-related. Partnering with the local community college, for example, could be part of an overall collaboration that would include an incubator project, workforce training, and other educational opportunities that could be offered at the fairgrounds.

Goal 3: Financial Operations

The Board should initiate a long-term financial plan. A Financial Plan is not a Fundraising Plan.

- A *fundraising plan* asks "How much can we accomplish with the money we can raise?" but a **financial plan** asks "How much should we raise to accomplish our goals?"
- A *fundraising plan* sets goals only for private revenue streams (foundation grants, individual gifts), but a **financial plan** includes goals for ALL money flowing to the organization (government grants, earned income, etc.).
- A *fundraising plan* is for one year, whereas a **financial plan** is a strategy for attracting money for multiple years into the future.
- A *fundraising plan* has little to do with a nonprofit's strategic plan, but a **financial plan** is based on what the nonprofit needs in order to meet the goals of their strategic plan.

→A *fundraising plan* is created only by the fundraising staff with no input or knowledge from the rest of the organization, but a **financial plan** is created with the whole organization's input (board and staff).

→A *fundraising plan* only includes activities that raise money for programs, but a **financial plan** includes strategies for raising infrastructure dollars as well.

Creating a Financial Plan will help the Board understand how to finance their organization.

→Set goals for ALL revenue streams flowing to the organization

→Determine the infrastructure dollars they need to raise

→Tie their financing plan to their strategic plan

→Create tactical steps to make the plan a reality, with activities, deliverables, people responsible, timeline

→Divide tasks by staff and board members

→Develop ways to monitor and revise the plan going forward

Along with the Financial Plan, the Board should implement an internal time/cost study to evaluate event and operation costs. A time/cost study could be done over a one year period to detail costs for each event and activity that occurs at the fairgrounds. The time/cost should consider items such as wages with benefits, staff time spent on each event, overhead costs (utilities, PR, equipment maintenance/use, etc.), then balanced against income received for that event. Time/cost studies can be a more accurate method of understanding costs, which could assist in decision making for revenue-generating activities and future planning. A Staff Time Tracking Allocation Tool can be found in the Appendix.

Reviewing and updating contracting policies for events and rentals should be included in the development of a Financial Plan. Review, update, or implement event costing/estimating policies. An Activity/Event Analysis Worksheet can be found in the Appendix

The Fair Board also identified commissioning an Economic Impact Study for determining the local economic impacts that would occur because of redevelopment and increased use of the fairground facilities. Economic impact analyses are often used to examine the consequences of economic development projects, such as the proposed redevelopment, and efforts, such as business openings, and closures, and site selection projects. The analyses can help increase community support for these projects and help obtain grants and tax incentives.

Goal 4: Staff Development

The Fair Board recognizes the need to have qualified, trained, and properly compensated staff to run the organization, carry out the elements of the strategic plan, and be prepared for future growth. The Board will need to determine current critical positions that must be filled, and future positions to accommodate growth and expansion. Detailed job descriptions and competitive salary schedules need to be developed and incorporated into financial planning.

Goal 5: Marketing and Public Relations

Marketing and Public Relations is a strategic communication process that builds and enhances mutually beneficial relationships between organizations and the public. The Event Center on the Beach and the Fairgrounds already has a good relationship with much of its public, however, since the Fair Board has decided to transform itself, it becomes critical to clearly define a public relations plan. Keeping the public and partners informed of the intended changes with continual updates will lessen the amount of speculation that naturally occur. A good Marketing and Public Relations Plan will keep relationships solid and can turn negative occurrences into positive stories. Public Relation Plans require dedication and a constant outflow of accurate information. Continued Marketing of the Event Center and Fairgrounds is also critical to sustaining business during the transition. You want to be clear to the community and clients that you are open for business and ready and able to serve their needs.

Developing a Marketing and Public Relations Plan will help keep the Event Center on track for achieving its goals to engage the public, gather additional support, develop and strengthen partnerships, maintain and increase events and activities, and secure financial assistance.

In the past, the Event Center and Fair did not have control over their website and social media platforms, now they do and have decided to redesign the site and maintain the platforms on a timely basis. Web presence has become an essential element of marketing, outreach and engagement.

Benefits of having an effective web presence:

Cost Effective-You know exactly how much your website is going to cost you.

Accessible around the clock-Your website and social media accounts are accessible 24/7/365.

Convenience-What is more convenient: driving or calling around for services, or sitting in the comfort of your home or office shopping for what you're looking for?

Credibility-By building a website you are giving your organization the opportunity to tell consumers why they should trust you and the testimonials and facts to back up those opportunities.

Sales-By having an online presence you allow for the sale of your services around the clock.

Marketing-Having a website and online presence allows you to market your services and deliver your messages online.

The overall Marketing and Public Relations Plan should be a roadmap to inform your partners and the public, tell your story, and sell your services.

Strategic Plan Implementation

Implementation is *the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals*. Implementing your strategic plan is as important, or even more important, than your strategy.

Critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth. A strategic plan provides an organization with the roadmap it needs to pursue a specific strategic direction.

The strategic plan addresses the **what** and **why** of activities, but implementation addresses the **who, where, when, and how**. The fact is that both pieces are critical to success. In fact, organizations can gain competitive advantage through implementation if done effectively.

As a Board of Directors, your job entails making sure you're set up for a successful implementation. Before you start this process, evaluate your strategic plan and how you may implement it by answering a few questions to keep yourself in check.

Take a moment to honestly answer the following questions:

- How committed are you to implementing the plan to move your organization forward?
- How do you plan to communicate the plan throughout the organization?
- Are there sufficient people who have a buy-in to drive the plan forward?
- How are you going to motivate your people?
- Have you identified internal processes that are key to driving the plan forward?
- Are you going to commit money, resources, and time to support the plan?
- What are the roadblocks to implementing and supporting the plan?
- How will you take available resources and achieve maximum results with them?

Don't overlook the five key components necessary to support implementation: people, resources, structure, systems, and culture. All components must be in place in order to move from creating the plan to activating the plan.

People - The first stage of implementing your plan is to make sure to have the right people on board. The right people include those folks with required competencies and skills that are needed to support the plan. In the months following the planning process, expand employee skills through training, recruitment, or new hires to include new competencies required by the strategic plan.

Resources - You need to have sufficient funds and enough time to support implementation. Often, true costs are underestimated or not identified. True costs can include a realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns. Additionally, employees must have enough time to implement what may be additional activities that they aren't currently performing.

Structure - Set your structure of management and appropriate lines of authority, and have clear, open lines of communication with your employees. A plan owner and regular strategy meetings are the two easiest ways to put a structure in place. Meetings to review the progress should be scheduled monthly or quarterly, depending on the level of activity and time frame of the plan.

Systems - Both management and technology systems help track the progress of the plan and make it faster to adapt to changes. As part of the system, build milestones into the plan that must be achieved within a specific time frame.

Culture - Create an environment that connects employees to the organization's mission and that makes them feel comfortable. To reinforce the importance of focusing on strategy and vision, reward success. Develop some creative positive and negative consequences for achieving or not achieving the strategy. The rewards may be big or small, as long as they lift the strategy above the day-to-day so people make it a priority.

An Implementation Matrix for your Strategic Plan can be found in the Appendix.

It is important to note that with the current shortage of essential staff, it will be extremely difficult to rely on staff to carry out the strategies outlined in this document. The Fair Board should consider contracting a Project Manager or similar lead person to work with the Fair Manager and Board to move the Strategic Plan forward. Essentially, the Project Manager is accountable for the success or failure of a project. Typical responsibilities of a project manager include: Planning, Executing, and Closing Projects — defining the project, building its comprehensive work plan, and managing to the budget.

Strategic Plan Goals, Objectives, Strategies, and Tasks Goal 1: Infrastructure

Objective: To redevelop and rehabilitate event center/fairground property and buildings to accommodate future use and growth.

Strategy 1: Update Master Plan to include Redevelopment Plan

Task 1: Appoint a Master Planning Committee to work with the Consultant on updating the master plan and integrate the building and grounds redevelopment.

Task 2: Seek funds for redevelopment planning.

Strategy 2: Land Upgrades

Identified upgrades: wedding gazebo, permanent booths, signage, landscaping, resurfacing carnival area

Task 1: Prioritize upgrades or plan for upgrades to be included in the Redevelopment Plan.

Task 2: Identify and secure the funding needed.

Strategy 3: Additional Land Purchase

Task 1: Identify needed uses for additional land; expansion, parking, offsite stables, etc.

Task 2: Identify available land that would be suitable for each use.

Task 3: Identify and secure the funding needed.

Strategy 4: Building Upgrades

Task 1: Prioritize upgrades, interim upgrades, or plan for upgrades to be included in the Redevelopment Plan.

Task 2: Identify and secure the funding needed.

Goal 2: Business Development

Objective: To improve the use of the buildings and grounds and develop long-term revenue streams.

Strategy 1: Building & Ground Rentals

Task 1: Evaluate rentals rates and amenities.

Task 2: Identify underutilized properties and buildings for new use, upgrades, or repair.

Strategy 2: Develop an RV and Camping Park.

Task 1: Commission a Feasibility Study and Business Plan.

Task 2: Pursue development funding.

Task 3: Assess current staffing to adequately manage the park or hire dedicated staff.

Strategy 3: Other Business Opportunities

Task 1: Investigate other business uses: Farmer's Market, Business Incubator, Marine/River Resource Center, etc.

Task 2: Engage local Workforce Center and Small Business Development Center for business placement & funding.

Goal 3: Financial Operations

Objective: To implement sound financial plans and practices for economic stability and growth.

Strategy 1: Develop a long-term Financial Plan

Task1: Implement an internal financial study, and time/cost study to determine event and operations costs and expenses.

Task 2: Reevaluate all rental fees and expenses.

Task 3: Include a written plan for new sources of funding; bonds, taxing district, temporary levy, increased rentals, capital campaigns, planned grant development, estate planning, etc.

Task 3: Use the internal financial study and time/cost study to evaluate all new events and activities, and best use of staff time.

Task 4: Review and update all contracting policies for current market rates and amenities.

Task 5: Develop internal budget for long-term funding and redevelopment. **Strategy**

2: Commission an Economic Impact Study

Task 1: Determine scope and use of Study.

Task 2: Identify and secure funding for the study.

Goal 4: Staff Development

Objective: To hire, train, and compensate staff appropriately to support necessary functions and accommodate growth.

Strategy 1: Competitive Staff Pay and Benefits

Task 1: Determine positions needed to effectively and efficiently run operations and anticipated growth.

Task 2: Obtain a salary study to determine competitive salaries.

Task 3: Incorporate positions and salaries into the internal budget.

Task 4: Schedule appropriate training for all staff.

Strategy 2: Full-time Event & Marketing Coordinator

Task 1: Determine scope of duties.

Task 2: Determine salary based on salary study and fill the position when internal budget requirements are met. **Strategy 3: Full-time Maintenance Position**

Task 1: Determine scope of duties.

Task 2: Determine salary based on salary study and fill the position when internal budget requirements are met.

Goal 5: Marketing and Public Relations

Objective: To communicate new goals, strengthen and develop partnerships, enhance public engagement, and market facilities.

Strategy 1: Develop Marketing and Public Relations Plan

Task 1: Appoint a Planning Committee.

Task 2: Define marketing focus; increased events, attendance, advertising outreach, target audience, etc

Task 3: Define Public relations focus; redevelopment, funding, efficiencies, etc.

Task 4: Craft consistent messages and themes.

Task 5: Design marketing plan to include all mediums accessed by the public; website, facebook, newsletters, brochures, radio, newspapers, etc.

Task 6: Develop a system of measurements.

Task 7: Implement plan and evaluate annually for effectiveness.

Strategy 2: Redesign Website

Task 1: Develop core theme, look and feel.

Task 2: Determine end user and type of engagement.

Task 3: Determine content and layout.

Task 4: Train staff and volunteers, to maintain and update site.

Strategy 3: Develop Partnerships

Task 1: Identify needed partnerships.

Task 2: Develop partnership incentives.

Task 3: Incorporate the strategy into the Marketing and Public Relations Plan

Strategy 4: Recruit Conferences

Task 1: Identify types and sizes of conferences that can be accommodated by the Event Center and local businesses.

Task 2: Develop conference marketing materials.

Task 3: Target market organizations.

APPENDIX

Staff Time Allocation Tool

Activity/Event Cost Analysis

Implementation Matrix

Funding Opportunities

DRAFT

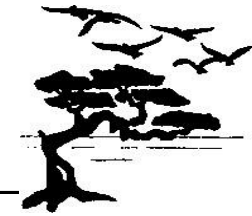
STAFF TIME ALLOCATION

Event Center on the Beach & Curry County Fair

[illegible]

Activity/Event Cost Analysis

Event Center On the Beach & Curry County Fairgrounds



Activity/Event: _____

Activity/Event Date: _____

Staff Lead: _____

Income:		Amount	Expense:		Amount
Source:	<u>Gate fees</u>	_____	Source:	<u>Maint Staff Time</u>	_____
	<u>Concession</u>	_____		<u>Office Staff Time</u>	_____
	<u>Beer/wine sales</u>	_____		<u>Admin Staff Time</u>	_____
	<u>Facility Rental</u>	_____		<u>Indirect Costs</u>	_____
	_____	_____		<u>Supplies</u>	_____
	_____	_____		<u>Advertising</u>	_____
	_____	_____		_____	_____
	_____	_____		_____	_____
Total:		_____			_____

Developing expense projections:

Staff expenses include estimated hours that will be spent x salary + payroll expenses (hrs x salary + payroll expenses)

Indirect costs include insurances, utilities, equipment, PR, building maintenance, professional services, etc.

Event Center on the Beach & Curry County Fair

Mission Statement

"Providing a Premier Event Center to showcase and serve our communities, and Host the Curry County Fair."

Goals, Objectives, and Strategies	Assigned Staff/Board Member/Volunteer	Timeline- Years	Projected Cost	Reports to Boards
Goal 1: Infrastructure				
Objective: To redevelop and rehabilitate fairground property and buildings to accommodate future use and growth.				
Strategy 1: Update Master Plan to include Redevelopment Plan				
<i>Task 1: Appoint a Master Planning Committee to work with the Consultant on updating the master plan and integrate the building and grounds redevelopment.</i>				
<i>Task 2: Seek funds for redevelopment planning.</i>				
Strategy 2: Land Upgrades				
<i>Task 1: Prioritize upgrades or plan for upgrades to be included in the Redevelopment Plan.</i>				
<i>Task 2: Identify and secure the funding needed.</i>				
Strategy 3: Additional Land Purchase				
<i>Task 1: Identify needed uses for additional land; expansion, parking, offsite stables, etc.</i>				
<i>Task 2: Identify available land that would be suitable for each use.</i>				
Strategy 4: Building Upgrades				
<i>Task 1: Prioritize upgrades, interim upgrades, or plan for upgrades to be included in the Redevelopment Plan.</i>				
<i>Task 2: Identify and secure the funding needed.</i>				

Event Center on the Beach & Curry County Fair				
Goals, Objectives, and Strategies		Timeline- Years	Projected Cost	Reports to Boards
	Assigned Staff/Board Member/Volunteer			
Goal 2: Business Development				
Objective: To improve the use of the buildings and grounds and develop long-term revenue streams.				
Strategy 1: Building & Ground Rentals				
<i>Task 1: Evaluate rentals rates and amenities.</i>				
<i>Task 2: Identify underutilized properties and buildings for new use, upgrades, or repair.</i>				
Strategy 2: Develop an RV and Camping Park.				
<i>Task 1: Commission a Feasibility Study and Business Plan.</i>				
<i>Task 2: Pursue development funding.</i>				
<i>Task 3: Assess current staffing to adequately manage the park or hire dedicated staff.</i>				
Strategy 3: Other Business Opportunities				
<i>Task 1: Investigate other business uses: Farmer's Market, Business Incubator, Marine/River Resource Center, etc.</i>				
<i>Task 2: Engage local Workforce Center and Small Business Development Center for business placement & funding.</i>				

Event Center on the Beach & Curry County Fair				
Goals, Objectives, and Strategies		Timeline- Years	Projected Cost	Reports to Boards
	Assigned Staff/Board Member/Volunteer			
Goal 3: Financial Operations				
Objective: To implement sound financial plans and practices for economic stability and growth.				
Strategy 1: Develop a long-term Financial Plan				
<i>Task1: Implement an internal financial study, and time/cost study to determine event and operations costs and expenses.</i>				
<i>Task 2: Reevalue all rental fees and expenses.</i>				
<i>Task 3: Develop a written plan for new sources of funding; bonds, taxing district, temporary levy, increased rentals, capital campaigns, planned grant development, estate planning, etc.</i>				
<i>Task 4: Review and update all contracting policies for current market rates and amenities.</i>				
<i>Task 5: Develop internal budget for long-term funding and redevelopment.</i>				
Strategy 2: Commission an Economic Impact Study				
<i>Task 1: Determine scope and use of Study.</i>				
<i>Task 2: Identify and secure funding for the study.</i>				

Event Center on the Beach & Curry County Fair				
Goals, Objectives, and Strategies		Timeline- Years	Projected Cost	Reports to Boards
	Assigned Staff/Board Member/Volunteer			
Goal 4: Staff Development				
Objective: To hire, train, and compensate staff appropriately to support necessary functions and accommodate growth.				
Strategy 1: Competitive Staff Pay and Benefits				
<i>Task 1: Determine positions needed to effectively and efficiently run operations and anticipated growth.</i>				
<i>Task 2: Obtain a salary study to determine competitive salaries.</i>				
<i>Task 3: Incorporate positions and salaries into the internal budget.</i>				
<i>Task 4: Schedule appropriate training for all staff.</i>				
Strategy 2: Full-time Event & Marketing Coordinator				
<i>Task 1: Determine scope of duties.</i>				
<i>Task 2: Determine salary based on salary study and internal budget requirements.</i>				
Strategy 3: Full-time Maintenance Position				
<i>Task 1: Determine scope of duties.</i>				
<i>Task 2: Determine salary based on salary study and internal budget requirements.</i>				

Event Center on the Beach & Curry County Fair				
and Strategies		Timeline- Years	Projected Cost	Reports to Boards
Goals, Objectives,	Assigned Staff/Board Member/Volunteer			
Goal 5: Marketing and Public Relations				
Objective: To communicate new goals, strengthen and develop partnerships, enhance public engagement, and market facilities.				
Strategy 1: Develop Marketing and Public Relations Plan				
<i>Task 1: Appoint a Planning Committee.</i>				
<i>Task 2: Define marketing focus; increased events, attendance, advertising outreach, target audience, etc.</i>				
<i>Task 3: Define Public relations focus; redevelopment, funding, efficiencies, etc.</i>				
<i>Task 4: Craft consistent messages and themes.</i>				
<i>Task 5: Design marketing plan to include all mediums accessed by the public; website, facebook, newsletters, brochures, radio, newspapers, etc.</i>				
<i>Task 6: Develop a system of measurements.</i>				
<i>Task 7: Implement plan and evaluate annually for effectiveness.</i>				
Strategy 2: Redesign Website				
<i>Task 1: Develop core theme, look and feel.</i>				
<i>Task 2: Determine end user and type of engagement.</i>				
<i>Task 3: Determine content and layout.</i>				
<i>Task 4: Train staff and volunteers, to maintain and update site.</i>				

Event Center on the Beach & Curry County Fair				
and Strategies		Timeline- Years	Projected Cost	Reports to Boards
Goals, Objectives,	Assigned Staff/Board Member/Volunteer			
Goal 5: Marketing and Public Relations (cont.)				
Strategy 3: Develop Partnerships				
<i>Task 1: Identify needed partnerships.</i>				
<i>Task 2: Develop partnership incentives.</i>				
<i>Task 3: Incorporate the strategy into the Marketing and Public Relations Plan</i>				
Strategy 4: Recruit Conferences				
<i>Task 1: Identify types and sizes of conferences that can be accommodated by the Event Center and local businesses.</i>				
<i>Task 2: Develop conference marketing materials.</i>				
<i>Task 3: Target market organizations.</i>				
<i>Task 4: Incorporate the strategy into the Marketing and Public Relations Plan</i>				

Funding Opportunities

[Rural Local Initiatives Support Corporation \(LISC\) Community Facilities Fund](#) — *Purpose:* Help develop and improve essential community facilities (such as hospitals, healthcare centers, educational facilities, etc.) in rural areas. *Eligibility:* Nonprofits and public entities; facilities must be located in rural areas with a population under 20,000; preference will be given for high-poverty or persistent poverty areas. *Funding:* Individual awards of \$100,000 to \$8 million. **Application Deadline:** Applications accepted on an ongoing basis.

[Rural LISC Loans](#) — *Purpose:* Support rural communities by helping local groups bring developing projects to fruition, including economic development, housing, education, health, community facility, business, and nonprofit projects. *Eligibility:* Varies. *Funding:* Varies. **Application Deadline:** Applications are accepted on an ongoing basis.

[USDA Rural Development Business and Industry Guaranteed Loan Program](#) — *Purpose:* Bolster the availability of private credit by guaranteeing loans for rural businesses that will help develop or acquire a business, expand a business, purchase land or equipment, or refinance debt in order to create or save jobs in rural areas. *Eligibility:* Federal or state-chartered banks, savings, and loans banks, farm credit banks, and credit unions. *Funding:* Loan guarantees ranging from 80% on loans of \$5 million or less to 60% on loans of more than \$10 million up to \$25 million. **Application Deadline:** Applications are accepted on an ongoing basis.

[Rural Community Assistance Corporation \(RCAC\) Community Facilities Loan Program](#) — *Purpose:* Help develop and improve essential community facilities (such as public and nonprofit office buildings, treatment centers, emergency and transitional housing, assisted living, human services, public safety, child care, education, and cultural facilities) in the rural West through short-term loans for early property acquisition and pre-development, interim construction costs, and long-term permanent financing. *Eligibility:* Priority given to loan applications for projects that incorporate significant green methods and materials. *Funding:* Varies. **Application Deadline:** Applications accepted on an ongoing basis.

[Department of Commerce \(DOC\) Economic Development Administration \(EDA\) Economic Development Assistance Programs](#) — *Purpose:* Support economic development, foster job creation, and attract private investment in economically distressed areas of the United States. *Eligibility:* Native American tribal governments or organizations, state governments, private institutions of higher education, nonprofits (other than institutions of higher education), special district governments, county governments, public and state controlled institutions of higher education, city or township governments, and others that vary by program. *Funding:* Awards range from \$100,000 to \$3 million. **Application Deadline:** Applications accepted on an ongoing basis.

[Small Business Administration \(SBA\) General Small Business 7a Loans](#) — *Purpose:* Provide loans to small businesses (including small healthcare practices) for working capital, equipment purchase, real estate purchase, building construction or renovation, business acquisition, and debt refinancing. *Eligibility:* Dependent upon specific aspects of the business and its principals. *Funding:* The average loan amount is

\$371,628; the maximum loan amount is \$5 million. **Application Deadline:** Applications are accepted on an ongoing basis.

[Ford Family Foundation Community Building Spaces Grants](#) — *Purpose:* Fund the development of public spaces, including through land acquisition, purchasing buildings, construction, and renovations, among other activities. *Eligibility:* 501(c)3 Small or rural communities with populations under 35,000. *Funding:* Grants range from \$50,000 to \$250,000. **Application Deadline:** Applications are accepted on an ongoing basis.

[Rural Business Development Grant \(RBDG\) Program](#) can be used to support targeted technical assistance, training, feasibility studies, and other activities leading to the development or expansion in rural areas of small and emerging private businesses with fewer than 50 employees and less than \$1 million in gross revenues.

Community Facilities Programs

Essential community infrastructure is key to ensuring that rural areas enjoy the same basic quality of life and services enjoyed by those in urban areas. Community Facilities Programs offer direct loans, loan guarantees, and grants to develop or improve essential public services and facilities in communities across rural America. These amenities help increase the competitiveness of rural communities in attracting and retaining businesses that provide employment and services for their residents.

Public bodies, non-profit organizations and federally recognized American Indian Tribes can use the funds to construct, expand or improve facilities that provide health care, education, public safety, and public services. Projects include fire and rescue stations, village and town halls, health care clinics, hospitals, adult and child care centers, assisted living facilities, rehabilitation centers, public buildings, schools, libraries, and many other community-based initiatives. Financing may also cover the costs of land acquisition, professional fees, and purchase of equipment. These facilities not only improve the basic quality of life, and assist in the development and sustainability of rural America.

Rural Development Community Facilities Programs:

- [Community Facilities Direct Loans & Grants](#)
- [Community Facilities Loan Guarantees](#)
- [Community Facilities Technical Assistance and Training Grant](#)
- [Economic Impact Initiative Grants](#)
- [Rural Community Development Initiative Grants](#)
- [Tribal College Initiative Grants](#)

[Ford Family Foundation](#). The Ford Foundation provides grants to projects in rural communities with less than 30,000 people and that is not adjacent to or part of an urban or metropolitan area. It provides grants for a range of programs, such as public convening spaces and positive youth development. The average grant range is \$50,000 to \$100,000; the Foundation generally will consider grants that fund up to 30% of a project. Applications for capital projects and operations are considered, although preference varies by category.²⁸

[Meyer Memorial Trust](#). This Trust awards “Responsive Grants” for a range of activities in Oregon, including community development, conservation and environment, public affairs, arts and culture, and education. Most tax-exempt organizations are eligible to apply. These grants typically range from \$40,000 to \$300,000 with grant periods from one to three years. These grants may help support building and renovating facilities, operating support, strengthening organizations, etc. 29

[Oregon Community Foundation](#). OCF’s Community Grant Program funds programs in arts and cultural organizations and community livability, among others. Eligible organizations include all 501(c)(3) organizations. These grants are generally around \$20,000.

[The Collins Foundation](#). The Collins Foundation awards grants in the areas of arts and humanities, children and youth, community welfare, and other areas. It is a general-purpose grant maker and considers all applications from 501(c)(3) organizations. Grants are typically less than \$20,000 but ranged up to \$400,000 in 2014.³⁰

[Coos-Curry Electric](#). Coos-Curry Electric is proud to administer many energy efficiency rebates which are funded by the Bonneville Power Administration. We can help our members save their energy dollars and improve their operating performance in many areas of their homes and businesses through these programs.

[Oregon Parks and Recreation](#). County Opportunity Grants. County Opportunity grants go to Oregon counties to purchase land for campgrounds, to improve or plan camping areas, and other, similar purposes. The grants, which comes from a portion of RV registration fees, has been funding Oregon campground projects yearly since 1983.

[Oregon Parks and Recreation](#). Land & Water Conservation Fund Program. The LWCF grants provide matching grants to state and local governments for acquiring and developing public outdoor recreation areas and facilities. Since 1964, this national grant has awarded more than \$55 million for Oregon recreational areas and facilities

[Oregon Parks and Recreation](#). Local Government Grant Program. OPRD gives more than \$4 million annually to Oregon communities for outdoor recreation projects, and has awarded nearly \$50 million in grants across the state since 1999. The grants are funded from voter-approved Lottery money.

US Forest Service. [Building Better Rural Places](#): Federal Programs for Sustainable Agriculture, Forestry, Entrepreneurship, Conservation, and Community Development. This guide is written for anyone seeking help from federal programs to foster innovative enterprises in agriculture and forestry in the United States. Specifically, the guide addresses program resources in community development; sustainable land management; and value-added and diversified agriculture and forestry.