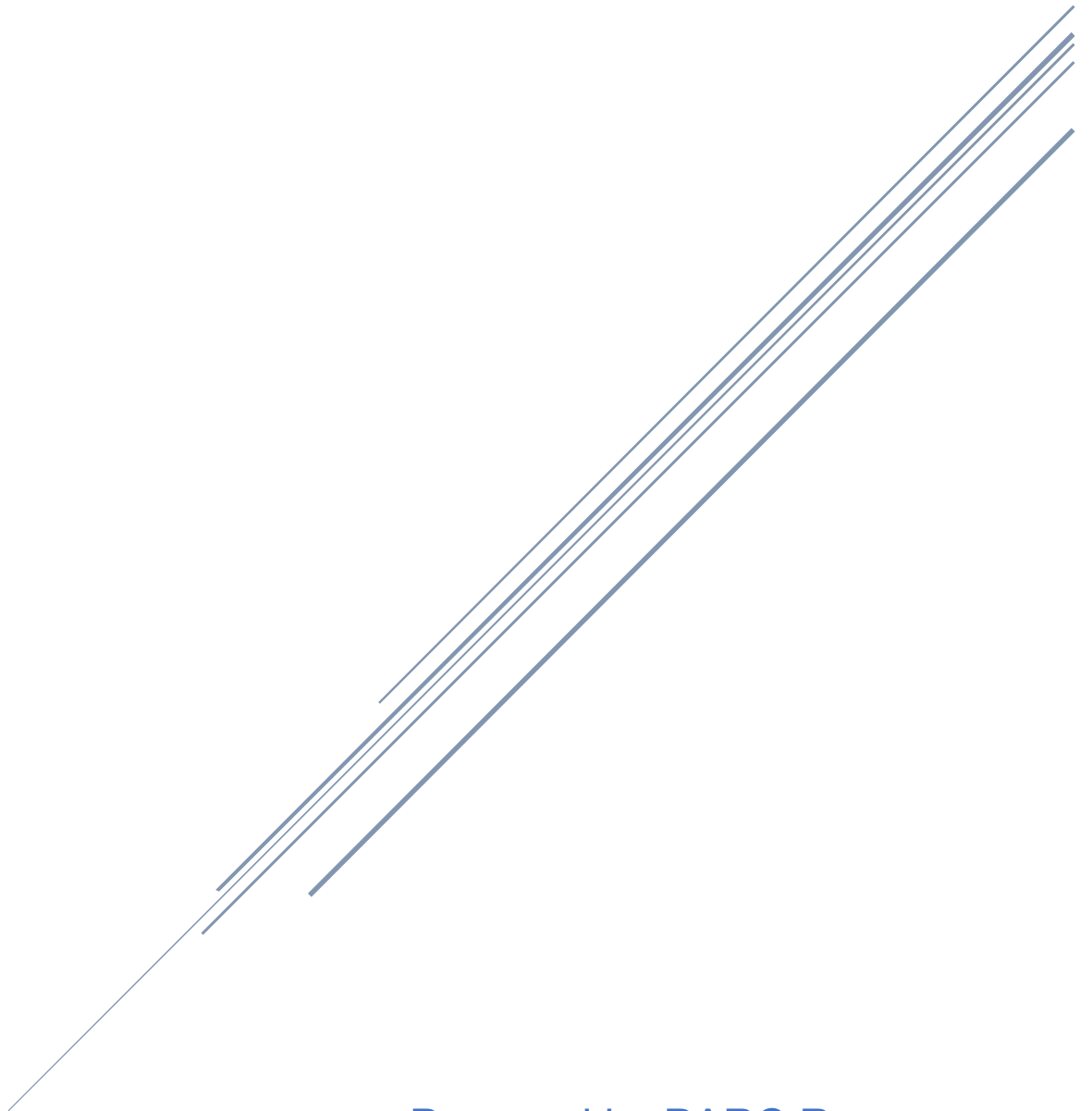


# STRATEGIC PLAN 2021-2025

City of Chiloquin, Oregon



Prepared by PARC Resources  
[www.parcresources.com](http://www.parcresources.com)

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# **Chapter 1: Purpose of Strategic Plan**

The City of Chiloquin engaged PARC Resources to facilitate a strategic planning process that builds on existing plans and incorporates a healthy community dialogue. The purpose of the strategic plan is to determine the most important projects to the residents of Chiloquin, building on previous plans completed by the City of Chiloquin and entities such as the Klamath Tribes (Chiloquin Bike and Pedestrian Plan & GOYA meeting), Chiloquin First (Chiloquin Lookout) and the subcommittee under Chiloquin Visions in Progress, Chiloquin Community Action Team which reorganized into Chiloquin Community Builders (CCB). This strategic plan complements the previous plans by:

1. Reviewing previous plans and consolidating outcomes from reports into a cohesive narrative that lays the foundation for future cooperative planning work.
2. Incorporating significant community input to encourage priority-setting and community support for the plan and its implementation.
3. Continuing community dialogue – both with individuals and between organizations – to maintain momentum for all Chiloquin projects.
4. Ensuring other organizations are working with the City with full disclosure and transparency to maximize efficiency and avoid redundancy or gaps. (CCB)

## **Goals and Methodology**

The first goal of this plan is to encourage community engagement to prioritize needs and identify solutions. As such, the planning effort includes two significant outreach attempts to draw in the community. The first is a community survey – distributed through the City's monthly water bill, and online local social media, as well direct email – that encourages feedback. The second method involves two community meetings to establish priorities and present findings. This effort will lead to a community-driven plan that helps the City determine where and how to allocate limited resources for the biggest benefit to Chiloquin.

The second goal of this strategic plan is to outline an actionable approach to solving community concerns and building on current and recent efforts for continued progress. The action plan must be grounded in feasible expectations, proven solutions, and supported by a funding strategy, including potential grant sources to support local efforts.

# Contents

This planning document contains the following chapters:

Chapter 1: Purpose of Strategic Plan – an overview of the purpose, goals, and methodology as well as a description of all chapters.

Chapter 2: Review of Previous Plans – a concise, consolidated look at all previous plans related to Chiloquin, including Chiloquin Priority Goals, Chiloquin Bike and Pedestrian Plan, Goya meeting results, Chiloquin Lookout Report, and lastly, tourism planning efforts. (CCB)

Chapter 3: Chiloquin Community Profile – a look at the demographic figures relating to Chiloquin to set the context for subsequent strategies.

Chapter 4: Community Survey – a report on the community survey, distributed in November 2019.

Chapter 5: Community Priorities – a report on the community meetings facilitated by PARC Resources in March 2020, resulting in community-vetted and approved goals and priorities.

Chapter 6: Strategies to Meet Priorities – a descriptive look at recommended approaches to addressing community goals and priorities.

Chapter 7: Funding Sources – a compilation of common funding sources that align with the strategies identified in Chapter 6.

Chapter 8: Timeline – a recommended timeline for implementing the strategy.

Chapter 9: Conclusions and next steps.

Appendix A: Survey Results

## **Chapter 2: Review Previous Plan**

Prior to engaging with the Chiloquin community, the City Council provided PARC Resources with previous planning efforts, including informal brainstorming, leadership priorities, and safety plans formulated in conjunction with partner organizations. Specifically, PARC Resources reviewed the City of Chiloquin Priority List, 2018 Gathering of Native Americans (Goya), Chiloquin Lookout, Chiloquin Bike and Pedestrian Plan, Chiloquin Community Action Team priority areas (now CCB). Top priorities identified in these documents included:

### **Safety**

- Police presence (current County contract)
- Nuisance Abatement
- Safe pedestrian routes throughout the community, such as a Bike and Pedestrian Plan
- Security lighting
- Additional security cameras
- Increased focus on healthy living, such as the Green Schoolyard Project, nature park and other park improvements.
- Emergency Alert System

### **Public Facilities/Infrastructure**

- New Well/ Master Water Plan
- Sewer facility
- Street improvements
- New Capital improvement/Infrastructure Plan

### **Cleanup/Beautification/Healthy Living**

- Paths project- multi use community paths
- Existing Parks
- Rodeo and Event Center
- Nature Park/Mill Site
- Community & river cleanups (conducted yearly by local groups)
- Public benches & trash receptacles
- Public art

- Landscape public spaces

## **Community-building**

- Community Market
- Youth activities and attractions
- Drop-in youth center
- Swap meets
- Enhance community events and activities

## **Capacity-building**

- Continue to update the city website
- Grant manager to find, apply, and manage additional grants
- Office intern

## **Economic Development**

- Recreation site development and improvement
- Bike campaign
- Map community routes for Bike and Pedestrian Plan, safe pedestrian routes, and nature park, healthy living campaign
- Merchant Association (CCB)
- New business support

These documents were informative in understanding the issues that Chiloquin faces with regard to safety, economy, community clean-up, capacity, and public facilities. In order to move forward with any of these projects, it is important to have a clear plan that considers all priorities and understands all organizations working toward these goals. This baseline understanding helps the City identify the logical partners to leverage resources and ensure that projects are neither duplicated, nor missed.

## Chapter 3: Community Profile

Chiloquin, Oregon is located in Klamath County and is home to 734 people according to the 2010 U.S. Census.<sup>1</sup> According to the most recent Census data estimate for 2017, the median age in 2017 was 34.6 years, up slightly from the 2010 figure of 33.6 years and compares to the Oregon figure of 21.5 percent.<sup>2</sup> Residents under age 18 constituted 30.0 percent of the population, a figure that is down from 2010 when it was a remarkably high figure of 34.9 percent. Senior citizens made up 19.6 percent of the population, a figure that is slightly higher than the state figure of 16.3 percent.

The per capita income was less than two thirds of the state figure at \$18,285. These figures mean that the median household income in Chiloquin is just 54.9 percent of the state average, while the median family income is just 48.1 percent of the state average, and the per capita income is 460.1 percent of the state average. Clearly, Chiloquin is an impoverished community in severe need of economic development. The table below presents the income data in graphic form.

<b>Income Type:</b>	<i>Median Household</i>	<i>Median Family</i>	<i>Per Capita</i>
Chiloquin	\$30,817	\$33,229	\$18,285
Oregon	\$56,119	\$69,031	\$30,410
Klamath County	\$42,531	\$50,554	\$23,793
City as % of Oregon	54.9%	48.1%	60.1%
City as % Klamath Co.	72.5%	65.7%	76.8%

*Data from 2000 U.S. Census*

The reasons for the dire circumstances in Chiloquin are many, but one manifestation can be found in the educational attainment of its residents. Just 18.6 percent of the residents over age 25 hold a Bachelor's degree or higher, compared to 32.3 percent statewide. The educational discrepancy holds up at the level of high school graduation attainment as well. In Chiloquin the population over age twenty-five that graduated high school comprises 81.6 percent of the population, which compares to Oregon's rate of 90.2 percent and Klamath County's rate of 87.4 percent.

In 2010, the Census reported the unemployment rate as 14.9 percent, compared to the rate of 6.8 percent for the state. Since the 2010 numbers were gathered, conditions in Chiloquin, as everywhere in Oregon, have changed, but the story lies in the difference between the state and the community. There is a lack of economic opportunities and this basic problem has not changed although the unemployment rates have fluctuated.

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<sup>1</sup> <http://censusviewer.com/city/OR/Chiloquin>

<sup>2</sup> US Census Bureau, "American Fact Finder," Figure retrieved October 21, 2019. Available at: <https://factfinder.census.gov/> Demographic figures in this paragraph are from this source unless noted otherwise.



Unfortunately, more recent figures for the community are not available, but anecdotal evidence suggests that the rate has likely moved in tandem with the state and county rate. As of this writing in the fall of 2019, the Oregon Unemployment rate for September was 4.1 percent (seasonally adjusted) and the County's rate was 6.7 percent.<sup>3</sup>

## **Klamath County**

Klamath County is almost the size of Rhode Island and Connecticut combined, with a total area of 6,147 square miles and a population of only 67,960 according to the Portland State University Population Research Center's Certified Population Estimate.<sup>4</sup> Chiloquin is located approximately forty miles north of the Klamath Falls, which is the County Seat and the largest city in the County. Klamath Falls has a population of 20,400, which means the remaining 30,000 Klamath County residents are spread over an even more remote area of this already rural county. In addition to Klamath Falls, Klamath County only has four other incorporated cities, the largest of which is Merrill with a population of 915.

## **Chiloquin: Unique & Distinct Characteristics**

Reviewing the conditions in Chiloquin it is worth noting that according to the 2017 US Census Estimate, the percentage of employed individuals without health insurance appears to be high for the population aged 19 to 64; at 18.6 percent. In Oregon as a whole the figure is 12.8 percent and in Klamath County it is slightly lower at 16.8 percent. Most likely, this condition is a reflection of the overall income levels in the community.

Considering the population of Chiloquin another feature that helps define the community is the presence of the Klamath Tribes and their headquarters. The Tribes and the City of Chiloquin have a long history of cooperation and coordination of activities.

According to the 2017 US Census estimates, the community has a total of 386 housing units, of which just 257 are occupied, creating a remarkably high vacancy rate of 33.4 percent. By contrast, the rate for Oregon as a whole is reported as 9.3 percent and 18.4 percent for Klamath County. In Chiloquin, just 9.6 percent of all housing units have been built since 1999, and just under two-thirds of the units, 62.3 percent are owner occupied.

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<sup>3</sup> Oregon Employment Department website: <https://www.qualityinfo.org/> accessed 10-21-2019.

<sup>4</sup> Population Research Center, "Population for Oregon and Its Counties and Incorporated Cities and Towns: July 1, 2010 – July 1, 2018 Estimates; and Census Counts 1990-2010," April 2019. Available at: <https://www.pdx.edu/prc/annual-population-estimates>

## Forecasting

The population of Chiloquin has remained relatively stable over the last ten years and going back twenty to thirty years, reveals a modest growth rate as well. The 1990 Census reported 673 residents, the 2000 Census 715, and the 2010 Census 734. The current estimate is 740. Forecasting growth, absent new investments, construction or businesses must rely on the recent historic patterns. Thus, a growth rate of 2.66 percent from 2000 to 2010, contrasts to 0.8 percent since 2010, although that figure is based purely on general estimates.

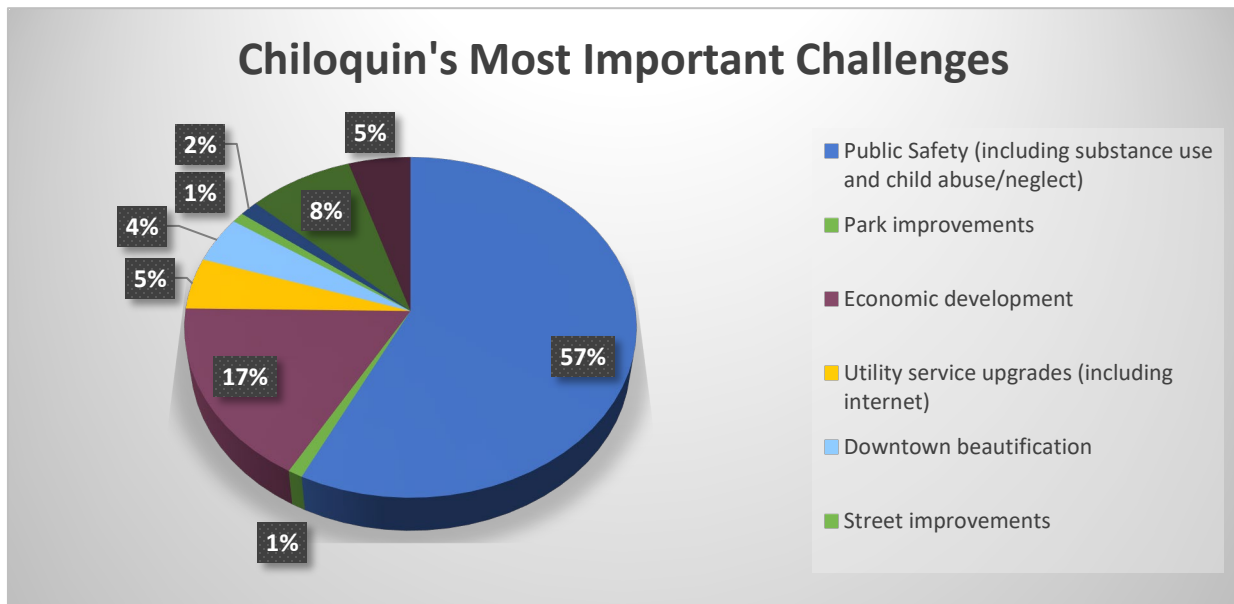
Applying the growth rate of 2.66 percent to estimate the 2020 and 2030 population yields an estimate of 754 residents in 2020 and 774 in 2030. Given the relatively small numbers, the projections are fraught with potential errors. Worth noting too is that according to the Census, there is a great deal of available housing, although the quality and suitability of that housing is not clear. If the demand in Klamath County grows, it may make Chiloquin more attractive and see the population grow out of proportion to the immediate activity. Based on current trends, known activity and business development, there is no reason to suspect that Chiloquin's growth rate will change appreciably over the next five to ten years.

## Chapter 4: Community Survey

To engage the community, the City of Chiloquin opted to send out a community wide survey to gauge the top concerns and priorities. The survey is based on known concerns from other planning activities that have taken place in recent years, largely focusing on community safety and economic development. The survey was mailed out to residents with the monthly water bill, with the option to go online to complete the survey or fill out the paper survey and submit to City Hall and on local social media. The community had a good turnout for the survey with 189 online responses and 17 paper responses for a total of 206 respondents. That number represents 27.6% of Chiloquin's 2018 population, although it is not possible to know whether all participants were from Chiloquin or community members from outside the city limits. It is likely that economic development and tourism interests are from a majority of out of city limits community members rather than city residents/business owners.

### Survey Trends

Public safety and the economy were the top concerns of survey respondents by a wide margin. When asked to identify significant challenges in the community, 85% of survey respondents identified public safety as a concern and 62% said that economic development was a local need. These problems are visible to the community members and affect their daily lives and when pressed to select which concern outranked all others, 60.2% said public safety while 17.9% said economic development. The chart below depicts the top priorities of survey respondents.



## Public Safety

“Public Safety” can encompass many different things, so it is important to identify what the broad term means when applied to Chiloquin. In this context, based on survey comments and discussions, public safety refers to the following problems on community members’ minds:

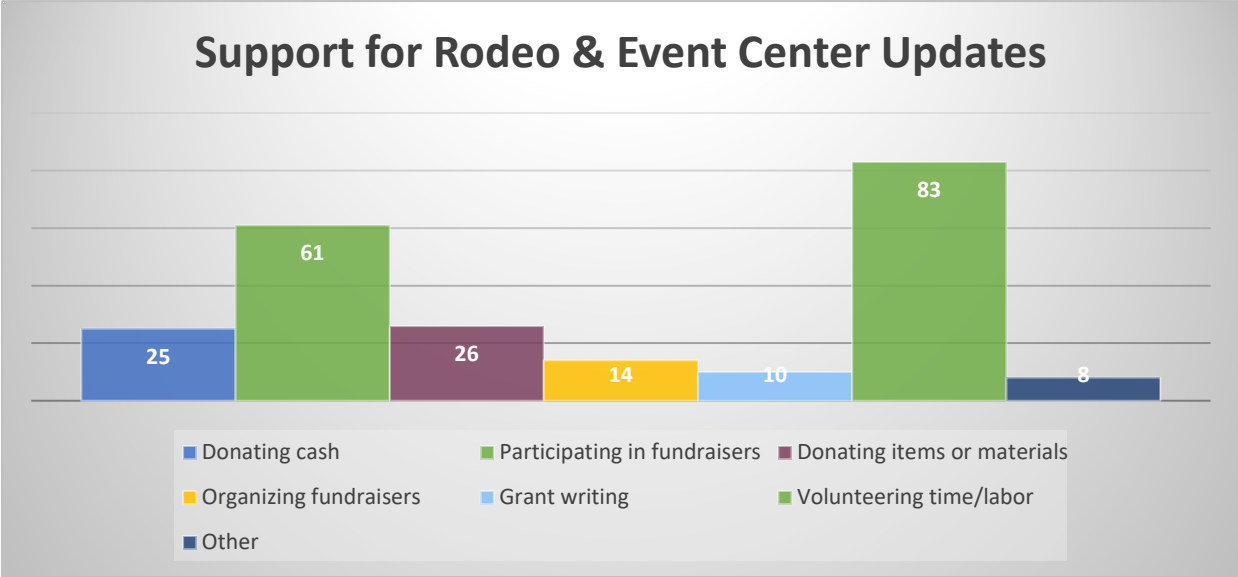
1. Vandalism
2. Traffic violations
3. Substance abuse

Very little was mentioned about violent crimes, which have been dramatically reduced in the past 1-2 years, but examples of public safety concerns provided in the comments were public intoxication; drug needles/paraphernalia found in public park; speeding near the school, which puts pedestrian children in danger; and vandalism of both public property and private residences. Though not as prevalent, there was some concern about social issues that often coincide with general public welfare. Specifically mentioned are concerns of child abuse and neglect as well as homelessness in Chiloquin.

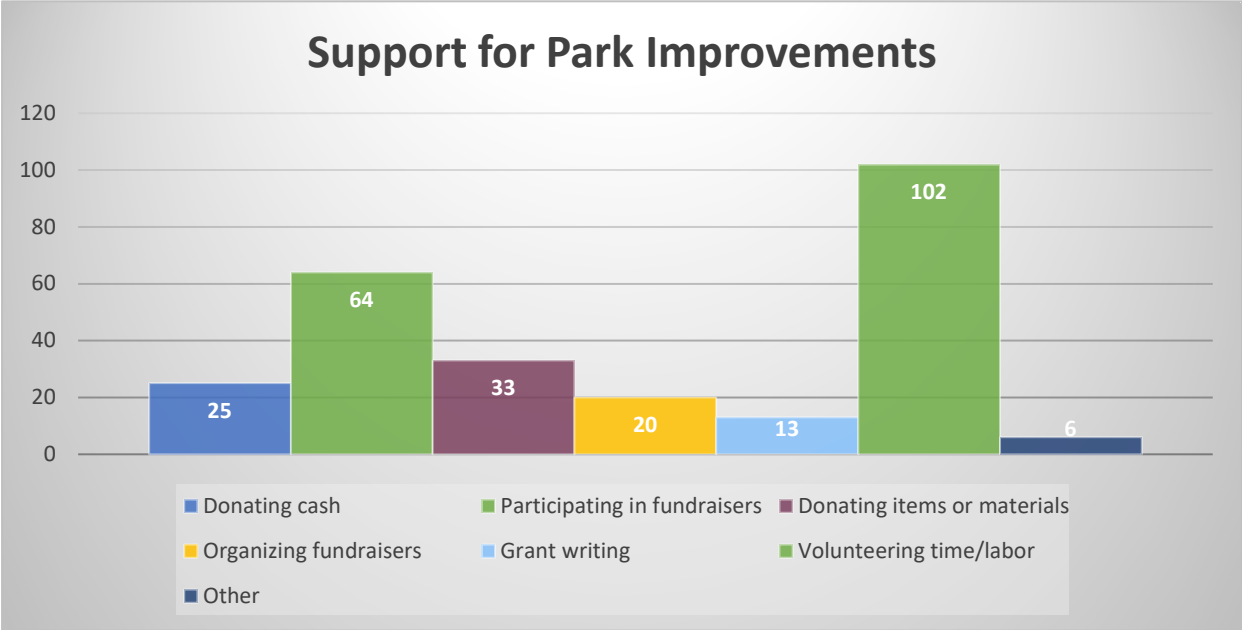
The number one request for addressing public safety and social welfare concerns is the need for a visible police force, which has already resulted in a patrol contract with local County law enforcement. Many felt that County Police were not patrolling the area, prior to the current contract, enough and did not stray from the main street into the residential areas, which left much of the city unprotected. Others suggested that a Community Watch or similar program might be more appropriate, given the size of the City and resources available for providing services, but it is not recommended by the contracted law enforcement. It is not recommended because it is dangerous for noncommissioned law enforcers taking the law into their own hand, and could create conflicts and additional safety issues in the community.

## Other Priorities

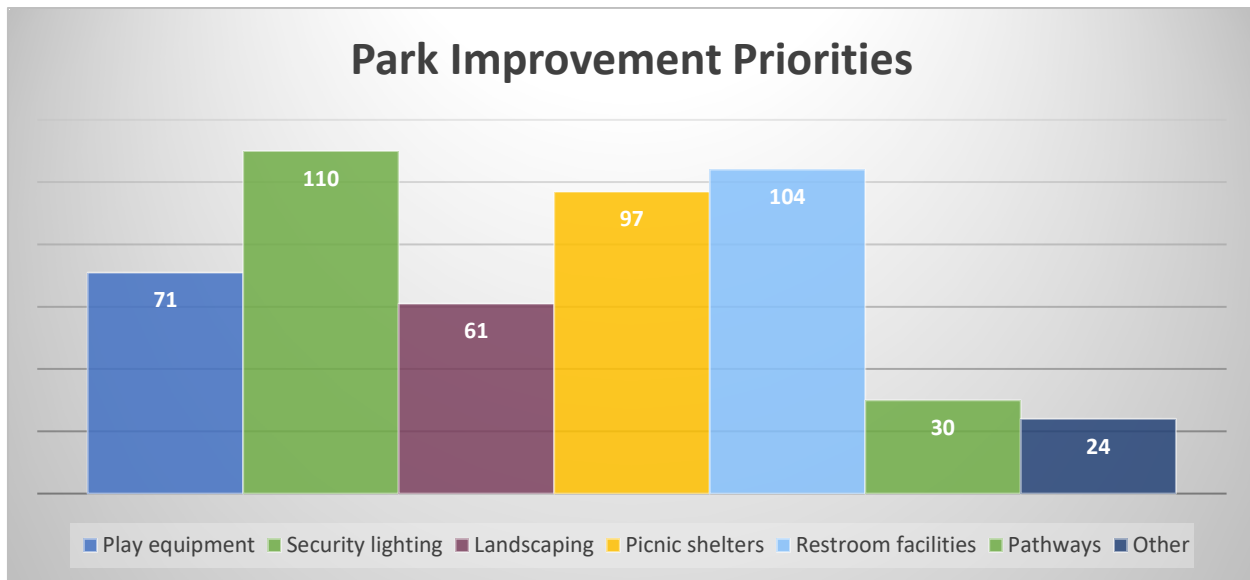
Though significantly lower in terms of overall priorities, the majority of survey respondents are interested in community improvement projects, such as improving the park (71%) and updating the Chiloquin Rodeo & Event Center (62%). Though there are not significant cash resources from the community, as reflected in the community profile and survey respondents’ answers, there was a lot of willingness to donate items, time, and services to both Rodeo & Event Center.



Park improvement projects can expect a similar level of support from community members, as depicted in the chart below:



In addition to the level of support respondents shared, they also noted which improvements they think are most important. Of these, security lighting and restroom facilities topped the list with picnic shelters and play equipment also high priorities for the parks.



Survey respondents showed interest in community gathering places, specifically community markets, swap meets, public pool, and public garden; all of which were supported by at least one-third of survey respondents. These are lower-level priorities, as with the park and rodeo center improvements, but PARC Resource staff recommend keeping these priorities in mind for the overall strategy. Firstly, such projects contribute to the quality of life for Chiloquin residents and support the economic development goals of the community. Secondly, they are highly fundable from outside investment, particularly given the level of in-kind support the City can expect from community members. To that end, these types of visible projects can be good morale-boosters for the community and demonstrate a history of success to build momentum toward larger projects.

### Economic Development

Lastly, while economic development was on the priority list, there was not clear direction on what this would look like. There was also significant comment on concerns regarding tourism and other activities that will bring strangers into the community but have limits on the benefits to residents. The respondents that supported tourism activities, most notably supported developing a Chamber of Commerce and creating a River Map for kayakers and rafters. The next priorities in this area were to develop a marketing strategy and create a City Map for visitors to Chiloquin with review by City and Tribal Government. It is important publications are in the interest of its citizens. Other organizations need to continue to show transparency and inclusion to the City Council on matters within the City limits.

Other economic development ideas included replacing the timber industry and bringing in a pharmacy, grocery store, and gas station. Other tangential priorities that affect economic development are the focus on downtown beautification, which benefits

tourism activities; investing in utilities such as the water and wastewater system, street improvements, and internet service; and housing, which is necessary both to improve quality of life and to attract a workforce for any growing industry. The Klamath Tribes have their own health care, pharmacy, child care, check cashing and facilities for their members, however, these services are not available to all members of the community and survey results show that the community would like to have additional services.

## Chapter 5: Community Priorities

To confirm community priorities, the Chiloquin City Council hosted PARC Resources at the Friday market on October 30, 2020, followed by an evening meeting that used a hybrid in-person/Zoom approach. These events signaled a relaunch of the project after a months-long hiatus due to COVID-19 restrictions in Oregon. The meeting followed all safety guidelines at the time of the meeting, including ensuring participants were seated at least six feet apart from one another and all in-person participants wore face coverings to prevent the spread of the virus.

### Friday Market

At the market, the primary topics of discussion from community members were public safety and healthy activities for youth and families. This aligns with the survey results to some degree, although the economy was not a top concern for Market visitors as it had been with survey respondents. This could be a reflection in the different populations reached through the two outreach methods or a change in the economic circumstances as a result of COVID-19. Specific safety concerns cited by Market visitors included:

- Police presence
- Security cameras
- Unsafe buildings
- Parking issues

At the time of this event, the City has already signed a contract with the County for increased policing, installed security cameras, and applied for funding to improve two buildings downtown that are deemed a public hazard. By being proactive, the Council is moving forward on these issues, but the general public does not seem to be fully aware of the progress made. This is a common issue that is coming up, particularly in small towns where the means of communications seems to be shifting between generations and it is difficult to reach all community members. This point was brought up again during the community meeting, which is discussed in the next section.

Parking was also a big concern related to safety, particularly parking striping on the street's slope, which makes it difficult for drivers to see when reversing out of a space. It is primarily the large trucks that are impeding vision, so it is being discussed to put up signs for trucks to park at a different location and for the center line to be moved. The primary intent to create the parking; was to also to slow down the traffic. This, with the addition of the stop sign on the corner has accomplished this. Also, additional handicap access changes were made for use at community center connecting to the eastern sidewalk.



Finally, Healthy activities for families was a consistent theme in conversations with some commenters pointing out issues such as sport fields deteriorating during water curtailment, which significantly impacts the already limited family activities available in Chiloquin. We would like to begin a new Healthy Living campaign. A new committee will also be formed to address water limits that have regional impacts, and possibly find solutions for the sports field.

## Community Meeting

The meeting was sparsely attended, likely due to a few factors. The first being that any public activities during the COVID-19 pandemic are generally seeing a decline in participation due to fears about exposure and changes in individual habits and priorities. For those that might have been more inclined to come out, the meeting conflicted with the annual Halloween Trunk or Treat event, which undoubtedly prevented some participation. Despite the turnout, the meeting was productive, beginning with a presentation of the survey findings from November 2019, both as a formal report to the community and as a means of reintroducing the project. After almost a year since the initial survey, community members present reiterated similar priorities to the survey and the conversations held during the Friday Market earlier in the day. A particular topic of discussion was again focused on finding healthy activities for families; specifically finding a solution for watering the sports fields, moving forward on the Green Schoolyard project, and adding or improving trails and parks in Chiloquin.

Another point of discussion centered on communication channels. As previously stated, this is becoming a common theme in many small towns that are having to adjust the ways in which they communicate with the public. One suggestion for overcoming the gap in communication was to put out a short newsletter in the monthly water bills; offering space on the page for other organizations to share important information and dates with the public. There was also some discussion about communication between the City Council and the Klamath Tribes' Business Council, which needs to be clearer from both parties to better collaborate on projects and make sure that all parties have the ability to provide feedback on projects that might impact one another.

## City-driven priorities

Healthy Living	Infrastructure	Safety
Nuisance Abatement	Water Projects	Police Contract/Monitoring
Community Paths Project	Wastewater Projects	Emergency Alert System
Community Parks	Street Improvements	Cameras and Lighting
Rodeo Event Center	Utility Projects (ex. Broadband)	
Nature Park		

## Chapter 6: Strategies to Meet Priorities

The priorities identified in the previous chapter are grouped into three categories: Public safety; Economic development; Community development; and, Capacity-building. Each category has its own strategic approach.

### Public Safety

**Policing/Monitoring** – The City has made progress toward this need through a combination of a contract with the County for increased policing in Chiloquin and installing security cameras in strategic locations. This is a great start toward fulfilling this need. The City is also aware that in rural locations with limited resources, the best solutions are ones that involve all stakeholders. To that end, the City Council is committed to reaching out to the Klamath Tribes to support their efforts at developing a police force however possible.

The City is comfortable with the contract at present but have meetings planned to gather more information from the County Sheriff and from the Tribes. This has been a primary subject for a long time, and the current contract, while a small step has been a significant one. The City currently cannot afford its own police force, but are interested in pursuing grant funding that would make that possible. A levy was put to the voters and denied, so any other sources of funding are crucial for any expansion. The Tribes is currently looking into their own police force, and the City will continue to engage in communications about a local police force to address the community's concern.

**Community Emergency Alert System** – The City has long considered a Community Emergency Alert System to be a valuable resource for the protection and safety of community members from natural and manmade disasters such as hazardous material spills, fire, or flooding. This point was driven home during the 2020 fire season with wildfires threatening the lives and homes of the community. To address this issue, the City is working with entities such as Tribes, Chiloquin Fire and Rescue and Klamath County to develop a plan and seek funding to implement this system for providing mass communication to residents about impending catastrophes and progress updates as-appropriate.

**Community clean-up** – Chiloquin is fortunate to have a volunteer force that is interested in donating time and labor to make the community a better place for all. This is evident through the 60+ people to state that they would volunteer labor to help make improvements to the Park and to the Chiloquin Rodeo & Events Center. This same mentality can work to keep Chiloquin a safe, beautiful home for residents. In particular, community clean-up refers to trash, litter. The list below outlines a step-by-step strategy for addressing these issues.

1. Provide alternatives. The community has proven to be committed to using trash receptacles when they are available, but maintaining the trash bins is a logistical issue for the City. There is not adequate staff to empty receptacles before they become overflowing with trash. The City is committed to developing a maintenance plan in conjunction with placement of trash bins that ensure they are adequately maintained. This plan will need to involve volunteers to assist with community clean-up and maintenance.
2. Schedule community clean-up days. Small cities often engage in some form of community clean-up days, where volunteers go around collecting trash from public property to make the community more presentable. It can be tedious, but does not have to be a chore. One strategy that often works is to build on team work. For example, volunteers can sign up for clean-up days and each receive a T-shirt, water bottle, hat, or some other swag that builds team unity. This approach makes the process more fun by building camaraderie and making clean-up days more of an event rather than work. A similar idea is to ask volunteers to form teams and compete to fill the most trash bags with the winner earning even small prizes.

These strategies have been successfully implemented in other communities, who tend to find that rather than waning interest, they often see volunteerism grow. Chiloquin will need to seek grant funding or donations for swag or prizes as well as supplies like trash bags, trash pickers, safety vests, water, and snacks. The cost for these items is minimal and for things like trash pickers and safety vests; can be worn multiple times. A grant in the \$5,000 - \$10,000 would be more than sufficient for a year's worth of clean-up days.

Both the City and the Klamath Tribes have, on an annual basis, participated and organized with community members community clean ups. It has been discussed to increase this to twice, yearly. These clean-up dates are beneficial, but require significant staff time to organize, which makes increasing the number a fiscal challenge for the City. As with trash receptacles, the success of this venture will rely on forming a specific committee to manage the cleanup, including recruiting volunteers, seeking grant funds, and organizing and advertising the events.

**Street and Utility Improvements** – This is a critical need for improving the quality of life in Chiloquin, attracting businesses, and supporting future growth. Making these improvements requires their own separate plans; one for transportation, one for water and wastewater, and one for internet. An entire strategic plan could be dedicated only to these topics, which is outside the scope of this project. However, there are many opportunities through the State of Oregon and the USDA for both planning and implementation of street and utility projects that stimulate economic growth and vitality. These programs are discussed in more detail in Chapter 7.

**Public parking** – The City is reviewing its parking availability in the downtown area. Some community members were concerned that the recent restriping to increase parking limited visibility, which could be hazardous. The City is discussing options, including moving the center line and put up, “no truck parking,” signs to ensure visibility is not compromised. There is also a parking lot at the old city hall, which could be signed and used for additional parking but it is off the main drive, which could be less useful for some drivers and visitors of Chiloquin.

## **Community Development**

**Nuisance abatement** – Public nuisance abatement is difficult to enforce without a dedicated police force or code enforcement officer. Often times, writing citations is not particularly helpful at addressing the root cause, so the problem only continues. A better approach to achieve the desired outcome is to overcome barriers to meeting codes. Sometimes that means reviewing the codes to determine if they are fair and reasonable for all people. Historically, public nuisance codes have been enforced to the disadvantage of low-income populations, non-European cultural norms, and disabled individuals. A critical look at the current codes to assess how different populations might be affected is becoming more common in communities across the country.

Survey results suggest that the common problem with households not meeting current public nuisance codes is economics. In this instance options such as free dump days or connecting volunteers to haul away trash and recycling with homes in need is a proactive, nonpunitive solution. This is the type of project that can be implemented immediately with little to no buy-in and make a big difference in the appearance and morale of a community. To that end, it is recommended that the City make this a top priority for building momentum and making a visible difference.

Chiloquin has a designated Council member and a staff member for nuisance abatement, and a current list of properties needing abatement. Several citations have gone out and in the past year the Council updated Chiloquin’s abatement procedures to refer violations to the county courts. The City also approved a new ordinance to increase fire nuisance and give the Fire Dept the authority to cite for those.

**Athletic Fields** – Maintenance of the athletic fields is clearly a priority for community members. This makes sense, particularly in a year when many people were home with their children due to quarantine and looking for ways to keep active. The community suggestion is to create a committee dedicated to this issue, which is an excellent start. Another approach is to work with the Oregon Parks & Recreation Department (OPRD) or the Oregon Watershed Enhancement Board (OWEB) to discuss environmentally-friendly options for facility improvements that rely on little to no water, which reduces maintenance requirements and keeps the fields in good condition despite periods of water curtailment. These sources are likely to have suggestions both for solutions and for funding opportunities that can help address the issue. Chiloquin will also designate a new committee to be formed and look into these ideas and potential solutions.

**Community Park** – According to survey results, the park is in need of refurbishment, specifically in the areas of security lighting, restroom facilities, picnic shelters, play equipment, and landscaping. There are many good grant sources to help offset the cost of these projects, most notably through the Oregon Parks & Recreation Department. However, most grants from the State will require some non-state matching funds and a completed Parks Master Plan to be eligible and competitive for funding. To that end, the top priority for this project moving forward is to complete a Parks Master Plan that takes a closer look at the current condition, develops a site plan based on community input for improvements, and ties these improvements to specific costs, phases, and timelines. That work is beyond the scope of this project, but a separate planning process could be funded by OPRD for relatively little cost to the City or taxpayers.

**New Nature Park/Healthy Living Activities and Campaign** – It is a priority for the City to support and work on improved healthy living activities in the community. This includes the proposal of the new nature park, support of the Green Schoolyard project, off road paths for bikes and pedestrians, and wants to expand on those ideas to include more ideas such as community gardens, increasing the market dates, improving the fields, improving the existing parks. The community would benefit from a dedicated team or committee to work directly on such a campaign.

**Chiloquin Rodeo & Event Center** – Survey respondents also were interested in improvements to the Chiloquin Rodeo & Event Center. There was not much input on specifically what those improvements might look like and whether the need is to address structural insecurity, facility systems, the capacity or design of the Center, or a combination of any or all of these. Much like the Park, the project cannot make significant headway without a more detailed analysis of the building's condition, plans, cost, and timeline, all of which could be achieved through a Capital Campaign Plan. This is a lower-priority project compared to immediate needs such as public safety, streets, and utility improvements, but if there is enough interest from citizens to push this project forward, the City should create a committee of volunteers and offer support for them to move forward with planning for this project.

**Housing** – Safe, secure, and comfortable housing supports the quality of life for Chiloquin residents as well as economic development efforts. While the City should not be in the business of building and managing housing, it would be entirely appropriate to work with the Klamath County Housing Authority to build or rehabilitate low-income homes in the area to improve the living conditions of some of Chiloquin's most vulnerable populations.

Another strategy to improve low-income housing in the area is to get grant support from the USDA and do a no-cost loan program for low-income households to make critical home repairs and repay the loan only when they sell their homes. The City can also work with land developers to create a housing development for new construction. This approach might require incentives or support such as land-use variances, extending Urban Growth Boundaries, or running utilities to new property in support of

development. Because of this need, any plans to attract a housing development should be considered in when planning for street and utility improvements.

**Business support** – As with housing needs, the City would not want to directly operate businesses, but can provide support and encouragement. Specific businesses mentioned in the surveys were a grocery store, a pharmacy, and a gas station. These are all major needs for thriving communities. A bank location in Chiloquin would also be a boon for the community. The City Council can attract specific types of businesses in a variety of ways. The first is to offer incentives, particularly for businesses proposing to buy or lease any of the empty buildings in business-zoned locations. A common incentive in this situation would be an offer of tax credits that reduce the tax burden for a new business for its first few years. This gives the business a chance to get established in the community. The City would not earn the full potential tax revenue from the business during those few years, but would gain some tax revenue until the period ends and the community will have gained a new resource for services and employment.

Additional efforts to support businesses that the City is actively pursuing are expanding the urban growth boundary (UGB) and annexing new properties at a responsible rate based on the current infrastructure capacity. As with housing, future infrastructure planning, including street and utility improvements, should include an analysis of the needs of the commercial space that is currently available as well as any proposed expansion.

## Capacity-building

Capacity-building is its own category and focuses mostly at the operational and leadership level of the City. This need stems in part from City leaders' own observations and in part from concerns noted by community members; particularly the need to improve communication channels. Based on the input for this assessment, the following actions are recommended:

1. **Encourage training for City Councilors.** In many smaller cities, City Councilors are typically elected with relatively little background in public processes, which takes time to get used to. Understanding the budget, navigating protocols such as Robert's Rules of Order, and learning all of the innerworkings of the City Departments gives new Councilors a primer from which to build and fulfill their new role. The Council members have each participated in LOC primary training and conferences and continued meetings and training are available to them through LOC. It is each Councilors responsibility to educate themselves and seek appropriate information, as necessary. Some Council members rely heavily on the advice of the long-term employee, Recorder who gives valuable and important information, but they are still personally, responsible for making informed decisions, independently. Council members are all unpaid volunteers, and were elected by the body of citizens.

2. **Build partnerships.** The City has many important partnerships which include, but are not limited to: Klamath County Commissioners, Klamath Tribes, Klamath County Sheriff's Department, Chiloquin Visions in Progress (CVIP); Chiloquin Community Builders (CCB); Community & river cleanups (conducted yearly by local groups); Chiloquin First Coalition, Chiloquin Fire and Rescue; Klamath County Housing Authority and Klamath County School district. The City recognizes that sharing a community means sharing resources and that actions of any of these entities can and will impact the community. To that end, there must be open, consistent, and clear communication between all parties. This could occur through appointing a liaison to attend various meetings as a representative of the City and inviting above mentioned entities to do the same. The strategic object is to have consistent and regular dialog with all of the community organizations.

The City initiated an introductory meeting prior to the pandemic with Klamath Tribes, and Chiloquin Community Builders (CCB) have a representative at the Chiloquin City council meetings on a regular basis. There is also a City Council liaison that regularly attends the Klamath County Sheriffs Chiloquin Advisory meetings.

Community members that spoke with project facilitators in October mentioned, specifically, that there should be more time to review documents such as grant applications for accuracy in history and representation, even when there are no official partnerships in place on a given project, to make collaboration easier on important projects that affect the entire community.

3. **Improve communication channels.** This is another issue that came up during the October 2020 meetings. The ways in which people receive their information is changing at almost every level. Where before a bulletin at the post office or a notice in the newspaper was the best method, today's society has become accustomed to an almost constant barrage of information and noise. Knowing how to communicate information to the public has become more difficult as a result. One method that the City already utilizes is social media, mailings, public information boards and its website. This is an excellent way to reach a large audience, but information can also get lost in people's news feeds unless posts are continually boosted for maximum reach.

Secondly, the City can use other digital means of communication, such as inviting people to sign up for direct emails and utilizing a service such as Mail Chimp or Emma to send out a monthly newsletter. This is a similar option to the mail insert and has the advantage of saving paper and reaching anyone who signs up, but the disadvantage of missing anyone that does not have or regularly check their email.

## Economic Development

**Develop a Chamber of Commerce** – The Chamber of Commerce should be an independent organization from the City. However, the City can encourage the development of such an organization by speaking with business owners to discuss the pros and cons of such an organization and offering support for its development. Support could come in the form of offering a low-rent space for Chamber offices; offering guidance on navigating the process of developing articles of incorporation, bylaws, and establishing board voting procedures; and, agreeing to apply for grant support on behalf of the organization while they apply for nonprofit status.

There is a Small Business Development Center through Klamath Community College which provides all these services within the region. A Chamber would be beneficial to market local business, providing a directory, and providing public information, but it is not a high priority for the City at this time. The City infrastructure must be ready to sustain growth and the public needs to be supportive of economic development and tourism, which is not universally supported as of this writing. This type of development needs to be sensitive, transparent, informative, and inclusive to the population and the resident needs.



## Chapter 7: Funding

This section focuses on the importance of varied fundraising to help the City pay for necessary projects that benefit the community. There are four main sources of funding: local fundraising, in-kind donations, grant funding, and loans. Each of these sources is discussed in more detail below:

### Local Funds

Local fundraising is categorized as any cash or in-kind donations from the community including cash from fundraising campaigns, bond measures, and City funds, or volunteer hours and donations of equipment or services from individuals or organizations. For federal grants and even some state grants to pay for things like infrastructure upgrades, local fundraising is generally unnecessary. However, for projects such as the healthy living campaign, parks and athletic fields, rodeo and event center, community clean-up, and developing a Chamber of Commerce, it will be difficult to impossible to leverage outside funding without some skin in the game from local residents. This demonstrates support for the project to outside funders and that the community is willing to invest in themselves.

#### Cash

Local fundraising efforts will vary by project depending on the type of project and the amount needed. In general, there will likely not be a significant local fundraising campaign without the partnership of a nonprofit. For a fundraising effort to be successful locally having a nonprofit that will help do much of the legwork for events will stretch the dollars earned from such events significantly. Further, although cities are tax-exempt, many people are either unaware of the circumstances or uncomfortable with donating cash to projects they feel their tax dollars should already pay for. To that end, having a nonprofit partnership will allow the nonprofit to sponsor projects and make potential donors more likely to contribute.

#### In-kind

Regardless of the project and the community partners involved, communities can count on volunteers to help. This is especially true with construction or beautification projects that will involve planning and legwork. Putting together citizen advisory committees and expanding the volunteer network will help provide volunteers more opportunities to help. Keep track of volunteer time and use time spent as an in-kind match for grant programs. Additionally, the City should look for in-kind donations from organizations such as businesses, nonprofits, the County, or even other cities and districts in the area. For example, if the City is working on resurfacing the athletic fields, one way to meet the matching requirement for the Oregon Parks & Recreation Department is to request use of equipment from the County as part of the in-kind match.

## Grant funders

For such a broad scope of projects as detailed in Chapter 6, the City should approach a combination of Federal, State, and Private Foundation funds. The following section describes the sources most likely to fund projects and some specific programs within each source that are applicable to the City's goals and priorities.

### Federal Sources

**Economic Development Administration** – the EDA has two main programs that the City is eligible for. The EDA focuses on projects aimed at job creation, so all projects that will be competitive for funding must have significant planning and proof that the outcome of the project will yield a high number of permanent jobs. Specific programs for Chiloquin to consider are:

- **Economic Development Assistance Program** – this is a highly competitive grant program, but one of the few that will assist with infrastructure such as water treatment and wastewater as well as business incentives such as developing business incubators. To be eligible, the City will need significant planning in place and demonstrate how infrastructure improvements will support permanent job creation. This approach works best if there is an employer that has committed to locating in the area such as a manufacturer or other major employer.
- **Planning and Local Technical Assistance Program** – this program is designed to support eligible applicants in developing the preliminary documents necessary to compete for Economic Development Assistance and is a good source of funding for completing the planning for infrastructure improvements that will support responsible growth for the community.

**Federal Emergency Management Agency** – FEMA's Emergency Management Performance Grant (EMPG) is the primary grant source for emergency preparedness activities. The grant support activities of construction, equipment purchases, practice drills or exercises, management and administration, operational activities, planning, and training related to preparing for emergency disaster response. This would be the most appropriate source of funding for an Emergency Alert System. The current round is open as of this writing with a deadline of May 14, 2021.

**United States Department of Agriculture** – the USDA's Rural Development programs are designed for small, rural communities like Chiloquin. There are several programs for community development, housing, and utilities – including infrastructure projects. Many USDA programs offer grants, loans, or a combination of each. Specific programs Chiloquin should consider are:

- **Rural Business Enterprise Grant (RBEG)** – Grants typically range between \$10,000 and \$500,000 for: 1) acquisition or development of land, easements, or rights of way; 2) construction, conversion, renovation, of buildings, plants, machinery, equipment, access streets and roads, parking areas, utilities; 3)

pollution control and abatement; 4) capitalization of revolving loan funds including funds that will make loans for startups and working capital; 5) training and technical assistance; 6) distance adult learning for job training and advancement; 7) rural transportation improvement; and 8) project planning. Any project funded under the RBEG program should benefit small and emerging private businesses in rural areas. Small and emerging private businesses are those that will employ 50 or fewer new employees and have less than \$1 million in projected gross revenues.

- Rural Business Opportunity Grant (RBOG) – The maximum grant request under this program is \$100,000. Grant funds must be used for projects in rural areas and they can be used for:
  - Community economic development
  - Technology-based economic development
  - Feasibility studies and business plans
  - Leadership and entrepreneur training
  - Rural business incubators
  - Long-term business strategic planning

Though developing a Chamber of Commerce is not identified as a high priority for the City, this is relatively low hanging fruit to support that endeavor and if the business community wishes to develop a Chamber, the USDA's programs could help get that started. Both the EDA and the USDA have regional offices that the City should contact prior to submitting an application to check on availability of funding, recommended strategies, and due diligence documents necessary to have in place before applying to be highly competitive.

**United States Department of Justice** – The primary USDOJ grant program that could benefit Chiloquin is the COPS Hiring Program, which allows the City to hire officers with up to 75% of their salary covered. One caveat is that this program is only open to existing agencies, therefore the City would have to commit to establishing a law enforcement department and then apply for funding or partner with another entity, such as the county, to apply for an officer under their department that is dedicated to Chiloquin.

### State Sources

Oregon Department of Transportation – ODOT has a few grant programs that could pay for, or offset the cost of, paving streets, putting in sidewalks, extending or improving non-motorized paths, and additional planning for any of these activities. To be competitive, the City should work with the local ODOT office to encourage support for local projects. Specific programs include:

- Safe Routes to School Program – Safe Routes to School refers to efforts that improve, educate, or encourage children safely walking (by foot or mobility device) or biking to school. ODOT has two main types of Safe Routes to School programs: infrastructure and non-infrastructure. Infrastructure programs focus on

making sure safe walking and biking routes exist through investments in crossings, sidewalks and bike lanes, flashing beacons, and the like. Non-infrastructure programs focus on education and outreach to assure awareness and safe use of walking and biking routes.

- Small City Allotment Funds – The Small City Allotment Funds are an annual allocation of state funds for local agency transportation projects through an agreement between League of Oregon Cities, or LOC, and ODOT. ODOT sets aside \$5,000,000 each year (half from city gas tax revenue and half from the State Highway Fund) for cities with population of less than 5,000. Projects are selected for funding per a competitive process. The maximum award is \$100,000 and there is no match requirement. Only one application per city per year will be accepted.
- Statewide Transportation Improvement Program (STIP) – This program combines the Flexible Funds and Transportation Enhancement Funds programs and is a 4-year statewide capital improvement program. Funds can be used to develop projects, add or improve facilities, modernize facilities, develop infrastructure such as in Safe Routes to Schools plans, and construct projects such as scenic byways.
- Transportation Growth Management (TGM) – This is a joint program with Department of Land Conservation and Development for planning citywide transportation projects including streets, sidewalks, trails, bridges, parking, signage, visitor or traveler information booths, and rest stops among other topics.
- Connect Oregon – This is a legislatively-approved program for investing in multimodal (non-highway) projects, including rail, marine and ports, air, bicycle and pedestrian, and public transit.

Oregon Parks and Recreation Department – OPRD has a variety of programs for park improvements including paths or trails, buildings, equipment, site improvements, land acquisition, and planning funds. Specific programs include:

- Local Government Grant – The local government grant is open to all units of local government and can be used for land acquisition, development, rehabilitation, and Planning. Although there is no set funding cap for large grants, there is a required match based on the size of the community to be served. For Baker City, the required match is 40% of the project budget and can be met through cash, in-kind or a combination of sources. Maximum awards for planning grants are up to \$40,000.
- Land and Water Conservation Grant – This program will fund up to 50% of land acquisition and development projects and are typically due in the first part of the year.
- Recreational Trails Grant – The RTP will fund building new, restoring existing trails, developing and rehabilitating trailhead facilities, acquiring land and easements, and developing water trails. The project does require a 20% match

that can come from a variety of sources such as cash, federal, state or local grant funding, in-kind, or staff time.

### Private Foundations

The following is a list of private foundations that will consider proposals from governmental entities.

#### *Medium to Large Private Funders*

The following funders represent foundations whose grant requests will be targeted to generate awards in excess of \$100,000. These funders often choose to issue challenge grants, which are important in leveraging local funds as well as funds from other foundations. Further, most of the larger grantors prefer to fund in the final stages of a project.

**Ford Family Foundation** – May fund up to \$250,000 or 30% of a project, whichever is less. The only program area that the City would be competitive in is the “Public Convening Spaces program.” The program encourages bringing communities, together to build or renovate spaces that foster collaboration, civic participation or community events. Parks, pools and splash pads projects are welcome.” This would be an appropriate funder primarily for park improvements. Applicants must submit an electronic initial application form. This application should be submitted at the end of a project, with at least 60% of the funds raised and closer to 70% if possible.

**Meyer Memorial Trust (Housing Opportunities Program)** – Up to \$250,000 – The Housing Opportunities Program is the only current priority that aligns with any of the stated needs in Chiloquin. As previously stated, the City would not want to be in charge of a housing project, but it is important to be aware of the grant program as an opportunity for nonprofits or other entities that plan to address the housing priority. The opportunity opens once per year, generally in the early spring.

**M. J. Murdock Charitable Trust** – A grant of \$50,000 - \$300,000 – The Trust requires a Letter of Inquiry as the first step and has one of the longest application periods among Pacific Northwest funders. The Trust has a large focus on health, education, and environmental projects, which makes this a good choice for funding the green park and healthy living campaign, athletic fields, and general park improvements. They have also historically supported public convening spaces such as the rodeo and event center. This is also one of the few private funders that will support capacity-building projects such as training or personnel, which could be useful either for the City to pay for the first 1-3 years’ salary for a grant manager or for a citizen group to develop a Chamber of Commerce.

#### *Small to Medium Size Private Funders*

The following funders represent foundations whose grant requests will be targeted to generate awards that range from \$25,000 up to \$100,000.

**Oregon Community Foundation** – A grant range of up to \$40,000 – This funder recommends that a 501(c)(3) nonprofit be the applicant, but will consider applications from governmental entities as well. This is one of the most consistent funders in Oregon. In addition, support from the Foundation often encourages larger funders, such as Ford and Meyer, to support projects as well. OCF often prefers to come in on the second half of a project, but sometimes considers a challenge grant. They have two funding cycles annually – generally around February 1 and August 1. The Foundation supports most types of projects, with the exception of purchasing technology or engaging in planning activities. A phone call prior to starting the application is recommended.

**Collins Foundation** – A request of \$50,000 or less is recommended – This funder supports a broad range of projects and, like the Oregon Community Foundation, prefers to come in on the second half of a project. The application process starts with a Letter of Inquiry, which can take up to four weeks to review and then, if invited to submit a full proposal, the applicant generally has up to five weeks to submit. The total time between submitting a letter of inquiry and receiving a final decision is usually about four months.

### ***Small Private Funders***

The following funders represent foundations whose grant requests will be targeted to generate awards that range up to \$25,000. These smaller grants are important to the overall fundraising strategy because they enable the City to leverage additional funds both within the community, and with larger funders who typically prefer to fund during the later phases of a project.

- Rose Tucker Charitable Trust
- ESCO Foundation
- Irwin Foundation
- Trust Management Services
- Wessinger Foundation
- Pacific Power Foundation

*\*Some foundations will not award grants directly for capital projects, but may participate in funding specific equipment and furnishing needs or project components that directly benefit community spaces, design fees, or community planning activities.*

## **Loans**

Another option available to the City, although it is clearly a less preferable one, is to use debt financing, which could take the form of a direct loan, a guaranteed loan, or a bond measure. Further, the City can find great variability in payments and costs, depending on the source of a loan. For example, if the City pursues a community facility loan from

the United States Department of Agriculture, it will find a 40-year loan period at approximately four to five percent. An approximate guide to the payments is \$460 per hundred thousand per month for a 4.5 percent loan. The projected incomes from completing the project or available City funds would have to cover this cost to make a compelling case for a loan.

The City has not made any plans to pursue a loan for the above-mentioned projects, nor is the City considering a loan as an option at this time. However, this option is presented because it represents the City's organizational planning and acknowledgement that unexpected turns can occur at any point. If this occurs, the City is ready with other options.

## Chapter 8: Priorities Plan

The timeline presented in this section considers the steps already taken, detailed recommendations for the next twelve months, and milestones for Years 2-5. This is meant to be a living document that evolves as new needs and opportunities emerge and the timeline must be updated accordingly to remain current and relevant. It is important to note that the timeline includes a brief overview of the projects but that many projects will require more detailed plans prior to implementation. To that end, potential costs that are listed as, “unknown,” are in their pre-planning phase and this timeline will be updated as projects move forward and costs become known.

### Healthy Living

#### Nuisance Abatement

<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Contact Abatement Property Owners	As needed	Resolve issue or Follow-up to Court
Refer to Court for non-compliant	Ongoing	Court will determine
Follow up on non-compliance	Ongoing	To be determined
Potential cost is staff time		

#### Community Paths

<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Apply for funding to complete a parks master plan	Months 1-4	The only reliable funding source for park planning is the OPRD Local Government Grant, usually open each spring.
Complete Parks Master Plan	Months 8-20	Once complete, the City will be eligible to apply for improvement grants.
Develop community task force for pushing this project forward.	Months 21-24	This project will require time and manpower to succeed.
Local fundraising	Years 3-5	Whether State or private funds, funders will need to see some local match to be eligible and competitive for grant funding.
Grant writing & implementation	Years 3-5	This will need to include a combination of state and private grant sources to complete the project.
Potential costs are unknown		

#### Community Parks

<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Apply for funding to complete a parks master plan	Months 1-4	The only reliable funding source for park planning is the OPRD Local Government Grant, usually open each spring.



Complete Parks Master Plan	Months 8-20	Once complete, the City will be eligible to apply for improvement grants.
Develop community task force for pushing this project forward.	Months 21-24	This project will require time and manpower to succeed. Whether State or private funds, funders will need to see some local match to be eligible and competitive for grant funding.
Local fundraising	Years 3-5	This will need to include a combination of state and private grant sources to complete the project.
Grant writing & implementation	Years 3-5	
Potential cost is unknown		

Rodeo Event Center		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Apply for funding to complete a parks master plan	Months 1-4	The only reliable funding source for park planning is the OPRD Local Government Grant, usually open each spring.
Complete Parks Master Plan	Months 8-20	Once complete, the City will be eligible to apply for improvement grants.
Develop a community task force for pushing this project forward.	Months 21-24	This project will require time and manpower to succeed. Whether State or private funds, funders will need to see some local match to be eligible and competitive for grant funding.
Local fundraising	Years 3-5	This will need to include a combination of state and private grant sources to complete the project.
Grant writing & implementation	Years 3-5	
Potential cost is unknown		

Nature Park		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Apply for funding to complete a parks master plan	Months 1-4	The only reliable funding source for park planning is the OPRD Local Government Grant, usually open each spring.
Complete Parks Master Plan	Months 8-20	Once complete, the City will be eligible to apply for improvement grants.
Develop community task force for pushing this project forward.	Months 21-24	This project will require time and manpower to succeed. Whether State or private funds, funders will need to see some local match to be eligible and competitive for grant funding.
Local fundraising	Years 3-5	This will need to include a combination of state and private grant sources to complete the project.
Grant writing & implementation	Years 3-5	
Potential cost is unknown		

## Infrastructure

Water Projects		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Secure engineer for technical assistance	Months 7-12	Engineer completes background research for master plan
Develop infrastructure master plan	Year 2	Once complete, the City will apply for infrastructure grants
Secure grant writer/manager	Year 3	Complete grant writing and implementation
Potential cost is unknown		
Wastewater Projects		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Secure engineer for technical assistance	Months 7-12	Engineer completes background research for master plan
Develop infrastructure master plan	Year 2	Once complete, the City will apply for infrastructure grants
Secure grant writer/manager	Year 3	Complete grant writing and implementation
Potential cost is unknown		
Street Improvements		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Seek funding for transportation plan.	Ongoing	Funds will come from multiple sources, most likely ODOT and the USDA
Secure engineer for technical assistance	Months 12-14	Engineer completes background research for transportation plan
Transportation plan	Months 15-24	Maintenance, reconstruction and policies strategy
Potential cost is unknown		
Utility Projects (ex. Broadband)		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Seek funding for broadband	Ongoing	Contact local broadband companies to determine their plans for our community
Pursue action plan	Year 2	Completed action plan
Funding	Year 2	Determine who pays for project
Broadband plan	Year 3	Broadband availability in the community
Potential cost is unknown		

## Safety

Police Contracts/Monitoring		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Contract with Klamath County for police services	Complete	Established a police presence in Chiloquin

Review the contract	Annually	Ensure police activity matches community need
Consider partnership for COPS Funding	Years 3-5	If the contract with the County is not meeting the need, it might be prudent to work with the county to apply for federal funding to designate 1-2 personnel specifically to Chiloquin.
Potential cost is unknown		

<b>Emergency Alert System</b>		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Seek partnerships for planning and implementing a system.	Mo. 1-6	Work with local county, fire and tribal representatives
Apply for funding to develop the plan	Mo. 6-12	FEMA is the most likely source for these funds
Complete emergency alert system plan	Mo. 13-24	
Apply for funding and implement the plan	Year 3-5	FEMA is the most likely source for these funds
Potential cost is unknown		

<b>Cameras and Lighting</b>		
<i>Task</i>	<i>Timeline</i>	<i>Outcome</i>
Identify needs	Mo. 1-3	Identify areas for cameras and increased lighting
Determine costs	Mo. 4-6	Proposed budget
Secure grant writer/manager	Mo. 6	Complete grant writing and implementation
Potential cost is unknown		

## **Chapter 9: Conclusions and next steps.**

This strategic planning process set out to pull together the community to identify the greatest needs and priorities of community members. This is an important step toward collaboration with the many local groups doing good work on key issues such as public safety, tourism, beautification, and healthy lifestyles. With clearly defined priorities, the City move forward and focus resources on areas that the City is best suited to address, such as utilities and streets, while forming partnerships where appropriate to tackle key issues such as safety, parks, and facilities.

To solicit feedback from community members, the City reached out through a combination of community meetings and community surveys to compile opinions and rankings on various topics to identify the desires of the community. The City representatives then compared those opinions with logistical concerns such as state regulations, resources available, and readiness to proceed. This process yielded several key projects for improving the quality of life for residents. These projects are:

1. Nuisance abatement
2. Police contract/monitoring
3. Cameras and lighting
4. Rodeo event center
5. Community paths
6. Community parks
7. Street improvements
8. Utility projects
9. Nature park
10. Emergency alert system
11. Water projects
12. Wastewater projects

The City then organized these priorities into three categories: Healthy Living; Infrastructure; and, Safety.

### **Next Steps**

Moving forward, the City of Chiloquin will follow the timeline established in Chapter 8 to implement the identified projects in this plan. One step for many projects is to conduct detailed plans for their implementation. This strategic plan serves to provide a broad strokes overview of many projects, but construction and program implementation projects need their own specific plans with completed architectural and engineering reports, feasibility studies, capital campaign plans, and other such planning documentation. These are required both for internal use and to be competitive for future

funding. The identified plans that must be completed for their respective projects to move forward include the following:

1. Parks Master Plan – in order to move forward with projects such as the nature park, community park improvements, and walking paths, the City must have a current Parks Master Plan on file.
2. Infrastructure Master Plan – the City is in need of updates to the water and wastewater systems. To ensure these updates meet current requirements for engineering and environmental protection as well as meet projected future needs, the City will need to work with an engineer to complete an Infrastructure Master Plan.
3. Transportation Plan – similarly to the infrastructure master plan, the transportation plan is necessary for identifying current and projecting future needs for traffic management, pedestrian safety, and environmental compliance. The City will need to work with an engineering firm and the Oregon Department of Transportation to complete this plan.
4. Broadband Plan – the purpose of this plan is two-fold. The first is to bring together community stakeholders with broadband companies to form an alliance that will bring high-quality broadband service to the Chiloquin area. The second purpose is to plan out the technical details of how that service delivery will be accomplished and how it will be funded now and going forward.

The completion of these four plans will push the projects identified in this strategic plan forward by establishing the parameters for each project, including the scope of work to be done and budgets for each. In so doing, the City will be able to implement the strategies for volunteers and collaboration identified in this plan to ensure each project is a success.

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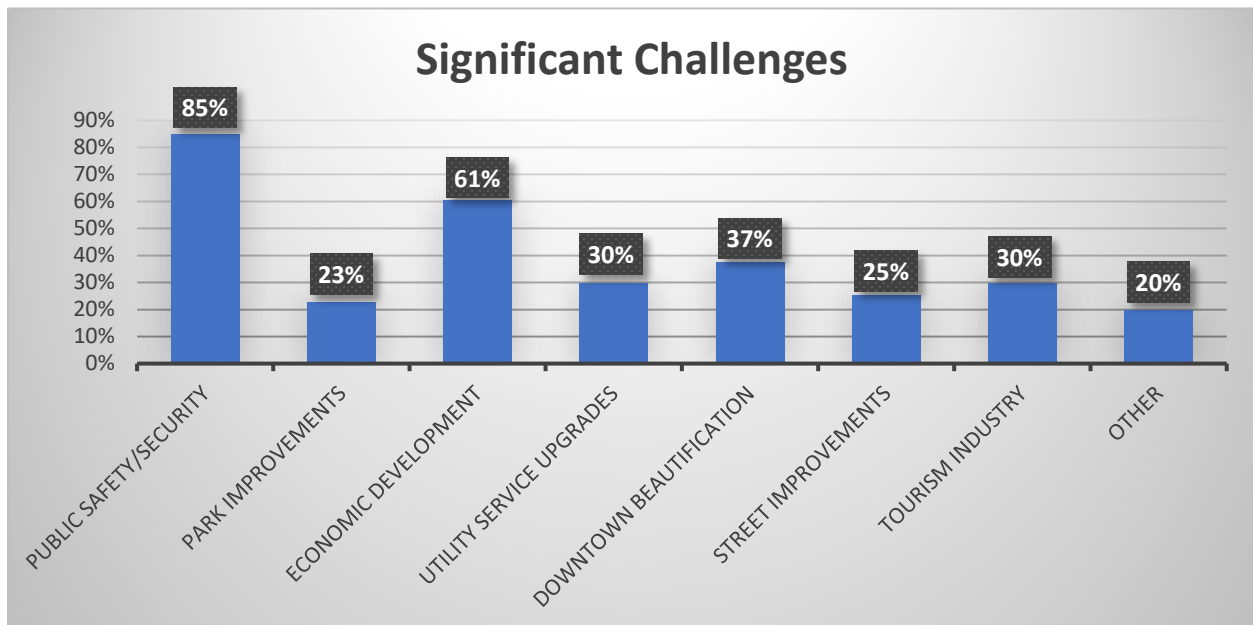
# Appendix A

## Survey Results

The survey results are presented below, in the original question order, with little editing beyond removing personal information for confidentiality, and combining like-answers for brevity.

### Question 1: What are the significant challenges residents of Chiloquin face?

<i>Answer</i>	<i>Responses</i>	<i>Percentage</i>
Public safety/security	175	85%
Park improvements	47	23%
Economic development	125	61%
Utility service upgrades	61	30%
Downtown beautification	77	37%
Street improvements	52	25%
Tourism industry	61	30%
Other	41	20%



### "Other" responses included the following:

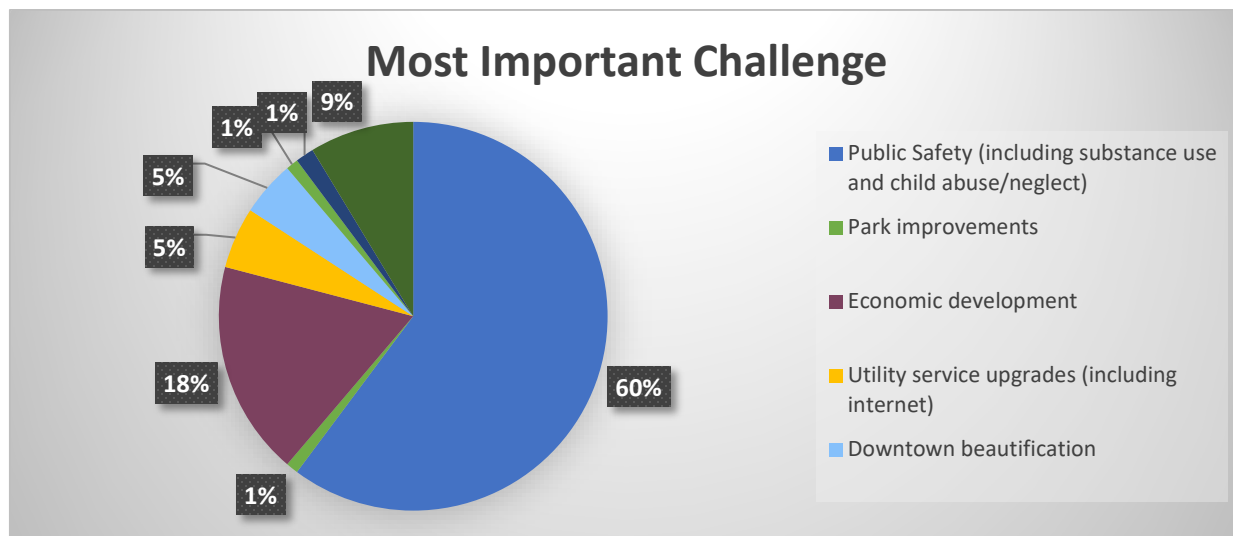
- Community backing
- Terminated CVIP economic dev. efforts
- Speed bumps
- Tree maintenance
- Industry to replace timber
- Solid waste



- Homeless camps
- Clean up the town
- Downtown parking is dangerous
- Community activities venue
- Public restrooms and water
- Streetlights
- Loose/stray dogs
- abandoned buildings/property
- No drive-through coffee stand
- Inclusivity
- Housing
- Child abuse
- Theft
- Drug trafficking
- Youth activities - skate park
- Drug/alcohol use
- Drug/alcohol treatment
- Sign schools into literacy program through Dollar General
- Remaining free
- Educational improvements
- Internet
- Trash dumping (forest & river)
- Recreation (Amphitheatre, rv parks, etc.)
- Attractive trash containers
- Pharmacy
- Gas Station
- Access to fresh produce/healthy food
- Reduce migration
- Grocery store
- Bank
- Health and wellness
- Poverty
- Sidewalks
- Avoid plowing snow into driveways
- Employment opportunities
- Police visibility in all of Chiloquin - not just downtown

**Question 2: Which of the challenges above are the most important to address?**

<i>Answer</i>	<i>Responses</i>
Public Safety (including substance use and child abuse/neglect)	118
Park improvements	2
Economic development	35
Utility service upgrades (including internet)	10
Downtown beautification	9
Street improvements	2
Tourism	3
Other	17



**“Other” responses included the following:**

- Get rid of tourism
- Housing
- Infrastructure
- Health/pharmacy
- Sidewalks
- Gas station
- Activities for kids
- Remaining free
- Stop Californian migration
- Integrate diverse heritage
- Bathroom
- Homelessness
- Inclusivity
- Parking in front of city hall (restriping)
- Poverty

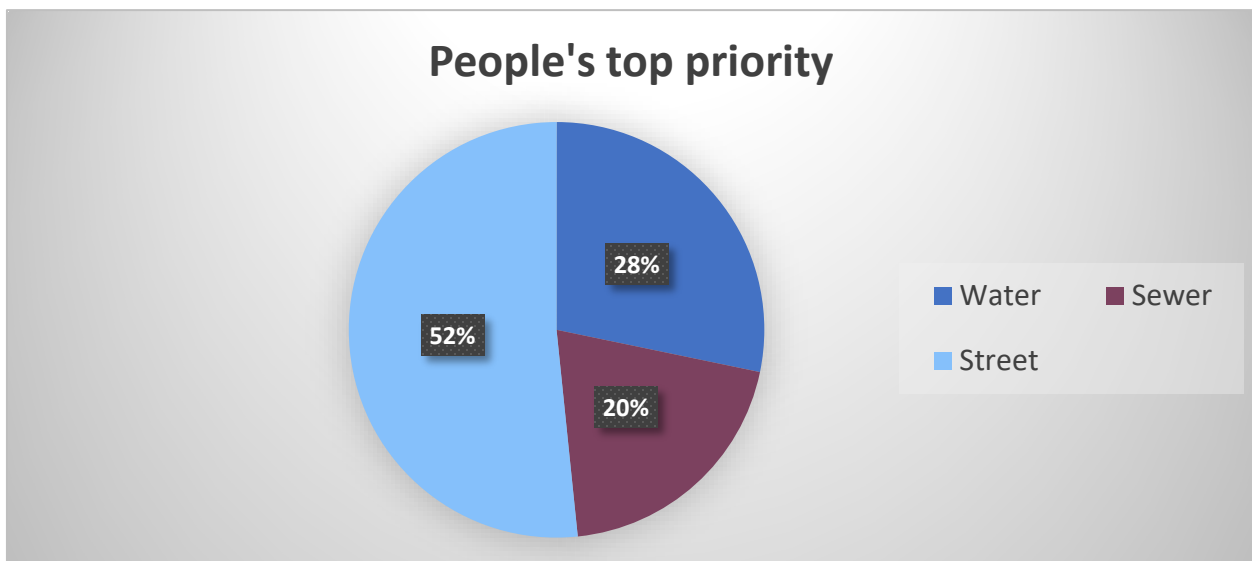
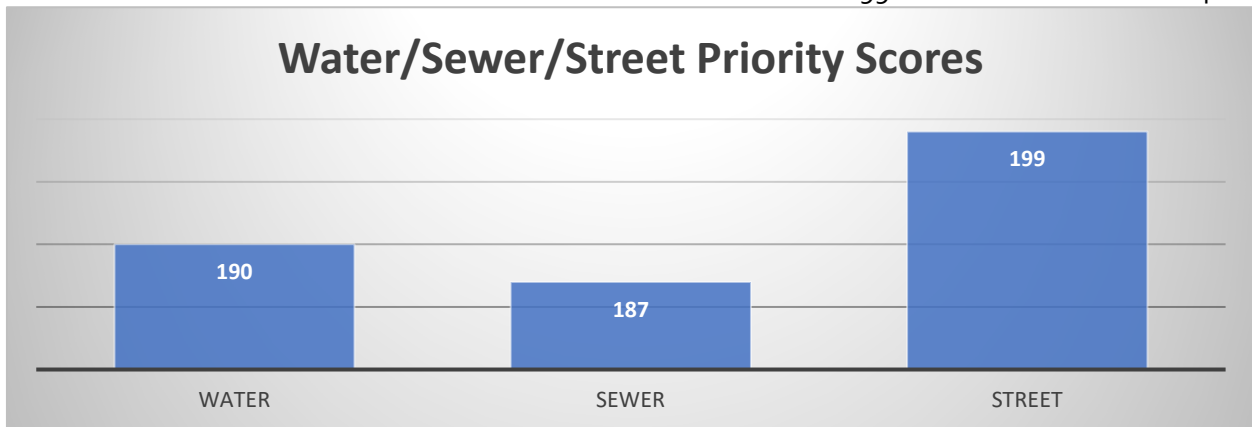
**Question 3: What are your thoughts on efforts to improve citizen safety and security in Chiloquin?**

- Security
- Stop vandalism
- Tribal elders patrol
- Drug/alcohol treatment
- Use marijuana taxes to fund 24/7 police dept.
- Cameras are positive
- Local police force
- Park monitoring
- Zero tolerance policy for public intoxication
- Police substation
- Contribute to Sheriff's budget
- Police substation
- Efforts are appreciated
- Include all of Chiloquin, not just city limits
- Never had any trouble
- More law enforcement presence
- Citywide neighbor watch
- Light up all streets, not just businesses
- Speedbumps by the school
- Permanent safety officer
- Add jobs/reduce poverty
- Suppress meth trade
- Encourage tourism
- Attitude changes
- Public safety officers
- Do nothing – do not want a police state
- Efforts working
- Keep it up

- Arrest offenders
- Cultural training for police working with tribes
- Animal control ordinance
- Turn old City Hall into Sheriff's office/jail
- Community events/after-school activities
- Provide more public information about security cameras
- Speak up when you see or hear something
- Use gospel mission or similar to help needy
- Remove transient people
- Faster ambulance response
- Remove needles from playground
- Public service for offenders
- Enforce vehicle limit at residences
- Remove non-tribal people from the reservation
- Not a priority
- High priority

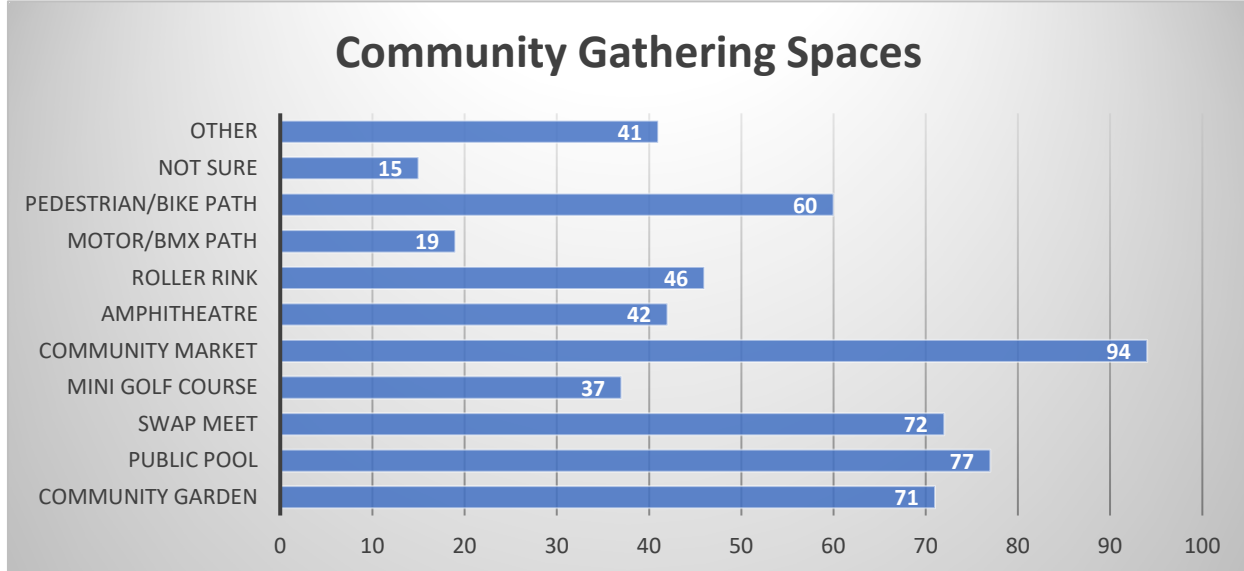
**Question 4: Please rank water, sewer, and street upgrades in order of importance.**

<i>Need</i>	<i>Total Score</i>	<i>Top Priority (as Percentage)</i>
Water	190	0.25%
Sewer	187	0.18%
Street	199	0.46%



**Question 5: What community gathering options are of interest?**

<i>Answer</i>	<i>Responses</i>
Community garden	71
Public pool	77
Swap meet	72
Mini golf course	37
Community market	94
Amphitheatre	42
Roller Rink	46
Motor/BMX path	19
Pedestrian/Bike path	60
Not sure	15
Other	41



**“Other” responses included the following:**

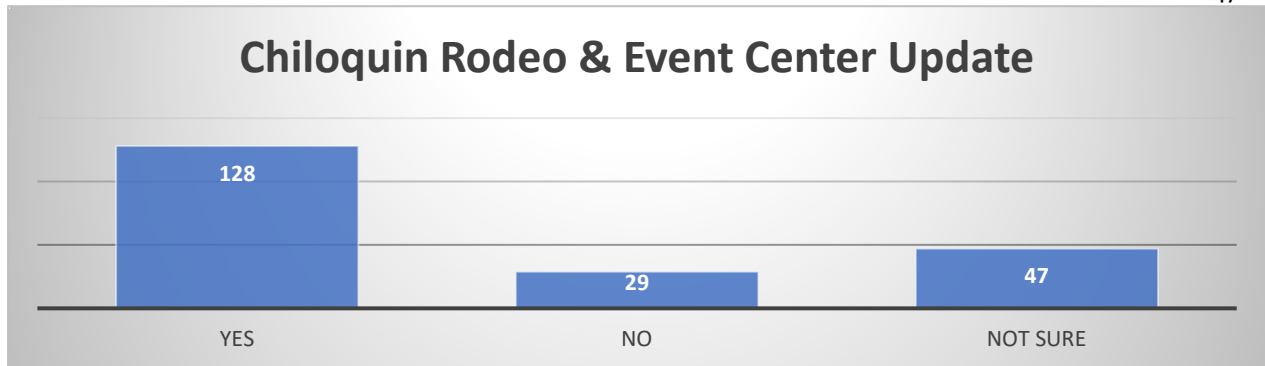
- Sports center
- Museum/Cultural Center
- Community events
- Beautification, not added space
- Bowling alley
- Dog park
- Community center w/ job opportunities
- Improved sports programs for kids
- Economic development
- Movie or Drive-in theatre
- Expand parks
- Pickleball court
- Performance space, but not Amphitheatre
- Youth recreation center/programs
- Gymnasium
- Tribal involvement
- Improved education
- Protect forest area from destruction
- Do not control people’s gathering places
- Frisbee golf course

- Pizza parlor
- Water park
- Powwow arbor

- Lighting in parking lots
- Fitness center/health classes
- Must have law enforcement

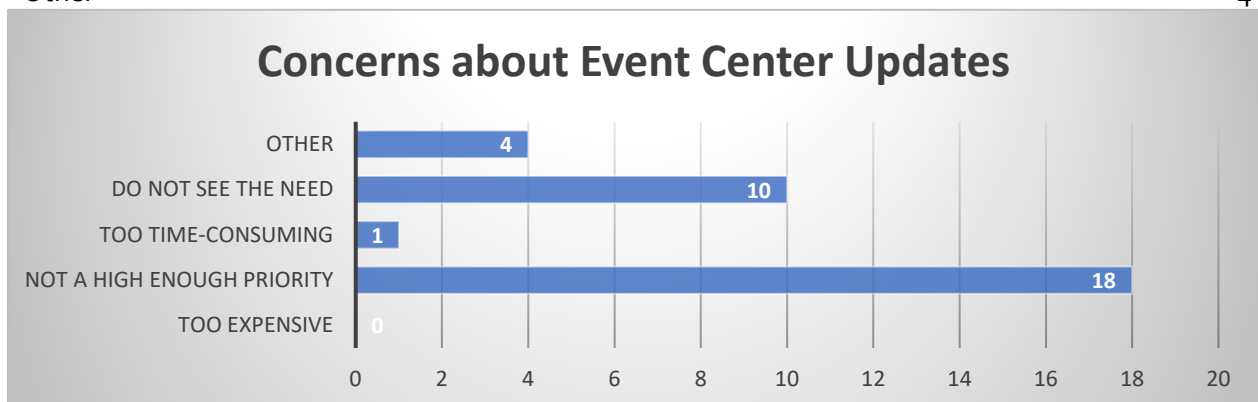
**Question 6: Would you support a citywide effort to update the Chiloquin Rodeo & Event Center?**

<i>Answer</i>	<i>Responses</i>
Yes	128
No	29
Not sure	47



**Question 7: If not, what is your biggest concern?**

<i>Answer</i>	<i>Responses</i>
Too expensive	0
Not a high enough priority	18
Too time-consuming	1
Do not see the need	10
Other	4

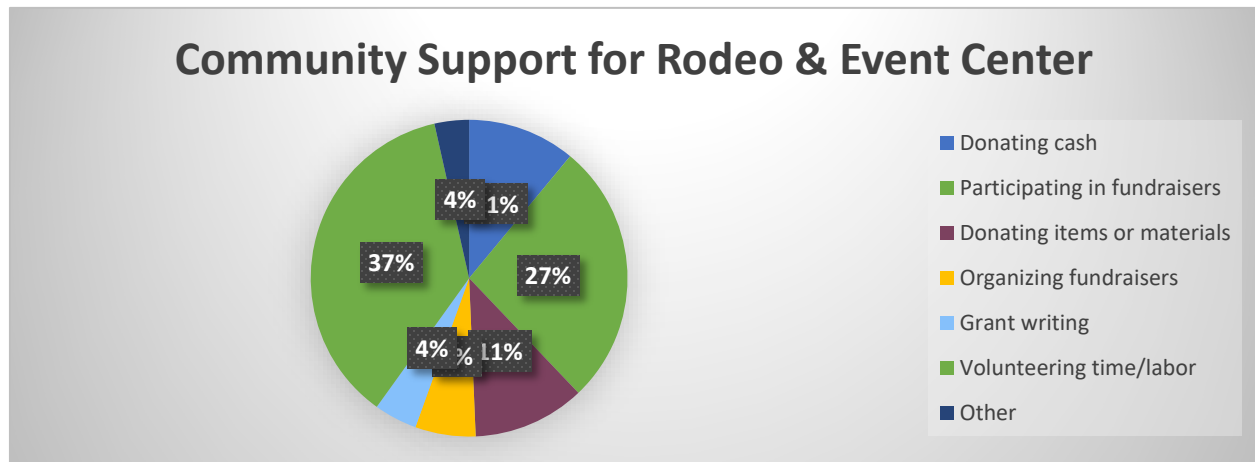


**“Other” responses included the following:**

- Users need to care for grounds
- Do not want taxes to rise to support
- Animal cruelty
- Shade needs to be available for audience

**Question 8: If yes, what level of support would you be comfortable with?**

<i>Answer</i>	<i>Responses</i>	<i>Percentage</i>
Donating cash	25	20%
Participating in fundraisers	61	48%
Donating items or materials	26	20%
Organizing fundraisers	14	11%
Grant writing	10	8%
Volunteering time/labor	83	65%
Other	8	6%



**“Other” responses included the following:**

- Whatever is necessary
- Publicizing
- Use it throughout the year
- Recruiting volunteers
- Do not want bills or taxes raised

**Question 9: Would you support a citywide effort to make park improvements?**

<i>Answer</i>	<i>Responses</i>	<i>Percentage</i>
Yes	147	71%
No	17	8%
Not sure	35	17%

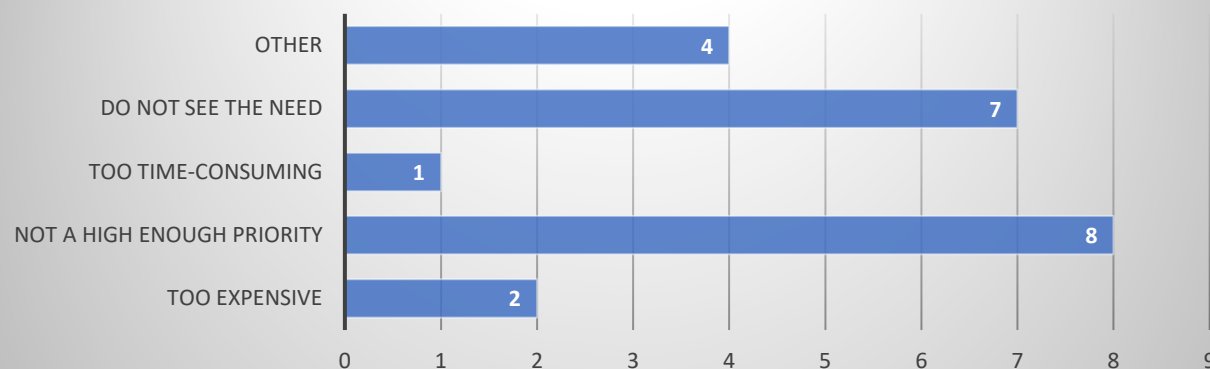
## Park Improvements



### Question 10: If not, what is your biggest concern?

Answer	Responses
Too expensive	2
Not a high enough priority	8
Too time-consuming	1
Do not see the need	7
Other	4

## Concerns about park improvements



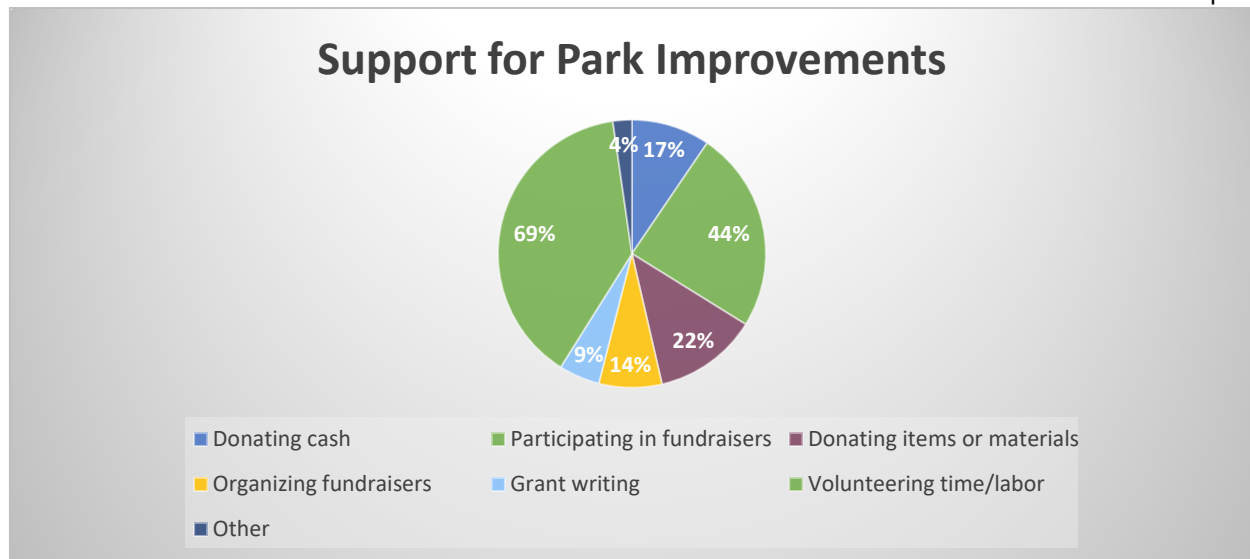
### "Other" responses included the following:

- Stop criminal activity first
- Waste of money without law enforcement

### Question 11: If yes, what level of support would you be comfortable with?

Answer	Responses	Percentage
Donating cash	25	17%
Participating in fundraisers	64	44%
Donating items or materials	33	22%

Organizing fundraisers	20	14%
Grant writing	13	9%
Volunteering time/labor	102	69%
Other	6	4%



**“Other” responses included the following:**

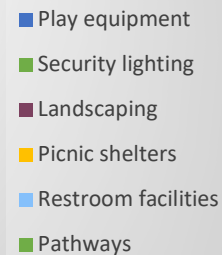
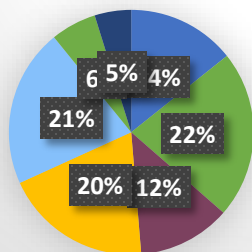
- Would not oppose
- Only supported if drug/alcohol use is stopped
- Buying and installing trees
- Involve students in cleaning

**Question 12: If yes, what park improvements are most important?**

<i>Answer</i>	<i>Responses</i>	<i>Percentage</i>
Play equipment	71	34%
Security lighting	110	53%
Landscaping	61	30%
Picnic shelters	97	47%
Restroom facilities	104	50%
Pathways	30	15%
Other	24	12%



## Important Park Improvements



### “Other” responses included the following:

- Do not want picnic shelters (hides drug use)
- Trees on West side
- Sun shelter for play equipment
- Small stage
- Level ground for ADA
- Toddler-level play equipment
- Keep clean and secure
- More tables/chairs
- Tennis/Pickleball/Basketball/Volleyball courts
- Dog park
- Emphasize landscaping/community garden
- Fenced-off children’s area
- Water features for kids
- Zip line

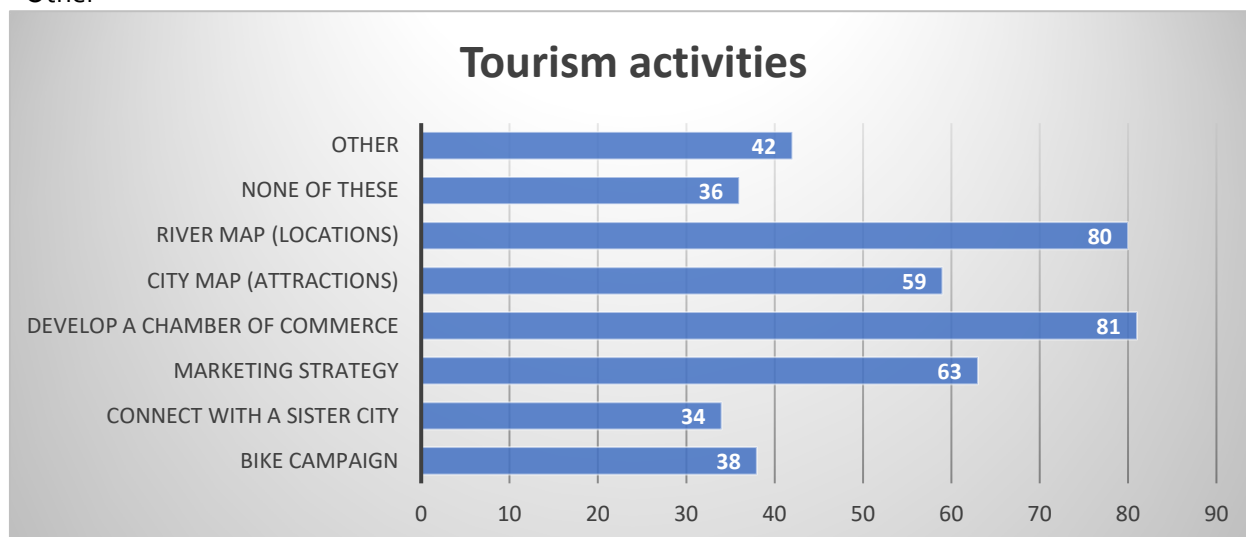
### Question 13: Please share any additional thoughts you have regarding improving community amenities in Chiloquin.

- Public events
- Reduce speeders in park area
- Public restrooms
- Publicize Chiloquin on Facebook
- Safe place for families
- Address security first
- Fire, rescue, ambulance
- Embrace Native American heritage
- More businesses on Main/Chocktoot
- Grocery store
- Security cameras
- Internet tower or cable
- Native Americans are not a tourist attraction
- Public rec center
- Clean up mill across from Elementary School
- Give travelers a reason to stop in Chiloquin
- Public-use water fountains
- Keep garbage bins painted
- Signage on highway
- Sports facilities (YMCA, Girls & Boys Club)
- Keep up the good work
- Visitor information center
- Job opportunities/high paying jobs
- Senior center
- Clean up private properties
- Reduce garbage costs
- Big gym
- Work together as a community
- Start small and work up
- Clean community areas daily
- More retail stores & eateries
- Fix library parking lot

- Hold offenders accountable
- Downtown beautification
- Snow hill park/water park with snack shack
- Friendly bar
- Want to see plans before approving funds
- Don't talk – just do
- Open train station and business along river
- Support services for the poor

**Question 14: Which tourism activities would you support?**

<i>Answer</i>	<i>Responses</i>
Bike campaign	38
Connect with a sister city	34
Marketing strategy	63
Develop a chamber of commerce	81
City map (attractions)	59
River map (locations)	80
None of these	36
Other	42

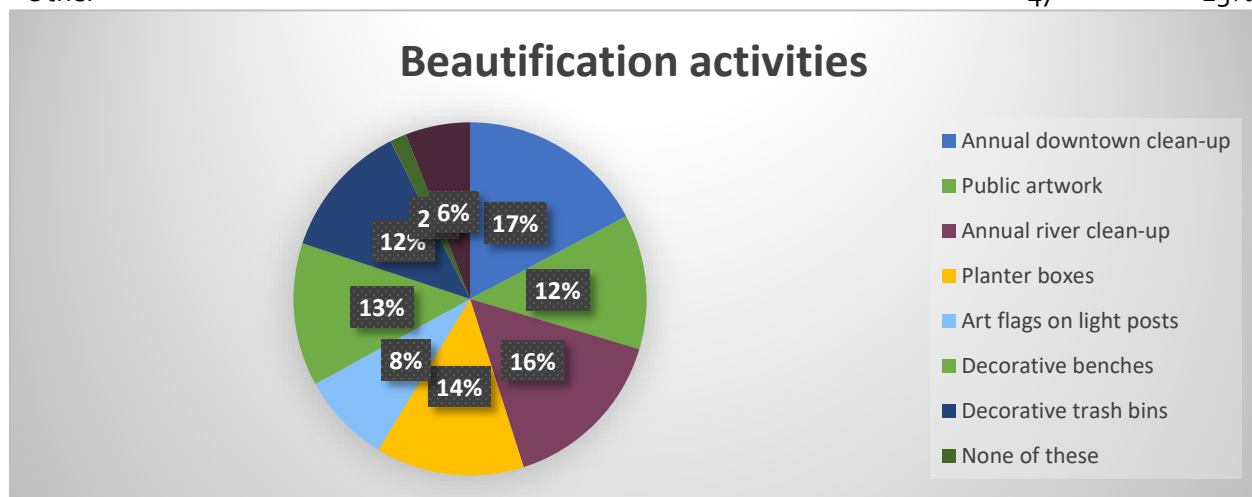


**“Other” responses included the following:**

- More bike trails
- Seasonal activities
- Do not support tourism
- Annual event
- Cultural tourism
- Promote Train Mt.
- Amphitheater
- Include surrounding sites
- Car show
- Work with Crater Lake
- Beautification/clean up
- Stock Spring Creek with trout
- Guided hikes, fishing, kayaking
- Develop a theme for Chiloquin
- Gift shop/souvenirs
- Downtown economic growth
- List info & attractions at gazebo
- Is Chamber of Commerce a good thing?
- Security must be addressed first
- Upgrade highways & businesses

**Question 15: Which beautification activities would you support?**

<i>Answer</i>	<i>Responses</i>	<i>Percentage</i>
Annual downtown clean-up	137	67%
Public artwork	98	48%
Annual river clean-up	123	60%
Planter boxes	108	52%
Art flags on light posts	66	32%
Decorative benches	104	50%
Decorative trash bins	99	48%
None of these	12	6%
Other	47	23%



**“Other” responses included the following:**

- Get rid of junk vehicles
- Public clean-up days more frequent (3x/year)
- Tribal designs/baskets
- Recycling
- Chiloquin adopt Native American theme
- Raze dilapidated buildings
- Christmas lights on Main Street during holidays
- Reduced rate for struggling families
- Decorate utility boxes (like Eureka)
- Fill vacant buildings
- Water fountains
- People need to be responsible
- Clean-up all of Chiloquin, not just downtown
- Homage to Edison Chiloquin
- Murals of Chiloquin at different periods
- Gift shops/businesses
- Site for community artwork sales
- Support beautification for local benefit – not tourism
- No benches until town secure
- Trees on sidewalks
- Waste of money

**Question 16: Are there any barriers you have experienced or noticed others experiencing that prevent residents from cleaning up their properties and keeping them habitable, and safe?**

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- Get rid of seedy element
- Educate people about importance of clean properties and where/how to dispose of items
- Mental health (i.e. depression/addiction)
- Residences need to keep lawns watered/cut
- Contest to motivate people
- Hire a team to offer assistance
- Need to enforce codes
- Provide a list of businesses/individuals to hire
- Safety issues
- Need to offer recycling
- Free clean-up weeks (not just days)
- Dump fees too high
- Protecting property from theft/vandalism
- Attitudes (don't care, too lazy, no pride)
- Encouragement/inspiration
- Help elderly/disabled clean their homes
- Cannot force people to give up their stuff
- Broken-down vehicles
- More jobs
- Lack of transportation to the dump

**Question 17: Please share any further ideas or comments about the strategy and the plan.**

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- Offer tax breaks to people that keep their homes nice
- Neighbors help each other clean the town
- Identify those that can't help themselves
- Cut down on train whistles
- City staff should be more friendly
- Acknowledge Edison Chiloquin
- More housing with ADA access
- Attract new industry/jobs
- Nothing happens if City Council isn't behind it
- Remove seedy element
- Attitude changes needed
- Do not have religion forced on participants
- Do not invite outsiders (migrants or tourists)
- Keep the area tribal
- Planning is a waste of time and money
- Get drugs and alcohol out of the community
- City should do nothing – infringes on freedoms
- Focus on security first
- Lots of community involvement – in and out of Chiloquin
- Clean up abandoned houses
- Plow snow in a way for people to play in it
- Charge increasing fees for junk violations
- Organize events that support local culture
- Add nominal tax to water bill in exchange for free dump access
- Too many abandoned buildings
- People need to know their neighbors
- Establish/enforce curfew
- Work with Tribe to share law enforcement
- One good thing can snowball
- Chiloquin is a diamond in the rough
- Involve as many stakeholder groups as possible to avoid burnout
- Hold planning meetings at noon or in evenings so people can attend
- Do not drill a well if it will affect other wells
- Add a tax for removing abandoned houses
- Children fun days
- Increase tourism
- Public service in exchange for food bank use

- Talk to violators – do not just send messages
- Town hall meetings
- Outlets for activities
- Need grant writers
- More notification about upcoming events
- Services for the poor
- Access to affordable groceries