

COMMUNITY
ACTION PLAN

RECREATION ECONOMY
for
RURAL COMMUNITIES

Quincy, Plumas County
California
November 2022



Northern Border
Regional Commission



Appalachian
Regional
Commission



PROJECT CONTACTS

For more information about the Recreation Economy for Rural Communities program, please visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

U.S. EPA Project Contact:

Stephanie Bertaina

Office of Community Revitalization

U.S. Environmental Protection Agency

1200 Pennsylvania Ave. NW (MC 1807T)

Washington, DC 20460

202-566-0157

Bertaina.Stephanie@epa.gov

Local Project Contact:

Nova Collinson

Sierra Buttes Trail Stewardship

550 Crescent Street

Quincy, CA 95971

408-636-6754

nova@sierratrails.org

Cover photo credit: Mark Kidder

INDIGENOUS PEOPLES **LAND ACKNOWLEDGEMENT**

Land acknowledgements are a formal way to give public recognition to indigenous peoples who have been dispossessed and displaced from their ancestral tribal homelands and territories due to a variety of colonial and historical reasons. These statements are meant to be an educational pathway for learning and the first step towards building a more inclusive future to help ensure the voices, lives, and history of indigenous peoples are not erased.

We acknowledge the land occupied today in Plumas County, Town of Quincy, as the traditional homeland of the Mountain Maidu people. The Mountain Maidu have been the stewards of this land since time immemorial. Despite centuries of genocide and occupation, the Mountain Maidu continue as vibrant and resilient people with a special understanding and attachment to the land. We take this opportunity to acknowledge the generations that have gone before as well as the present-day Mountain Maidu people.

PLAN CONTEXT

Quincy was one of 25 towns across the nation selected to receive planning assistance through the second round of the Recreation Economy for Rural Communities program. Sponsored by the U.S. Environmental Protection Agency (EPA), the USDA Forest Service, the Northern Border Regional Commission (NBRC), and the Appalachian Regional Commission (ARC), the program is helping communities develop action plans to strengthen their outdoor recreation sectors and revitalize their downtowns.

Local leaders from Quincy requested planning assistance to address the economic challenges the region faces and leverage its unmatched natural amenities to support renewed community vitality. Historically dependent on extractive industries that have declined, the economy in Plumas County has not recovered and it is now among California's poorest counties. With limited job opportunities, the county is losing young people and families, and the population is shrinking. This trend, combined with low tourist traffic, mean local businesses are struggling.

At the same time, Quincy and Plumas County are surrounded by a bounty of natural resources. With 65 percent of the county covered by National Forest land, there is vast potential for outdoor recreation—and for the economic development that can come with it. The area's reputation for world-class mountain biking is already spreading, and an extensive regional network of multi-use trails is in the works. Recovery from the devastating 2021 wildfires is underway and funding is becoming available to support the area.

Sierra Buttes Trail Stewardship and a coalition of partners applied to the Recreation Economy for Rural Communities (RERC) program in order to seize these opportunities and create a thriving working landscape that supports local livelihoods, quality of life, and recreational opportunities for all in Quincy and Plumas County. The community is seeking to provide equitable access to outdoor recreation, strengthen collaboration with Tribal partners, increase the vibrancy of downtown Quincy, grow small businesses and jobs, and meet workforce housing and lodging needs.



Downtown Quincy against the backdrop of the Sierra Nevada Mountains (Credit: Mark Kidder)

LOCAL STEERING COMMITTEE

Megan Mansfield, Sierra Buttes Trail Stewardship

Nova Collinson, Sierra Buttes Trail Stewardship

Trinity Stirling, Sierra Buttes Trail Stewardship

Greg Williams, Sierra Buttes Trail Stewardship

Tracey Ferguson, Plumas County Planning Department

Rob Gott, Gott Powersports

Matthew Kitchens, The Toy Store

Karen Kleven, Feather River Tourism Association

Cheryl Kolb, Quincy Chamber of Commerce

John Kolb, Plumas Corporation

Nick Maffei, Feather River College

Kara Rockett-Arsenault, Plumas Arts

Key point: With thoughtful planning and coordinated action, outdoor recreation can be a strong part of a diversified Plumas County economy and support continued high quality of life for residents.

Over the course of a year, a Local Steering Committee worked with a Planning Assistance Team made up of planning consultants and federal and state agency partners to assess opportunities and challenges, set goals to strengthen Plumas County's recreation economy and invigorate Quincy's downtown, convene a public workshop on June 8-9, 2022, and create this Community Action Plan. The plan was developed through a grassroots collaborative process starting at the workshop and continuing in follow-up meetings focused on refining it and identifying implementation resources.

The plan documents the workshop process and community feedback and includes a set of specific actions—complete with initial steps and timeframes, lead and support roles, and measures of success—to guide recreation economy development in Quincy and Plumas County over the next two to three years.

PLANNING ASSISTANCE TEAM

Stephanie Bertaina, U.S. EPA Office of Community Revitalization

Christopher Mishima, U.S. EPA Region 9

Scott Stollman, U.S. EPA Region 9

Erika Brenzovich, Plumas National Forest, USDA Forest Service

Chris Carlton, Plumas National Forest, USDA Forest Service

Jeff Dupras, Plumas National Forest, USDA Forest Service

Emily Moghaddas, Plumas National Forest, USDA Forest Service

Daniel Goldeen, USDA Forest Service

Garrett Villanueva, USDA Forest Service Regional Office

Tan Hoang, FEMA Region 9

Tom O'Sullivan, FEMA Region 9

Carrie Ellinwood, U.S. Small Business Administration

Heather Luzzi, U.S. Small Business Administration

Malinda Matson, U.S. Economic Development Administration

Frances Sakaguchi, U.S. Economic Development Administration

Tim O'Connell, USDA Rural Development

Carol Pranka, California State Office, USDA Rural Development

Nicole Roldan, USDA Rural Development

Barbara Rice, Rivers, Trails, and Conservation Assistance Program, National Park Service

Kristin Van Fleet, Rivers, Trails, and Conservation Assistance Program, National Park Service

Laurel Harkness, State of California Governor's Office of Business and Economic Development

Kristy Hoffman, Sierra Nevada Conservancy

Megan McConville, EPR, PC (Facilitator)

Amanda Poncy, EPR, PC (Facilitator)

Gerry James, The Explore Kentucky Initiative and Together Outdoors Coalition (Facilitator)

THE OPPORTUNITY

Surrounded by rich and beautiful National Forest land, Quincy and Plumas County attract outdoors enthusiasts of all kinds. Recreation assets such as Bucks Lake Wilderness, the Feather River (part of which is designated as a Wild and Scenic River), Lake Almanor, Plumas Eureka State Park and Ski Hill, the Pacific Crest Trail, and a wealth of multi-use trails in the Plumas and Lassen National Forests draw mountain bikers, hikers, ATV riders, boaters and paddlers, hunters and anglers, skiers, snowmobilers, and other recreationists from the local community and beyond.

Quincy itself has a charming, walkable downtown with an interesting local business and cultural scene. The town contains a number of locally owned shops, restaurants, and community institutions, as well as a museum, park, paved bike and walking trail, and other trails and scenic roads accessible from downtown. Additionally, an impressive number of nonprofit partners are active in outdoor recreation, conservation and stewardship, fire recovery and resilience, and community development in and around Quincy. Along with East Quincy, which is also home to important local assets, the area has the potential to serve as a hub for outdoor recreation and jobs in the region.

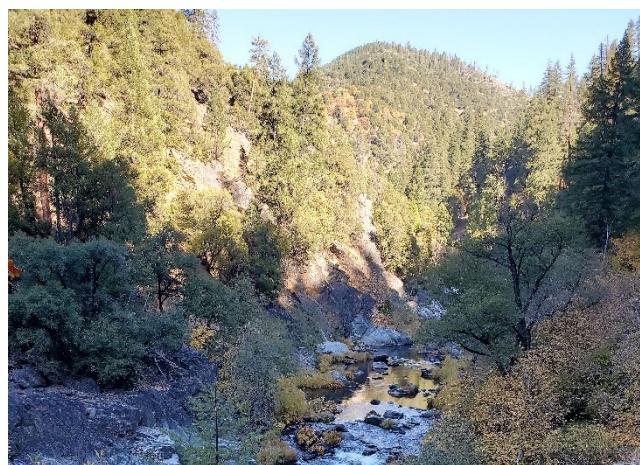
In recent years, community partners have taken steps to expand recreational amenities, and it has become clear that outdoor recreation could become a larger contributor to the region's economy. For example, Sierra Buttes Trail Stewardship is working with the USDA Forest Service, the Sierra Nevada Conservancy, and others to develop and implement a Trails Master Plan that will create a regional network of world-class multi-use trails connecting communities and Main Streets to one another across Nevada, Plumas, Sierra, and Lassen Counties. Feather River College is home to a renowned Outdoor Recreation Leadership Program that trains



Mill Creek Trail in Bucks Lake Wilderness (Credit: Cheryl Kolb)



Main Street Quincy (Credit: Karen Kleven)



Keddie Cascade Trail in the Plumas National Forest (Credit: Michael Beatley)

students from around the area and the world for careers in public land management, teaching and guiding, recreation entrepreneurship, and more. Feather River Land Trust is in the process of preserving and restoring unique wetlands, meadows, and forests and connecting people to these special places. The Mountain Maidu Summit Consortium is protecting and restoring the homelands of the Mountain Maidu people and ensuring access to these lands for current and future Maidu generations. These are just a few of the efforts underway that this plan builds upon.

Key point: Plumas County has the ingredients it needs for outdoor recreation to be a driver of economic growth, livelihood opportunities, quality of life, and thriving residents.

The Local Steering Committee and community decided to focus their action planning on equitable access to recreation, Tribal collaboration, downtown Quincy revitalization and connectivity, business and economic development, and housing. The goals they developed and approved, shown in the text box to the right, guided the workshop and this Community Action Plan. With these goals, the community seeks to re-create a thriving working landscape and vibrant downtown that provide jobs and housing for working families and plentiful recreation opportunities for residents and visitors.

WORKSHOP GOALS

Goal 1 - Recreation: Support recreation infrastructure needs in Quincy and ensure collaboration around future development projects.

Goal 2 - Tribal Collaboration: Collaborate with Tribal partners to uplift Indigenous perspectives and culture.

Goal 3 - Downtown Quincy Revitalization and Connectivity: Increase the vibrancy of downtown Quincy and enhance its connectivity to a diversity of year-round recreational opportunities.

Goal 4 - Business and Economic Development: Enable residents to build livelihoods and wealth through small business development, entrepreneurship, and the creation of high-quality jobs in the outdoor recreation and related sectors.

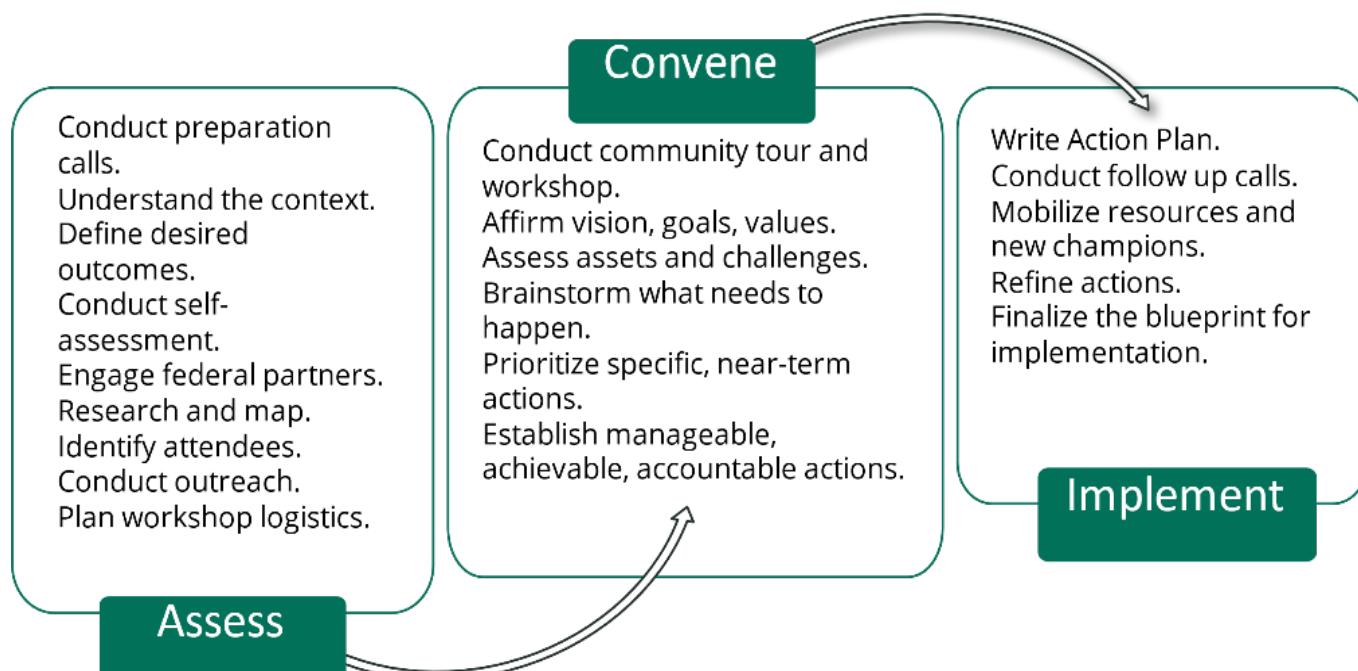
Goal 5 - Workforce Housing and Lodging: Increase for-sale and rental workforce housing and provide destination lodging opportunities to accommodate residents and visitors who want to recreate, prosper, and live in the Quincy area.

PLANNING PROCESS

The RERC planning assistance process consists of three phases, illustrated in the diagram below: assess, convene and implement. The “assess” phase includes three conference calls with the Local Steering Committee and Planning Assistance Team to gain a baseline understanding of Quincy and Plumas County, clarify local goals, and arrange workshop logistics. The “convene” phase is focused on the capstone event—a two-day public workshop. The “implement” phase entails three follow-up conference calls to finalize the Community Action Plan and strategize on how to maintain the momentum generated at the workshop and implement the plan. Quincy’s workshop program and activities are described briefly below. The RERC participant contact list is provided in **Appendix A**, workshop exercise results are detailed in **Appendix B**, funding and technical assistance resources in **Appendix C**, and general recreation- and downtown-related references in **Appendix D**.



The opening community meeting of the workshop at the West End Theater in Downtown Quincy on June 8, 2022. (Credit: Gerry James)



THE WORKSHOP

The on-site portion of the RERC process began with an extensive community tour organized by the Local Steering Committee. The Planning Assistance Team visited destinations and met with local leaders throughout Quincy. Stops included Feather River College, the Plumas County Fire Safe Council, Feather River Resource Conservation District, Feather River Foods Co-Op, The Toy Store, and various other sites and organizations in and around downtown.

Over 80 enthusiastic Plumas County residents and federal and state partners attended each of the two days of the workshop. The opening community meeting was held on June 8, 2022, at the West End Theater in Downtown Quincy. Megan Mansfield, Local Steering Committee lead for the RERC project and Stewardship Programs Coordinator for Sierra Buttes Trail Stewardship, welcomed attendees and emphasized the importance of working together and supporting each other for Quincy's success as a strong and interconnected community.

After participant introductions, the Planning Assistance Team gave an overview of the RERC program, highlighted the opportunities presented by the growing outdoor recreation economy both nationally and locally, shared some of their own reflections from the community's pre-workshop self-assessment as well as the community tour, and presented the draft workshop goals.

The Planning Assistance Team discussed the need to ensure that the growth of outdoor recreation results in well-paying jobs. Equity was another theme, with facilitators highlighting that outdoor recreation has not historically been accessible, safe, and welcoming for all. Additionally, participants drew attention to the tension between attracting visitors and maintaining local quality

IDEAL COMMUNITY VISIONS

Downtown community access to outdoor resources

Community that promotes equity with accessibility

Does not require transportation to have access to recreation

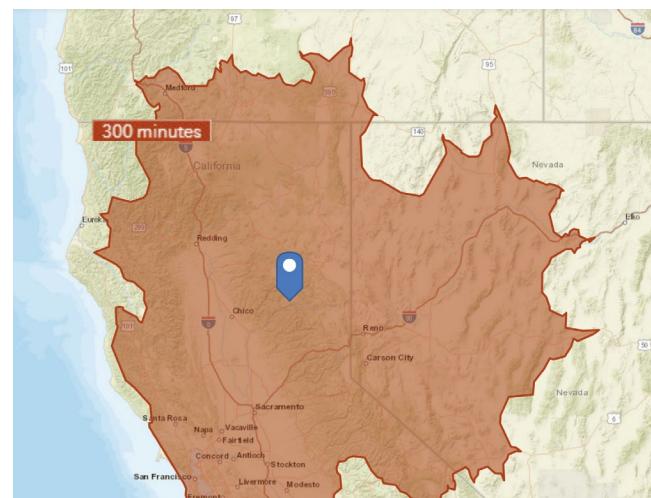
Diversity of businesses and shops that stay open on the weekend

Balance of visitor and residential needs

Secured housing for residents

Playful, bright, inclusive, supportive

In the community self-assessment, completed prior to the workshop, Steering Committee members described their ideal visions for their community.



Population: 13,730,797

Median HH income: \$86,679

Avg HH spending on entertainment/rec: \$1435

This graphic of the five-hour driveshed around Quincy was shown to workshop attendees to illustrate the large potential for recreation tourism and spending in the area.

of life and recreation amenities for residents. Addressing these issues requires proactive planning and partnerships.

Participants then heard presentations from several local organizations active in outdoor recreation and downtown revitalization in Quincy and Plumas County. Trinity Stirling, from Sierra Buttes Trail Stewardship, discussed the Connected Communities and American Valley projects; Karen Kleven previewed the Feather River Tourism Association's new Discover Plumas website; and Jim Graham and Tracey Ferguson highlighted several proposed projects from the Plumas County Planning and Public Works Departments.

Finally, attendees got some inspiration from another RERC community, hearing virtually from Ray Brown, Executive Director of Sanders County Community Development and lead point of contact for the RERC project in Thompson Falls, Montana. Ray shared some of his community's work and accomplishments since their workshop, stressing that implementation doesn't need to be perfect, and stakeholders should pick a quick win project and get started. Ray's survey of high school students using Mentimeter particularly resonated with listeners.

Key point: Local stakeholders in Quincy and Plumas County are ready to act and eager for results.

The energy continued on Day 2 of the workshop, which was held at the Plumas Sierra County Fairgrounds in East Quincy. Day 2 was an interactive day of working together on small group exercises, asset mapping, and brainstorming and planning for actions to make the community's goals a reality.

The day kicked off with a recap of Day 1 and agreement on the workshop goals. The Planning Assistance Team then presented several case studies relevant to Quincy's interests, including the Mad River Valley Trails Collaborative out of Central Vermont, the West Louisville Outdoor Recreation Initiative and the Waterman Series of paddle sports events from Kentucky, and the Organ Mountains Desert Peaks National Monument marketing



Day 2 of the workshop at the Plumas Sierra County Fairgrounds in East Quincy on June 9, 2022. (Credit: Megan McConville)



Day 2 focused on small group work to begin developing the action plan. (Credit: Megan McConville)

toolkit for local businesses developed by the Las Cruces Green Chamber of Commerce in New Mexico.

Day 2 also featured additional community presentations, with Trinity Stirling providing an overview of current Friends of Plumas Wilderness projects; Rob Gott offering information on his business, Gott Powersports; and Forest Supervisor Chris Carlton sharing updates from the Plumas National Forest.

The remainder of Day 2 was spent on small group exercises and action planning, described below.

VISIONS AND VALUES

This Community Action Plan is rooted in the visions and values of Quincy and Plumas County residents and other stakeholders. Workshop participants engaged in several exercises to develop and distill those aspirations. The full results of the exercises are available in Appendix B.

On Day 1, during introductions, each workshop attendee shared one word about Quincy or Plumas County. Participants also volunteered answers to the question, “What does outdoor recreation look like to you?” These responses are displayed in word clouds in Appendix B. In addition, attendees brainstormed their community’s biggest assets and challenges.



Workshop participants’ responses to the question, “What does outdoor recreation look like to you?” Responses mentioned more frequently are in larger text.



Partners in Vermont’s Mad River Valley worked together over more than a decade to inventory trails, create maps and online resources, hold annual trail summits, build unified trail kiosks, steward sites with increased usage, and more. (Credit: MRVPD)

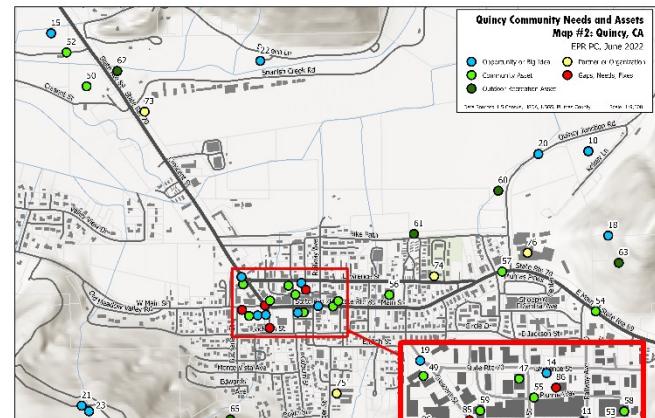
On Day 2, workshop participants engaged in a small group mapping exercise to uncover opportunities and ideas related to outdoor recreation and downtown revitalization in and around Quincy. Groups marked up maps of Quincy, East Quincy, and Plumas County with outdoor recreation assets; community assets; supportive partners or organizations; opportunities or big ideas; and gaps, needs, or modifications they'd like to see.

Attendees also worked in small groups to map the recreation economy value chain in Quincy and Plumas County. The value chain shows the full range of economic opportunities tied to outdoor recreation and helped participants brainstorm what exists locally—and what doesn't—highlighting where the recreation economy is strong and where there is potential for further growth and job creation. Participants identified organizations and businesses corresponding to these elements of the value chain: destination and activities, goods and services, outfitters and guides, rental, retail, wholesale, and small-scale manufacturing.

Key point: Balancing the needs of residents and visitors, addressing the housing crisis, providing public restrooms, providing a visitor center or information hub, and increasing capacity and collaboration emerged as important priorities.

ACTION PLANNING

The action planning process during the workshop consisted of a few phases of work. First, participants reflected on their own, using post-it notes to brainstorm specific actions that would advance one or more of the identified goals. They were instructed to begin each action with a verb, be as specific as possible, think in the near- to medium-term (within 2 years), and consider actions they could help to implement. Attendees then placed their post-it notes onto posters for each goal, and the Planning Assistance Team grouped and consolidated alike or similar actions. Once this organization was complete, each participant was given ten dot stickers and asked to vote on the highest-priority actions. The



Snapshot of one of the maps marked up by workshop participants; the full maps and legend can be found in Appendix B.



Participants did a value chain exercise to brainstorm existing businesses, initiatives, and resources for each element of the value chain and to identify gaps and opportunities for economic growth. The results of this exercise can be found in Appendix B.

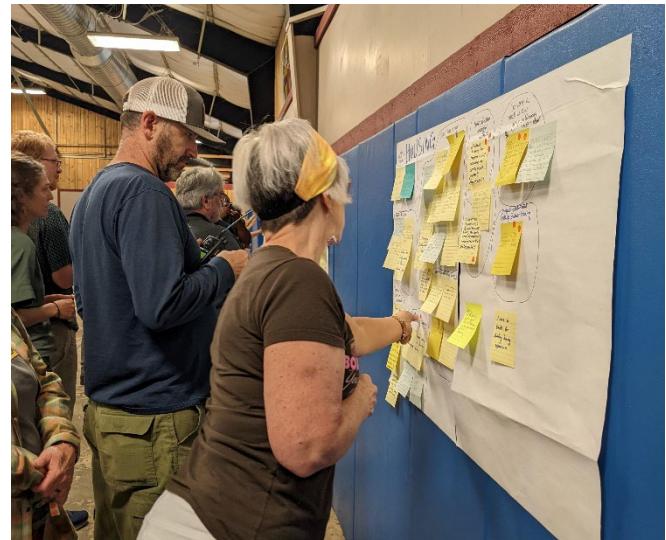
Planning Assistance Team tallied the votes and announced the totals.

Following this, participants broke into small groups to assess the voting results and flesh out the details of the top three to five actions for each goal, including initial next steps and deadlines, measures of success, lead and supporting roles, and potential needs and resources. This work began at the workshop and continued during follow-up Zoom calls with the planning assistance team and small group work sessions until every action included sufficient details for implementation.

Following are the full action tables as they stood at the end of the RERC planning assistance process in November 2022.



Workshop participants placing their action ideas onto goal posters (Credit: Gerry James)



Voting on high-priority actions (Credit: Megan McConville)



Small groups reporting out on their actions (Credit: Megan McConville)

COMMUNITY ACTION PLAN

Goal 1 – Recreation: Support recreation infrastructure needs in Quincy and ensure collaboration around future development projects.

- *Action 1.1 – Develop a community sign plan for recreation opportunities around Quincy and install kiosks.*
- *Action 1.2 – Ensure that current information about trail locations is available and consistent across multiple platforms.*
- *Action 1.3 – Convene conservation and recreation partners for an annual “report out.”*
- *Action 1.4 – Collaborate with Plumas County and USDA Forest Service to connect downtown to local/regional trail assets with bike lanes/paths and sidewalks.*
- *Action 1.5 – Convene a community collaborative to implement the action plan.*

Goal 2 – Tribal Collaboration: Collaborate with tribal partners to uplift Indigenous perspectives and culture.

- *Action 2.1 – Create a community-based work group that fosters meaningful relationships, culturally sensitive collaborations, and a container for listening sessions.*
- *Action 2.2 – Provide outreach to tribes to share and increase opportunities for careers in outdoor recreation, fire science, and ecology.*
- *Action 2.3 – Uplift and amplify efforts to immerse and celebrate culture.*

Goal 3 – Downtown Quincy Revitalization and Connectivity: Increase the vibrancy of downtown Quincy and enhance its connectivity to a diversity of year-round recreational opportunities.

- *Action 3.1 – Establish a visitor center with public restrooms.*
- *Action 3.2 – Hire a RERC Coordinator.*
- *Action 3.3 – Establish a perimeter for revitalization.*
- *Action 3.4 – Beautify Quincy’s business districts.*

Goal 4 – Business and Economic Development: Enable residents to build livelihoods and wealth through small business development, entrepreneurship, and the creation of high-quality jobs in the outdoor recreation and related sectors.

- *Action 4.1 – Form a business and economic development collaborative.*
- *Action 4.2 – Shape the Comprehensive Economic Development Strategy for Plumas County and the region.*
- *Action 4.3 – Create and promote packages of events, activities, and local business offerings.*
- *Action 4.4 – Audit online presence of businesses.*
- *Action 4.5 – Strengthen business development services in Plumas County.*

Goal 5 – Workforce Housing and Lodging: Increase for-sale and rental workforce housing and provide destination lodging opportunities to accommodate residents and visitors that want to recreate, prosper, and live in the Quincy area.

- *Action 5.1 – Address workforce housing issues and needs.*
- *Action 5.2 – Identify land available for workforce housing.*
- *Action 5.3 – Expand on the concept and use of pre-approved housing building plans to address workforce housing.*
- *Action 5.4 – Support the development of additional lodging including tent camping, recreational vehicle (RV), and mobile home park sites.*

Goal I - Recreation: Support recreation infrastructure needs in Quincy and ensure collaboration around future development projects.

Quincy is the county seat of Plumas County with a charming, walkable downtown that contains a number of locally owned shops, restaurants, and community institutions, as well as a museum, park, and paved bike and walking trail. It is surrounded by rich and beautiful National Forest land, with a wealth of trails and other recreational assets. Workshop participants identified the need to connect the downtown to the regional recreational assets with physical infrastructure and improved informational resources.

Action 1.1 – Develop a community sign plan for recreation opportunities around Quincy and install kiosks.

Specific action	<ul style="list-style-type: none"> Develop community sign plan and standards. Install kiosks at Dame Shirley, Pioneer Park, Feather River College (by The Perch), and Gansner Park (lower priority).
Why is this important? What is it?	<ul style="list-style-type: none"> Enables visitors and residents to know where to access recreational opportunities. Provides equitable access to information by reducing the need for map purchasing and navigating online access. Provides a central place for info when businesses are not open. It supports Plumas County General Plan Goal 5.2 to expand the tourism economy.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Design kiosk for signs. - Spring 2023 Design draft map with access points and amenities for review and approval by property owners. - Spring 2023 <ul style="list-style-type: none"> Consider multiple languages (English, Spanish) with QR code for translation to other languages. Incorporate Leave No Trace and tread lightly principles as appropriate. Include a Land Acknowledgement. Present plan to property owners. Review layout and design at each property. Secure agreements/approval from the County, Feather River College, Parks & Rec, Fairgrounds, and other property owners. Secure funding for construction/development and installation of info kiosks. Install info kiosks throughout the community.
Measures of success?	<ul style="list-style-type: none"> Kiosks installed and used.
Lead role	<ul style="list-style-type: none"> Trinity Stirling, Sierra Buttes Trail Stewardship Jim Graham, Plumas County
Supporting cast	<ul style="list-style-type: none"> Feather River Tourism Association Land Managers of trails (USDA Forest Service, Plumas County, Feather River Land Trust) Land Managers of kiosk locations (various)

	<ul style="list-style-type: none"> For kiosk creation: Wild Hair, Falconer Industries, Rock Art Katie Hawkins, Outdoor Alliance Funding for project planning and implementation
Potential needs and resources	

Action 1.2 – Ensure that current information about trail locations is available and consistent across multiple platforms.

Specific action	<ul style="list-style-type: none"> Coordinate with land managers to ensure recreation opportunities are accurately represented online and on maps.
Why is this important? What is it?	<ul style="list-style-type: none"> Trail maps and online mapping apps currently have contradicting information. Apps and maps often show historic or non-sanctioned trails. Important for when visitor center/local businesses are not open to provide clarification on legal routes, and to make trails accessible and welcoming to a broader array of users.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Review online trail databases for accuracy. Coordinate with Feather River Tourism Association website development for maps for QR code on kiosks (coordinate with visitor center/restroom working group). Develop online map standards to be written into the sign plan in Action 1.1. <ul style="list-style-type: none"> Look and feel of online maps should be similar to info kiosks as outlined in the sign plan. Ensure online data from Action 1.1 in sign plan is implemented consistently with other maps. Evaluate for ADA compliance.
Measures of success?	<ul style="list-style-type: none"> Maps and trail information are easily available online, accurate, and consistent across platforms.
Lead role	<ul style="list-style-type: none"> TBD
Supporting cast	<ul style="list-style-type: none"> All - most online app-based maps crowdsourced data so everyone is empowered to update these platforms
Potential needs and resources	<ul style="list-style-type: none"> Staff time to coordinate across platforms.

Action 1.3 – Convene conservation and recreation partners for an annual “report out.”

Specific action	<ul style="list-style-type: none"> Convene conservation/recreation partners for an annual “report out.”
Why is this important? What is it?	<ul style="list-style-type: none"> Connecting different groups to foster relationships and minimize user conflict. Sharing of working ideas and project plans between groups and the community. Public communications tool for organizations and agencies.

	<ul style="list-style-type: none"> Training opportunity for participants.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Convene smaller group to start collaborative planning. Figure out who should be invited, including businesses, tribes, conservation groups, etc. Develop “report out” document, including highlighting measures of success. Target: May 2023 (one year from now)
Measures of success?	<ul style="list-style-type: none"> Meeting occurs one year from RERC workshop (May 2023). Consider earlier in spring/late winter before summer field season is in full swing.
Lead role	<ul style="list-style-type: none"> John Steffanic, Plumas County
Supporting cast	<ul style="list-style-type: none"> USDA Forest Service with additional help/partnerships for event planning Gott Powersports Friends of Plumas Wilderness Sierra Buttes Trail Stewardship Central Plumas Park & Rec District Others as identified
Potential needs and resources	<ul style="list-style-type: none"> Funding - Talk to National Park Service and Sierra Nevada Conservancy for facilitation funding

Action 1.4 – Collaborate with Plumas County and USDA Forest Service to connect downtown to local/regional trail assets with bike lanes/paths and sidewalks.

Specific action	<ul style="list-style-type: none"> Develop a community Trails Master Plan that complements the Plumas County General Plan and Plumas National Forest Management Plan.
Why is this important? What is it?	<ul style="list-style-type: none"> Coordinate non-motorized transportation planning across agencies to avoid disconnected projects. Support balance between non-motorized and motorized trail use.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Identify connectivity gaps in existing plans (County non-motorized transportation plan and Forest Service Rec Opportunities Map). Prioritize gaps based on community need. Explore opportunities for parking needs at trailheads and at Quincy and East Quincy locations. Get public feedback on the different connections so that trails are safe and meet the needs of users (Quincy Junction Road and Caltrans examples, Connected Communities).
Measures of success?	<ul style="list-style-type: none"> Connection of downtown area to local/regional trail assets with bike lanes/paths.
Lead role	<ul style="list-style-type: none"> Jim Graham, Plumas County
Supporting cast	<ul style="list-style-type: none"> Plumas County USDA Forest Service Sierra Buttes Trail Stewardship

	<ul style="list-style-type: none"> Friends of Plumas Wilderness Sierra Business Council Feather River College Gott Powersports Audubon Almanor Basin Trails Coalition DOT Plumas Unified School District
Potential needs and resources	Funding, partnership agreements, GIS mapping, asset management/sidewalk inventory

Action 1.5 – Convene a community collaborative to implement the action plan.

Specific action	<ul style="list-style-type: none"> Create a community recreation collaborative.
Why is this important? What is it?	<ul style="list-style-type: none"> There is a need to continue meeting with a smaller group to make sure these action items progress.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Establish a group leader to convene this group. Get a list of people who are interested. Begin regular meetings with targeted agendas.
Measures of success?	<ul style="list-style-type: none"> Regular meetings occur every 6-8 weeks to check in on the implementation of the action plan.
Lead role	<ul style="list-style-type: none"> Jim Graham, Plumas County
Supporting cast	<ul style="list-style-type: none"> USDA Forest Service John Steffanic, Plumas County Sierra Buttes Trail Stewardship Friends of Plumas Wilderness Audubon Sierra Nevada Conservancy Oakland Feather River Camp Gott Powersports Central Plumas Recreation District
Potential needs and resources	<ul style="list-style-type: none"> Social coordinator (make it fun - take a hike) Meeting space Staff capacity

Goal 2 - Tribal Collaboration: Collaborate with Tribal partners to uplift Indigenous perspectives and culture.

Tribal communities are actively engaged in outdoor recreation and conservation in Plumas County, and opportunities exist to build on and connect with those efforts. This goal focuses on building relationships, awareness, and respect as a vital initial step for any future work. Actions include creating a Tribal community-based work group; providing outreach to Tribes to share and increase career opportunities in outdoor recreation, fire science, and ecology; and uplifting and amplifying efforts to immerse and celebrate culture. Within each of these actions, there are many interested and committed partners and many specific next steps that can be taken to make significant progress.

Action 2.1 – Create a Tribal community-based work group that fosters meaningful relationships, culturally sensitive collaborations, and a container for listening sessions.

Specific action	<ul style="list-style-type: none"> • Create a Tribal Collaboration Work Group composed of Indigenous voices and other members of the community.
Why is this important? What is it?	<ul style="list-style-type: none"> • Learn the “how” of effective Tribal collaboration. • Learn to navigate Tribal government structures. Consider tribal politics before moving forward with projects. • Increase respect, recognition, and accuracy when discussing Tribes and Tribal issues, Native education, studies in school/college. • Begin with land acknowledgements as a part of meetings/events. • Include land acknowledgements in organizational Strategic Plans, Annual Report, JEDI statements (Justice Equity Diversity and Inclusion). • Consider “Shuumi” Program, similar to East Bay Ohlone Tribe. (Voluntary tax for non-indigenous visitors and residents – “gift” to regional tribe)
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Figure out a method to best collaborate by researching other communities. (8 months)
Measures of success?	<ul style="list-style-type: none"> • Creation of the work group. • Regular meetings are held with agendas and work plans. • Funding is acquired and people are hired. • Number of work group participants/meeting attendee. • Number of events/meetings.
Lead role	<ul style="list-style-type: none"> • Possibility of Sierra Nevada Conservancy housing the administrative duties for 1 year (meeting reminders, sending out minutes/agenda items)
Supporting cast	<ul style="list-style-type: none"> • Are there existing groups? Maidu Summit Consortium - Made up of 8-9 Maidu centered groups including Susanville and Greenville Rancherias. Group is a vehicle for Native issues in the area. Vivian Hansen • Dana Galloway Yamani Maidu • Elaine • A representative from every RERC goal workgroup • Sierra Nevada Conservancy • Sierra Buttes Trail Stewardship • Friends of Plumas Wilderness • Feather River Land Trust • USDA Forest Service • Maidu Summit Consortium • Feather River College • Greenville Rancheria • Plumas County Public Health Agency • RCD?

Potential needs and resources	<ul style="list-style-type: none"> • Plumas County Fire Safe Council? • Funding for coordinator • Funding for food and meeting space • Chico State University Tribal resource department • Gail Chehak from American Indian Alaska Native Tourism Association can talk to Maidu leadership on consultation reparations • Cultural Heritage Tourism: A Planner for Indigenous Tourism Professionals - https://www.aianta.org/resources/cht_planner/
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Action 2.2 – Provide outreach to Tribes to share and increase opportunities for careers in outdoor recreation, fire science, and ecology.

Specific action	<ul style="list-style-type: none"> • Strengthen outreach to Tribes to share and increase participation in community-based programs (i.e. Sierra Buttes Trail Stewardship youth trail crew), training, and other opportunities.
Why is this important? What is it?	<ul style="list-style-type: none"> • Connecting Tribes to opportunities in the outdoor recreation and tourism industry could connect them to career opportunities and ways to engage in this growing sector of the economy. • Create more opportunities for youth and adults to live and thrive in their homelands.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Share information about enrollment in the existing Outdoor Leadership program at Feather River College. • Recruit Maidu youth for other trail building and educational opportunities for conservation and stewardship career building at Sierra Buttes Trail Stewardship and other organizations in and around Quincy. • Examine outreach and create better communication pathways. <ul style="list-style-type: none"> ◦ Set up target list. Track who you talk to, what was sent, who responds, etc. Set up information records to track outreach. ◦ Keep in mind Internet access inequity.
Measures of success?	<ul style="list-style-type: none"> • Awareness - Native individuals are aware of opportunities. • Stronger relationships among outdoor recreation/conservation/fire organizations and Tribes. • Number of Native individuals employed by those organizations and/or participating in youth/training programs.
Lead role	<ul style="list-style-type: none"> • CBW – Community-based workgroup
Supporting cast	<ul style="list-style-type: none"> • Greenville Rancheria • Maidu Summit Consortium • Sierra Buttes Trail Stewardship • Feather River College • Sierra Nevada Conservancy • Friends of Plumas Wilderness • Feather River Land Trust

	<ul style="list-style-type: none"> • USDA Forest Service • Community Based Workgroup • 20,000 Lives through Plumas County Public Health • Alliance for Workforce Development • Northern Rural Training and Employment Consortium (NoRTEC)
Potential needs and resources	<ul style="list-style-type: none"> • <u>AmeriCorps State and National Native Nations Grants</u> • California Conservation Corps • USDA/Forest Service <u>Opportunities for Young People</u>

Action 2.3 – Uplift and amplify efforts to immerse and celebrate culture.

Specific action	<ul style="list-style-type: none"> • TBD
Why is this important? What is it?	<ul style="list-style-type: none"> • Unique considerations, such as Tribal sovereignty, cultural beliefs and traditions, and historical trauma, should be considered as community seeks to engage tribal populations.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • TBD • Possibilities include identifying policies within local organizations that identify Tribal history and culture and identifying placards on landmarks that could benefit from Tribal history and cultural acknowledgement.
Measures of success?	<ul style="list-style-type: none"> • TBD
Lead role	<ul style="list-style-type: none"> • CBW – Community-based workgroup
Supporting cast	<ul style="list-style-type: none"> • Greenville Rancheria • Maidu Summit Consortium • Sierra Buttes Trail Stewardship • Feather River College • Sierra Nevada Conservancy • Friends of Plumas Wilderness • Feather River Land Trust • USDA Forest Service • Plumas Unified School District (has new monies in PG&E fire settlement funds that might be used for this purpose in terms of education and signage)
Potential needs and resources	<ul style="list-style-type: none"> • National Endowment for the Arts <ul style="list-style-type: none"> ◦ Example: <u>Back to School Grant Spotlight</u> - BYU ARTS Partnership Native American Curriculum Initiative • National Endowment for the Humanities <ul style="list-style-type: none"> ◦ Example: <u>https://www.bia.gov/as-ia/opa/online-press-release/native-american-projects-receive-grant-awards-national-endowment</u>

Goal 3 - Downtown Quincy Revitalization and Connectivity: Increase the vibrancy of downtown Quincy and enhance its connectivity to a diversity of year-round recreational opportunities.

Quincy has a unique and charming downtown, with distinctive architecture, walkable streets, and a number of small businesses and community institutions. Workshop participants discussed the critical need to draw more local residents and visitors into the downtown to enjoy its amenities and patronize local businesses. Several gaps and challenges exist that are currently hindering this; chief among those is the lack of a public restroom and central visitor center. The actions below will establish a visitor center with public restrooms in downtown Quincy, establish business districts that can be revitalized and marketed, beautify the downtown, and hire a RERC coordinator to continue driving progress on this plan.

Action 3.1 – Establish a visitor center with public restrooms in downtown Quincy.

Specific action	<ul style="list-style-type: none"> Establish a visitor center with public restrooms in downtown Quincy.
Why is this important? What is it?	<ul style="list-style-type: none"> An accessible public restroom is currently a major gap downtown, with businesses being asked to provide restrooms for people. Provide easily accessible, centrally located information for visitors and locals on activities, businesses, attractions, and events in and around downtown Quincy. Provide a welcome center to highlight community values and educate visitors. Bring more people downtown and to patronize local businesses. Co-locating the center and restrooms with another organization or institution could provide added benefits.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Working group to meet monthly to discuss progress towards a solution and delegate tasks. Determine location and funding for visitor center with public restrooms.
Measures of success?	<ul style="list-style-type: none"> Location and funding identified. Visitor center/public restrooms established and open to the public.
Lead role	<ul style="list-style-type: none"> Suzanne Stirling
Supporting cast	<ul style="list-style-type: none"> Nova Collinson Quincy Chamber (Chamber Collab) Karen Kleven, Feather River Tourism Association Jon Kolb
Potential needs and resources	<ul style="list-style-type: none"> Funding to restore building County support through building donation <u>T-Mobile Hometown Grant</u>, which is awarded quarterly USDA Rural Development (Community Facilities and other programs) Building could be eligible for FEMA Hazard Mitigation funding if the scope includes mitigation and resiliency components and if existing structure (no new construction)

Action 3.2 – Hire a RERC Coordinator.

Specific action	<ul style="list-style-type: none"> Hire a RERC Coordinator through an existing entity.
Why is this important? What is it?	<ul style="list-style-type: none"> RERC Coordinator will oversee the entire program moving forward, which will support and facilitate the implementation of the Community Action Plan. A coordinator is needed to sustain momentum, ensure accountability, facilitate collaboration and communication, support ongoing and equitable community engagement, and share results with the broader public.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Identify funding for the position - complete. Apply for funding - 11/10/2022. Develop job description - completed. Identify hiring entity - 11/10/2022. Establish hiring deadline - 11/30/2022.
Measures of success?	<ul style="list-style-type: none"> Identify list of deliverables and timeline for completion as directed by the RERC Goal Champion Committees.
Lead role	<ul style="list-style-type: none"> Nova Collinson
Supporting cast	<ul style="list-style-type: none"> Karen Kleven Suzanne Stirling
Potential needs and resources	<ul style="list-style-type: none"> Ensure that the entity that oversees the position is able to be awarded 501(c)3 funding and has the infrastructure to support an employee. USDA Rural Development funding (Rural Business Development Grant) has been used in other communities (for example, Thompson Falls, Montana), to support hiring an outdoor recreation director. Could explore with USDA RD.

Action 3.3 – Establish a perimeter for revitalization.

Specific action	<ul style="list-style-type: none"> Establish a perimeter for revitalization (business district).
Why is this important? What is it?	<ul style="list-style-type: none"> Establish business districts throughout the Greater Quincy area. Serves the purpose of supporting the Greater Quincy area equitably. Creates cross-city collaboration between the two main business areas.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Determine business districts - complete. Identify distinct business generation types and begin marketing. Create a multi-season event calendar that gets folks supporting business districts and the businesses within them.
Measures of success?	<ul style="list-style-type: none"> Business districts are established and the public is aware of them. A public calendar of events is created to showcase each area. There is cross-town collaboration for 1 event per year.

	<ul style="list-style-type: none"> Increased attendance at events in the business districts/sales at area businesses.
Lead role	<ul style="list-style-type: none"> Nova Collinson
Supporting cast	<ul style="list-style-type: none"> Cheryl Kolb, Quincy Chamber Business owners
Potential needs and resources	<ul style="list-style-type: none"> Chamber Support Local business buy-in

Action 3.5 – Beautify Quincy's business districts.

Specific action	<ul style="list-style-type: none"> Increase the attractiveness of the greater Quincy Business district to generate community and tourist foot traffic and engagement.
Why is this important? What is it?	<ul style="list-style-type: none"> Capitalize on the assets and charm that Quincy already has. Strengthen and build on Quincy's unique aesthetic that draws locals and visitors downtown. Encourage foot traffic and local business sales.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Identify and secure funding for local business storefronts - Spring 2023 (to coincide with flower baskets). Work with the local sanitation company & Plumas County in regards to trash/recycling receptacle upgrade - ongoing. Create a plan for beautification with business district stakeholders - January 2023.
Measures of success?	<ul style="list-style-type: none"> Business district involvement in a cohesive aesthetic. Downtown building owners convening.
Lead role	<ul style="list-style-type: none"> Nova Collinson
Supporting cast	<ul style="list-style-type: none"> Karen Kleven Suzanne Stirling Bobby Gott
Potential needs and resources	<ul style="list-style-type: none"> Quincy Chamber of Commerce AARP Community Challenge Consider becoming a Keep America Beautiful affiliate

Goal 4 - Business and Economic Development: Enable residents to build livelihoods and wealth through small business development, entrepreneurship, and the creation of high-quality jobs in the outdoor recreation and related sectors.

Plumas County's rich natural amenities are drawing increasing numbers of outdoor recreationists and tourists to the area, but the economy continues to lag. There is an opportunity to capitalize on these assets to support economic development, job creation, and wealth building for all county residents. The actions below accomplish that goal by establishing fundamental business and economic development partnerships and plans in the county and providing needed support and resources to small businesses so they can thrive and grow.

Action 4.1 – Form a business and economic development collaborative.

Specific action	This action will establish a formal group of stakeholders focused on strengthening business and economic development in Plumas County. The collaborative will be formed and begin meeting immediately and will continue until it is no longer needed. Its members, who will be fully representative of the community, will work together to determine a coordinated and strategic direction for economic development in Plumas County, identify “low-hanging fruit” projects and seek funding, and serve as a venue for ongoing coordination and capacity-building.
Why is this important? What is it?	<ul style="list-style-type: none"> Provides a venue to discuss, come to consensus on, and implement focused economic development strategies. Enables coordination, ensuring that partners are on the same page, working together, and not duplicating efforts. Promotes information sharing so everyone is aware of ongoing efforts. Creates capacity by bringing together partners with different needs and resources. Identifies economic development infrastructure needs and other business and economic development projects. Helps to secure financial assistance for projects.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Identify members that fully represent the community. (2 months) Hold the first meeting. (3 months) Establish a mission and limited number of specific, attainable goals. (3-4 months) Create a communication channel, such as an email list or another mechanism. (4 months) Set a regular meeting schedule. (4 months) Hire a coordinator to drive and sustain the Collaborative/find a sustainable home for it. (8-12 months)
Measures of success?	<ul style="list-style-type: none"> Collaborative is established and meets regularly. Collaborative is actively engaged in the Comprehensive Economic Development Strategy (CEDS) process (see below). Projects are funded and implemented. Establish a baseline and track economic indicators. Hire a coordinator to oversee this effort as a member of the County Workforce.
Lead role	<ul style="list-style-type: none"> Clint Koble, Sierra Small Business Development Center

Supporting cast	<ul style="list-style-type: none"> • Tracey Ferguson, Plumas County Planning Director • John Steffanic, Plumas County Economic Development Point of Contact • Stephanie Tanaka, Plumas County District Attorney's Office • Plumas County Community Development Commission (authorized to apply for HUD CDBG and EDD funds) • Plumas County Board of Supervisors • Plumas County Administrative Officer • Courtney Farrell, CSU Chico Northstate Planning and Development Collective/Community Economic Resilience Fund • California Office of Small Business Advocacy • Laurel Harkness, California Governor's Office of Business and Economic Development (GO-Biz) • Robert Gott, Gott Powersports • Maidu Summit Consortium • Cheryl Kolb, Quincy Chamber of Commerce • Other Chambers of Commerce in Plumas County • Sierra Economic Development District • Kristin York and Erika Harvey, Sierra Business Council • Local business owners • Capital Corridor SCORE • EDA Dixie Fire Economic Development Coordinator • FEMA planning person
Potential needs and resources	<ul style="list-style-type: none"> • Funding to run and sustain the Collaborative (EDA?) • Location to hold meetings

Action 4.2 – Shape the Comprehensive Economic Development Strategy for Plumas County and the region.

Specific action	<p>Development of a Comprehensive Economic Development Strategy (CEDS) for the region, including Plumas County, is underway. The CEDS is a regional economic development plan approved by the U.S. Economic Development Administration (EDA) and qualifying regions for EDA assistance. It is also a valuable tool for supporting strategic economic development and regional collaboration. For the new CEDS to most benefit Plumas County, a concerted local effort is needed to engage with and shape the plan.</p>
Why is this important? What is it?	<ul style="list-style-type: none"> • The CEDS brings together the public and private sectors to develop a strategic plan to diversify and strengthen the region's economy. • It provides a regional perspective for identifying and capitalizing on economic advantages, including strategies to reduce unemployment and increase incomes in the region.

	<ul style="list-style-type: none"> It provides a more widespread understanding of the region's economic development work program, including an opportunity for public review and input. It provides a forum for identifying and prioritizing investment projects. Adoption of the CEDS by a county board makes county and local governments in the county with economically distressed areas eligible to apply for grants under EDA Public Works and Economic Adjustment programs, provided the grant project would benefit the distressed area. These programs provide funding for infrastructure projects, revolving loan funds, and other business assistance programs. In addition, other federal agencies look favorably on joint/regional planning efforts when reviewing grant requests.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Business and Economic Development Collaborative members receive an update at their first meeting on the CEDS development and how they can be engaged. (3 months) Business and Economic Development Collaborative members review materials and provide input. (4 months) Business and Economic Development Collaborative members receive ongoing updates on plan development and engagement opportunities. (6 months/ongoing)
Measures of success?	<ul style="list-style-type: none"> Plumas County stakeholders are actively involved in the CEDS planning process. The priorities and needs of Plumas County stakeholders are accurately reflected in the regional CEDS. The CEDS is approved by the Board of Supervisors and EDA. Plumas County applies for and is awarded funding from EDA.
Lead role	<ul style="list-style-type: none"> Clint Koble, Sierra Small Business Development Center
Supporting cast	<ul style="list-style-type: none"> Business and Economic Development Collaborative (see above) Kristin York and Erika Harvey, Sierra Business Council Stephanie Tanaka, Plumas County District Attorney's Office Malinda Matson, U.S. EDA Frances Sakaguchi, U.S. EDA EDA Dixie Fire Economic Development Coordinator
Potential needs and resources	<ul style="list-style-type: none"> A partner who is involved with/familiar with the CEDS process

Action 4.3 – Create and promote packages of events, activities, and local business offerings.

Specific action

This action will create and market creative packages of local events, activities, and business offerings. Promoting packages of recreational

	activities, cultural events, dining, shopping, and more will attract visitors to come to Plumas County, stay longer, and spend more money, and will inspire local residents to try new things in their community as well.
Why is this important? What is it?	<ul style="list-style-type: none"> • Attracts residents and tourists to visit Plumas County's many recreational, cultural, and historical destinations. • Encourages visitors to stay longer and boost their spending at local businesses. • Increases the visibility of lesser-known attractions and businesses that have not yet benefited as much from outdoor recreation and tourism. • Supports a critical mass of consumers to strengthen the regional economy. • Supports public/private partnerships.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Create a shared events calendar on the Chamber's website. (Immediate) • Develop the overall branding, marketing messaging, and marketing plan for this campaign. (Specific idea: encourage vacant storefronts to use windows for wayfinding and advertising.) (4-6 months) • Plan and schedule the first 3-4 packages and recruit participating businesses/organizations. Packages could build off of existing events and activities, such as the First Friday art walk, Saturday market, and the Drunk Brush Friday night summer concert series, and be marketed to people who are already visiting Plumas County (at lodging, recreation sites, etc.). (6-7 months) • Promote the first package. (7-9 months) • Create and expand "Shop Local" campaigns. (Ongoing)
Measures of success?	<ul style="list-style-type: none"> • First package is created and implemented. • Data is evaluated on outcome of packaged event.
Lead role	<ul style="list-style-type: none"> • Cheryl Kolb, Quincy Chamber of Commerce
Supporting cast	<ul style="list-style-type: none"> • Tracey Ferguson, Plumas County Planning Director • John Steffanic, Plumas County Economic Development Point of Contact • Local businesses and cultural institutions • Land managers and recreation organizations • Arts Commission • Plumas Arts • Stephanie Tanaka, Plumas County District Attorney's Office • Nick Maffei, Feather River College (marketing expertise)
Potential needs and resources	<ul style="list-style-type: none"> • Staff time

Action 4.4 – Audit online presence of businesses.

Specific action	Many local businesses have out-of-date websites, incorrect information on Google Maps, and inactive or nonexistent social media accounts—challenges which are keeping customers away. Auditing the online presence of Quincy's businesses will help business owners pinpoint specific fixes they can make to better reach customers virtually and correct those issues.
Why is this important? What is it?	<ul style="list-style-type: none"> Increases the visibility and competitiveness of local businesses. Educes local business owners on web and social media best practices and easy ways to improve their online presence. Attracts residents and visitors to patronize local businesses.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Conduct audit. (6 months) Create materials/toolkit for businesses to improve their online presence. (12 months) Conduct trainings for businesses. (12-18 months)
Measures of success?	<ul style="list-style-type: none"> Audit completed, with specific recommendations for participating businesses. Business toolkit created and shared. Business trainings held.
Lead role	<ul style="list-style-type: none"> Cheryl Kolb, Quincy Chamber of Commerce
Supporting cast	<ul style="list-style-type: none"> Tracey Ferguson, Plumas County Planning Director John Steffanic, Plumas County Economic Development Point of Contact Nick Maffei, Feather River College
Potential needs and resources	<ul style="list-style-type: none"> Staff time

Action 4.5 – Strengthen business development services in Plumas County.

Specific action	Plumas County businesses would benefit from a robust program of technical and financial assistance to increase their stability and resilience and help them grow. This action will strengthen business development offerings in the county, potentially reinstituting business counseling programs and creating informational resources such as a step-by-step guide to starting a business in Plumas County.
Why is this important? What is it?	<ul style="list-style-type: none"> Increases the recovery and resilience of local businesses and helps them grow.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Inventory existing small business development programs, gaps, and short and long-term business needs. (6-8 months) Identify additional partners (Extension, UCNR) who could be more engaged in Plumas County. (9 months)

	<ul style="list-style-type: none"> Seek funding for business development programs that existing partners cannot provide. (9-12 months) Offer technical and financial assistance to local businesses. (18-24 months)
Measures of success?	<ul style="list-style-type: none"> Business development services are available and promoted to potential clients. Local businesses participate in programming/use resources.
Lead role	<ul style="list-style-type: none"> TBD
Supporting cast	<ul style="list-style-type: none"> Business and Economic Development Collaborative Clint Koble, Small Business Development Center Cheryl Kolb, Quincy Chamber of Commerce CDFIs Rural Community Assistance Project
Potential needs and resources	<ul style="list-style-type: none"> TBD

Goal 5 - Workforce Housing and Lodging: Increase for-sale and rental workforce housing and provide destination lodging opportunities to accommodate residents and visitors who want to recreate, prosper, and live in the Quincy area.

There is a significant demand for workforce housing in Plumas County and an increased supply of for-sale and rental units are needed to grow the economy. Many want to live and work in the Quincy area, supporting local employers in recreation and tourism-based business sectors. The actions below will address workforce housing issues and needs, identify land available, and expand on the concept and use of pre-approved housing building plans for workforce housing. Further, supporting the development of additional lodging opportunities for visitors, such as tent camping, recreational vehicle (RV), and mobile home park sites will enable more individuals to enjoy the many recreational assets of the County and boost the local economy.

Action 5.1 – Address workforce housing issues and needs.

Specific action	<ul style="list-style-type: none"> Convene a workforce housing working group.
Why is this important? What is it?	<ul style="list-style-type: none"> What does workforce housing mean? Define the need for workforce housing. Understand the market conditions (workforce housing supply/demand). Improve communication with housing stakeholders. Understand housing barriers to identify solutions. Understand affordability context and price points in comparison to cost of construction. Understand the need (types of housing and housing options - attached/detached, rental, ownership, long term, short term).

Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • Hold Developer/Builder Forum on September 29, 2022 (invitation list to include those in local government; the housing development, construction, and finance industries; employers; and interested housing stakeholders). • Identify working group members by January 31, 2023. • Convene first working group meeting before the end of March 2023 and hold quarterly meetings thereafter. • Develop an action plan by mid-2023. • Implement action plan late 2023 and 2024. • Conduct employer/employee housing needs surveys (small and large businesses) by mid-2023 and compile results by late 2023. • Monitor the impact of rental-by-owner (AirBnB, VRBO) on the rental housing market (ongoing).
Measures of success?	<ul style="list-style-type: none"> • Articulated housing issues and needs. • Shared housing vision. • Housing stakeholders brought together under an established functional structure to collaborate. • Fewer barriers to developing new housing. • Financial resources identified. • Strategies for infrastructure identified. • Need for resident housing and housing that supports recreation tourism is met. • Indication of public and private sector roles and commitments. • Action plan developed and implemented with responsible parties and timelines.
Lead role	<ul style="list-style-type: none"> • Tracey Ferguson, Plumas County Planning Director • Chuck Leonhardt, Planning Commissioner, District 4 • John Sheehan • Kevin Danaher • Chris Carlton, Forest Supervisor Plumas National Forest
Supporting cast	<ul style="list-style-type: none"> • Mark Luster, Rita Bunzel, and David Little, Sierra Pacific Industries • Collins Pine • Chuck White, Plumas County Building Services Director • Roger Diefendorf, Plumas County Community Development Commission/Housing Authority - Section 8 housing choice voucher program - landowner education • Laurel Harkness, Regional Economic Recovery Coordinator - North State, Governor's Office of Business and Economic Development • Kevin Trutna, President Feather River College • Darren Beatty, Chief Operating Officer Plumas District Hospital • Cheryl Kolb, Administrative Director Chamber of Commerce • Hannah Hepner, Plumas County Fire Safe Council • Jim Wilcox, Executive Director Plumas Corporation

	<ul style="list-style-type: none"> • Kristy Warren, Assistant Superintendent Plumas Unified School District • Greg Hagwood, Board of Supervisors District 4 • Plumas Bank • Development consultants • For-profit and not-for-profit developers • Community Housing Improvement Program (CHIP) • Dixie Fire Collaborative • Sierra Institute • Plumas Crisis Intervention & Resource Center • Plumas County Association of Realtors • Operators and owners of mobile home parks • Jim Doohan, General Manager, American Valley CSD
Potential needs and resources	<ul style="list-style-type: none"> • Research new and emerging housing construction techniques (e.g., 3D printed houses, housing panel assembly, cross laminated timber) • Research ROC (resident owned communities) - mobile home parks that are tenant/community-owned • Alternatives to traditional stick-built homes/ignition-resistant material construction (e.g., Autoclaved Aerated Concrete, Insulated Concrete Forms, Q Cabin Kit) because of high lumber prices and increases home hardening • State Department of Housing and Community Development (HCD) • USDA Rural Development, Nicole Roldan-Leben (Single Family Housing Area Coordinator for USDA Rural Development) - go to www.rd.usda.gov • Federal Housing and Urban Development (HUD) • Harvard Business Review: Restricting Airbnb Rentals Reduces Development • Carnegie Mellon University: Study Finds Airbnb Units Expand Market But Reduce Long-Term Rentals, Including Affordable Housing • Affordable housing conversations going on in this inter-agency group: https://bif.fire.ca.gov/board-committees/joint-institute-for-wood-products-innovation/ • USDA Rural Development housing and/or business development grants and loans. <ul style="list-style-type: none"> ◦ Rural Community Development Initiative (RCDI): https://www.rd.usda.gov/programs-services/community-facilities/rural-community-development-initiative-grants

Action 5.2 – Identify land available for workforce housing.

Specific action	<ul style="list-style-type: none"> Prepare inventory of public and private vacant and underutilized land zoned for various workforce housing densities, types, and affordability levels.
Why is this important? What is it?	<ul style="list-style-type: none"> To understand what is actually available for development of housing, and where existing inventory of housing might be underutilized (where there are vacant parcels, where multifamily is allowed, but not currently built). Understanding where infrastructure exists (sewer/water/power/broadband). Understand constraints (e.g., floodplain, topography, forested, access, Wildland-Urban Interface). Understand zoning (e.g., higher density Multiple-Family Residential parcels). List surplus parcels that Plumas County owns, specific to residential zoning. Inventory entitled parcel and subdivision maps that were never constructed. Identify Housing Types (single family dwellings, manufactured homes, mobile home parks, RVs). Understand salaries for local jobs, income levels, and affordability (entry level housing/workforce housing). Understand public lands (Plumas National Forest) employee housing - Mt. Hough Ranger Station (seasonal staff).
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Clean up existing inventory. Walk audit to confirm what properties are actually available for housing development (including institutionally-owned land). Explore possibility of land use update in General Plan. Starting point - Plumas County 2019-2024 General Plan Housing Element Tables A-1 and A-2. Determine financial assistance mechanisms to construct water/sewer/roads infrastructure. Build on some successes of innovative approaches to tackling housing that are beginning: <ul style="list-style-type: none"> School District has purchased existing fourplexes that will accommodate rental housing for new teachers. Feather River College is working on a design-build project for on-campus additional student housing. Consider green building standards as part of new housing development. Consider tiny homes. Consider manufactured pre-made homes.
Measures of success?	<ul style="list-style-type: none"> Updated and ground-truthed inventory of land available.
Lead role	<ul style="list-style-type: none"> Tracey Ferguson, Plumas County Planning Department Becky Osborn, Plumas County GIS Department

	<ul style="list-style-type: none"> • Chuck Leonhardt, Planning Commissioner, District 4
Supporting cast	<ul style="list-style-type: none"> • Plumas County Realtors Association • Employers with specific dedicated workforce housing units • USDA Forest Service as potential partner (especially in partnership with County)
Potential needs and resources	<ul style="list-style-type: none"> • USDA Rural Development: Water and Waste Disposal Loan & Grant program: https://www.rd.usda.gov/programs-services/water-environmental-programs/water-waste-disposal-loan-grant-program • Housing Element of the General Plan. • Developer in the Bay Area has used school district land to build subsidized teacher housing – may be an example of an innovative approach to workforce housing. • EPA Brownfields grants and technical assistance programs might be able to support assessment of public and private lands to make sure they are suitable for housing. Brownfields resources can also help with some reuse planning efforts related to housing for specific properties (Scott Stollman, EPA Region 9).

Action 5.3 – Expand on the concept and use of pre-approved housing building plans to address workforce housing.

Specific action	<ul style="list-style-type: none"> • Utilize pre-approved single-family housing building plans for the 2021 wildfire impacted areas to leverage the preparation of pre-approved workforce housing building plan concepts for the Quincy area.
Why is this important? What is it?	<ul style="list-style-type: none"> • Will make it easier to build workforce housing by saving time and money on County plan check fees and cost of construction. • Potential for architectural drawing reduced fees.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> • What plans are available in what areas? Fire area only (not Quincy)? Other areas of the County? • Present this concept for the Quincy area context (i.e., not only fire recovery related). • Run plans through USDA Sec. 502 program - can these plans qualify? • Make this a priority. • Get press on the use of the pre-approved plans. • Consider green building certification. • Celebrate the use of the plans.
Measures of success?	<ul style="list-style-type: none"> • Pre-approved single-family workforce housing construction plans. • Accessory Dwelling Unit (ADU) pre-approved construction plans will be prepared in 2023 through County grant monies. • Reduced time between building permit application and building permit issuance.

Lead role	<ul style="list-style-type: none"> Team of architects/engineers that developed the pre-approved plan sets for the wildfire impacted areas: <ul style="list-style-type: none"> NST Lindsey Kelly, LBK Engineering Sierra Institute (Cross Laminated Timber - CLT) Tracey Ferguson, Plumas County Planning Director (ADU pre-approved plans)
Supporting cast	<ul style="list-style-type: none"> Chuck White, Plumas County Building Services Director Debra Moore, Plumas News KQNC Cap Radio Sierra Institute Plumas Bank Collins Pine Sierra Pacific Industries Summit Funding
Potential needs and resources	<ul style="list-style-type: none"> Habitat for Humanity Camp Fire Example: Rebuild Paradise Foundation's <u>Residential Floor Plan Library</u>

Action 5.4 – Support the development of additional lodging including camping, recreational vehicle (RV), and mobile home park sites.

Specific action	<ul style="list-style-type: none"> Understand and document recreational visitor and employee lodging needs to communicate preferences to existing and potential lodging providers, RV and mobile home park owners, and recreation-based employers.
Why is this important? What is it?	<ul style="list-style-type: none"> To increase tourism, we need to have a place for people to stay. Takes pressure off other housing options. It expands housing for temporary recreation tourism employees. Address challenges such as cell coverage, preference in locational campsite selections.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> Identify recreational lodging opportunity parcels. Understand current County zoning for opportunity parcels and how camping, RV sites, and mobile home parks are permitted. Field trips to investigate nearby existing RV, mobile home park, and camping sites.
Measures of success?	<ul style="list-style-type: none"> Review and establish inventory of campground sites (i.e., Plumas National Forest) in Quincy and 30-minute drive time. Review and establish inventory of RV and mobile home parks in Quincy and 30-minute drive time.
Lead role	<ul style="list-style-type: none"> Dayne Lewis, River Ranch RV Park Chris Carlton, Forest Supervisor Plumas National Forest
Supporting cast	<ul style="list-style-type: none"> County Planning and Building departments

Potential needs and resources	<ul style="list-style-type: none">• State Department of Housing and Community Development (HCD)• EPA Brownfields resources could possibly support this effort to identify sites appropriate for tent camping, RV sites, etc. See EPA comment above. (Scott Stollman, EPA Region 9)• USDA Rural Development housing and/or business development grants and loans• Explore Resident-Owned Communities as a model for cooperative ownership mobile homes<ul style="list-style-type: none">◦ ROC USA: https://www.rocusa.org/
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IMPLEMENTATION AND NEXT STEPS

Following the workshop, the Local Steering Committee and additional workshop participants continued working together to develop and begin implementing the Community Action Plan. Three Zoom calls with the Planning Assistance Team were held on July 20, 2022; August 22, 2022; and October 24, 2022, during which the group refined the action plan, discussed progress made post-workshop, and planned their next steps. For all five workshop goals, the local team in Quincy has made exciting initial progress. Listed below are some key implementation steps they have made since the workshop.

- At the conclusion of the workshop, every participant shared an offer—what they can and/or would like to provide to advance the action plan—and an ask—what they hope and/or expect from the process moving forward. These are included in Appendix B.
- For each goal, one or more Goal Champions volunteered to convene interested stakeholders and continue the development of the actions under their goal. These working groups, led by the Goal Champions, met repeatedly in the months following the workshop. They completed the action plan and transitioned into implementation, beginning to carry out the actions in the plan.
- The Quincy Chamber volunteered to be the lead on disseminating and keeping the community updated on all RERC-related information.
- Local leaders passed out a flyer about the RERC program, what has been accomplished so far, and what's next at the Plumas Sierra County Fair in July.
- Members of the Local Steering Committee presented to the Board of Supervisors about the RERC process and plan in October 2022, and the Board gave their support and approval of all of the initiatives that are being worked towards through RERC. The Goal Champions presented the final Community Action Plan to the Board of Supervisors in December 2022.
- **Goal 1:**
 - Action 1.1: Plumas County has grant funding for Quincy Junction Road and 70 (in process of obtaining encroachment permit from CalTrans). They will be designing a kiosk to provide additional information and will be able to reuse the design for other locations identified in the Community Action Plan (Dame Shirley, Quincy Junction and 70, Fairgrounds, Pioneer Park).
 - Action 1.1: Jim Graham and Les Hall are exploring how the sign plan could incorporate Tribal history and cultural acknowledgement.
 - Action 1.3: John Steffanic might be pulled into this effort.
 - Action 1.4: Ongoing projects include:
 - Quincy Junction Road Safety Improvement Project – includes paved shoulders. Secured a grant through Federal Highways and Federal Lands Access Program, need additional funding to build it. Working with Plumas County Transportation Commission funds. Environmental work will begin next spring with construction expected in 2024.
 - Extending Class 1 bike lane (separated bike lane) from Golden Eagle Drive north towards the trailhead at Barlow. Caltrans project. Project Initiation in November 2022.
- **Goal 2:**
 - The Goal Group focused in on actions that help to build relationships and is collaborating with representatives of the other Goal Groups.
 - Les Hall participated in the October 2022 meeting with the Board of Supervisors and shared some thoughts for their consideration.
 - Kristy Hoffman volunteered to support the work under this goal.
 - Action 2.1: Tracey Ferguson, Les Hall, and Kristy Hoffman drafted a land acknowledgement for the Community Action Plan.

- Action 2.3: Jim Graham and Les Hall are exploring how signage (including the sign plan from Goal 1) could incorporate Tribal history and cultural acknowledgement.
- **Goal 3:**
 - Action 3.1: The Goal Group is working on establishing a visitor center with public restroom access. In the short term, they are partnering with the Plumas County Museum to get access to a bathroom and create a temporary visitor center that is staffed. They are developing MOUs with the Quincy Chamber and the Feather River Tourism Association to fund the position. In the long term, the Goal Group is looking at the Lawry House as a possible location for a visitor center. The Board of Supervisors is supportive of this idea. The group is meeting with contractors to see what's feasible in the building.
 - Action 3.2: A job description for the RERC Coordinator has been created and the Goal Group is exploring hiring timelines and funding options.
 - Action 3.3: The Greater Quincy Business District has been created.
 - Action 3.4: The Goal Group is working towards an upgrade of the trash and recycling receptacles.
 - The Goal Group is identifying funding opportunities to update businesses on their ADA compliance.
 - The Goal Group is looking into how the potential development of a new county courthouse could align with the Community Action Plan.
- **Goal 4:**
 - Action 4.2: Plumas County will be formally added to the CEDS region in 2023. The Community Economic Resilience Fund is providing support for the CEDS.
 - Action 4.3: The Quincy Chamber is planning one event per month, with a kickoff event in November 2022. They will also be initiating the Shop Local campaign for the holiday season. The shared events calendar is up and running on their website.
 - Action 4.4: The Quincy Chamber is working on offering this as a service to businesses.
- **Goal 5:**
 - The Goal Group wanted to build in the lodging aspect of housing (visitor lodging) as well as housing for permanent and temporary residents, so they expanded the language of the goal to include visitor lodging.
 - Action 5.2: The Planning Department and Planning Commission are working on a vacant land inventory, looking at where there are parcels that could accommodate multifamily properties. They plan to post on the Planning Department website where the available sites are so builders can find those parcels.
 - Action 5.3: Through wildfire recovery efforts, Plumas County has prepared stock construction documents, and they want to expand that. They have a grant from the State to prepare something similar for ADUs.
 - Action 5.4 (modified): The Goal Group is looking at where visitor lodging could be expanded, whether camping, RVs, or otherwise.
 - Feather River College has received a planning grant from the State Department of Education for a 100-bed dorm on campus. The college reviewed the plans and agreed to move forward with the three-story facility design, which will take some pressure off the housing market in Quincy. They are now seeking funding for this \$30 million project. Looking into USDA Rural Development Community Facilities program as a potential source.

APPENDICES

- *Appendix A – Contact List*
- *Appendix B – Workshop Exercise Results*
- *Appendix C – Funding and Technical Assistance Resources*
- *Appendix D – References*

APPENDIX A: CONTACT LIST

Below is listed everyone who registered for the workshop, attended the workshop, or participated in the RERC process in some other capacity.

First Name	Last Name	Affiliation	Email	Attended Workshop June 8	Attended Workshop June 9
Chris	Atkinson				
Pam	Becwar	Community member	pamelabecwar11@gmail.com	X	
Stephanie	Bertaina	U.S. Environmental Protection Agency Office of Community Revitalization	bertaina.stephanie@epa.gov	X	
Bob	Blesse	None	bob@robertblesse.com	X	
Jason	Blust		heattransfersystems1@gmail.com	X	
Erika	Brenzovich	USFS - Plumas National Forest	erika.brenzovich@usda.gov	X	X
Amy & Frank	Carey	quincy provisions CAREY CANDY CO. Bell Lane Baked Goods BREW haha	sweetsforyou@sbcglobal.net	X	X
Chris	Carlton	Plumas National Forest	christopher.carlton@usda.gov	X	X
Gail	Chehak	American Indian Alaska Native Tourism Association	gchehak@aianta.org		
Debbie	Collette	Community member	dbsquaw@yahoo.com	X	
Nova	Collinson	Sierra Buttes Trail Stewardship	nova@sierratrails.org		
Kevin	Danaher		kevin@globalexchange.org	X	X
Alex	Davi	Local citizen	davi.alexandra@gmail.com	X	
Darla	DeRuiter	Friends of Plumas Wilderness	darla@plumaswilderne ss.org		
Royer	Diefendorf	PCCDC	rdiefendorf@pccdc.org	X	
Maureen	Downing-Kunz	New resident	mokunz@gmail.com	X	
Dee	Driscoll	Drico Inc, dba: Quincy Hot Spot	quincyhotspot@gmail.com	X	X

First Name	Last Name	Affiliation	Email	Attended Workshop June 8	Attended Workshop June 9
Jeff	Dupras	US Forest Service	jdupras512@gmail.com	X	X
Jill	Dupras		jilldupras530@gmail.com	X	
Katy	Dyrr	resident	kdyrski@gmail.com	X	
Courtney	Farrell	North State Planning & Development Collective	cafarrell@csuchico.edu		X
Tracey	Ferguson	County of Plumas	traceyferguson@countyofplumas.com		
Chase	Fine		chase@wowredcow.com	X	
Lindsay	Fuchs				
Michelle	Fulton	Feather River Food Cooperative	mfulton@featherriver.coop	X	X
Holly	George	Community Member and Emeritus w UC Cooperative Extension	hageorge@ucanr.edu		
Courtney	Gomola		cgomola@plumascharterschool.org	X	X
April	Gott				
Robert	Gott	Gott Powersports	breanne@gottpowersports.com	X	X
Jim	Graham	Plumas County Transportation Commission	jimgraham@countyofplumas.com	X	X
Matthew	Haesche	None	matthaesche@yahoo.com		
Michael	Hall	Feather River Resource Conservation District	mhall@frrcd.org	X	
Les	Hall	Mountain Maidu Tribe	leshall89@hotmail.com	X	
Janice	Haman	Gold Pan Lodge	Janicerobinsonhaman@gmail.com		
Laurel	Harkness	California Governor's Office of Business and Economic Development (GO-Biz)	laurel.harkness@gobiz.ca.gov	X	X
Erika	Harvey	Sierra Business Council	eharvey@sbcouncil.org	X	X
Katie	Hawkins	Outdoor Alliance	katie@outdooralliance.org		

First Name	Last Name	Affiliation	Email	Attended Workshop June 8	Attended Workshop June 9
			org		
Cecilie	Hewitt			X	X
Tan	Hoang	Federal Emergency Management Agency (FEMA) - Region 9 Community Planning and Capacity Building (CPCB)	tan.t.hoang@fema.dhs.gov	X	X
Kristy	Hoffman	Sierra Nevada Conservancy	kristy.hoffman@sierranevada.ca.gov	X	X
Joe	Hoffman		joseph.hoffman@usda.gov	X	
Amber	Hughes	FRFC Outreach Coordinator	ahughes@featherriver.coop	X	X
Howard	Hughes		hardwoodscoach@gmaiail.com	X	
Shelley	Hunter	Quincy Feather Bed Inn, Inc.	Shelley.L.Hunter@gmaiil.com	X	
Riccardo	Jacobus	Business owner: Quincy Courtyard Suits/ The Drunk Brush Wine Bar. Board Member of The Feather River tourism Association	ricjacobus@gmail.com	X	X
Gerry	James	The Explore Kentucky Initiative and Together Outdoors	gerry@explorekentucky.us	X	X
Lisa	Kelly	K12 Strong Workforce Pathway Coordinator for the Feather River College District supporting Plumas and Sierra Counties	lkelly@plumascharterschool.org	X	X
Jeff	Kepple	Friends of Plumas Wilderness Board Member, Cofounder of Sierra Nevada Conservation and Wilderness Medicine Conference	JKEPPELM@PDH.ORG		
Aly	Kinne	Rethink Industries	aly@rethinkindustries.co	X	

First Name	Last Name	Affiliation	Email	Attended Workshop June 8	Attended Workshop June 9
Matthew	Kitchens	Owner - The Toy Store	matthew.kitchens@gmail.com	X	X
Karen	Kleven	Feather River Tourism Association	karenkleven@gmail.com	X	X
Clint	Koble	Clint Koble	clint.koble@gmail.com	X	X
John	Kolb	Plumas Corporation	carrylandjonkolb@gmail.com	X	X
Cheryl	Kolb	Quincy Chamber of Commerce	info@quincychamber.com	X	X
Chuck	Leonhardt		chuck_leonhardt@hotmail.com	X	X
Helen	Lewis	Local	hlewis51149@gmail.com	X	X
Wayne	Lewis		daynelewis7@gmail.com	X	X
Heather	Luzzi	U.S. Small Business Administration	HEATHER.LUZZI@SBA.GOV		
Nick	Maffei	Feather River College	nmaffei@frc.edu		X
Megan	Mansfield	Sierra Buttes Trail Stewardship	megan@sierratrails.org megancolosimo@gmail.com	X	X
Malinda	Matson	US EDA	mmatson1@eda.gov	X	
John	Matt		carrylandjonkolb@gmail.com	X	X
Jessie	Mazar	Lost Sierra Food Project	jessie@lostsierrafoodproject.org		X
Megan	McConville	EPR-PC (Facilitation Team)	m.mcconville@eprpc.com	X	X
Tom	McGowan		tom.m.mcgowan@gmail.com		
Matthew	Meyerl	Adventure Monkeys	matt@adventure-monkeys.com		X
Gabe	Miller	Feather River Land Trust	gmiller@frlt.org		X
Christopher	Mishima	US EPA Region 9	mishima.christopher@epa.gov	X	
Emily	Moghaddas	Plumas National Forest	emily.moghaddas@usa.gov		

First Name	Last Name	Affiliation	Email	Attended Workshop June 8	Attended Workshop June 9
Alan	Morrison	Feather River Land Trust	amoontheriver@gmail.com		
Tim	O'Connell	USDA Rural Development Innovation Center	tim.oconnell@usda.gov		
Edie	O'Connor	dramaworks' West End Theatre	edie@dramaworks.us	X	X
Tom	O'Sullivan	FEMA	thomas.osullivan@fema.dhs.gov		
Mark	Olson	Oakland Feather River Camp	mark@featherrivercamp.com		
Jonathan	Pangburn		j.m.pangburn@gmail.com	X	
Karen	Pierson	Rotary, FRC Foundation, Hospice, LWV	karenperrypierson@gmail.com	X	
Dwight	Pierson	PDH Foundation Board, Rotary, Museum Board	dwightpierson@gmail.com	X	
Amanda	Poncy	EPR-PC (Facilitation Team)	a.poncy@epr-pc.com		
Nancy	Presser	PRS	npresser@plumasruralservices.org		
Kirsten	Ray	HUD	kirsten.l.ray@hud.gov		
Beth	Reid	Business owner	elizabethjonesreid@gmail.com	X	
Cheryl	Rewitz	Forest Stationers	cheryl@foreststationers.com	X	
Mark V	Reynolds	Mark	mark@bearcreekframe.com	X	
Coco	Rios Escobar	Lost Sierra Food Project	cocoriosescobar@gmail.com		X
Janice	Robinson	FRTD	Janicerobinsonhaman@gmail.com	X	X
Kurt	Sable	Citizen Recreationist.	kurtsable@gmail.com	X	
Frances	Sakaguchi	(EDA) Economic Development Administration	FSAKAGUCHI@EDA.GOV		
Jason	Schwenkler	North State Planning and Development Collective	jschwenkler@csuchico.edu		X
John	Sheehan	Trustee Feather River Community College	sheehanjohnjo@gmail.com	X	X

First Name	Last Name	Affiliation	Email	Attended Workshop June 8	Attended Workshop June 9
James	Shipp		CPRPD@outlook.com	X	X
Terri	Simon-Jackson		tsimonjackson72@gmail.com		X
Jaime	Smith	Local property owner and investor	jamesquimbysmith@gmail.com	X	X
Bailey	Smith	New resident, avid recreationalist	baileykaismith@gmail.com	X	X
Shane	Starr	Modoc County Economic Development Corps.	shanejstarr@gmail.com	X	X
John	Steffanic	FAIR	johnsteffanic@countyoefplumas.com		X
Lindsey	Steinwachs	US Forest Service, Pacific Crest Trail National Scenic Trail	lindsey.steinwachs@usa.gov		
Walt	Steuben	none	steubew@gmail.com	X	
Trinity	Stirling	Sierra Buttes Trail Stewardship	trinity@sierratrails.org	X	X
Suzanne	Stirling		stirling305@gmail.com	X	
Rick	Stock		rick@sierratrails.org	X	
Scott	Stollman	EPA, Region 9	stollman.scott@epa.gov		
Piers	Strailey	Plumas Audubon Society	piersandfaith@gmail.com	X	X
Faith	Strailey	Audubon	piersandfaith@gmail.com	X	X
Stephanie	tanaka	Community member	4seasonsfit@gmail.com	X	X
Ryan	Thoni		ryan@plumasaudubon.org	X	
Kevin	Trutna	Feather River College	ktrutna@frc.edu		
Kristin	Van Fleet	National Park Service - Rivers, Trails & Conservation Assistance program	kristin.van.fleet@nps.gov	X	X
Megan	Wargo	Pacific Crest Trail Association	mwargo@pcta.org		
Lathecia	Watson	Tribal Liaison for Friends of Plumas Wilderness	lethi@plumaswildernes.org	X	X
Zoe	Watson		zwatson@sierrainstitut	X	X

First Name	Last Name	Affiliation	Email	Attended Workshop June 8	Attended Workshop June 9
			e.us		
Emily	Webb		emsgrdn@frontiernet.net	X	
Lara	Wheeler	Rebuilding Greenville Resource Center	laraewheeler@gmail.com		X
Greg	Williams	Sierra Buttes Trail Stewardship	willie@sierratrails.org	X	X
Kristin	York	Sierra Business Council	kyork@sbcouncil.org	X	X

APPENDIX B: WORKSHOP EXERCISE RESULTS

The Recreation Economy for Rural Communities workshop with Quincy, California involved several exercises that helped define workshop participants' vision, goals, and actions they wish to take to strengthen outdoor recreation and downtown revitalization efforts in their community. The following appendix documents many of these activities that shaped the action plan developed through this planning process. This appendix summarizes the following:

- Visioning and Values Exercises
- Assets and Challenges Exercise
- Assets and Opportunities Mapping Exercise
- Value Chain Exercise
- Action Brainstorming and Prioritization Exercise
- Offers and Asks

Visioning and Values Exercises

As a part of the workshop's opening session, participants were asked to illustrate their broad vision for Quincy by sharing one word that they felt describes the community and by sharing what outdoor recreation looks like to them. The planning assistance team created word clouds summarizing the responses to highlight the most common words and phrases participants used in answering these prompts. The word clouds and complete responses are listed below.

One Word About Quincy



- Adventure
- Air
- Awe
- Awesome
- Bear
- Beautiful
- Bike
- Community
- Conflicted
- Eagle
- Eclectic
- Energy
- Engaged
- Events
- Family
- Fulsome
- Fun
- Glorious
- Glow
- Grateful
- Green
- Grit
- Grounding
- Healthy
- Home
- Homeland
- Hopeful
- Ice Cream
- Impressive
- Ineffable
- Inspirational
- Legacy
- Lovely
- Lucky
- Majestic
- Mountains
- Nature
- Onliest
- Opportunity
- Peaceful

- Plumas Co. National Park
- Potential
- Proud
- Recreation
- Refuge
- Resilient
- Rivers
- Rooted
- Seasons
- Space
- Special
- Spectacular
- Supportive
- Threatened
- Thrive
- Trails
- Transformational
- Unique
- Vitality
- Water
- Watershed
- Welcoming
- Wild
- Wild Life
- Wonderful

What Does Outdoor Recreation Look Like to You?



- Backpacking
- Biking - All Kinds!
- Birding
- Boating
- Bonfires
- Burn Piles
- Camping
- Disc Golf
- Educational
- Fishing
- Fugitive
- Fun
- Golfing
- Hiking
- Kayaking
- Landscape Photography
- Observing
- Paddleboarding
- Picnicking
- Rejuvenating
- Reset
- Running
- Sailing
- Shovel Driving

- Skiing
- Skinny Dipping
- Snowmobiling
- Stargazing
- Swimming
- Velocity
- Walking
- Whitewater
- Yoga

Assets and Challenges Exercise

The planning team asked participants to identify Quincy's assets and challenges on flip charts. The results of the compiled responses to the Assets and Challenges exercise are summarized below.

Assets:

- Public Land (>70% of county)
- Motivated community members
- We have a vibrant, energetic community who are unique and proud of our county and town
- Potential, beauty, welcoming, opportunity for growth and expansion
- Many land stewards
- Land Use
- There are lot of artists here and I plan to do more art events
- Nature
- Wildlife
- Lake Almanor
- Proximity to the forest and trails
- Public Land
- Close to trails – Pacific Crest Trail
- Recreation outdoor activities is a big draw in Quincy – local and outside
- Natural beauty
- Downtown trash and recycle bins -> noticed lack of litter
- Excellent “local” community
- Motivated new blood
- History
- Lots of folks that want to see progressive community development
- Supportive leadership (public, private, non-profit)
- Will
- We love our town
- We value our resources
- We are the headwaters/watershed for California
- Boost local economy (money boosts)
- Mountain trails
- Existing logging roads
- Our county is well known to many people who seek recreation
- Big time love of community
- Beautiful viewsheds
- Open land
- Many resilient, determined players...and major untapped recreation abilities
- Untapped workforce
- Diversity in outdoor recreation
- Dame Shirley Plaza
- Lots of public land
- Strong support for recreation
- Loving close community
- Nearby public lands
- The A Trails
- Rivers
- When we’re not burning, fresh air, clean water in which to recreate
- National Forests
- Location in beautiful mountain valley @3400’ elevation
- Potential of our outdoor tourism
- Sierra Buttes Trail Stewardship
- Trails near Quincy

Challenges:

- Difficult to get to
- No jobs
- Businesses not working together
- Housing and finding employees
- Lack of workforce, housing, childcare
- Housing
- Very few open hotel rooms or Airbnb's for visitors coming from out of town;

- the whole summer is booked a lot of weddings happen here
- No central communication – no paper, no maps of access
- Fire
- Water
- Economy has been on the decline for years

- We cannot engage in consensus decision-making
- Lack of information (maps, photos, hours, etc.)
- Resistance to change
- Lack of workforce and people
- Board of Supervisors not very visionary
- Building Department drags their feet on projects
- California over-regulation
- County Managers and an antiquated mentality plus we need more organization
- User conflict
- Lack of developed housing
- Rental housing
- County capacity
- Lacking diversity
- Fire – some areas of our county are decimated
- NIMBY – Not in my backyard
- Lack of centralized welcome center with public restrooms
- Workforce
- Too many offices downtown; Main Street should support tourists by offering retail, restaurants, arts – NOT offices for lawyers, mortgage brokers, etc.
- Lots of areas are being shut off Making new ones but xxx trail are being blocked
- Funding
- Transportation to areas
- Difficult to get to
- No jobs, no labor
- Lack of land which needs to be used wisely and reorganized – business, retail, apartments, etc. for students and others
- Economic strength
- Accommodating groups with different views of what constitutes positive, sustainable recreation
- Lack of diversity in county
- Wildfire recovery
- Affordable and available housing
- Trails – conflicts with hikers, mountain bikes, motorized
- Limited housing
- Keeping some areas wilderness

Assets and Opportunities Mapping Exercise

The workshop also included an exercise to help participants identify Quincy's assets and opportunities by mapping outdoor recreation assets, community assets, potential partners, areas needing improvement, and big ideas or opportunities. The in-person exercise built on mapping that was done prior to the workshop through Social Pinpoint (<https://eprpc.mysocialpinpoint.com/rercquincy#/>). The combined results of both the virtual and in-person activities are shared below, including the full list of data points and the maps.

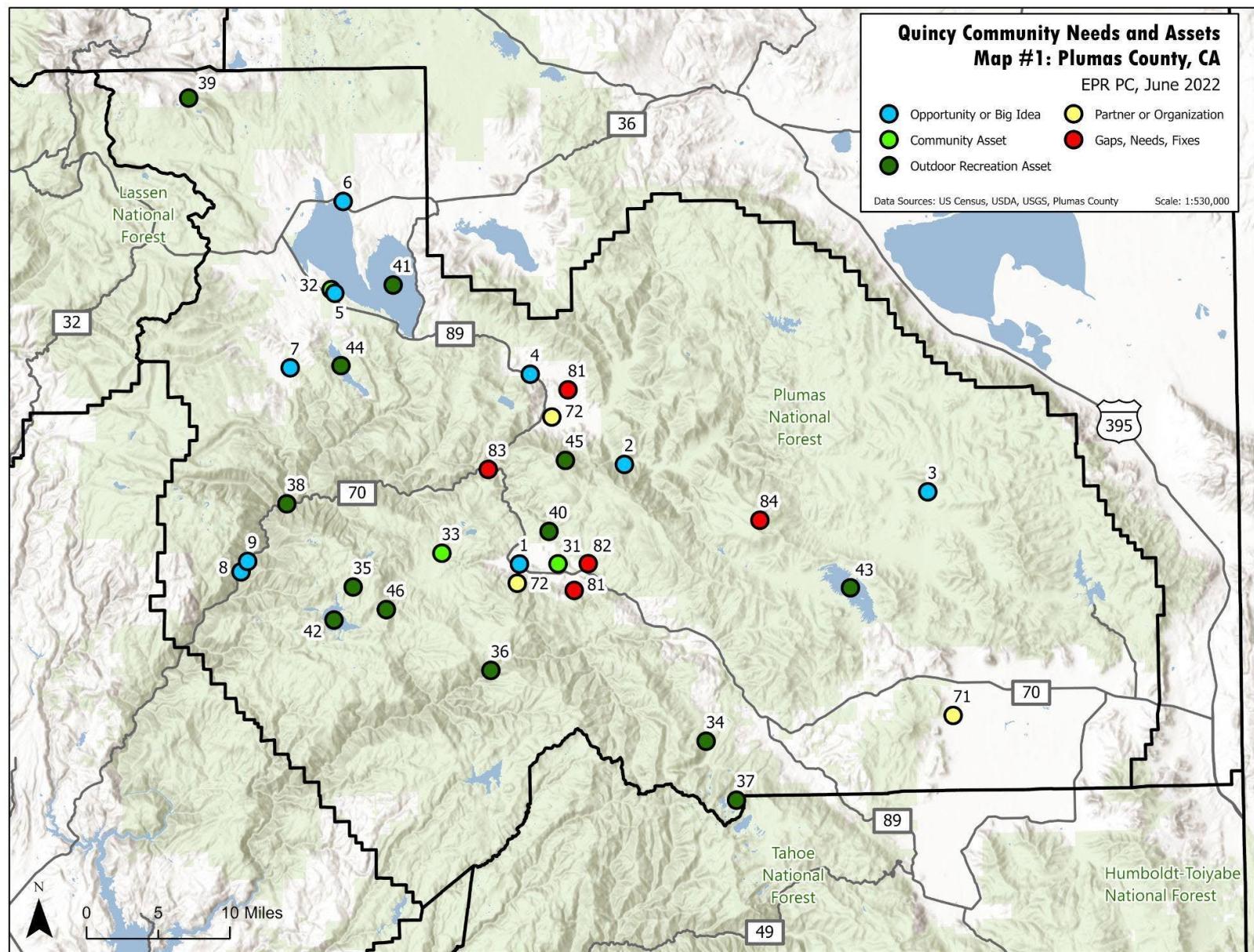
Map ID	Type	Comment
1	Opportunity or Big Idea	Quincy – Making Connections
2	Opportunity or Big Idea	Dozer Line
3	Opportunity or Big Idea	Plumas National Forest
4	Opportunity or Big Idea	Indian Valley/Greenville – housing development
5	Opportunity or Big Idea	Causeway grant is an opportunity
6	Opportunity or Big Idea	Cultural Center – check with Maidu
7	Opportunity or Big Idea	Humbug – Tásmam Koyóm – check with Maidu
8	Opportunity or Big Idea	Tobin – tribal interest. Looking at acquisition
9	Opportunity or Big Idea	James Lee – rec site, interpretive needs funding
10	Opportunity or Big Idea	Bike park
11	Opportunity or Big Idea	Potential kiosk for trail access and other downtown features
12	Opportunity or Big Idea	Empty lot – future gathering spot
13	Opportunity or Big Idea	Public restroom needed
14	Opportunity or Big Idea	Public parking/drive through coffee shop
15	Opportunity or Big Idea	More lodging/camping/transient lodging (current RV park that could be expanded)
16	Opportunity or Big Idea	Trail wayfinding at Dame Shirley Plaza
17	Opportunity or Big Idea	Boyle Ravine trailhead
18	Opportunity or Big Idea	Expansion of Q Trail
19	Opportunity or Big Idea	Close to Eastbound traffic on Saturday -> make pedestrian-only
20	Opportunity or Big Idea	Continue the wide bike lanes on Quincy Junction beyond Lee Road to connect downtown with Mt. Hough access in a safe way for cyclists
21	Opportunity or Big Idea	I think much of this is AVCSD property, but there is a great opportunity to build trails on existing/abandoned roads here that provides very quick (walkable) access from downtown

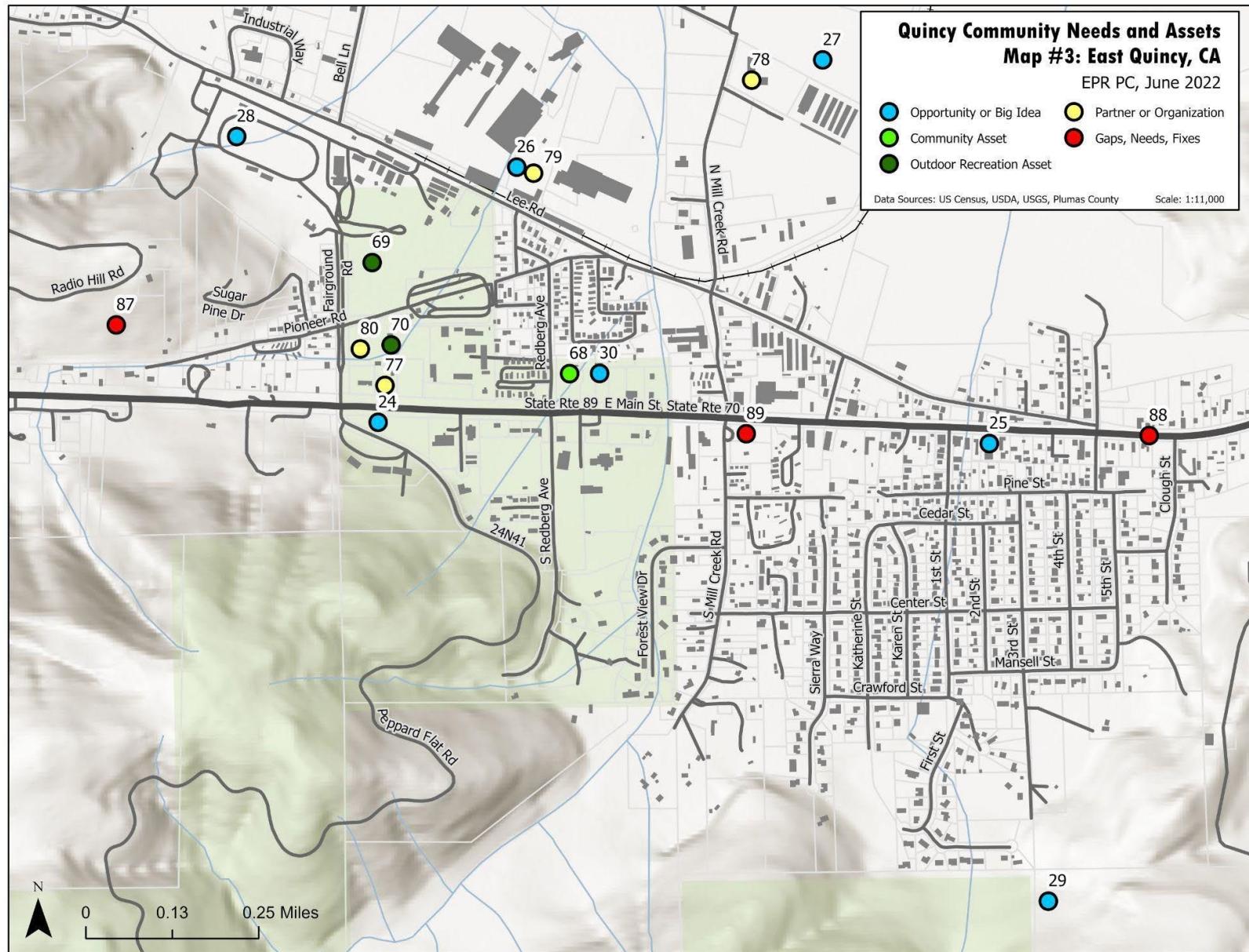
22	Opportunity or Big Idea	Bike path currently ends here; extending the path to Chandler Road would provide great access to the existing U.S. Forest Service trail network as well as provide the community and visitors a safe place to walk and ride with children
23	Opportunity or Big Idea	This is an idea that I have loved! Immediate access to big hiking right downtown – would love to work with local partners and private landowners on the details to pursue this project
24	Opportunity or Big Idea	Claremont Trailhead bathroom/info center
25	Opportunity or Big Idea	New spot for commercial (non-retail)
26	Opportunity or Big Idea	Sierra Pacific Mill – could be a stewardship partner
27	Opportunity or Big Idea	Stewardship between Sierra Pacific & land trust -> outdoor area
28	Opportunity or Big Idea	Suggest adding an archery range on the county/public lands in town – this would draw interest from both the visiting and hunting community and create new recreational opportunities for residents
29	Opportunity or Big Idea	East Quincy Trails – existing, unsanctioned community trail network; it would be great to have legalized, sustainable recreation access for the east side of town
30	Opportunity or Big Idea	The bowling alley is currently for sale, and I believe the vacant lot next to it has been for sale for year; I would love to see both lots purchased and rehabilitated to an updated safe bowling alley, an outdoor minigolf course, batting cages, and a small food bar
31	Community Asset	Broadband Access in Quincy – fiber optic is available
32	Community Asset	Causeway – Grant
33	Community Asset	Local shooting range on the U.S. Forest Service maintained by volunteers
34	Outdoor Recreation Asset	Plumas Eureka State Park & Ski Hill
35	Outdoor Recreation Asset	Bucks Lake Wilderness
36	Outdoor Recreation Asset	Middle Fork Feather River (Wild & Scenic River)
37	Outdoor Recreation Asset	Lakes Basin Rec Area
38	Outdoor Recreation Asset	Belden – lots of festival, river access, Pacific Crest Trail
39	Outdoor Recreation Asset	Lassen National Forest

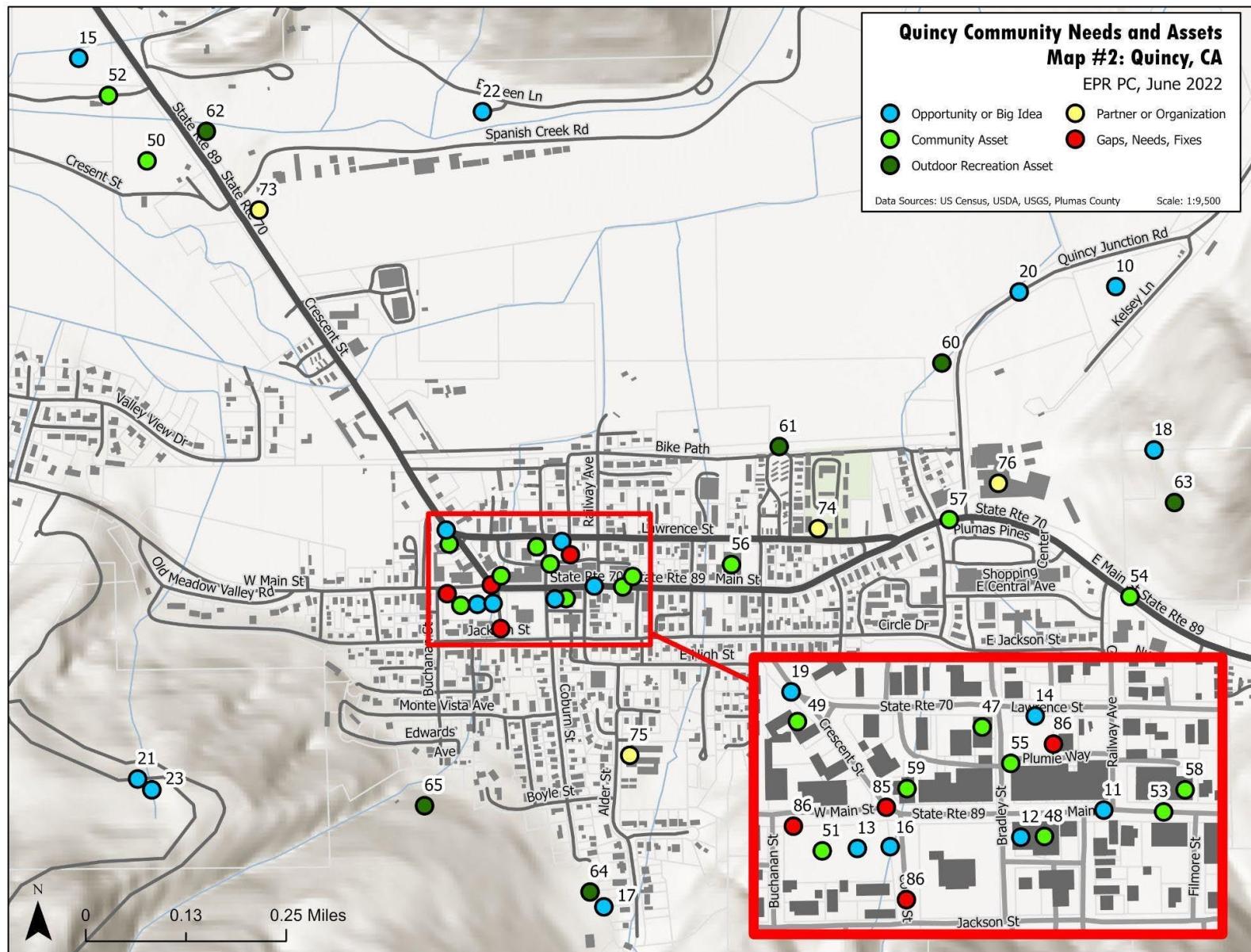
40	Outdoor Recreation Asset	South Park Trailhead – hiking, mountain biking, horseback riding area; connects to Cascade and Monument Peak Trails, among others
41	Outdoor Recreation Asset	Lake Almanor
42	Outdoor Recreation Asset	Bucks Lake
43	Outdoor Recreation Asset	Lake Davis
44	Outdoor Recreation Asset	Butt Valley Reservoir
45	Outdoor Recreation Asset	Mt. Hough's well-maintained trail system draws substantial recreational visitors and economic activity (and great for locals to ride too!)
46	Outdoor Recreation Asset	Access to Pacific Crest Trail for access to wilderness hiking/camping
47	Community Asset	Carey Candy Co.
48	Community Asset	Main Street Artists Gallery is an art exhibit and gallery that was established in 2009; currently, 30 artists and 23 patrons keep the gallery active; perusing stunning art pieces might be one of the most relaxing indoor activities to do when it's raining or cold
49	Community Asset	Gott Powersports
50	Community Asset	Rugged Roots Farm
51	Community Asset	Public restroom
52	Community Asset	River Ranch RV Park
53	Community Asset	Accessible water for both dogs and humans is critical for both visitors and locals alike; businesses that provide access to their outdoor taps along Main Street is great
54	Community Asset	The sidewalk connecting downtown to East Quincy makes the entire community walkable and safe
55	Community Asset	The incredible murals in the town make it feel truly vibrant; also an opportunity for more!
56	Community Asset	Co-op offers a wide variety of items; great place to stop on your way to the lake for a quick snack after recreating
57	Community Asset	Future home of the Quincy Pocket Park; development is funded by the Caltrans Clean CA grant with construction to begin in 2022 and completion by June 2024

58	Community Asset	Feather River Outdoors – having a recreation retailer is critical for a thriving recreation economy
59	Community Asset	West End Theatre provides a perfect space for meetings, classes, events, plays, live music, etc.; Quintopia Brewing is our only local micro-brewery and is a huge asset to our community
60	Outdoor Recreation Asset	Public access to riparian zone is so great to have right within town boundaries
61	Outdoor Recreation Asset	Bike path within town to connect homes with the school, grocery, and main downtown away from cars and with green space is very valued
62	Outdoor Recreation Asset	The off-street access from downtown to Gansner Park provides greenway connectivity to quiet, pristine places and makes this small community truly walkable and bikeable
63	Outdoor Recreation Asset	The Q Trail -- non-motorized trail up to the Q from the Quincy High School upper parking lot, which gains beautiful views of downtown
64	Outdoor Recreation Asset	Hiking established trails in Boyle's Ravine (already established for PUSD students); much of this, I believe, is private land; this would be a HUGE asset for downtown to have immediate hiking trails in this area for all residents and visitors
65	Outdoor Recreation Asset	Another trailhead/existing dirt road here connects to trails above Coburn and Alder Streets
66	Outdoor Recreation Asset	The Community Trail is exactly that – great access to singletrack forest trails from town and does a great job of communicating the importance of ecosystem health in providing benefits for all kinds of community
67	Outdoor Recreation Asset	Agree with this addition and would add that the non-motorized use zone provides a dedicated space to those less comfortable with multi-use spaces
68	Community Asset	I'm hesitant to call Grocery Outlet a boon for the community, but access to affordable groceries, particularly for lower-income households, is critical to keeping this town functional and livable for residents
69	Outdoor Recreation Asset	Disc golf course
70	Outdoor Recreation Asset	Pioneer Park is the only local public pool and the centralized location near the Fairgrounds is ideal; there is also a public pavilion available for rent and a playground for young kids
71	Partner or Organization	Sierra Valley Preserve – trails, learning landscape, visitors center, ADA, seating
72	Partner or Organization	Feather River Land Trust HQ
73	Partner or Organization	Yuba Expeditions/Sierra Buttes! A thriving business, welcoming community, and strong advocate for revitalization of the whole Lost Sierra
74	Partner or Organization	U.S. Forest Service, while a partner in many ways, is great to have located downtown for maps and for info for both locals and visitors

75	Partner or Organization	Quincy Elementary School; existing 6 th grade programs utilizing local trails and watersheds downtown
76	Partner or Organization	Quincy Junior Senior High School; existing mountain bike team using local trails and the Q Trail and Learning Landscapes; potential for great community partnerships with Service
77	Partner or Organization	Plumas Charter School (outdoor education and career & tech education programs)
78	Partner or Organization	Plumas Corp., Sierra Buttes Trail Stewardship, Firesafe Council, RCD
79	Partner or Organization	Sierra Pacific Mill – job creator (Foundation, etc.)
80	Partner or Organization	Central Plumas Recreation Department – manages several county parks and amenities in and around Quincy
81	Gaps, Needs, Fixes	Healthcare/housing
82	Gaps, Needs, Fixes	Broadband is spotty – not available for everyone
83	Gaps, Needs, Fixes	Transportation safety for all modes – different for people to access without car assets
84	Gaps, Needs, Fixes	Respect sacred ridgetops (might now be Turner Ridge w/ DOT, but general) – Coordinate
85	Gaps, Needs, Fixes	Traffic calming
86	Gaps, Needs, Fixes	EV Charging
87	Gaps, Needs, Fixes	The hill that separates Quincy and East Quincy
88	Gaps, Needs, Fixes	Gateway into town – needs to be welcoming, aesthetics are important
89	Gaps, Needs, Fixes	Stone House – private







Value Chain Exercise

This exercise was designed to get workshop participants thinking about what is going on in Quincy and Plumas County around outdoor recreation across the whole value chain, and how those activities could be leveraged for greater economic development and community well-being. Participants took a few minutes to brainstorm on their own about existing businesses/organizations and other partners, initiatives, and resources that fit under each element of the value chain—shown in the colored boxes below—writing their ideas on post-it notes and placing them on value chain posters. This led into small group discussions of existing economic assets, gaps, and opportunities for growth. Participants' ideas are shown on the value chain graphic below.



Action Brainstorm and Prioritization Exercise

The planning assistance team asked workshop participants to brainstorm actions that they felt would help make progress towards each of the workshop goals. Once all participants individually brainstormed their actions, the planning assistance team organized the actions into “categories,” each participant was allocated a set number of votes to indicate which categories of actions they felt were most important to take, and all workshop participants discussed the voting results. Participants then added detail to each priority action to form an action plan. The brainstormed actions for each goal are listed below, along with the number of votes each category received (the red numbers on each action).

Goal 1 (Page 1/2): Recreation Access [[#] = votes from the prioritization exercise]			
Trail Kiosks 27*			Partnerships/ Collaboration 7
<i>Build trail kiosks in Downtown and East Quincy</i>	<i>Build kiosk(s)/ maps at parks (Pioneer, Dame, Gansner), Oakland Camp, South Park, FRFC (sponsorship)</i>	<i>Language inclusion - Spanish options</i>	<i>Consider the possibility of burned & damaged areas being utilized as outdoor classrooms or laboratories for education & rehabilitation</i>
<i>PCT Resources Kiosks at Trailheads. Identify what/who/ where are resources for PCT hikers - get buy-in for support. SPI donation for lumber</i>	<i>Maps, Apps, Signage, Wayfinding 23*</i>	<i>Provide signage for recreation areas</i>	<i>More collaboration between different areas, promoting each other to tourists. Do people in Alomore tell people to check out Quincy & vice versa?</i>
<i>Kiosk/outreach on stewardship (w/ Maidu input)</i>	<i>Make signs (see New Zealand where every town has a 'i' to lead you to info)</i>	<i>Wayfinding - bridge digital wayfinding's limitations with physical wayfinding solutions</i>	<i>Central Plumas Rec. Park District Annex's the entire County through LAFCO</i>
<i>Kiosk with nearby trail information & list of businesses by type (food, outdoor stores, business services, etc.)</i>	<i>Signage around town for businesses & outdoor rec. Opportunities (trails, etc.)</i>	<i>Obtain approval from county to build a wayfinding hub at Dame Shirley</i>	<i>Integrate outdoor recreation planning into hazard mitigation & climate adaptation strategies. How to achieve wildfire resilience & recovery through outdoor recreation?</i>
<i>Install kiosk signs that have united theme. Build additional trails for ADA & families with diversity in mind</i>	<i>Make trail maps with difficulty, length, users, etc. for trail hubs (South Park, Mt. Hough, etc.)</i>	<i>Rec Access - provide tourist trail maps & access points to trailheads at kiosks & webpage links to the tourist website</i>	<i>Codify "sustainable recreation partnership" between public agencies & local districts (USFS, Parks Districts, Transp. Districts, RCDs, state, county. Model after Eastern Sierra</i>
<i>Install map kiosks in downtown Quincy and near Quincy Junction Road</i>	<i>Quincy App? Digitize outdoor re. Experiences in app (different than website). Maybe Outdoor spatial app?</i>	<i>Create awareness of new tourism website when launched for access to info (events, trails, lakes, ledging, etc.)</i>	
	<i>Improve gateway entrances - both sides (East and West)</i>	<i>Restrooms 12*</i>	<i>Porta Potties at Oakland Camp</i>

Goal 1 (Page 2/2): Recreation Access [# = votes from the prioritization exercise]

Housing for Tourists/ Campgrounds 5	Events 2	Address More Needs 1	Inventory 0
<i>Identify and develop campground close to downtown Quincy</i>	<i>Create festival through FRC ORL</i>	<i>Design more winter activities through a snow park</i>	<i>Identify recreation locations</i>
<i>Provide more campsites in downtown area</i>	<i>Coordinate annual events throughout the county to encourage sharing of assets (such as facilities and equipment)</i>	<i>Set aside public parcel w/ hay for an archery range</i>	<i>Inventory access points & parking for trails to then increase & improve</i>
<i>Identify number of formal campsites at campgrounds. Analyze trends</i>	User Issues 1	<i>Provide public transportation to and from trails to town</i>	
<i>Contact FRC to check on availability of student housing assets that can be used as a "hostel"</i>	<i>Make some trails on Hought & Claremont non-motorized (not multi-use). Motorized trails are not necessarily good hiking trails</i>	<i>Visitors/recreation center for youth programs</i>	
	<i>Too many bikes on PCT trail. Needs education & enforcement</i>	<i>Build Boyle's Ravine trailhead</i>	
		<i>Access & equity to outdoor recreation. FRLT could create an ADA trail with a loop trail through Water District & county to Highway 70</i>	

Goal 2 (Page 1/1): Tribal Collaboration [# = votes from the prioritization exercise]

Planning/ Engagement 17*	Interpretive/ Educational Site 12*	History/Culture Info/Stories 4	Trail Map 0
<i>Meet with tribal leaders/consortiums to give them an opportunity to have impact – what do they want to happen?</i>	<i>Collaborate to build a tribal site with education & engagement</i>	<i>Have more tribal information around (i.e. history)</i>	<i>Regional trail map with Maidu input</i>
<i>Inclusion at table for Maidu planning efforts</i>	<i>Honor place names</i>	<i>Make the tribal history easy to find</i>	
<i>Center indigenous futures in all aspects of outdoor recreation planning and economic and community development</i>	Events 9	<i>PSA/media that shares Maidu stories in the present</i>	
Trailheads/Signage 12*	<i>Connect with MSC & Roundhouse council regarding their events! Ex: Big Times from last weekend</i>	Voluntary Visitor Tax 2	
<i>Provide interpretive trailheads; signage & Maidu history</i>	<i>Bring back the pow-wow</i>	<i>Consider "Shuumi" program – similar to East Bay Ohlone Tribe. Voluntary tax for non-indigenous visitors & residents - "gift" to regional tribe</i>	
<i>Signage that share Maidu stories in the present</i>			

Goal 3 (Page 1/2): Downtown Revitalization & Connectivity [# = votes from the prioritization exercise]

Visitor Center 28*	<i>Build a downtown bathroom facility. Identify county funds that could be directed towards that project. Identify builder. Do it!</i>	Transportation 6	Youth 6
<i>In-person visitor center. Use the Plumas County Museum. Work with Quincy Chambers & Tourism Association</i>	<i>Begin planning/construction for restrooms at Dame Shirley plaza</i>	<i>Vision with Plumas Rural Service Plumas County Transportation Commission & schedule bus service between Greenville and Quincy in preparation for Greenville redevelopment</i>	<i>High school students trained in video production by interviewing elders</i>
<i>Build (or identify an existing building for) a visitor center/recreation hub to centralize info about amenities</i>	<i>Build bathrooms</i>		<i>Green Guardians - youth enterprise growing food at 50 Church St. & selling to the food co-op across the street.</i>
<i>Identify potential locations for visitor center in Quincy</i>	<i>Public bathroom/kiosk</i>		
<i>Facilitate a visitor center</i>	<i>Provide public restrooms Increase parking @ trailheads. Increase parking for businesses. Provide additional/improve pedestrian access to West & East Quincy. Install downtown trails linking East and West Quincy</i>	Lodging/Deals 6	<i>To provide downtown counseling will not solve problems. Bringing in creative people who can use our recycled items in Quincy and make something out of them (and sell them) will help.</i>
<i>Provide Quincy (self-serve) welcome center with public restrooms</i>	<i>Provide more access to public restrooms</i>	<i>Providing small cottage industry to outsource a product will maybe help downtown</i>	Regulation 4
Bathrooms 21*	<i>Dame Shirley bathroom. Begin designing said bathroom</i>		<i>Have some kind of ordinance for types of businesses that go in downtown</i>
<i>Build a bathroom & visitor center</i>			<i>Main Street - Change general plan for future to only allow retail/upstairs housing on 3 blocks of Main Street</i>

Goal 3 (Page 2/2): Downtown Revitalization & Connectivity [# = votes from the prioritization exercise]

EV Charging Downtown 4	Bike Racks and Trails 3	Create Brochure 1	Create an Electricity Micro-Grid Along Main Street Retail Buildings 0
<i>EV charging stations. One at Quintopia Brewery coming up, but we need more</i>	<i>Provide bike racks</i>	<i>Create a simple map: Three-fold brochure to hand out from all hotels, businesses, museum. Includes: trail heads to hike & bike, easy and safe walks in town, businesses, theaters, etc. (see Moscow, Idaho)</i>	
<i>Get EV charging at fairgrounds</i>	<i>Revitalize bike path between QHS & hospital (shade trees, native plants)</i>		Beating the Heat 0
<i>Coordinate grants for changing stations</i>			<i>Identification of places to beat the heat downtown: shade trees, structures, access to H2O</i>
Garbage Cans 3	Office Space Transformed 2	Events 1	
<i>Nice-looking garbage cans. Make bear-proof.</i>	<i>Open up retail space by forming more cooperative office space</i>	<i>Build a reputation outside of Quincy as a vibrant community. Action: music events!! With recognized/popular bands outside of High Sierra</i>	
<i>Inventory assets and conditions: trash bins, recycling, benches, trees</i>	<i>Focus on placemaking</i>	Ice Skating Rink 1	
		<i>Winter outdoor ice skating rink. Portable. For four-season opportunities</i>	

Goal 4 (Page 1/2): Business and Economic Development [# = votes from the prioritization exercise]

Tourist Office/Visitor Center 17*	<i>Identify ways to involve KIY in planning/implementation: classroom activities, ambassadors, internships, etc.</i>	Development Opportunities 13*	Support Local Businesses 10
<i>Identify visitor center & staff it</i>	<i>Build recreation and economic development coalition</i>	<i>Build high-density housing, expand work/living options (for example: living above & business below), business diversity - ethnic food!</i>	<i>Support downtown restaurants and create vibrant local food scene</i>
<i>Build rec. center/visitor center community hub</i>	<i>Engage with large landowners and incentivize them to help with our goals to develop downtown</i>	<i>Encourage USFS (or others) to develop more campground around the American Valley area</i>	<i>"Shop Local" campaigns & marketing</i>
Collaboration/Partnerships/Communication 16*	<i>Communicate with all players in Quincy/Plumas County</i>	<i>Create "in-town" camping to serve as visitor accommodations, but also accommodations for displaced resident - fire-related or community evacuation</i>	<i>Strengthen businesses to become more resilient</i>
<i>Visitor center. Small business advisory group. Marketing</i>	<i>Build partnerships with USFS, private landowners, Maidu for recreation opportunities</i>	<i>Create & fund development in vacant lot next to wine bar, including public bathroom and info center and outdoor courtyard</i>	<i>Keep & encourage retail-only businesses in downtown</i>
<i>Better collaboration between ranches (Greenhorn, 20-Mile House, etc.) & downtown businesses for large weekend wedding parties looking to recreate eat & drink in & around town</i>	<i>Engage with other 9 counties in "North State" Region as defined in state "Community Economic Resilience Fund" to inform regional strategy around common goals/challenges</i>		Programming 6
<i>Create a business discussion forum on a regular schedule</i>	<i>Hug your neighbor - create and cultivate social connections</i>		<i>Package events & activities</i>
			<i>Develop leadership program</i>

Goal 4 (Page 2/2): Business and Economic Development [# = votes from the prioritization exercise]

New Positions 6	Develop a 500-Year Plan for Plumas County (1st in the Nation) 2
<i>Create a position/job to oversee & implement plan</i>	
<i>Hire an Economic Development Director for the county</i>	
<i>Provide a qualified persons to help with grant writing that has the time and will not charge a huge amount of money</i>	Develop FRTA Social Media Toolkit to Promote Website 0
<i>ID visitor center & staff it</i>	Identify Past and Current Grants 0
Incentives 4	
<i>Build in money incentives for businesses & restaurants to open in Quincy</i>	<i>Identify and compile past & current grants applied for and received. What can be leveraged for additional assistance?</i>
<i>Incentive cards to get customers</i>	
<i>Private coupon/incentive cards/ flyers to out-of-town guests that will promote local businesses</i>	

Goal 5 (Page 1/2): Housing [# = votes from the prioritization exercise]			
Build Affordable Housing for Workforce 16*	<i>Encourage development by loosening regulations</i>	Increase RV and Camping Capacity 15*	<i>Develop subgroup (county, businesses, employers, and Forest Service) to come up with some temporary housing options</i>
<i>Affordable housing for teachers & first responders on county-owned property. Examples exist.</i>	<i>Housing action: loosening regulations for immediate build opportunities while identifying available funding</i>	<i>Increase capacity of RV parks and campgrounds</i>	Address Airbnbs 6
<i>Move businesses in downtown apartment buildings to East Quincy to open up opportunities for long-term housing</i>	<i>Write regulations that address short-term rentals and their impact on available housing inventory</i>	<i>Camping options in downtown Quincy</i>	<i>Encourage Plumas County Board of Supervisors to adopt an ordinance for Airbnbs</i>
<i>The 110-acre hill (Cemetery Hill) is for sale for under \$200k. The county could do subsidized housing for public sector workers</i>	<i>Work with Plumas County Community Development to promote a high-density residential development in Quincy</i>	<i>Housing - create RV areas - county</i>	<i>Develop alternative to Airbnb/Vrbo for short term rentals and funds go towards subsidized affordable housing</i>
Update Regulations 13*	<i>Re-examine zoning in and around American Valley for housing</i>	<i>Develop Greenville campground into an RV park with utilities for temporary housing needs</i>	<i>Collaborate with other nearby counties on best practices for short-term rentals</i>
<i>Support Plumas County Building Department's project to offer pre-approved residential building plans</i>	<i>Updating county code to permit lot-intensity campgrounds (i.e. Hipcamp) to generate tourism and alleviate pressure on existing camping assets</i>	Convene a Small Working Group on Housing Needs and Plans 11	<i>Short-term housing options to free up long-term options</i>
<i>Explore and publicize constraints to the construction of single- and multi-family housing. Find ways to minimize these constraints</i>	<i>Make it easier to build and obtain permits, etc.</i>	<i>Major & other employers develop & coordinate housing planning via Chamber led by FRC, County, PUSD, Bank, PNF, & others</i>	Access to Grants for Funding Housing Expansion 6

Goal 5 (Page 2/2): Housing [# = votes from the prioritization exercise]		
Support Additional College Student Housing 6	Identify Current and Future Locations for Housing 3	Offer Tax Incentive 2
<i>Encourage FRC to develop more housing on campus</i>	<i>Identify properties within the American Valley that would be suitable for multi-family, affordable housing</i>	<i>Approach landowners with incentives to buy their land (Harlem Club)</i>
Address Short-Term Rental Needs 4	<i>Identify capacity, number of beds/rooms for short-term and long-term stays</i>	<i>Propose local tax structure to incentivize long-term rentals and collect more tax from Airbnbs (not hotels)</i>
<i>Transient housing to accommodate travelers/visitors & contractors. Expand RV parks</i>	<i>Survey of available land suitable for development</i>	
<i>Connect with Dixie Fire group on how they're addressing short/long-term housing (for contractors, etc.)</i>	<i>Identify potential locations for housing</i>	
<i>Explore the possibility of using FRC dorms for temp summer worker housing</i>	<i>Old downtown trailer park purchased by Plumas Resource Center. What is happening?</i>	

Offers and Asks

At the conclusion of the workshop, each participant shared one offer, something they can or would like to provide to advance the action plan, and one ask, what they hope or expect from the process moving forward.

Offers:

- Steph Bertaina offers to help see the action plan through, connect Steering Committee with Joshua Schwartz, and connect with RERC communities.
- Amber Hughes (Feather River Food Co-op) offers volunteer time, to participate in meetings, a meeting space, networking, help working with Quincy Downtown group and Economic Development group, and outreach.
- Michelle Fulton offers time towards effort, to participate in future meetings, volunteering in places that seem appropriate, and a meeting space at the MV Social Club.
- Coco Rios Escobar offers knowledge, programming, resources, and conversations surrounding local food security efforts (“I work for a local farm, Rugged Roots, run by the non-profit Lost Sierra Food Project”).
- Erika Brenzovich (Plumas National Forest) offers office meeting spaces (for small groups) and to participate and play a lead role in bringing stakeholders for recreational meetings.
- Chuck Leonhardt offers to addend the housing workshop and subsequent group meetings, to reach out to Plumas County Community Development Commission for federal funding.
- Jessie Mazar offers to be a part of an economic development collaborative and to work in outreach.
- Clint Koble (clint.koble@gmail.com, 775-843-4081) offers his assistance in economic recovery and development and to give some ideas on winter recreation.
- Jeff Kepple offers significant experience working with groups with different agendas and mission to accomplish good things that require compromise.
- Kevin Danaher (415-902-9796) offers firewood, real estate development experience, and his free book at kevindanaher.org.
- Kristy Hoffman (SNC) offers a free grant-writing workshop, eventual project-specific funding, and her time and energy.
- Tracey Ferguson offers County support from departments & leadership help as needed.
- Edie O'Connor (edie@dramaworks.us) offers to continue writing grants.
- Ricardo Jacobus offers a central gathering space with entertainment and food for the community.
- Bobby Gott offers more time and knowledge based off his position in the community.
- Kristy Hoffman (Sierra Nevada Conservancy) offers free grant writing workshops.
- Amy Carey offers a meeting space to support various groups during and after regular business hours.
- DeeDee Driscoll offers anything to help with revitalization of Quincy.
- Stephanie Tanaka offers her time and energy to be part of the planning process.

- Lisa Kelly offers communication and facilitation resources.
- Suzanne Stirling (394-7861) offers time, her attendance, and to do research.
- Tan Hoang offers to identify similar communities that face similar challenges, including those that faced disaster recovery issues, and to facilitate peer-to-peer connections.
- Earl Thompson (West End Theatre) offers a 100-seat, black-box theatre/meeting space.
- John Kolb offers his availability to investigate possibilities for restrooms, kiosks, and a visitors' center and would like to find out what funding opportunities are/will be available to support these improvements.
- Cecilia Hewitt offers to listen, think, and share more ideas.
- Dayne Lewis offers to help advance and provide solutions to close the gap between long- and short-term housing by providing transient lodging and booking in the camping options closer to town, and to provide a gateway and welcome for people traveling to the area by providing a place for them to stay and enjoy.
- Kristin Van Fleet offers NPS-RTCA support with implementation of individual action items that relate to their expertise and mission – could be facilitation for rec collaboration or support for mapping, inventory, wayfinding, signage, planning, etc.
- Helen Lewis offers time, energy, and help in trail work and in developing a youth program.
- James Shipp offers his time and energy.

Asks:

- Steph Bertaina asks for people to stay engaged.
- Amber Hughes (Feather River Food Co-op) asks to see how grants are applied, for action, for implementation, and to see committees meeting regularly.
- Michelle Fulton asks for hope, action, consistent efforts and follow-through, and handlers.
- Coco Rios Escobar asks for a variety of voices to be heard and represented.
- Lara Wheeler (Rebuilding Greenville) asks the organizations that received part of the Dixie Fire \$17 million settlement for non-profits state what they will do to help Greenville, Canyon Dam, Indian Falls, and Warner Valley.
- Erika Brenzovich (Plumas National Forest) asks for continued collaboration and networking.
- Jessie Mazar asks for follow-up and for an opportunity to stay involved in the decision-making process.
- Clint Koble (clint.koble@gmail.com, 775-843-4081) asks to meet twice per year – late October and the middle of February.
- Jeff Kepple asks for ice cream and friendly and open-minded collaboration/cooperation to make our community a better place.
- Kevin Danaher (415-902-9796) asks for kindness toward all living things.
- Kristy Hoffman (Sierra Nevada Conservancy) asks for a collaborative plan or eventual list of priority projects that can be used to seek funding.

- Tracey Ferguson asks to incorporate JEDI concepts (Justice, Diversity, Equity, Inclusion) and for the incorporation of an indigenous land acknowledgement at the beginning of meetings.
- Riccardo Jacobus asks for community engagement and funding.
- Bobby Gott asks for results.
- Amy Carey asks at least one idea comes to fruition and for everyone to see collaboration as a key to their healthy future.
- DeeDee Driscoll asks for Quincy to be more of a community that can and will work together to enhance each group and business for tourism.
- Stephanie Tanaka asks for resolution and movement.
- Lisa Kelly asks for action.
- Suzanne Stirling (394-7861) asks for sustainability and action and to be heard and supported.
- Tan Hoang asks for everyone to not be afraid to ask “stupid” questions (you never know who’s interested in helping).
- Earl Thompson (West End Theatre) asks for sustainability and support of the local theatre and non-profit Dramaworks.
- Dayne Lewis asks for networking opportunities and help with permitting process.
- Kristin Van Fleet asks to remember NPS-RTCA as a potential resource for community outdoor rec and/or conservation efforts.
- Helen Lewis asks to keep up the momentum and to keep developing stronger partnerships.
- James Shipp asks for follow-up.

APPENDIX C: FUNDING AND TECHNICAL ASSISTANCE

This compendium of funding and technical assistance resources was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, the Northern Border Regional Commission, and the Appalachian Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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COVID-19 Pandemic Assistance

America Outdoors – COVID-19: America Outdoors has summarized many resources to support the outdoor recreation industry during the COVID-19 crisis, including guidance documents, best practices, and funding resources.

<https://www.americaoutdoors.org/covid-19/>

Forbes – List of Coronavirus (COVID-19) Small Business Loan and Grant Programs: Forbes compiled a list of loans and grants available to small businesses to recover from the COVID-19 crisis.

<https://www.forbes.com/sites/advisor/2020/04/10/list-of-coronavirus-covid-19-small-business-loan-and-grant-programs/?sh=78255b63cc4b>

Go Fund Me – Coronavirus Relief for Small Businesses: Six Ways to Get Help: An article that summarizes help that is available to small businesses during the COVID-19 crisis.

<https://www.gofundme.com/c/blog/coronavirus-relief-small-businesses>

Travel Oregon – COVID-19 Toolkit: This toolkit includes links to federal and other resources available for communities impacted by COVID-19. While focused on Oregon, there is a link to “Federal Resources” that can be helpful for any community.

<https://industry.traveloregon.com/opportunities/marketing-co-ops-toolkits/toolkits/covid-19-toolkit/>

USDA Rural Development – COVID-19 Federal Rural Resource Guide: USDA Rural Development has taken a number of immediate actions to help rural residents, businesses, and communities affected by the COVID-19 crisis.

<https://rd.usda.gov/coronavirus>

https://rd.usda.gov/sites/default/files/USDA_COVID-19_Fed_Rural_Resource_Guide.pdf

U.S. Small Business Administration – Paycheck Protection Program: This SBA loan helps businesses keep their workforce employed during the COVID-19 crisis.

<https://www.sba.gov/funding-programs/loans/coronavirus-relief-options/paycheck-protection-program>

Federal Funding and Technical Assistance

Appalachian Regional Commission (ARC): ARC is an economic development partnership agency of the federal government and 13 state governments focusing on 420 counties across the Appalachian Region. ARC’s mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia. The Area Development program relies on a flexible “bottom up” approach to economic

development, empowering Appalachian communities to work with their state governments to design impactful investment opportunities supporting ARC's mission and investment priorities. ARC's Area Development program makes investments in two general areas: critical infrastructure and business and workforce development. Critical infrastructure investments mainly include water and wastewater systems, transportation networks, broadband, and other projects anchoring regional economic development. Business and workforce investments primarily focus on entrepreneurship, worker training and education, food systems, leadership, and other human capital development. In addition, ARC invests in Business Development Revolving Loan Funds to help the Region's smaller businesses access capital. All ARC Area Development grant proposals originate at the state level in consultation with the ARC state program manager.

- ARC's service area:
<https://www.arc.gov/about-the-appalachian-region/>
- ARC's investment priorities:
<https://www.arc.gov/investment-priorities/>
- ARC's Business Development Revolving Loan Funds:
<https://www.arc.gov/resource/arc-business-development-revolving-loan-fund-grant-guidelines/>
- ARC State Program Managers:
https://www.arc.gov/state_partner_role/state-program-manager/

Appalachian Regional Commission (ARC) – READY Appalachia: READY Appalachia is ARC's new community capacity-building initiative offering flexible funding to organizations in four key economic development pillars: nonprofits, community foundations, local governments, and Local Development Districts, and free training to the Appalachians that work for them. Participants in each READY Appalachia learning track access 10 weeks of cohort-based learning, skill development, and grant opportunities to increase their capacity to solve pressing issues and create positive economic change.

<https://www.arc.gov/ready/>

National Endowment for the Arts—Our Town: Our Town is the NEA's creative placemaking grants program. Through project-based funding, the program supports activities that integrate arts, culture, and design into local efforts that strengthen communities. Our Town projects advance local economic, physical, or social outcomes in communities, ultimately laying the groundwork for systems change and centering equity. These projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Grants range from \$25,000 to \$150,000, with a minimum cost share/match equal to the grant amount.

<https://www.arts.gov/grants/our-town>

National Fish and Wildlife Foundation – Grant Opportunities: The National Fish and Wildlife Foundation provides funding on a competitive basis to projects that sustain, restore and enhance our nation's fish, wildlife and plants, and their habitats.
<https://www.nfwf.org/apply-grant>

National Park Service (NPS) – Community Assistance: This website provides an overview and links to NPS funding, project assistance, and special designation programs that are available to the public and community groups.

<https://www.nps.gov/articles/community-assistance-national-regional-programs.htm>

National Park Service (NPS) – Federal Land Acquisition: The Federal portion of the Land and Water Conservation Fund is used to acquire lands, waters, and interests therein necessary to achieve the natural, cultural, wildlife, and recreation management objectives of the National Park Service.

<https://www.nps.gov/subjects/lwcf/federalside.htm>

National Park Service (NPS) – Historic Preservation Grant Programs: The NPS Historic Preservation Grant Programs can assist communities with a variety of historic preservation and community projects focused on heritage preservation.

<https://www.nps.gov/orgs/1623/whatwedo.htm>

National Park Service (NPS) – Land and Water Conservation Fund: The Land and Water Conservation Fund provides grants to states for park and recreation-related land acquisition and development. Individual state pages for LWCF funding are most helpful.
<https://www.nps.gov/subjects/lwcf/stateside.htm>

National Park Service (NPS) – Outdoor Recreation Legacy Partnership (ORLP) Program: ORLP is a nationally competitive grant program that delivers funding to urban areas – jurisdictions of at least 50,000 people – with priority given to projects located in economically disadvantaged areas and lacking in outdoor recreation opportunities. These awards help underserved communities address outdoor recreation deficits by supporting projects in cities and densely populated urbanized areas that create new outdoor recreation spaces, reinvigorate existing parks, and form connections between people and the outdoors.

<https://lwcfcoalition.org/orlp>

National Park Service (NPS) – Rivers, Trails, and Conservation Assistance Program (RTCA): RTCA Supports community-led conservation and outdoor recreation projects

across the country. RTCA's network of planning and design professionals collaborate with community groups, nonprofits, tribes, and state and local government to design trails and parks, conserve and improve access to waterways, and protect special places.

www.nps.gov/rtca

National Telecommunications and Information Administration – Internet for All: Funding has been provided with the goal of connecting everyone in America to affordable, reliable high-speed internet. This multi-agency effort sponsors programs that support high-speed internet planning, infrastructure, and adoption.

<https://www.internetforall.gov/programs>

Northern Border Regional Commission (NBRC): The NBRC provides grants in support of community and economic development projects (including outdoor recreation) across a region that includes much of Maine, New Hampshire, New York, and all of Vermont. NBRC's largest annual grant opportunity is the State Economic & Infrastructure Development (SEID) program, which funds projects up to \$1 million (for true infrastructure), or \$350,000 (for non-infrastructure) per project. The SEID opportunity typically opens in March/April, with applications due in May, and awards made in early fall. For updates on funding opportunities, and a comprehensive listing of projects previously funded, please see NBRC's website.

<https://www.nbrc.gov>

U.S. Department of Housing and Urban Development – Continuum of Care: The U.S. Department of Housing and Urban Development (HUD) released a first-of-its-kind package of resources to address unsheltered homelessness and homeless encampments, including funds set aside specifically to address homelessness in rural communities. The \$322 million available under this NOFO will enhance communities' capacity to humanely and effectively address unsheltered homelessness by connecting vulnerable individuals and families to housing, healthcare, and supportive services. This Special NOFO strongly promotes partnerships with healthcare organizations, public housing authorities and mainstream housing providers, and people with lived expertise of homelessness.

https://www.hud.gov/program_offices/comm_planning/coc/specialCoCNOFO

U.S. Department of Transportation—Pedestrian and Bicycle Funding Opportunities: The link below will take you to a table that indicates potential eligibility for pedestrian and bicycle activities and projects under U.S. Department of Transportation surface transportation funding programs. Activities and projects need to meet program eligibility requirements. Project sponsors should integrate the safety, accessibility, equity, and convenience of walking and bicycling into surface transportation projects.

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.pdf

U.S. Department of Transportation – RAISE Grants: This program helps communities around the country carry out projects with significant local or regional impact. RAISE discretionary grants, which were originally created under the American Recovery and Reinvestment Act as TIGER grants, can be used for a wide variety of projects. Recent examples of funded projects include dedicated bus lanes in Baltimore, highway and bridge repair in New Mexico, dock replacements in Alaska, and a rail-to-trail project in Arkansas. Overall, USDOT has awarded \$9.9 billion to more than 700 projects.

<https://www.transportation.gov/RAISEgrants>

U.S. Department of Transportation – Reconnecting Communities Pilot Program: The first-ever Federal program dedicated to reconnecting communities that were previously cut off from economic opportunities by transportation infrastructure. Eligible facilities can be a highway, including a road, street, or parkway or other transportation facility, such as a rail line, that creates a barrier to community connectivity, including barriers to mobility, access, or economic development, due to high speeds, grade separations, or other design factors. Funding supports planning grants and capital construction grants, as well as technical assistance, to restore community connectivity through the removal, retrofit, mitigation, or replacement of eligible transportation infrastructure facilities.

<https://www.transportation.gov/grants/reconnecting-communities>

U.S. Department of Transportation – Rural Opportunities to Use Transportation for Economic Success (ROUTES): An initiative to address disparities in rural transportation infrastructure by developing user-friendly tools and information, aggregating DOT resources, and providing technical assistance. The ROUTES Initiative aims to ensure rural transportation infrastructure's unique challenges are considered in order to meet priority transportation goals of safety, mobility, and economic competitiveness.

<https://www.transportation.gov/rural>

U.S. Department of Transportation – Safe Streets and Roads for All (SS4A): This is a discretionary program with \$5 billion in appropriated funds over the next 5 years. In fiscal year 2022 (FY22), up to \$1 billion is available. The SS4A program funds regional, local, and Tribal initiatives through grants to prevent roadway deaths and serious injuries. The following activities are eligible for the SS4A program: Develop or update a comprehensive safety action plan (Action Plan); Conduct planning, design, and development activities in support of an Action Plan; Carry out projects and strategies identified in an Action Plan.

<https://www.transportation.gov/grants/SS4A>

U.S. Department of Transportation – Thriving Communities Program: The Thriving Communities Program (TCP) aims to ensure that disadvantaged communities adversely or disproportionately affected by environmental, climate, and human health policy outcomes have the technical tools and organizational capacity to compete for federal aid and deliver quality infrastructure projects that enable their communities and neighborhoods to thrive.

<https://www.transportation.gov/grants/thriving-communities>

U.S. Department of Transportation Federal Highway Administration – Federal Lands Access Program: Improves transportation facilities that provide access to, are adjacent to, or are located within Federal lands. Funds, distributed among States by formula, supplement State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

<https://flh.fhwa.dot.gov/programs/flap/>

U.S. Department of Transportation Federal Highway Administration – Recreational Trails Program: The Recreational Trails Program provides funds to the States to develop and maintain recreational trails and trail-related facilities for both nonmotorized and motorized recreational trail uses. Each State administers its own program, usually through a State resource agency, and has a state coordinator.

https://www.fhwa.dot.gov/environment/recreational_trails/rtpstate.cfm

<http://www.recreationaltrailsinfo.org/>

U.S. Department of Transportation Federal Highway Administration – Transportation Alternatives Set-Aside: These set-aside funds from the Surface Transportation Block Grant (STBD) program funding include all projects and activities that were previously eligible under the Transportation Alternatives Program, encompassing a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity.

<https://www.fhwa.dot.gov/fastact/factsheets/transportationalternativesfs.cfm>

U.S. Economic Development Administration (EDA) – Economic Development Integration (EDI) Funding and Resources: EDA's Economic Development Integration (EDI) team works with a wide range of federal partners to help communities access programs and coordinate resources to optimize federal assistance. The funding and resources page

provides useful and relevant information about tools and funding opportunities available to communities.

<https://eda.gov/integration/funding-resources/>

U.S. Economic Development Administration (EDA) – Local Technical Assistance and Short Term Planning: Through its Planning and Local Technical Assistance programs, EDA assists eligible recipients in developing economic development plans and studies designed to build capacity and guide the economic prosperity and resiliency of an area or region.

- Local Technical Assistance: The Local Technical Assistance program strengthens the capacity of local or State organizations, institutions of higher education, and other eligible recipients to undertake and promote effective economic development programs through projects such as feasibility studies, market research impact analyses and other projects leading to local economic development.
- Short Term Planning: The Planning program helps support organizations, including District Organizations, Indian Tribes, and other eligible recipients, with Short Term and State Planning investments designed to guide the eventual creation and retention of high-quality jobs, particularly for the unemployed and underemployed in the Nation's most economically distressed regions.

<https://www.eda.gov/funding-opportunities/>

U.S. Environmental Protection Agency (EPA) – Brownfields Program: EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfield activities.

<https://www.epa.gov/brownfields/types-epa-brownfield-grant-funding>

U.S. Environmental Protection Agency – Clean Water State Revolving Fund (CWSRF): The Clean Water State Revolving Fund (CWSRF) program is a federal-state partnership that provides communities low-cost financing for a wide range of water quality infrastructure projects.

<https://www.epa.gov/cwsrf>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Thriving Communities Technical Assistance Centers (EJ TCTAC) Program: EPA's new EJ Thriving Communities Technical Assistance Centers Program will establish technical assistance centers across the nation providing technical assistance, training, and related support to

communities with environmental justice concerns and their partners. The services provided will include training and assistance on writing grant proposals, navigating federal systems such as Grants.gov and SAM.gov, effectively managing grant funds, community engagement, meeting facilitation, and translation and interpretation services for limited English-speaking participants.

<https://www.epa.gov/environmentaljustice/environmental-justice-thriving-communities-technical-assistance-centers>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Collaborative Problem-Solving (CPS) Cooperative Agreement Program: EPA's EJ Collaborative Problem-Solving Cooperative Agreement Program provides funding for eligible applicants for projects that address local environmental and public health issues within an affected community. The CPS Program assists recipients in building collaborative partnerships to help them understand and address environmental and public health concerns in their communities.

<https://www.epa.gov/environmental-justice/environmental-justice-collaborative-problem-solving-cooperative-agreement-0>

U.S. Environmental Protection Agency (EPA) – The Environmental Justice Small Grants Program: EPA's EJ Small Grants Program supports and empowers communities working on solutions to local environmental and public health issues. The program is designed to help communities understand and address exposure to multiple environmental harms and risks.

<https://www.epa.gov/environmentaljustice/environmental-justice-small-grants-program>

U.S. Environmental Protection Agency (EPA) – Office of Community Revitalization: EPA's Office of Community Revitalization works with communities to help them grow in ways that expand economic opportunity while protecting human health and the environment. The Office of Community Revitalization conducts research; produces reports and other publications; provides examples of outstanding smart growth communities and projects; and works with tribes, states, regions, and communities through grants and technical assistance programs on a range of smart growth topics.

<https://www.epa.gov/smartgrowth>

U.S. Environmental Protection Agency (EPA) – The State Environmental Justice Cooperative Agreement Program (SEJCA): EPA's State Environmental Justice Cooperative Agreement Program provides funding to eligible applicants to support and/or create model state activities that lead to measurable environmental or public health results in communities disproportionately burdened by environmental harms and risks. These models should leverage or utilize existing resources or assets of state agencies to

develop key tools and processes that integrate environmental justice considerations into state governments and government programs.

<https://www.epa.gov/environmentaljustice/state-environmental-justice-cooperative-agreement-program>

USDA Forest Service – Citizen Science Competitive Funding Program: Citizen Science Competitive Funding Program (CitSci Fund) was launched in 2017 to support innovative projects that address science and resource management information needs while connecting people to the land and one another. It is an opportunity for USDA Forest Service units and partners to apply for up to \$60,000 over the course of 6 years for collaborative citizen science projects.

<https://www.fs.usda.gov/working-with-us/citizen-science/competitive-funding-program>

USDA Forest Service – Community Forest & Open Space Program: The Community Forest and Open Space Conservation Program provides financial assistance grants to local governments, Indian tribes, and qualified nonprofit organizations (including land trusts) to establish community forests that provide defined public benefits such as recreational opportunities, the protection of vital water supplies and wildlife habitat, demonstration sites for private forest landowners, economic benefits from timber and non-timber products.

<https://www.fs.usda.gov/managing-land/private-land/community-forest/program>

USDA Forest Service – Forest Legacy Program: The Forest Legacy Program is a conservation program administered by the USDA Forest Service that provides grants to state agencies to permanently conserve important forest lands that support strong markets for forest products, protect air and water quality, provide recreational opportunities, and sustain important fish and wildlife habitat.

<https://www.fs.usda.gov/managing-land/private-land/forest-legacy>

USDA Forest Service – Forest Stewardship Program: The Forest Stewardship Program (FSP) works in partnership with state forestry agencies, cooperative extensions, and conservation districts to connect private landowners with the information and tools they need to manage their forests and woodlands. FSP works to assist landowners to actively manage their land and related resources, keep land in a productive and healthy condition for present and future owners and increase economic benefits of land (e.g., timber harvesting) while conserving the natural environment. FSP also helps landowners identify goals for their land and the management activities needed to realize them.

<https://www.fs.usda.gov/managing-land/private-land/forest-stewardship/>

USDA Forest Service – Regional Research Stations: Forest Service R&D research needs to reflect the diversity of natural resources across the country. To accomplish this, research is conducted at nearly 80 locations across the United States, organized around five regional research stations plus the International Institute of Tropical Forestry in Puerto Rico and the Forest Products Laboratory in Madison, Wisconsin. R&D laboratories are complemented by a network of 80 experimental forests. In addition, R&D research includes collaborations in other countries.

<https://www.fs.usda.gov/research/stations>

USDA Forest Service – Urban & Community Forestry Program: The Urban and Community Forestry Program supports the health of all our nation's forests by creating jobs, contributing to vibrant regional wood economies, enhancing community resilience, and preserving the unique sense of place in cities and towns of all sizes. By working with our state partners to deliver information, tools and financial resources, the program supports fact-based and data-driven best practices in communities, maintaining, restoring, and improving the more than 140 million acres of community forest land across the United States. Technical support is provided to communities by state forestry agencies and non-profit partners for local actions, such as conducting tree inventories, preparing management plans and policies, and planting and caring for trees.

<https://www.fs.usda.gov/managing-land/urban-forests/ucf>

USDA Forest Service and American Indian Alaska Native Tourism Association (AIANTA) – NATIVE Act: This program will award grants of up to \$250,000 out of a total funding amount of approximately \$900,000 and is intended to advance the intent and purpose of the NATIVE Act through supporting and investing in efforts to enhance and integrate cultural tourism/cultural recreation to empower Native American communities and to advance the National Travel and Tourism Strategy. The program seeks applications from Tribal Nations, Tribal Enterprises and native nonprofits that border and/or have historic ties to USFS managed lands and USFS Regions.

<https://www.aianta.org/request-for-proposal-us-forest-service-aianta-native-act-grant/>

USDA Natural Resources Conservation Service (NRCS): The NRCS has several grants and technical assistance programs that support community conservation efforts. Some of them include:

- Conservation Technical Assistance: NRCS can provide farmers and landowners technical assistance to manage their natural resources in a responsible and sustainable way.
- Environmental Quality Incentives Program (EQIP): Provides landowners and land managers with financial assistance to address natural resource concerns on private, working lands through conservation practices. Issues addressed can

include soil erosion, water quality impacts, soil quality degradation (soil compaction, soil productivity/health), low plant productivity, and degraded wildlife habitat.

- Conservation Stewardship Program (CSP): Provides financial assistance to conservation minded agricultural and forestry producers by paying for existing conservation activity AND for newly adopted conservation measures. Adopting a new conservation activity is a requirement for program participation.

<https://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/>

USDA Rural Development – Business and Industry Loan Guarantees: Provide guarantees on loans made by private lenders to help new and existing businesses gain access to affordable capital by lowering the lender's risk and allowing for more favorable interest rates and terms.

<https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees/>

USDA Rural Development – Community Facilities Program: Provides affordable loans, loan guarantees, and grants to construct, expand, or improve facilities that provide essential public services in rural areas, such as health care, education, public safety, and others.

<https://www.rd.usda.gov/programs-services/all-programs/community-facilities-programs>

USDA Rural Development – Rural Business Development Grants: Help small and emerging private businesses and/or nonprofits in rural communities startup or expand businesses. Funds may be used to acquire or develop land, buildings, plants, and equipment; build or improve access roads, parking areas, utility extensions, and water and waste disposal facilities; provide technical assistance; establish revolving loan funds; and support rural distance learning programs that provide educational or job training.

<https://www.rd.usda.gov/programs-services/rural-business-development-grants>

USDA Rural Development – Single Family Housing Programs: Provide loans, loan guarantees, and grants to give families and individuals the opportunity to buy, build, repair, or own safe and affordable homes located in rural America. Eligibility for these loans, loan guarantees, and grants is based on income and varies according to the average median income for each area.

<https://www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs>

USDA Rural Development – Summary of Major Programs: A summary document that catalogs the more than 40 programs USDA has to support rural America, including

telecommunications, electric, community facilities, water and environment, business and cooperative programs, and single and multi-family housing programs.

https://www.rd.usda.gov/files/RD_ProgramMatrix.pdf

USDA Rural Development – Telecom Programs: Loans and grants to build and expand broadband networks in eligible rural areas. Loans build broadband networks and deliver service to rural households and businesses and provide capital for rural telecommunications companies and broadband providers. Grants are reserved for communities with the highest need.

<https://www.rd.usda.gov/programs-services/all-programs/telecom-programs>

USDA Rural Development – Water and Waste Disposal Loan and Grant Programs: Provides funding for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal, and storm water drainage to households and businesses in eligible rural areas.

<https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program>

U.S. Small Business Administration (SBA): Created in 1953, SBA helps small business owners and entrepreneurs pursue the American dream. The SBA is the only cabinet-level federal agency fully dedicated to small businesses and provides counseling, capital, and contracting expertise as the nation's only go-to resource and voice for small businesses. If you need access to capital to help you achieve your business goals, the SBA offers various funding programs for all business types. Whether you need to create a successful business plan, get expert advice on expanding your business, or train your team, SBA's resource partner network is here to help!

- For Funding Programs: <https://www.sba.gov/funding-programs>
- For Local Assistance visit: <https://www.sba.gov/local-assistance/find?address=87107&pageNumber=1>

Non-Federal Funding and Technical Assistance

AARP Community Challenge Grants: These grants fund projects that help communities make immediate improvements and jump-start long-term progress towards livability for people of all ages in communities across the nation. 2019 projects were designed to create vibrant public places, demonstrate the tangible value of "Smart Cities," deliver a range of transportation and mobility options, and/or support the availability of a range of housing choices.

<https://www.aarp.org/livable-communities/community-challenge/>

America Walks – Technical Assistance for Walkable Communities: America Walks provides technical assistance and “rapid-response” services at no charge. We regularly receive questions on a variety of walking topics, including starting community groups, getting a crosswalk installed, passing a Vision Zero policy, and more. We respond with advice, best practices, case studies, and provide connections to other practitioners.

<https://americawalks.org/programs/technical-assistance-for-walkable-communities/>

American Trails – Legacy Trails Grant Program: American Trails has partnered with the U.S. Forest Service to create the Legacy Trails Grant Program. The goal of the program is to support projects that restore, protect, and maintain watersheds on our national forests and grasslands. The Forest Service identifies and prioritizes watershed acres or areas where Forest Service roads and trails may impact water quality in streams and water bodies. American Trails will be looking to fund projects that restore fish and aquatic organism passage, improve trail resiliency, preserve trail access, decommission unauthorized trails, and convert unneeded Forest Service roads to trails. American Trails is administering this grant program, and is soliciting applications for funding, with awards up to \$100K per project.

<https://www.americantrails.org/legacy-trails-program>

Bass Pro Shops & Cabela's: Together with their partners in conservation, Bass Pro Shops and Cabela's are working to positively shape the future of the outdoors through donations, grant-making and advocacy. They invest in programs and initiatives aimed at conserving wildlife and habitat, connecting new audiences to the outdoors, advocating for access and sportsmen's rights, supporting military and veterans, and strengthening communities in the Missouri Ozarks.

<https://about.basspro.com/community/support/?lcab.rdr=TRUE>

Blue Zones – Made to Move: The Made to Move program is a competitive funding opportunity created to assist communities in advancing active transportation through local project development, implementation, and supporting policies. With the ultimate goal of promoting more walkable, bikeable, transit-friendly environments for all ages, incomes, and abilities, this funding opportunity will be awarded to five mid-sized communities in the United States. Each community will receive \$100,000 plus technical assistance from the Blue Zones, LLC, built environment team.

<https://www.bluezones.com/made-to-move/>

Causality Brand Grant: Causality offers both full (pro bono) and matching (partial, funding requirement of 50 percent) service grants to nonprofits for brand marketing and creative services such as brand assessment and development, identity design or

logo refresh, marketing materials, marketing campaign development, website design and build, digital/social media graphics, and more.

<https://www.causalitybrandgrant.com/>

Cliff Family Foundation: The Cliff Family Foundation awards grants on an annual basis for general operational support as well as for specific projects. The Foundation's funding priorities include strengthening foods systems, enhancing equitable community health outcomes, and safeguarding the environment and natural resources. Priority is given to applicants that address two of their funding priorities at the same time, demonstrate strong community ties, and operate within visible and clearly defined plans for positive change.

<https://cliffamilyfoundation.org/grants-program>

Community Transportation Association of America – Rural Passenger Transportation Technical Assistance Program: Funded by USDA Rural Development, this program helps rural communities enhance economic growth and development by improving transportation services. The program provides planning assistance for facility development, transit service improvements and expansion, new system start-up, policy and procedure development, marketing, transportation coordination, training, and public transit problem-solving activities.

<https://ctaa.org/rural-tribal-passenger-transportation-technical-assistance/>

Fluor Giving: Grants are only made to organizations that are 501(c)(3) non-profit organizations or qualifying non-governmental organizations. An emphasis is placed on programmatic and operating support. Special event and fundraising support is generally not considered. Priority is given to organizations that align to Fluor's strategic focus areas and provide opportunities for employee volunteerism. Fluor's key focus areas are Education, Public Health and Critical Human Needs, Economic Development, and Environment.

<https://www.fluor.com/sustainability/community/fluor-giving/applying-for-fluor-grants>

GrantWatch: A website listing thousands of current grants, funding opportunities, awards, contracts and archived grants.

<https://www.grantwatch.com/>

KaBoom! Playground Grants: Several KaBoom! grants support the development of playgrounds in communities.

<https://kaboom.org/grants>

National Center for Rural Road Safety: A national hub of training, resources, and technical assistance for rural road safety improvements. The center is intended to develop and share multidisciplinary rural road safety training, resources, and technical assistance that is dynamic, collaborative, and responsive. The funding page provides updated links to grants and funds that focus on rural transportation safety.

<https://ruralsafetycenter.org/resources/funding/>

National Recreation and Park Association (NRPA): NRPA provides information about grant and fundraising opportunities that are available for park and recreation agencies and affiliated friends groups and 501(c)(3) nonprofits.

<https://www.nrpa.org/our-work/Grant-Fundraising-Resources/>

National Wilderness Stewardship Alliance: NWSA is a network of volunteer-based organizations to provide stewardship for America's enduring resource of wilderness. They have variety of funding grant programs (\$2-10,000 range) related to stewardship and trails. Applications are usually due by late March of each year.

https://www.wildernessalliance.org/funding_programs

People for Bikes: The People for Bikes Community Grants Program provides funding for important projects that build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives. Grant cycles are 1-2 per year and are up to \$10,000.

<https://www.peopleforbikes.org/grants>

Project for Public Spaces – Community Placemaking Grants: Provides funding to US-based nonprofits and government agencies to address inequalities in public space access by working directly with local stakeholders to transform public spaces or co-create new ones. We do this by providing direct funding, technical assistance, and capacity building facilitated by Project for Public Spaces.

<https://www.pps.org/community-placemaking-grants>

Rails-to-Trails Conservancy: This website lists many federal, state, and local government funding mechanisms, as well as grants, partnerships, and other creative funding methods available for trail building – for acquisition and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/acquisition-funding/>

<https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/maintenance-funding/>

Safe Routes Partnership – Safe Routes to Parks: The Safe Routes to Parks Activating Communities program provides in-depth technical assistance and grant funding to ten communities working to improve safe, secure park access for people of all ages and abilities in low-income communities and communities of color.

<https://www.saferoutespartnership.org/healthy-communities/saferoutestoparks>

Shell Oil Grant Program: Shell partners with leading organizations that are aligned to our global footprint and have proven track records for making a difference in our three areas of focus: Community, Education, and Environment. While the program generally funds large national non-profit organizations it also invests in local communities where Shell has a strong presence. Typically, Shell chooses to work with community organizations with which we have established or proactively developed relationships.

<https://www.shell.us/sustainability/request-for-funding-from-shell.html#vanity-aHR0cHM6Ly93d3cuc2hlbGwudXMvc3VzdGFpbmFiaWxpdHkvcmVxdWVzdC1mb3ItYS1ncmFudC1mcm9tLXNoZWxsLmh0bWw>

T-Mobile Hometown Grant Program: T-Mobile's Hometown Grant program is investing big in small towns by awarding up to 100 towns a year with project funding—up to \$50,000 each. The program focuses on projects that revitalize community spaces in towns with 50,000 people or less. Recipients are selected and awarded on a quarterly basis.

<https://www.t-mobile.com/brand/hometown-grants>

The Conservation Alliance: The Conservation Alliance Grants Program seeks to protect threatened wild places throughout North America for their habitat and recreational values. These grants are given to registered 501(c)3 nonprofit organizations working to protect the special wild lands and waters in their backyards. While these funds are often for protecting land, they have been utilized for providing pedestrian access to wild lands, which includes trail development.

<http://www.conservationalliance.com/grants/>

Together Outdoors – Grant Programs: The goal of Together Outdoors is to fund outdoor inclusion initiatives that are "by the community, for the community." They use a trust-based approach to dismantle historical barriers to funding. In this initial pilot round of grants, Together Outdoors will make one-time awards of \$5,000 to \$10,000. Funding supports two main initiatives. "Research + Resources" provides monetary support for the development of research and resources concerning inclusion in the outdoors, such as toolkits, educational resources, audio and video resources and linguistic translations. "Activating Change Outdoors" supports outdoor recreation-related programming,

events and leadership development initiatives that benefit communities of color and intersecting minority groups.

<https://www.togetheroutdoors.com/grantprograms>

U.S. Endowment for Forestry and Communities – Innovative Finance for National Forests Grant Program: This grant program, developed in partnership with the USDA Forest Service National Partnership Office and the National Forest Foundation, develops, refines, and scales tools, templates, and approaches that direct private investment capital to improve the health of the National Forest System through projects that deliver environmental and social outcomes and financial returns. Project activities may take place on the National Forest System; on adjacent state, private or tribal lands; or across boundaries provided outcomes contribute to the health of Forest Service ownership.

<http://www.ifnfgeneral.org/>

State-Specific Funding and Technical Assistance

California

California Arts Council – Grant Programs and Applications: A full list of grant opportunities addressing aspirational areas in the CAC's strategic framework, including increased capacity building for local arts agencies, general operating support, multiyear grant opportunities, geographic equity, small organization prioritization, and funding for individual artists.

<https://arts.ca.gov/grants/grant-programs/>

California Department of Conservation – Funding, Grants, and Easements: financial incentive programs to further California's goals to conserve agricultural lands, restore and manage watersheds, and reduce greenhouse gas emissions.

<https://www.conserv.ca.gov/information-for/funding-grants-easements>

California Department of Fish and Wildlife – Grant Programs: CDFW grant programs fund projects that sustain, restore, and enhance California's fish, wildlife, plants, and their habitats. Focus areas include drought response, fish and wildlife management, watershed restoration, planning, and protection, and oil spill prevention and response.

<https://wildlife.ca.gov/Grants>

California Department of Forestry and Fire Protection – California Forest Improvement Program: California Forest Improvement Program (CFIP) program encourages private and public investment in, and improved management of, California forest lands and

resources. This focus of CFIP is to ensure adequate high quality timber supplies, related employment and other economic benefits, and the protection, maintenance, and enhancement of a productive and stable forest resource system for the benefit of present and future generations. Cost-share assistance is provided to private and public ownerships containing 20 to 5,000 acres of forest land. Cost-shared activities include management planning, site preparation, tree purchase and planting, timber stand improvement, fish and wildlife habitat improvement, and land conservation practices.

<https://www.fire.ca.gov/grants/california-forest-improvement-program-cfib/>

California Department of Forestry and Fire Protection – Forest Health: CAL FIRE's Forest Health Program funds active restoration and reforestation activities aimed at providing for more resilient and sustained forests to ensure future existence of forests in California while also mitigating climate change, protecting communities from fire risk, strengthening rural economies and improving California's water & air. Through grants to regionally-based partners and collaboratives, CAL FIRE seeks to significantly increase fuels management, fire reintroduction, treatment of degraded areas, and conservation of forests.

<https://www.fire.ca.gov/grants/forest-health/>

California Department of Forestry and Fire Protection – Forest Legacy: The purpose of the Forest Legacy Program is to protect environmentally important forest land threatened with conversion to non-forest uses. Protection of California's forests through this program ensures they continue to provide such benefits as sustainable timber production, wildlife habitat, recreation opportunities, watershed protection and open space. Intact forests also contribute significantly to the storage and sequestration of carbon.

<https://www.fire.ca.gov/grants/forest-legacy/>

California Department of Forestry and Fire Protection – Wildfire Prevention: CAL FIRE's Wildfire Prevention Grants Program provides funding for fire prevention projects and activities in and near fire threatened communities that focus on increasing the protection of people, structures, and communities. Qualifying projects and activities include those related to hazardous fuels reduction, wildfire prevention planning, and wildfire prevention education with an emphasis on improving public health and safety while reducing greenhouse gas emissions.

<https://www.fire.ca.gov/grants/wildfire-prevention/>

California Department of Housing and Community Development – Technical Assistance to Improve the Delivery of Homelessness Programs: HCD is offering technical assistance to California counties and Continuums of Care (CoCs) to enhance, develop, build

capacity, or improve the design and the delivery of programs and services for people experiencing homelessness. Using an on-demand response model, HCD will deploy consultants to provide more than 13,000 hours of assistance, at no cost to the jurisdictions.

<https://www.hcd.ca.gov/technical-assistance>

California Department of Parks and Recreation – Division of Boating and Waterways: DBW invests in publicly accessible recreational boating facilities and boating safety activities throughout California. DBW funding allows local agencies to renew deteriorated facilities or to develop new public access. Boating safety education grants help in training, basic boating education and boating instruction safety centers, and equipment grants assist law enforcement agencies with the purchase of patrol boats and other safety equipment. DBW grants also are involved in furthering environmentally sound boating practices through its clean and green programs, abandoned vessel and boater sewage management grants, as well as research on climate change and wave prediction.

http://dbw.parks.ca.gov/?page_id=28715

California Department of Parks and Recreation – Off-Highway Motor Vehicle Recreation Division: Grants provided by the Off-Highway Motor Vehicle Recreation (OHMVR) Division provide for well-managed, safe off-highway vehicle recreation in the state. The funding provided by its grants supports numerous entities, including local and federal agencies, educational institutions, Native American communities and nonprofits. The financial assistance helps organizations and agencies implement sustainable, environmentally responsible off-highway vehicle programs.

http://ohv.parks.ca.gov/?page_id=1164

California Department of Parks and Recreation – Office of Grants and Local Services: addresses California's diverse recreational, cultural and historical resource needs by developing grant programs, administering funds, offering technical assistance, building partnerships and providing leadership through quality customer service. The funding has established indoor and outdoor recreation in every corner of the state, built trails, acquired and restored sensitive habitat, built natural and cultural interpretative facilities, and fostered outdoor natural experiences for thousands of children, youth and families. More than 7,400 California parks have been created or improved through OGALS' grant programs.

http://www.parks.ca.gov/?page_id=1008

California Environmental Protection Agency – Brownfields Revolving Loan Fund Program: The RLF provides U.S. EPA-funded grants, up to \$200,000, for brownfields sites

where redevelopment or reuse is planned. Under this program, local government agencies, nonprofit organizations, and tribes who are not considered to be responsible parties could be eligible for a grant to help with the cost of implementing a hazardous substance or petroleum cleanup.

<https://dtsc.ca.gov/revolving-loan-fund-rlf-program/>

California Grants Portal: Free database of funding opportunities available through State of California grantmaking agencies. Search the database and sign-up to receive notifications.

<https://www.grants.ca.gov/>

California Natural Resources Agency – Museum Grant Program: This competitive grant program intends to solicit project proposals that assist the California Cultural and Historical Endowment (CCHE) in supporting and enhancing museums that are deeply rooted in, and reflective of, previously underserved communities.

<https://resources.ca.gov/grants/california-museum>

California Natural Resources Agency – Urban Greening Program: This program will fund projects that reduce greenhouse gases while also transforming the built environment into places that are more sustainable, enjoyable, and effective in creating healthy and vibrant communities. These projects will establish and enhance parks and open space, using natural solutions to improving air and water quality and reducing energy consumption, and creating more walkable and bike-able trails.

<https://resources.ca.gov/grants/urban-greening>

California Office of Historic Preservation – Incentives and Grants for Historic Preservation: A brief outline of some of the grant and other incentive programs that are available to help support preservation efforts.

https://ohp.parks.ca.gov/?page_id=1073

California Transportation Commission – Active Transportation Program (ATP): This program was created to encourage increased use of active modes of transportation, such as walking and biking. The goals of the ATP include, but are not limited to, increasing the proportion of trips accomplished by walking and biking, increasing the safety and mobility of non-motorized users, advancing efforts of regional agencies to achieve greenhouse gas reduction goals, enhancing public health, and providing a broad spectrum of projects to benefit many types of users including disadvantaged communities. Since its inception, the ATP has funded over 800 active transportation projects across the state benefiting both urban and rural areas. More than 400 of the funded projects are Safe Routes to Schools projects and programs that encourage a

healthy and active lifestyle throughout students' lives. In addition, every cycle has seen more than 85% of funds going towards projects that will benefit disadvantaged communities throughout the state.

<https://catc.ca.gov/programs/active-transportation-program>

California Transportation Commission – Bike Program: The Bicycle Facilities Unit (BFU) is responsible for coordinating all aspects of the Caltrans bicycle program with a goal to fully integrate bicycles into all aspects of the California transportation system. To do this, the BFU promotes safe, well designed bicycle facilities and the funding, regulations, and education that make such facilities possible. It envisions connected networks of bikeways that fit well with other transportation modes, increase safe transportation options for California citizens, and lessen the carbon footprint of California transportation. BFU works with local, State, and federal transportation agencies to improve cycling for all Californians.

<https://dot.ca.gov/programs/local-assistance/fed-and-state-programs/bike-program>

California Wildlife Conservation Board – Public Access Program: The Public Access Program is one of the original Wildlife Conservation Board (WCB) programs. Initially the Public Access Program worked with California Department of Fish and Wildlife (CDFW) to support projects focused on the protection and development of public access areas and the promotion of hunting and fishing opportunities. This program funded construction of fishing piers, fishing ponds, boat ramps, wetlands for waterfowl, duck blinds, and development of parking lots and restrooms at CDFW-managed wildlife areas. Over time the public demand for other wildlife-oriented uses grew to include uses such as bird watching, kayaking, and hiking. The WCB's authority expanded to new partners, and broadened its program to accommodate new uses, including ADA trails, kayak "put-in" areas, interpretive signs, and bird observation shelters.

<https://wcb.ca.gov/Programs/Public-Access>

Visit California – Tourism Development Programs: Provides training, funding, and technical assistance to address a variety of tourism development needs. Programs include digital optimization, crisis response, sustainable tourism and destination stewardship, and rural marketing.

<https://industry.visitcalifornia.com/partner-opportunities/programs>

APPENDIX D: REFERENCES

This compendium of references was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, the Northern Border Regional Commission, and the Appalachian Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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Community Engagement, Diversity, Equity, and Inclusion

American Indian Alaska Native Tourism Association (AIANTA). AIANTA has served as the national voice for American Indian nations engaged in cultural tourism. In addition to serving as the voice for Indian Country tourism, AIANTA provides technical assistance and training to Tribal nations and Native-owned enterprises engaged in tourism, hospitality, and recreation.

<https://www.aianta.org/>

<https://www.aianta.org/resources/publications/>

Appalachian Regional Initiative for Stronger Economies. *A Regional Multistate Collaboration Toolkit*. (2022). The Appalachian Regional Initiative for Stronger Economies (ARISE) is intended to support economic, workforce, and community development projects through partnerships across states in the Appalachian Region with planning and implementation grants funded under the Infrastructure Investment and Jobs Act of 2021. This toolkit provides case study examples of successful regional multistate partnerships and offers more detailed information regarding partnership building, grant operations, challenges, and best practices involved in building a successful multistate initiative.

https://www.arc.gov/wp-content/uploads/2022/08/Case-Studies-Toolkit_Final_081522r1.pdf

Diversify Outdoors. Diversify Outdoors is a coalition of social media influencers – bloggers, athletes, activists, and entrepreneurs – who share the goal of promoting diversity in outdoor spaces where people of color, LGBTQIA, and other diverse identities have historically been underrepresented. We are passionate about promoting equity and access to the outdoors for all, that includes being body positive and celebrating people of all skill levels and abilities.

<https://www.diversifyoutdoors.com/>

Outdoor Afro: Where Black People and Nature Meet. Outdoor Afro has become the nation's leading, cutting-edge network that celebrates and inspires Black connections and leadership in nature. Outdoor Afro is a national not for profit organization with leadership networks around the country. With nearly 90 leaders in 30 states from around the country, the organization connects thousands of people to outdoor experiences, who are changing the face of conservation.

<https://outdoorafro.org/>

Together Outdoors: Together Outdoors is an initiative of the Outdoor Recreation Roundtable and is a coalition of under-represented individuals and diversity, equity, and inclusion champions on the frontlines who are working to make the outdoors more

inclusive for all. This coalition has been and will continue to be designed and pursued in close partnership with these key experts who are actively work together to make the outdoors a more inviting place through education, inclusion, equity, and action.

Together Outdoors has created a Resource Hub that features search functionality – the ability to sort content by resource type, focus area, activity type, target group, or activity. Users also able to submit content and organizations.

<https://resourcehub.togetheroutdoors.com/>

Community and State-Specific Strategies and Examples

Oregon Outdoor Recreation Network. The Travel Oregon website has many great resources on many aspects of outdoor recreation.

<https://industry.traveloregon.com/opportunities/programs-initiatives/outdoor-recreation/outdoor-recreation-development/>

Pennsylvania Department of Conservation and Natural Resources. Outdoor Recreation Plan Webinar Series. (October 2020). This video series was produced to support Pennsylvania's Outdoor Recreation Plan.

<https://www.dcnr.pa.gov/Recreation/PAOutdoorRecPlan/Pages/default.aspx>

1. Recreation for All: <https://youtu.be/P6Ubw9yrbjE>
2. Sustainable Systems: <https://youtu.be/ORTzpvo9VcA>
3. Funding and Economic Development: <https://youtu.be/HYid2q9Ay-Q>
4. Technology: <https://youtu.be/BSquMY-Kde4>
5. Health and Wellness: <https://youtu.be/StUz6s2J8pc>

Skowhegan, Maine. *Transformation Through Outdoor Recreation*. (2016). Residents of Skowhegan came together to share ideas for the future of their town, resulting in the Skowhegan Strategic Plan for Community Transformation at which voters adopted during the June 2016 town meeting.

<https://runofriver.org/outdoor-recreation-plan/>

<https://mainstreetskowhegan.org/strategic-planning/>

State of Colorado. *Colorado Statewide Comprehensive Outdoor Recreation Plan (SCORP)* (2019). Colorado's SCORP considers both conservation and recreation together and looks at current and changing demographics and recreation trends to help the outdoor recreation sector be culturally relevant and respond to future shifts.

<https://cpw.state.co.us/Documents/Trails/SCORP/Final-Plan/SCORP-Without-Appendices.pdf>

The Conservation Fund. *Conservation Leadership Network Project Profiles*. This landing page provides access to various rural and gateway community projects from across the U.S., with many examples of communities that have successfully leveraged the outdoor recreation economy.

<https://www.conservationfund.org/our-work/conservation-leadership-network/our-projects>

Tompkins County, New York. *Tompkins County Outdoor Recreation Tourism Implementation Plan*. (2018). Identifies collective steps to develop and promote Ithaca and Tompkins County as a premier regional destination for outdoor recreation.
<http://tompkinscountyny.gov/files2/tourism/2018-3-14-Outdoor%20Rec%20Implementation%20Plan.pdf>

Vermont Urban and Community Forestry. *Town Forest Recreation Planning Toolkit and Webinar Series*. (June 2020). This toolkit offers the resources needed to develop a town forest recreation plan for your community from start to finish, including step by step planning and detailed materials organized around planning themes such as stories, existing conditions, public engagement, natural resources, plan development, and implementation. Links to several webinars in the "Town Forest Recreation Planning Webinar Series" are also included below.

<https://vtcommunityforestry.org/places/town-forests/recreation-planning-initiative/recreation-planning-toolkit>

- New Tools for Sustainable Forest Based Recreation Webinar
<https://youtu.be/UTHEj0AC3pE>
- Connecting Downtowns w/Trails for Economic Vibrancy Webinar
<https://youtu.be/s1SQoUqN22s>
- Trails for People and Wildlife Webinar
<https://youtu.be/uhbYUMrgLqU>
- Mountain Biking Trails 101 Webinar
<https://youtu.be/zCmco-WDrPM>
- Trail Building & Maintenance Webinar
<https://youtu.be/lrv9eqoUQNE>

Land Conservation, Stewardship, Parks, and Health

National Park Service and Centers for Disease Control and Prevention. *Parks, Trails, and Health Workbook: A Tool for Planners, Parks & Recreation Professionals, and Health Practitioners*. A workbook to help strengthen the design and implementation of community-based parks and trails projects.

https://www.nps.gov/orgs/rtca/upload/Parks-Trails-and-Health-Workbook_2020.pdf

The Trust for Public Land and the City Parks Alliance. *The Field Guide for Creative Placemaking and Parks* (2017). How-to guide that connects creative placemaking with parks and open spaces by strengthening the role of parks and open space as an integrated part of comprehensive community development, advancing arts- and culturally-based approaches to park making, and highlighting the role of parks as cultural products unto themselves.

<https://www.tpl.org/field-guide-creative-placemaking-and-parks>

U.S. Department of Agriculture Forest Service. *The Stewardship Mapping and Assessment Project (STEW-MAP)*. STEW-MAP is a research methodology, community organizing approach, and partnership mapping tool developed by scientists at the USDA Forest Service Northern Research station that answers the question: who takes care of the local environment? This question is important because stewards, or civic groups that engage in caring for local nature, play a significant role in building stronger, healthier, greener, and more resilient communities.

https://www.fs.usda.gov/nrs/pubs/gtr/gtr_nrs156.pdf

Main Street Revitalization and Economic Development

International City/County Management Association and Smart Growth Network. *Putting Smart Growth to Work in Rural Communities*. (2010). Focuses on smart growth strategies that can help guide growth in rural areas while protecting natural and working lands and preserving the rural character of existing communities.

<https://www.epa.gov/smartgrowth/putting-smart-growth-work-rural-communities>

Main Street America Resource Center. The Main Street Resource Center is a comprehensive digital library containing a broad range of member resources, including their signature Main Street Approach handbooks and guides, newly released revitalization toolkits, and the popular Main Street Now Journal archive. There are some non-member materials available here as well.

<https://www.mainstreet.org/howwecanhelp/resourcecenter>

McMahon, Ed. *Why Some Places Thrive and Others Fail: The New Formula for Community Revitalization*. Virginia Town and City. (January/February 2017). This article describes why some communities can maintain and build on their economic vitality and quality of life in an ever-changing world.

https://www.vtc.org/wp-content/uploads/pdf/VTCJanFeb17_pg21-25.pdf

National Association of Counties (NACo). *Resources for Transitioning Economies*. (2015). Website developed by NACo and the National Association of Development

Organizations to share publications, tools and training, funding and other resources on economic diversification with communities and regions seeking to strengthen their local economies.

<http://diversifyeconomies.org/>

National Association of Development Organizations (NADO). *Planning for Prosperity in Small Towns and Rural Regions*. (2015). Contains materials developed by NADO and its partners through the HUD Sustainable Communities Initiative capacity building program, including publications, webinars, workshop materials, and other information on a variety of topics such as economic resilience, entrepreneurship, community engagement, downtown redevelopment, food systems, and many more.

<https://www.nado.org/online-resource-planning-for-prosperity-in-small-towns-and-rural-regions/>

National Association of Development Organizations, *WealthWorks Rural Economic Development Case Studies*. (2019). Series of case studies examining how rural communities are applying concepts of wealth creation, an approach to community and economic development that is demand-driven, focusing on market opportunities that capitalize on a community's existing assets or underutilized resources. Includes stories of communities building lasting livelihoods and supporting local ownership and control of assets related to outdoor recreation, tourism, and more.

<https://www.nado.org/wealthworks-case-studies/>

National Endowment for the Arts. *How To Do Creative Placemaking: An Action-Oriented Guide to Arts in Community Development*. (2016). This action-oriented guide is focused on making places better. It includes instructional and thought-provoking case studies and essays from leading thinkers in creative placemaking and describes the diverse ways that arts organizations and artists can play essential roles in the success of communities across America.

<https://www.arts.gov/publications/how-do-creative-placemaking>

Project for Public Spaces (PPS). *The Power of Ten*. The Power of 10+ is a concept PPS developed to evaluate and facilitate Placemaking at multiple city scales. The idea behind this concept is that places thrive when users have a range of reasons (10+) to be there. This concept can be applied to outdoor recreation economy resources and assets at the main street, town, and area scale, namely to increase the reasons for people to come, stay longer, and do more in a place.

<https://www.pps.org/article/the-power-of-10>

Smart Growth America. *(Re-)Building Downtown: A Guidebook for Revitalization*. (2015). This guide uses Smart Growth America's seven-step approach to downtown redevelopment and is aimed at local elected officials who want to re-invigorate and strengthen neighborhood centers of economy, culture, and history.

<https://smartgrowthamerica.org/introducing-rebuilding-downtown-a-guidebook-for-revitalization/>

The Democracy Collaborative. *Community Wealth*. This website offers resources, guides, case studies, videos and examples of strategies for building wealth in a community. Some strategies are nonprofit and profit-making models such as community development corporations (CDCs), community development financial institutions (CDFIs), employee stock ownership plans (ESOPs), community land trusts (CLTs), cooperatives, and social enterprise.

<https://community-wealth.org/>

U.S. Department of Agriculture. National Agricultural Library Rural Information Center. The Rural Information Center (RIC), a service of the National Agricultural Library (NAL), assists rural communities by providing information and referral services to rural government officials, community organizations, libraries, businesses, and citizens working to maintain America's rural areas. The "Downtown Revitalization" sections features a wide variety of planning resources, case studies, funding, journal, and organizations.

<https://www.nal.usda.gov/ric/community-development-resources>

<https://www.nal.usda.gov/ric/downtown-revitalization>

U.S. Department of Agriculture Rural Development & University of Kentucky. *Rural America Placemaking Toolkit* (2022). This toolkit is a resource guide to showcase a variety of placemaking activities, projects and success stories across rural America. Specifically it includes a Technical Assistance Directory, Financial Assistance Directory, and a Placemaking Assessment Survey.

<https://www.ruralplacemaking.com/>

U.S. EDA. *Tools for Economic Development*. Through the Research and National Technical Assistance Program, the U.S. Economic Development Administration (EDA) funds the development and dissemination of new tools for economic development practitioners and policymakers to utilize to help make informed development decisions.

<https://eda.gov/resources/tools/>

U.S. EPA. *Essential Smart Growth Fixes for Rural Planning, Zoning, and Development Codes*. (2012). Offers 10 essential fixes to help rural communities amend their codes,

ordinances, and development requirements to promote more sustainable growth.
<https://www.epa.gov/smartgrowth/essential-smart-growth-fixes-communities>

U.S. EPA. *Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns*. (2016). Provides a step-by-step guide to building a place-based economic development strategy for small and mid-sized cities, particularly those that have limited population growth, areas of disinvestment, or a struggling economy.
<https://www.epa.gov/smartgrowth/framework-creating-smart-growth-economic-development-strategy>

U.S. EPA. *Smart Growth Self-Assessment for Rural Communities*. (2015). Tool designed specifically for rural communities that helps villages, towns, and small cities evaluate their policies to create healthy, environmentally resilient, and economically robust places.

<https://www.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities>

Outdoor Recreation

Bureau of Economic Analysis, *Outdoor Recreation Satellite Account*. Federal dataset measuring the economic activity as well as sales and receipts generated by outdoor recreational activities across the U.S. and by state. These statistics also measure each industry's production of outdoor goods and services and its contribution to the U.S. GDP. Industry breakdowns of outdoor employment and compensation are also included.
<https://www.bea.gov/data/special-topics/outdoor-recreation>

Daily Yonder. Provides articles on outdoor recreation, many based on Headwaters Economics research. A few relevant articles are listed here:

- *How Outdoor Recreation Supports Rural Economic Development*. (Feb 24, 2019).
<https://www.dailyyonder.com/speak-piece-outdoor-recreation-supports-rural-economic-development/2019/02/25/>
- *Recreation Is Bigger Share of U.S. Economy than Ag or Mining, Report Says*. (May 10, 2018).
<https://www.dailyyonder.com/recreation-bigger-share-u-s-economy-ag-mining-report-says/2018/05/10/>
- *Rural "Recreation Counties" Show More Population Resilience*. (Feb 10, 2019)
<https://www.dailyyonder.com/rural-recreation-counties-show-population-resilience/2019/02/11/>

Headwater Economics. Headwaters Economics is an independent, nonprofit research group that works to improve community development and land management decisions.

The organization receives funding from a wide variety of sources, including contracts with federal agencies such as the Bureau of Land Management and U.S. Forest Service; charitable foundations; and contract work for partner organizations. Its website provides outdoor recreation economic data by state in addition to other outdoor recreation industry research and analysis. <https://headwaterseconomics.org/outdoor-recreation/> Several relevant reports are listed below:

- *Best Practices for States to Fund Outdoor Recreation.* (2017). Seven case studies illustrate best practices and lessons learned to develop programs for outdoor state recreation funding.
<https://headwaterseconomics.org/economic-development/state-recreation-funding/>
- *Economic Profile System.* Tool allowing users to produce free, detailed socioeconomic reports at the community, county, or state level and including topics such as Land Use and Public Land Amenities as well as Agriculture, Timber, and Mining. EPS is also known as the Human Dimensions Toolkit by the Forest Service.
<https://headwaterseconomics.org/tools/economic-profile-system/about/>
- *How Outdoor Recreation Supports Rural Economic Development.* (2019). Report that finds that counties with outdoor recreation economies are more likely to attract new residents with greater wealth and have faster-growing wages than their non-recreation counterparts, particularly in rural communities.
<https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation/>
- *National Forest Socioeconomic Indicators Tool.* Tool allowing users to run free, easy-to-use reports detailing economics, demographics, land use, business sectors, and other topics for communities near every National Forest.
<https://headwaterseconomics.org/tools/forest-indicators/>
- *The Outdoor Recreation Economy by State.* (2021). Report outlines the outdoor recreation economy impacts by state, using Bureau of Economic Analysis data.
<https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation-economy-by-state/>

National Governors' Association. *Outdoor Recreation Learning Network.* This resource highlights many opportunities for states to advance the outdoor recreation economy and conservation, stewardship, education, workforce training, economic development, infrastructure, equity, inclusion, public health, and wellness.

<http://nga.org/outdoors>

National Park Service, *River Access Planning Guide.* An online and downloadable resource for planning river access. The step-by-step process guides planning for river

access with recreation users in mind. This guide can assist the challenging task of providing for a variety of uses while protecting natural resources in rivers and other waterways. The guide's approach provides a framework for meeting the needs of people seeking to enjoy river recreation on, off, and in the water.

<https://www.nps.gov/articles/river-access-planning-guide-a-decision-making-framework-for-enhancing-river-access.htm>

Northern Forest Center. *The Northern Forest Outdoor Recreation Economy Symposium*. (2018). Summarizes the 2018 gathering, which explored evolving trends in outdoor recreation and its role as a critical economic driver in the Northern Forest region. Links to presentations, notes, and priorities for each of the participating states (Maine, New Hampshire, Vermont and New York).

<https://northernforest.org/recreation-symposium/>

Outdoor Industry Association (OIA). OIA synthesizes the different strategies and programs currently employed in the U.S. and overarching themes, best practices, and lessons learned. Several relevant resources are listed below.

<https://outdoorindustry.org/>

- *Outdoor Participation Report*. (2021). Study showing levels of participation in outdoor activities.
<https://outdoorindustry.org/resource/2021-outdoor-participation-trends-report/>
- *State Funding Mechanisms for Outdoor Recreation*. (2017). Provides a summary from Headwaters Economics that outlines state funding mechanisms for outdoor recreation.
<https://outdoorindustry.org/wp-content/uploads/2017/08/Headwaters-Economics-v4-Screen.pdf>
- *State-Level Outdoor Recreation Reports*. (2017). Provides links to reports describing the participation in and economic impact of the outdoor recreation sector in every state and Congressional district.
<https://outdoorindustry.org/advocacy/>
- *The Outdoor Recreation Economy*. (2017). Summarizes the economic impact of the outdoor recreation sector across the U.S. and includes national statistics on consumer spending, jobs, and tax revenue, along with statistics for specific recreation activities.
https://outdoorindustry.org/wp-content/uploads/2017/04/OIA_RecEconomy_FINAL_Single.pdf
- *White Paper on State Leadership Roles for Outdoor Recreation*. (2016). This white paper describes the role that states can play in promoting outdoor recreation, with examples from states that were early to adopt state-level directors of outdoor recreation.

<https://industry.traveloregon.com/wp-content/uploads/2016/08/Outdoor-Industry-Association-White-Paper-on-State-Leadership-Roles-for-Outdoor-Recreation.pdf>

Outdoor Recreation Roundtable (ORR). ORR promotes the growth of the outdoor recreation economy and outdoor recreation activities, educating decision makers and the public on balanced policies that conserve public lands and waterways and enhance infrastructure to improve the experience and quality of life of outdoor enthusiasts everywhere. ORR publishes many white papers, research, statistics and reports on the importance of outdoor recreation.

<https://recreationroundtable.org/>

- *Outdoor Career Path Module.* These interactive profiles showcase real people in the outdoor industry and the career paths, motivations, and work / life balance attributes that have propelled them in their work.
<https://osucore.s3.us-west-2.amazonaws.com/orr-workforce-profiles-2022/story.html>
- *Outdoor Rec Drives Jobs: Careers in the Recreation Economy.* (2022). This report provides a comprehensive look at the outdoor recreation economy and the breadth of high-quality jobs that exist within, tailored to workers with a variety of skillsets. It also includes links to workforce resources and academic programs supporting work in the recreation economy.
<https://recreationroundtable.org/wp-content/uploads/2022/07/Workforce-Report.pdf>
- *Outdoor Recreation Drives the American Economy.* This section of the ORR website hosts summary economic statistics overall and by state. The State site hosts summary statistics on the outdoor recreation economy by state, each of which links to the more detailed state report published by the US Department of Commerce Bureau of Economic Analysis Outdoor Recreation Satellite Account (ORSA) data.
<https://recreationroundtable.org/economic-impact/>
<https://recreationroundtable.org/economic-impact-by-state/>
- *The Outdoor Recreation Roundtable Rural Economic Development Toolkit.* (2021). This toolkit outlines strategies for using outdoor recreation as a tool for economic development, including key best practices and examples from around the country.
<https://recreationroundtable.org/rural-development-toolkit/>
- *Work in the Outdoors: Resources to Support the Outdoor Workforce and Career Paths in the Rec Economy* (2022). To release the "Outdoor Rec Drives Jobs" report, ORR used this webinar to feature several of the outdoor professionals featured in the report and to share about their connection to the outdoor workforce.

<https://www.youtube.com/watch?v=UOYCPtKIJkk>

Sausser, Brooke and Jordan W. Smith, Ph.D. *Elevating Outdoor Recreation*. Institute of Outdoor Recreation and Tourism at Utah State. (July 2018). This study provides an overview and analysis of eleven state offices of initiatives of outdoor recreation.

https://www.nps.gov/orgs/1892/upload/Elevating_Outdoor_Rec_Together.pdf

Society of Outdoor Recreation Professionals (SORP). SORP is the nation's leading association of outdoor recreation and related professionals who strive to protect natural and cultural resources while providing sustainable recreation access. The organization's website provides access to webinars, scholarships, and tools for outdoor recreation planning including a library of all state comprehensive outdoor recreation plans (SCORPs) and technical resources.

<https://www.recpro.org/>

U.S. Department of Agriculture. *Federal Outdoor Recreation Trends: Effects on Economic Opportunities*. (2016). Summarizes participation trends and projections for 17 outdoor recreation activities common on federal lands, describes the current economic activity supported by outdoor recreation, and discusses how anticipated future changes in recreation participation and climate may impact the economic activity supported by outdoor recreation.

<https://www.fs.usda.gov/treesearch/pubs/53247>

U.S. Department of Agriculture. *Recreation Economy at USDA Economic Development Resources for Rural Communities*. (2020). USDA's Forest Service, Rural Development, and the National Institute for Food and Agriculture developed this resource guide for rural communities to identify resources that develop the recreation economy. It describes the roles of federal agencies and programs in the recreation economy and highlights numerous financing strategies and case studies from communities.

https://www.rd.usda.gov/sites/default/files/usdard_recreational_economy508.pdf

U.S. Department of Agriculture. *Recreation Economic Values for Estimating Outdoor Recreation Economic Benefits from the National Forest System*. (2017). This report presents the most recent update of the Recreation Use Values Database, based on an exhaustive review of economic studies spanning 1958 to 2015 conducted in the United States and Canada, and provides the most up-to-date recreation economic values available.

<https://www.fs.usda.gov/pnw/publications/recreation-economic-values-estimating-outdoor-recreation-economic-benefits-national>

Utah State University. *Gateway & Natural Amenity Region (GNAR) Initiative*. The GNAR Online Community Toolkit is designed to be a resource for planners, public officials, community members, consultants, and all others who are working in communities with access to significant natural amenities and recreation opportunities. This toolkit provides resources, case studies, model ordinances, and other tools to help GNAR communities plan for and respond to the unique planning, transportation, economic, community development, and sustainability challenges and opportunities they face. The toolkit is a living resource; it will grow and adapt in order to provide the most useful and up-to-date information possible.

<https://www.usu.edu/gnar/toolkit>

Trails and Transportation

American Trails. *Resource Library*. Search thousands of articles, studies, training, and projects on every aspect of trails and greenways. This website also has a national map searchable by state for agencies, organizations, training, and state-specific resources relating to trails and greenways.

<https://www.americantrails.org/resource-library/>

Centers for Disease Control and Prevention. *Resources for Implementing Built Environment Recommendations to Increase Physical Activity*. This website contains a compilation of real world examples, an Implementation Resource Guide, and a Visual Guide to help communities implement recommendations for built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity.

<https://www.cdc.gov/physicalactivity/community-strategies/beactive/index.html>

Federal Highway Administration. *Bicycle and Pedestrian Program*. The Federal Highway Administration's Bicycle and Pedestrian Program promotes safe, comfortable, and convenient walking and bicycling for people of all ages and abilities. This program supports pedestrian and bicycle transportation through funding, policy guidance, program management, and resource development. The website contains information on funding resources, design and implementation, case studies, guidebooks, and other information.

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.pdf

Federal Highway Administration. *Small Town and Rural Multimodal Networks*. (2016). This document helps small towns and rural communities support safe, accessible, comfortable, and active travel for people of all ages and abilities. It provides a bridge between existing guidance on bicycle and pedestrian design and rural practice, encourages innovation in the development of safe and appealing networks for bicycling and walking, and shows examples of project implementation.

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwahelp17024_lg.pdf

Headwaters Economics. *Trails Research and Searchable Benefits Library*. (2019). Compilation of 144 trail studies on the impacts of trails in a single library, searchable by type of benefit, use, year, and region.

<https://headwaterseconomics.org/economic-development/trails-pathways/trails-research/>

Main Street America and Project for Public Places. *Navigating Main Streets as Places: A People-First Transportation Toolkit*. (2019). This toolkit provides guidance on how to evaluate streets and transportation through the lens of placemaking; balance the needs of mobility and other street activities; and build stronger relationships with other decisionmakers and the community. It's a one-stop-shop toolkit featuring guidance and best practices for rural downtowns and urban neighborhood commercial districts.

<https://www.mainstreet.org/howwecanhelp/navigatingmainstreets>

Rails-to-Trails Conservancy. *Trail-Building Toolbox*. A one-stop-shop for the basics to create a vibrant rail-trail for your community, including technical tips and tried-and-true methods for generating neighborhood, political, and funding support for your project. Parts of the toolbox include organization, acquisitions, funding, planning, design, and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/>

Rails-to-Trails Conservancy. *Trail Towns*. Provides examples, best practices, and resources for communities and regions seeking to start or grow Trail Town programs, which can help to entice trail users off the trail and into adjacent communities, supporting economic development.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/planning/trail-towns/>

Sate Routes to School National Partnership. *Dollars and Deadlines: A State-by-State look at the Transportation Alternatives Program*. The Transportation Alternatives program is a primary source of federal funding for biking and walking improvements. The Safe

Routes Partnership created state-specific fact sheets that detail how local communities can access these funds.

<https://drive.google.com/drive/folders/1JGAJgEsaC3qJOk03Bci5fRcb95g3AosD>

Safe Routes to School National Partnership. *Get to Know Your Neighborhood with a Walk Audit.* Walk audits are a great tool to gather information about street conditions, engage community members, and inform planning and traffic safety projects. This is a how-to manual to conduct your own walk audit. Though designed for safe routes to school, it can be applied to routes and connections between amenities in and around a downtown/Main Street area.

[https://www.saferoutespartnership.org/sites/default/files/get to know your neighborhood with a walk audit.pdf](https://www.saferoutespartnership.org/sites/default/files/get_to_know_your_neighborhood_with_a_walk_audit.pdf)

The Scenic Route. *Getting Started with Creative Placemaking and Transportation.* A guide for using creative placemaking strategies in transportation projects to reflect and celebrate local culture, heritage, and values.

http://creativeplacemaking.t4america.org/?utm_source=Design+-+2016+Highlights&utm_campaign=Design+2016+Highlights+Newsletter&utm_medium=email