



**COMMUNITY  
ACTION PLAN**

**RECREATION** ECONOMY  
*for*

**RURAL** COMMUNITIES

**Town of Fayetteville,  
West Virginia**

**2023**



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>

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Cover photo credit: Contributed by local Steering Committee

## PLAN CONTEXT

Fayetteville, West Virginia was one of 25 communities across the nation selected to receive planning assistance through the second round of the Recreation Economy for Rural Communities (RERC) 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 outdoor recreation and revitalize their downtowns.

Fayetteville requested planning assistance to support efforts to strengthen connections between its downtown and outdoor recreation opportunities. Fayetteville, WV is the County Seat of Fayette County West Virginia – located on the rim of the New River Gorge National Park and Preserve (NRGNPP).

Quick Facts: Fayetteville (Place) Population – 2,751. Demographics 98% White; 1.82% Black, 0.145% other; Median household income, \$52,083 Persons in Poverty 29.6%<sup>1</sup>. County population – Fayette County, 39,487, down 2.5% since 2020. Demographics 93.4% White; 4.1% Black; 1.9% Two or more races; 1.4% Hispanic or Latino. Median Household income, \$45,988; Persons in Poverty 19.9%<sup>2</sup>

Fayetteville, West Virginia has a rich history dictated by its geographical location and geological

<sup>1</sup> DataUSA. <https://datausa.io/profile/geo/fayetteville-wv#demographics> Accessed July 29, 2023. Note, Census Quickfacts don't exist for populations less than 5,000. DataUSA utilizes US Census data.

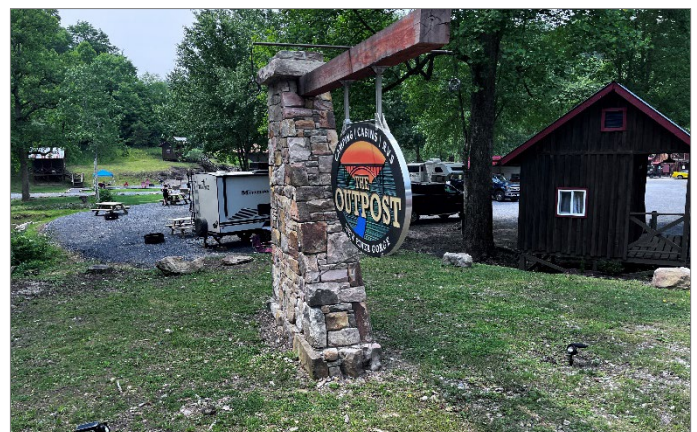
<sup>2</sup> Quickfacts, US Census Bureau. <https://www.census.gov/quickfacts/fact/table/fayettecounty-westvirginia,US/PST045222> Accessed July, 29, 2023.



The New River Gorge Bridge is an iconic landmark for the region and an engineering marvel. Completed in 1977, it spans the New River Gorge. The bridge replaced the ferry system, shortening the journey across the gorge from several hours to a few minutes. Photo Credit: Jay Young



View from the bottom of the bridge. Every October a festival called Bridge Day is held featuring extreme activities like base jumping, rappelling, bungee jumping, rappelling, and more. Photo Credit: Distinguished Gentleman's Ride



The Outpost Campground is a new facility hosting camping and RVs at the bottom of the Gorge. Photo Credit: EPA

resources. The town's position along the major Giles-Fayette-Kanawha Turnpike during the American Civil War made it a strategic location for both the North and the South. Both the North and the South controlled the town during the war, and it is also known as the first location where indirect fire was used in battle.<sup>3</sup>

Fayetteville's proximity to the many coal mines in the New River Gorge provided for its initial growth and prosperity as a community in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries. The designation of Fayetteville as the county seat made it the center of government for the area. Today, Fayetteville and the surrounding area is a mecca for outdoor recreators. The historic downtown is two and a half miles from the New River Gorge National Park and Preserve (NRGNPP), just across the famous New River Gorge Bridge. Completed in 1977, the Western Hemisphere's longest single-span arch bridge transformed travel along the Route 19 corridor, reducing the 45-minute drive through the gorge to a 45-second trip across the top.

The New River is the second oldest river in the world and was designated as a National River in 1978. The river and the gorge were redesignated to a national park and preserve in December 2020. This change has brought a significant spike in visitors to town: in 2021 and 2022, recreation visits to the park were up an average of 50%.<sup>4</sup> Fayetteville seeks to bolster its

<sup>3</sup> Visit Fayetteville Website.

<https://visitfayettevillewv.com/history/#:~:text=Fayetteville%20was%20fought%20over%20in,indirect%20fire%20during%20a%20battle>. Accessed July, 29, 2023.

<sup>4</sup> Average taken from visitorship data collected by the National Park.

<https://irma.nps.gov/Stats/SSRSReports/Park%20Specific%20Reports/Annual%20Park%20Recreation%20Visitation%20>

## STEERING COMMITTEE (Plus)

*Community Point of Contact* | **Matt Diederich**, Town of Fayetteville

**Grace Angelona**, Youth Representative

**David Bailey**, Graze LLC

**Chris Banks**, Resident

**Lewis Cook**, Town of Fayetteville

**Sharon Cruikshank**, Town of Fayetteville

**Stephen Cruikshank**, Fayette County Parks and Recreation

**Andy Davis**, New River Gorge Regional Development Authority

**Holly Fussell**, Water Stone Outdoors

**Hannah Mitchell**, Love Hope Center for the Arts

**Abbie Newell**, Fayette Trail Coalition

**Gabe Peña**, Town of Fayetteville

**PJ Stevenson**, Resident

**Stacey Tope**, Love Hope Center for the Arts

*Participated in post-workshop calls:*

**Deana Barber**

**Sarah Brengosz**, Resident

**Sam Comer**

**Candace Evans**, Thread and New River Yoga

**Lisa Gale**, Resident

**Mike Harvey**, The 304 restaurant and food truck

**Brian Honey**, Former Resident

**Corey Lilly**, City of Beckley Econ Development

**Allyson McAllister**, The Gaines Estate

**Colette McInerney**, COLETTE

**Cathy Moriarty**, Hair N The Woods

**Tim Naylor**, New River Gorge Convention & Visitor Bureau/Fayette County Chamber of Commerce

**Shannon Peffley**, Mountain Surf Paddle Sports

**Heidi Prior**, West Virginia Small Business Development Center

**Craig Reger**, Range Finder Coffee

**Linda Stein**, Retired health educator/social worker

**Will Thornton**, Terradon Corporation

**Philip Waidner**, Arrowhead Bike Farm & National Interscholastic Cycling Association (NICA)

**Bill Wells**, Cascade Properties, Mountain State Trail Alliance

*The list above includes the original local Steering Committee, plus workshop participants who joined the Committee following the workshop.*



infrastructure to support growing tourism and increase its connectivity and downtown walkability while remaining true to its small-town roots.

Long before the national park put the Town on the map, outdoor enthusiasts ventured to Fayetteville and the gorge for its world-class whitewater rafting, rock climbing, and mountain biking. The first commercial rafting company opened in 1968, and today more than six companies operate river trips for all ability levels on the New and nearby Gauley rivers. The gorge's hard sandstone also offers virtually endless opportunities for rock climbers, who began mapping routes in the area in the 1980s. A community of mountain bikers arrived shortly after to take advantage of the trails left behind by the coal industry, and quickly began discovering new possibilities for bikers throughout the park.

Fayetteville also offers recreation opportunities for those who prefer less-extreme sports. The local town park has three ball fields, a skate park, a splashpad, paved pump track, and access to hiking trails in the NRGNPP. Soon, Town Park will also have a climbing boulder. The county Memorial Building features a large gymnasium which is used for pickleball on Thursday nights, as well as other community-led fitness programs sponsored by Active Southern West Virginia. All these features make Fayetteville a pleasant community for families and businesses alike.

However, while the increase in tourism to the area has been great for business, it has put a strain on the local infrastructure (including the housing market) and revealed the need for safer, more walkable areas throughout downtown. Fayetteville recognized that this growth will inevitably lead to change, and leadership saw the opportunity to steer

[\(1904%20-%20Last%20Calendar%20Year\)?Park=NERI](#).  
Accessed July, 29, 2023.

## PLANNING ASSISTANCE TEAM

**Christy Bailey**, National Coal Heritage  
**Betty Barnes**, U.S. EPA Region 3  
**Samantha Beers**, U.S. EPA Region 3  
**Steph Bertaina**, U.S. EPA  
**Kristin Beverage**, Partner Community Capital  
**W.J. Cober**, Monongahela National Forest  
**Jaclyn Courter**, Appalachian Regional Commission  
**Grace Gontarek**, US EPA Region 3  
**Morgan Hartsock**, New River Gorge National Park and Preserve  
**Nathan Hilbert**, NPS – Rivers, Trails, and Conservation Assistance Program  
**Derek Hildebrand**, New River Gorge National Park and Preserve  
**Adriana Hochberg**, U.S. EPA  
**Katie Kull**, New River Gorge National Park and Preserve  
**Donny Leadbetter**, NPS – Tourism Program  
**Amanda Legg**, West Virginia Tourism Office  
**Nate Merrill**, U.S. EPA Office of Research and Development  
**Ray Moeller**, Northern Brownfields Assistance Center  
**Heather Passchier**, NPS – Rivers, Trails, and Conservation Assistance Program  
**Tracey Rowan**, U.S. EDA  
**Mark Scoular**, West Virginia Department of Highways  
**Daniel Sharon**, New River Gorge National Park and Preserve  
**Megan Simpson**, Greater Kanawha Valley Foundation  
**Andy Steel**, New River Gorge National Park and Preserve  
**Kent Walker**, USDA Rural Partners Program  
**Lauren Weatherford**, WVU Extension  
**Andy Williamson**, WVU Outdoor Economic Development Collaborative  
*Consultant Team*  
**Jason Espie**, Revive Strategies  
**Gerry Seavo James**, Explore Kentucky Initiative  
**Frances Klimczak**, Bridge Watch Consulting

*Federal, state, and other partners plus the consultant team served as the Planning Assistance Team for the RERC process in Fayetteville.*

this process by developing a vision with buy-in from the community. This led the Town to apply for planning assistance from the RERC program. The intention of this effort is to help create a vision and action plan to move the community towards this unique development opportunity.

Over the course of six months, a local Steering Committee worked with a Planning Assistance Team made up of consultants and federal, state, and other partners to assess opportunities and challenges, set goals to strengthen Fayetteville’s recreation economy and invigorate its downtown, and convene a public workshop that took place June 6-7, 2023. This community action plan was developed through a grassroots collaborative process starting at the workshop and continuing in follow-up meetings to refine the plan and identify resources.

This report 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 further development of the recreation economy in Fayetteville over the next two to three years.

## THE OPPORTUNITY

Fayetteville identified several key opportunities for maintaining its local character while developing infrastructure and connectivity in support of growing outdoor recreation:

*Increase youth programming for local kids:* We want Fayetteville to be a place where our kids can stay. Often, the activities that tourists enjoy cost more than local families can spend for their kids. Free and low-cost community programming that enables kids to experience the outdoors will promote healthy lifestyles, incentivize families to get outside, and ultimately retain talent in our community.



*Town Park is a valued and loved asset in the community. There are opportunities to expand and grow here. Photo Credit: Consultant team/EP&A*



*Visiting federal and state partners on the tour (described later in this report) crossing Rt 16 with caution to eat at The 304 restaurant. Credit: Consultant Team/EP&A*



*Rotan Street that extends from downtown Fayetteville to the Love Hope Arts center and The 304 restaurant is in need of pedestrian improvements. Photo Credit: Consultant Team/EP&A*



*Increase adult programming options:* We also want Fayetteville to be a place where local adults have opportunities to get outside and connect with one another. An outdoor adventure club, gardening club, and/or other programming at the local library or art gallery will foster community among our residents amidst the increase in visitors from out of town.

*Improve safety and walkability downtown:* Our sidewalks and streets do not adequately connect locals and visitors with all parts of our downtown area or nearby recreation assets. Building ADA-accessible sidewalks, widening our roads, and opening up more parking will make shopping, walking, and driving in town safer and easier for all.

*Improve wayfinding between town and outdoor recreation assets:* Our visitors do not always know about all of the businesses we offer in town because of the disconnection between some blocks and our main street. Additionally, the lack of signage on Route 19 makes it difficult for travelers to know how to find Fayetteville or NRGPP.

*Increase shuttle services to alleviate stress on parking:* Many national parks have a shuttle service between different park locations to enable visitors to travel easily between different areas without driving. Establishing a public shuttle service, or increasing the capacity of the only locally-owned private shuttle service, would decrease vehicular traffic in town and reduce the glut of parking at trailheads.

*Restore the Memorial Building:* The Memorial Building provides a large indoor recreation and gathering space, including public restrooms. The building has historical importance to the town and county and could provide more value than it does at present, if restored with recreation and adult/youth programming in mind.

*Reuse Board of Education property:* Reimagining the use of this property would open up parking, increase



*Visiting federal and state agency partners tour the memorial building. Photo Credit: Consultant Team/EPA*



*Board of Education property downtown presents many opportunities for re-use. Credit: Consultant Team/EPA*



*The major whitewater rafting companies all have a downtown presence even if their base of operations is near the river. Photo Credit: Consultant Team/EPA*

real estate for new businesses, and create a community space that would benefit both locals and visitors.

Prior to the workshop, the Steering Committee completed a self-assessment that identified several critical needs:

*Open communication with DOH:* The state Department of Highways (DOH) oversees the maintenance, regulations, and signage on most of Fayetteville's roads, meaning that the town cannot take action to improve connectivity without support from the DOH. Disjointed communication and unclear ownership have prevented the town from making progress on projects related to its streets in the past.

*Clarity of ownership:* The Memorial Building and Board of Education property belong to Fayette County, not Fayetteville. Any restoration, development, or reuse of these spaces will need to be either approved by the Fayette County Commission or purchased from the county for town use. Overall, confusion about how this process starts has prevented the town from making progress on similar projects in the past.

*Continued engagement from volunteers:* The successful implementation of Fayetteville's RERC action plan depends on sustained engagement from the Steering Committee and community volunteers. Leaders recognize that the actions selected as part of the RERC process require endurance from participants. Town Council needs support from business owners and citizens to spearhead efforts outlined in this document to achieve project goals.

This report and action plan addresses these needs and will significantly enhance the overall development, cultural richness, and economic vitality of the community.



*Love Hope Center for the Arts is a 501(c)(3) nonprofit organization that offers a variety of classes, studio space, and events as well as unique exhibit space in Fayetteville. It is located in the historically African American neighborhood of Tank Hill. There is a strong and growing artist community in Fayetteville, which is a strong tourism asset. Photo Credit: Love Hope Arts*



# 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 Steering Committee and Planning Assistance Team to gain a baseline understanding of the community, 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. Fayetteville’s workshop program and activities are described briefly below. The workshop participant list is provided in **Appendix A**, workshop exercise results are detailed in **Appendix B**, funding and technical assistance resources are in **Appendix C**, recreation and downtown-related references are in **Appendix D**. **Appendix E** contains the results of the pre-workshop youth survey.

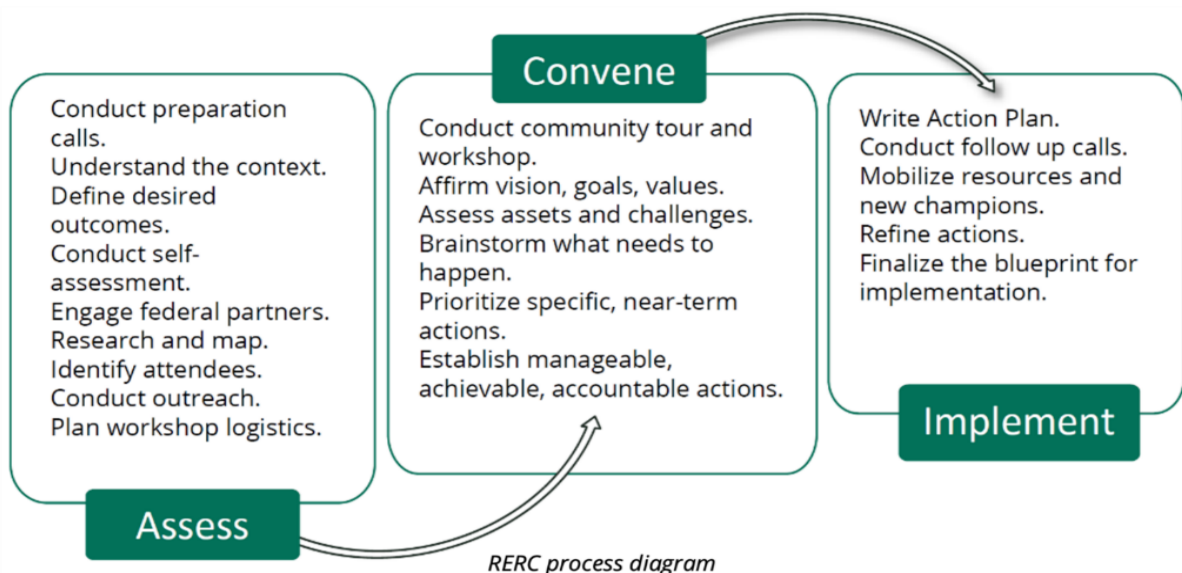


Group picture prior to start of the community tour at the workshop. Photo Credit: EPA



Downtown Fayetteville. Photo Credit: Jay Young

# THE WORKSHOP



## COMMUNITY TOUR

The RERC workshop with Fayetteville took place June 6-7, 2023. The first day began with a community tour organized by the Steering Committee and included the Planning Assistance Team. The tour began at the local American Legion Building, where partners made introductions and proceeded on foot to explore downtown businesses.

The tour began with a walk by the Gaines Estate, a beautiful event venue close to downtown. The estate is open to the public to visit, and throughout the summertime features food trucks and live music on Wednesday nights.

Next, the group walked through “Frogtown,” a neighborhood in Fayetteville’s with a history of flooding. The homes here are older and part of the town’s national historic register. This section of the tour also took us past the old elementary and middle schools, currently undergoing redevelopment as an apartment complex and boutique hotel, respectively. The new apartments and attached coworking space will be utilized by *Ascend West Virginia*, a program sponsored by West Virginia University’s Outdoor Economic Development to incentivize remote workers to move to the state.

The walking tour proceeded through town, where we saw the historic Memorial Building and Courthouse. The Memorial Building is a beautiful old structure that houses the library and a large gymnasium that doubles as a concert venue. The building is currently underutilized, and the Steering Committee expressed a desire to optimize its function in the community. The Courthouse is still active and used for official business. On the front lawn, we were able to read about Fayetteville’s significance during the Civil War.



*The tour stopping to talk with staff at New River Bikes. Photo Credit: EPA*



*Courthouse. Photo Credit: Revive Strategies*



*Memorial Building. Photo Credit: Revive Strategies*



Next, the tour stopped at local outdoor recreation businesses in town: New River Bikes, ACE Adventure, and Water Stone Outdoors. These stops highlighted the importance of outdoor recreation to the town's economy. The next stop was at the local theater and art gallery where the group learned about the Fayetteville community's desire to better connect businesses on Rotan Street and adjacent to Court Street to the center of town.

After a gourmet lunch at the new 304 Restaurant, the group got onto a rafting bus to see Fayetteville's outdoor assets up close. Highlights of the tour included:

- *Wolf Creek Park and New Roots Community Farm*
- *The New River Gorge National Park and Preserve*
- *The New River Gorge Bridge*
- *Fayette Station Drive*
- *White Water Rafting take-out location (Fayette Station)*
- *Outpost Campground*
- *The Town Park*
- *Various trail heads*

We learned that every October, Fayetteville hosts the annual "Bridge Day," which attracts thousands of visitors each year for an extreme festival, with BASE jumping, rappelling, and a 5k run across the bridge. This event requires extensive coordination with members of the Bridge Day Commissions, together with the Fayette County Chamber of Commerce, Fayette County Commission, National Park Service, the West Virginia Department of Highways, Fayette County Sheriffs Department, the Town of Fayetteville, as well as others and it puts Fayetteville on the map as the center of the New River Gorge region.



*Tour selfie at the base of the New River Gorge Bridge.  
Photo Credit: EPA*

# WORKSHOP DAY ONE

Following the tour, a community meeting was held on the evening of June 6, 2023 at the American Legion in Fayetteville.

The workshop was well attended by over 75 residents, business owners, Steering Committee members, and community leaders, as well as federal, state, regional, and other partners who were invited by the RERC Planning Assistance Team and were involved in the entire two-day workshop.

The community meeting kicked off with introductions from Matt Diederich, Town Manager, and Mayor Sharon Cruikshank. They welcomed everyone and explained the importance of the RERC workshop to all the participants and gave a brief overview of Fayetteville’s history and outdoor recreation assets.

Next, all attendees introduced themselves and shared one word about their community (see word cloud on the following page.)

Cora Gnegy, Tourism Director for Giles County, VA, joined virtually to share about her experience with the RERC program, as Giles County participated in program in 2020. Giles County and Fayetteville share



A Fayetteville welcome mural. Photo Credit: EPA



Town Manager, Matt Diederich, delivering a context setting presentation on day one of the workshop. Photo Credit: EPA



Group picture from the workshop. Photo credit: Revive Strategies





Word Cloud summarizing responses to the question, "What is one word that describes Fayetteville?"

New River access, and Cora’s experience with the RERC process provided the participants with background about the benefits of outdoor recreation for her community. She offered to continue to serve as a resource for the Steering Committee moving forward.

The Planning Assistance Team then gave an overview of the RERC program, highlighting the opportunities presented by the growing outdoor recreation economy nationally and locally. The Team also shared reflections from the Steering Committee’s pre-workshop community self-assessment and findings from a youth survey that included input from 68 respondents. The results of the youth survey can be found in Appendix E.

The facilitation team then provided data about the outdoor recreation industry in West Virginia. At \$1.6 billion total outdoor recreation value added, the industry makes up 1.9% of the state’s GDP and offers 18,754 jobs. Boating, hunting, climbing, hiking, camping, and biking are among the top activities, all of which can be done in Fayetteville.

Finally, the Team presented the draft workshop goals which were created by the Steering Committee and gathered feedback from the workshop

## WORKSHOP GOALS

1. **AUTHENTICITY:** As our downtown grows and develops, keep Fayetteville’s authenticity as the coolest town, celebrating its history, arts, culture, food, and outdoor recreation.
2. **CONNECTIVITY:** Improve connectivity (including walk/bike connectivity) and wayfinding so that residents and visitors can safely access outdoor recreation and downtown amenities.
3. **INFRASTRUCTURE:** Build and improve infrastructure, such as community spaces, parking, public restroom facilities, visitor lodging, additional housing, and other amenities which will support residents and visitors as they experience outdoor recreation opportunities and spend time in downtown Fayetteville.

*The Steering Committee initially drafted workshop goals which were refined at the workshop. This RERC action plan is organized around these goals.*

participants to refine the goals. In the second half of the evening community meeting, workshop attendees engaged in several interactive exercises. Participants answered the question, “What does outdoor recreation mean to you?”

The next exercise asked participants to identify what is working well in Fayetteville that could be built upon to maintain the community’s authentic character while embracing outdoor recreation opportunities, and what barriers hinder the development of an outdoor recreation economy. These opportunities and challenges are summarized below.



Word Cloud summarizing responses to the question: “What does outdoor recreation mean to you?”

### OPPORTUNITIES

- Attract industries other than tourism to sustain full-time residents
- Interlock existing trails
- Create inclusive after-school programs
- Sponsor events downtown, especially on the weekends
- Expand Main Street and sidewalks for walkability
- Invest in four-season recreation opportunities
- Capitalize on world-class rock climbing
- Diversify the local government (young, transplant, local, etc)
- Improve parking
- Offer weekly movies at Fayette Theater
- Expand vacant and underutilized buildings downtown
- Create bike lanes
- Encourage landowners and developers to build new affordable housing

Summary results of the opportunities that workshop participants identified. All responses can be found in Appendix B.

### CHALLENGES

- Lack of affordable housing (including too many vacation rental units)
- Lack of parking at trailheads and downtown
- Lack of cooperation with the county and nearby towns on shared infrastructure needs
- No public restrooms for visitors
- Insufficient infrastructure: sewer access and internet access
- No public transport to and from the national park and other outdoor assets
- No professional office spaces with high speed internet for remote workers
- Lack of ADA accessible pedestrian/bike infrastructure
- Lack of civic engagement from the community
- Limited public knowledge on town and county laws and ordinances
- Difficulty retaining employees for local businesses
- No authority to regulate/improve roadways for bike/pedestrian use because of DOH

Summary results of the challenges that workshop participants identified. All responses can be found in Appendix B.



In the last exercise of the evening, workshop participants were asked to imagine future news headlines for something great that could happen in the future in Fayetteville around outdoor recreation and downtown revitalization. Some examples include:

- Fayetteville “Coolest Small Town” Exceeds Provisional Goals Set in 2023
- Fayetteville Extends Town to Rotan Street and beyond; Connects to Tank Hill Road
- Fayette County and Neighbors Complete Rail Trail from Beckley to Summersville
- Town of Fayetteville Restores Sailors and Soldiers Memorial Building
- Downtown Revitalization Complete as Board of Education buildings move out of town
- Fayetteville Named Most Accessible Recreation Downtown in the USA
- Accessory Dwelling Units Resolve Critical Housing Shortage in Fayetteville

All headlines are included in Appendix B.

## WORKSHOP DAY TWO

The second day of the workshop on June 7, 2023 was also held at the American Legion.

Participants began by introducing themselves again and sharing one word that they believe about Fayetteville and the RERC process (results in Appendix B). The Planning Assistance Team gave a recap of the previous day’s activities and asked new participants to share their input and suggestions. The Planning Assistance Team highlighted the importance of collaboration, communication, and community while planning for future development and the recreation economy and reviewed the workshop goals to keep them top-of-mind for participants.



*Workshop participants write “headlines from the future,” a visioning exercise. Photo Credit: Revive Strategies*



*The morning of day two of the workshop included several small group activities to generate ideas and conversation around goals and actions. Photo Credit: EPA*



*Another morning exercise included asset mapping of opportunities and big ideas. Photo Credit: EPA*



Nate Merrill from EPA’s Office of Research and Development then presented data on outdoor recreation in Fayetteville. Nate discussed how the EPA is leveraging big data sources to understand the current scale and timing of visits to outdoor recreation areas, capture the demographics of visitors, and identify ways to enhance marketing efforts for these target groups. While the data for the Fayetteville area is still new, over time the EPA will be able to provide information to help Fayetteville and the surrounding towns to capitalize on their assets.

Next, the Planning Assistance Team presented RERC case studies from Quincy, CA; Glenwood Springs, CO; and Glasgow, KY. These examples amplified the take-away message that Cora Gnegy shared on the previous day: this workshop is the starting point for a community to build on its outdoor recreation assets, and when people come together, they can make significant change in their community. Some examples from the case studies included an outdoor gear library, a water trail partnership, inclusionary zoning for affordable housing, and the establishment of a Workforce Housing Working Group.

Workshop participants then engaged in small group exercises to uncover opportunities and ideas related to outdoor recreation with downtown revitalization. These activities helped participants generate ideas for action planning and next steps. Attendees were split into three small groups – itinerary planning, physical asset mapping, and value chain building-block identification.

In the itinerary planning group, workshop participants sketched out an ideal two or three-day trip for different types of visitors who might be coming to the area. The group explored what activities, lodging, supplies, gear, and transportation



Day two of the workshop included a presentation on visitation and other economic data collected by U.S. EPA Office of Research and Development. Photo Credit: EPA



A value chain mapping exercise helped participants identify existing and missing elements of the outdoor recreation and tourism economy in Fayetteville. Photo Credit: EPA



Each workshop exercise allowed time for participants to share their ideas and reflections. Photo Credit: EPA





consider actions they could personally help support. Attendees then placed their post-it notes onto the corresponding posters for each of the five goals. The Planning Assistance Team then grouped and consolidated similar actions. Once the actions were organized, each participant was given dot stickers and asked to vote on the highest-priority actions. The Planning Assistance Team tallied the votes and announced the totals.

Participants then broke into small groups to assess the voting results and flesh out the details for the top three to five actions for each goal. For each action, they identified 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 on follow-up Zoom calls until every action included sufficient details for implementation.

Following are the full, completed action tables.



## COMMUNITY ACTION PLAN

The action planning process during the workshop consisted of several phases. First, there was a brainstorming session, where participants were asked to write down potential actions to help advance one or more goals. The next phase was a dot voting exercise where participants were given a set number of dots and were asked to vote on which actions either were most important or needed immediate attention. In the third phase, small working groups assessed the voting results, selected top actions, and fleshed out the details for those actions for each goal. In the final phase, each small working group reported its progress and shared any questions. The tables that follow provide additional background information and details for each goal and action.

**Goal 1 – Authenticity:** As our downtown grows and develops, keep Fayetteville’s authenticity as the coolest town, celebrating its history, arts, culture, food, and outdoor recreation.

- *Action 1.1 – Create a youth advisory council to engage community youth and create programming.*
- *Action 1.2 – Create a master advisory council to create engaging programming.*
- *Action 1.3 – Create a “Town Merchant Association” to work with the Fayetteville Convention and Visitors Bureau (CVB) to create events and reasons for the public to be downtown.*
- *Action 1.4 – Hire a coordinator to manage grant opportunities, facilitate, and carry out goals (oversight).*

**Goal 2 – Connectivity:** Improve connectivity (including walk/bike connectivity) and wayfinding so that residents and visitors can safely access outdoor recreation and downtown amenities.

- *Action 2.1 – Make streets and sidewalks safer and more walkable for visitors and Fayetteville locals.*
- *Action 2.2 – Identify 4-6 members for the Department of Health Liaison Committee between the Town Council and Department of Health to address Fayetteville’s traffic and sidewalk concerns.*
- *Action 2.3 – Install signage and wayfinding at key entrances and locations within town.*
- *Action 2.4 – Initiate a public shuttle service to alleviate parking issues and facilitate transportation to recreation assets.*

**Goal 3 – Infrastructure:** Build and improve infrastructure, such as community spaces, parking, public restroom facilities, visitor lodging, additional housing, and other amenities that support residents and visitors as they experience outdoor recreation opportunities and spend time in downtown Fayetteville.

- *Action 3.1 – Create a plan for restoring and reusing the Memorial Building for future community use.*
- *Action 3.2 – Identify existing recreation offerings for the community, then work with the community to assess needs and gaps and implement ways to meet these needs.*
- *Action 3.3 – Continue to seek solutions for affordable housing in partnership with the town and community.*
- *Action 3.4 – Work with the Board of Education to identify future re-use potential for the property they hold in town.*

- *Action 3.5 – Work to identify issues, generate ideas for, and implement solutions to parking in Fayetteville (Refer to the 2023 Fayetteville Master Plan).*



**Goal I: Authenticity:** As our downtown grows and develops, keep Fayetteville’s authenticity as the coolest town, celebrating its history, arts, culture, food, and outdoor recreation.

**Action 1.1 – Create a youth advisory council to engage community youth and create programming.**

<p>What is this? Why is it important? Who benefits?</p>	<p>There is a need for additional activities for young people in Fayetteville. Addressing this need will help enhance the well-being of community members, retain talent, incentivize families to stay in the area, create safer and healthy activities for youth, provide health and mobility options in the community, and promote community stability. Sharing what exists and what is available already is the first step.</p> <p>Opportunities that already exist include:</p> <p>(SPORTS) Fayette Co. Youth Soccer, Fayetteville Youth Basketball, Fayetteville Little League (baseball/softball), Fayetteville Midget League Football, Active Southern WV</p> <p>(OUTDOOR REC) Adventure Fayette Co, Project Adventure Camp SOAR, Camp Royal</p> <p>(ARTS) CODA, Historic Fayette Theater acting camp</p> <p>(EVENTS/OTHER) Town Library Programming (Y) and Event (Wizard Weekend, Gingerbread Festival, July 4<sup>th</sup> Heritage Festival</p> <p>Some new ideas are movie nights; campfires; storytelling (history); and expanding and encouraging more entry-level outdoor recreation opportunities for climbing, whitewater, mountain biking, etc.</p>
<p>Initial next steps and deadlines (Present &gt;24 mos.)</p>	<ul style="list-style-type: none"> <li>● Inventory all existing clubs, activities groups (Y.C.).</li> <li>● Get further input from schools on what kids want to do – Fall 2023.</li> <li>● Create a youth advisory council/contact Parent/Teacher Organization (PTO).</li> <li>● Find gaps in programming.</li> <li>● Find a way to communicate offerings.</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>● Higher attendance at existing events</li> <li>● Increase in inventory of activities</li> <li>● Attendance at new activities</li> <li>● Number of newly engaged youth</li> </ul>
<p>Lead Role</p>	<ul style="list-style-type: none"> <li>● Matt Diederich, Town of Fayetteville</li> <li>● Brian Goode, Council and Park Director, Recruit Youth Council</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>● Danny Swank, Basketball (need to reach out)</li> <li>● Melanie Seiler, Active Southern West Virginia</li> </ul>

	<ul style="list-style-type: none"> <li>● Katie Johnson, Adventure Fayette Co, Camp SOAR (need to reach out)</li> <li>● Tabitha Stover, Convention and Visitor Bureau</li> <li>● Lewis Cook (Movie Night)</li> <li>● Lauren Weatherford, West Virginia University Extension</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● People’s time</li> <li>● Funding for movies, facility use, equipment</li> <li>● Prevention initiatives funding</li> <li>● Transportation for youth who will participate on council</li> <li>● West Virginia University Extension</li> <li>● Town Park and football field</li> </ul>

**Action 1.2 – Create a master advisory council to create engaging programming.**

What is this? Why is it important? Who benefits?	Creating a master advisory council could help create additional programs and events to engage Fayetteville’s adult population, in tandem with the youth programming in Action 1.1. Programming could include an adult art league, updating the library to include more programming for adults, adventure programming, musical programming, gardening (expanding on the existing club), and starting street flower beds.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> <li>● Inventory current activities to see what’s available.</li> <li>● Brainstorm new activities to include and who can take the lead.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Increased attendance at current events</li> <li>● Increased awareness of activities</li> <li>● Attendance at new activities</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Lita Eskew</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Dale and Linda Clonch</li> <li>● Dale and Marilyn Payne</li> <li>● Zenda Vance</li> <li>● Judy Learmonth</li> <li>● Lewis Cook</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● Space for activities (at new recreation center or library)</li> <li>● Memorial building (rent) – but not ADA accessible</li> <li>● American Legion</li> </ul>



**Action 1.3 – Create a “Town Merchant Association” to work with the town Convention and Visitors Bureau (CVB) to create events/reasons for public to be downtown.**

What is this? Why is it important? Who benefits?	Creating a Town Merchant Association is important because it can support small businesses in creating full-time, year-round, high-quality jobs and help them thrive and succeed. Offering family-friendly evening activities and communicating what’s available can increase participation in those events and create reasons for the public to spend time downtown. Activities could include a cash mob, kid’s nights, games, lawn games, ice cream, pub crawls (for adults), First Fridays (art walk), farm-to-table events, and a giant potluck dinner.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> <li>● Form the association.</li> <li>● Set a regular schedule to meet (sip2scheme, donuts, coffee + hats).</li> <li>● Create a schedule of events.</li> <li>● A meeting was held September 12, 2023 (second Tuesday of the month).</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Attendance at events</li> <li>● Number of members of the association</li> <li>● Increased sales</li> <li>● Business engagement</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Gabe Peña, Fayetteville Town Council</li> <li>● Eric Pories, Escape-a-Tourium</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Nicholas Tankersley, Lost Appalachia Trading Co</li> <li>● Tabitha Stover, Convention and Visitor Bureau</li> <li>● Holly Fussell, Business Owner</li> <li>● Craig Reger, Range Finder Coffee</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● Develop a fund/grant to assess small business owners in hiring additional staff (labor expense) to extend business hours into the evenings/weekends</li> </ul>

**Action 1.4 – Hire a coordinator to manage grant opportunities, facilitate, and carry out goals (oversight).**

What is this? Why is it important? Who benefits?	Having a coordinator to oversee and help facilitate the implementation of this RERC action plan will help make sure that the goals and actions in the plan are implemented. A coordinator could focus on helping coordinate the implementation of all goals, including outdoor recreation activities, arts, and other events.
Initial next steps and deadlines	<ul style="list-style-type: none"> <li>● Seek funding for planning and increase potential funding for grants (Appalachian Regional Commission, others).</li> </ul>

**Action 1.4 – Hire a coordinator to manage grant opportunities, facilitate, and carry out goals (oversight).**

(Present >24 mos.)	<ul style="list-style-type: none"> <li>● Obtain funding.</li> <li>● Draft job description for the coordinator.</li> <li>● Advertise position.</li> <li>● Hire.</li> <li>● Consider funding to support the position beyond initial grants.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Coordinator is hired and doing the work that needed to be done with support of the whole RERC steering committee and community</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Matt Diederich, Town of Fayetteville</li> <li>● Sharon Cruikshank, Mayor of Fayetteville</li> <li>● AmeriCorps Individual (WV READY Award)</li> <li>● Town Council</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● RERC workshop participants and the whole community who can support the work of this new position to make implementation successful</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● WV READY AmeriCorps to start this position; application has been submitted and an award given</li> <li>● Kent Walker, USDA Rural Development (consider applying for a Rural Business Development Grant in Spring 2024)</li> <li>● Ennis Smith, WV Department of Tourism</li> <li>● Amanda Legg, WV Department of Tourism</li> <li>● James Bush, WV Development Office</li> <li>● Appalachian Regional Commission (could support someone to run Memorial Building)</li> <li>● Kristin Wood, Partner Community Capital (funding coordinator)</li> </ul>

**Goal 1 participants from the workshop:** PJ Stevenson, Lauren Weatherford, Tabitha Stover, Lewis Cook, Nicholas Tankersley, Tim Naylor

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support the implementation of Goal 1.

- Unify communication from Town or Convention and Visitors Bureau (CVB) about opportunities, events, and meetings. Town Facebook page is underutilized. (For example: how few people knew about camp SOAR). Many people are interested in planning/pushing for infrastructure but do not know how to help.
- Develop a “historic tour” itinerary – audio/tour.
- Offer internships to local high school/college students to work at the Town Hall and help to implement the action plan.



- Acquire space to create a museum of Fayetteville. This town has a long and storied history. Work with Lewis Cook to create a collection of books, artifacts, and stories to tell the history of Fayetteville to visitors and locals alike.
- Reach out to Fayette Theater to ask barriers to hosting films regularly.
- Appeal to theater for movie use in evenings (especially in off-season times for the activities).
- Conduct research to understand more about how regional and state government laws affect real change in the Fayetteville community.
- Develop a plan to capture the interest of drive-through travelers (who stop at the Fayette Town Center specifically) to check out the downtown area.
- Interview visitors about what they feel is missing from their trips.
- Create incentives and certification for restaurants to use locally grown produce to be able to showcase/advertise their support.

**Goal 2: Connectivity: Improve connectivity (including walk/bike connectivity) and wayfinding so that residents and visitors can safely access outdoor recreation and downtown amenities.**

**Action 2.1 – Make streets and sidewalks safer and more walkable for visitors and Fayetteville locals.**

<p>What is this? Why is it important? Who benefits?</p>	<p>Making streets and sidewalks safer, including by increasing ADA accessibility, benefits residents and visitors alike. This action includes presenting a plan for a Streets and Sidewalks Committee to Town Council. The Town has set aside funding for street improvements but has had difficulty navigating the regulations and requirements needed. This action will take coordination with WV Department of Highways (DOH). The Town is the lead role but will re-engage with the Bicycle and Pedestrian Action Committee (BPAC).</p>
<p>Initial next steps and deadlines (Present &gt;24 mos.)</p>	<ul style="list-style-type: none"> <li>● Matt Diederich to reach out to Mark Scoular, of WV DOH, to see what arrangements can be made so the Town can proceed with implementing pedestrian improvements.</li> <li>● Matt Diederich to send a request/letter to request assistance to WV DOH Secretary Jimmy Winston explaining what type of transportation requests Fayetteville has – start the conversation/introduction. Cabinet Secretary/Commissioner of Highways – DOT.Secretary@wv.gov or 304-558-0444 or 304-558-1004.</li> <li>● Once the above action establishes working relationships for pedestrian and complete streets improvements, the Town can work with the BPAC.</li> <li>● Reactivate the BPAC. Stacey Tope will talk to Andy Forron, Abby Newell, Melanie Seiler, Adam Stephens about the BPAC. Once regulations and requirements are worked out with WV DOH, this committee can be re-activated. Matt from the Town will discuss with BPAC about starting back up and finding out who was/is/wants to be lead/facilitator.</li> </ul>

**Action 2.1 – Make streets and sidewalks safer and more walkable for visitors and Fayetteville locals.**

	<ul style="list-style-type: none"> <li>● Establish regular meetings – with the priority being understanding the status of current efforts and needs.</li> <li>● Need to identify a lead role within the BPAC that could work on implementing all these actions under Goal 2 to work with the Town.</li> <li>● Reapply for Bike Friendly Community award.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● A shared vision/unified plan for this issue is adopted</li> <li>● A clearly defined way forward is identified</li> <li>● BPAC is reactivated</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Matt Diederich, Town of Fayetteville and Gabe Peña, Town Council</li> <li>● Note that the Town is pursuing an Economic Recovery Corps Fellow, could help with this and other infrastructure-related projects to help with capacity</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● BPAC members (currently on pause until above WV DOH progress can be made) Matt Diederich, Abbie Newell, Andy Forron, Adam Stephens, Melanie Seiler, and Andy Davis</li> <li>● Stacey Tope (or someone else) from Love Hope Center for the Arts (LHA)</li> <li>● Tank Hill Residents</li> <li>● Philip Waidner, Arrowhead Bike Farm</li> <li>● Possibly Cantrell Rafting Company, if interested (someone from the RERC Steering Committee needs to reach out to them)</li> <li>● Kent Walker, USDA Rural Development</li> <li>● Mark Scoular and/or Mike Harper, WV DOH</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● Establish working relationship with WV DOH – Mark Scoular (grant coordinator) and/or Mike Harper</li> <li>● Town has some funding from a street levy but needs DOH approval and involvement</li> <li>● Point of Contact with the DOH – contact local district <a href="http://www.transportation.wv.gov">www.transportation.wv.gov</a></li> <li>● Identify Committee leader and Town Council lead</li> <li>● Funding clarification</li> <li>● Governor’s Complete Streets Advisory Board (possibly)</li> <li>● DOH grant info <a href="http://www.dohgrants.wv.gov">www.dohgrants.wv.gov</a> (deadlines, qualifications), more people need to get on the online register – BPAC, become a sponsor with Town of Fayetteville, Matt is administrator, talk to Matt about existing projects/grants.</li> <li>● Mitch Lehman/Leslie Taylor, Region 4 Planning and Development</li> </ul>



**Action 2.2 – Identify 4-6 members for a Department of Highways Liaison Committee between Town Council and Department of Highways to address Fayetteville’s traffic/sidewalk concerns.**

<p>What is this? Why is it important? Who benefits?</p>	<p>A Department of Highways Liaison Committee would help connect the Town’s connectivity and safety priorities with WV Department of Highways (DOH) staff and resources. The Committee would be accountable to the Town Council with representatives passionate about the issue. Having a Committee focused on this topic could help unstick the issues that are impeding safety and connectivity improvements on Rotan Street. Love Hope Center for the Arts, King St/Pierce St residents, and future businesses stand to benefit from this work. We need accountability for milestones.</p>
<p>Initial next steps and deadlines (Present &gt;24 mos.)</p>	<ul style="list-style-type: none"> <li>● Add a Town Council agenda item to form Committee.</li> <li>● Identify Committee lead and DOH point of contact.</li> <li>● Schedule monthly meetings to tackle priorities.</li> <li>● Report quarterly on goals to Town Council.</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>● Paid/funded project from Town Council or DOH</li> <li>● Agreement on priorities between DOH and Town of Fayetteville</li> <li>● More foot traffic/business at Love Hope Center for the Arts</li> <li>● Decrease in accidents on Rotan St.</li> </ul>
<p>Lead Role</p>	<ul style="list-style-type: none"> <li>● Matt Diederich, Town of Fayetteville and Gabe Peña, Town Council</li> <li>● Note that the Town is pursuing an Economic Recovery Corps Fellow, could help with this and other infrastructure-related projects to help with capacity</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>● Rt 16/ Rotan residents/businesses (Mark Harvey, Owner 304)</li> <li>● Stacey Tope or Hannah Mitchell, Love Hope Center for the Arts</li> <li>● Tank Hill residents – Stacey Tope can work to engage more people</li> <li>● Mark Scoular, WV DOH</li> <li>● Brian Carr, Fayette Raleigh MPO (<a href="https://www.frmpo.org/">https://www.frmpo.org/</a>) – was not part of the RERC workshop but could be a good fit for this Committee</li> <li>● Police department representative</li> <li>● Cantrell Rafting Company</li> </ul>
<p>Potential needs and resources</p>	<ul style="list-style-type: none"> <li>● Establish working relationship with DOH</li> <li>● Point of contact with the DOH</li> <li>● Funding clarification</li> <li>● Department of Transportation grant info (deadlines, qualifications)</li> <li>● Mitch Lehman/Leslie Taylor, Region 4 Planning and Development</li> </ul>

**Action 2.3 – Install signage and wayfinding at key entrances and locations within town.**

What is this? Why is it important? Who benefits?	Adding signs along Rt. 19, Court St, and on the overpass can help direct visitors to businesses and outdoor recreation assets. Visitors do not always know what businesses or opportunities are available. Directing visitors to key locations will spread out demand for trails and solidify the town brand.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> <li>● Meet with the Convention and Visitors Bureau (CVB) to determine the optimal locations and number of signs, including representation from the Fayette Trail Coalition.</li> <li>● Encourage small business participation in the process.</li> <li>● Present Town Council with a strategy for signage (within 6 months).</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Successful collaboration on the plan for signage</li> <li>● Buy-in from Town Council</li> <li>● Alignment with New River Gorge regional wayfinding planning</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Tabitha Stover</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Abbie Newell, Fayetteville Trails Coalition</li> <li>● Holly Fussell, Water Stone Outdoors</li> <li>● Candace Evans, Thread</li> <li>● Morgan Hartstock, National Park Service</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● Do a branding and marketing study</li> <li>● Get Permission from WV DOH to put signage on their property</li> <li>● New River Gorge Regional Development Authority is working on a regional signage strategy and branding, e.g., similar to MonTowns initiative, or Pennsylvania Wilds examples</li> <li>● Close cooperation with WV DOH</li> </ul>

**Action 2.4 – Initiate a public shuttle service to alleviate parking issues and facilitate transportation to recreation assets.**

What is this? Why is it important? Who benefits?	There is currently insufficient parking and crowding on certain trails in and around Fayetteville. Initiating a public shuttle service could help alleviate parking issues and could expand visitors’ access to trails that are not accessed as frequently.
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> <li>● Meet with Hills-to-Hills shuttle service to measure demand for shuttle services.</li> <li>● Work with NPS to understand how shuttle services are successful at other National Parks.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Shuttles are added to meet demand</li> <li>● No more parking on private property</li> </ul>



**Action 2.4 – Initiate a public shuttle service to alleviate parking issues and facilitate transportation to recreation assets.**

Lead Role	<ul style="list-style-type: none"> <li>● Matt Diederich, Town of Fayetteville (on board of New River Transit, can inquire further)</li> <li>● WV READY AmeriCorps person to act as a Recreation Coordinator, and this role will become a permanent Town position going forward</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Adena Joy, Hills to Hills, owner of private shuttle service (to be contacted)</li> <li>● Morgan Hartsock, National Park Service</li> <li>● Andy Austin, New River Transit (to be contacted) <a href="https://newrivertransitauthority.org/">https://newrivertransitauthority.org/</a></li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● Electric buses/green transportation</li> <li>● National Park Service (NPS) examples from other parks as examples</li> <li>● Sierra Club has potential resources for transit or shuttle services that meet recreation needs, Gerry James from the Sierra Club Outdoors for All campaign mentioned this as a resource</li> </ul>

**Goal 2 participants from the workshop:** Stacey Tope, Will Thornton, Kent Walker, Lewis Cook, Hannah Mitchell

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 2.

- Connect downtown Fayetteville to the National Park trail system via Court Street.
- Add sidewalks to neighboring businesses that are handicap accessible.
- Build trail access from downtown to trail systems. Allow visitors to bike/hike/run to and from downtown.
- Fayetteville, West Virginia tourist “App” – one stop shops on where to find, what to do, etc.
- Establish the corridor for connecting Fayetteville with Oak Hill for bikes and pedestrians and work with trail alliance to coordinate with construction (WV DOH, NEG4, New River Gorge Development Authority, etc.).

**Goal 3: Infrastructure:** Build and improve infrastructure, such as community spaces, parking, public restroom facilities, visitor lodging, additional housing, and other amenities that support residents and visitors as they experience outdoor recreation opportunities and spend time in downtown Fayetteville.

**Action 3.1 – Create a plan for restoring and reusing the Memorial Building for future community use.**

<p>What is this? Why is it important? Who benefits?</p>	<p>Restoring and reusing the Memorial Building can help meet community needs for indoor recreation and gathering spaces, including public restrooms. It is important to repair the building before it falls into further disrepair. It is important as it houses the community library, is the centerpiece of the town, and could provide more value to the community. The building is currently owned by the Fayette County Commission, so this action will require close cooperation and communication with them. As of the writing of this plan, conversations with the County have started.</p>
<p>Initial next steps and deadlines (Present &gt;24 mos.)</p>	<ul style="list-style-type: none"> <li>● Conversations with the County have already started.</li> <li>● Eventually make a proposal to the county from Fayetteville (and potentially surrounding communities) to obtain Town control of the facility.</li> <li>● Develop a plan for potential reuse – and articulate the financial benefits of transitioning amenities.</li> <li>● Create a Tax Increment Financing (TIF) district to enable the tax credits/sale.</li> <li>● Hire a programming director who could manage this facility plus other parks and recreation programming.</li> <li>● Identify restoration, infrastructure, and plumbing needs and obtain funding sources to accomplish them (including hiring staff to manage and maintain).</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>● Successful negotiations with the County have yielded positive results for the transfer of the property to the Town</li> <li>● The facility is rehabilitated to meet the needs of the community</li> <li>● Increased use of the facilities and programs</li> <li>● Number of programs offered at the facility</li> <li>● A sustainable funding plan exists for moving forward</li> <li>● Coordinator is hired</li> <li>● Public restrooms are available at the Memorial Building</li> </ul>
<p>Lead Role</p>	<ul style="list-style-type: none"> <li>● Matt Diederich, Town of Fayetteville</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>● Gabe Peña, Fayetteville Town Council</li> <li>● Carl Harris, Town Attorney</li> <li>● Andy Davis, New River Gorge Regional Development Authority</li> <li>● Lita Eskew, Friends of the Memorial Building</li> <li>● Deana Barber</li> <li>● Will Thornton, Terradon Corporation</li> <li>● Melanie Seiler, Active Southern West Virginia</li> <li>● Allyson McAllister, The Gaines Estate</li> <li>● Bill Wells, United Coal Company</li> <li>● Brian Good, Fayette County Parks and Recreation</li> <li>● Mike Harvey, Specialized Respiratory Solutions LLC</li> </ul>



**Action 3.1 – Create a plan for restoring and reusing the Memorial Building for future community use.**

Potential needs and resources	<ul style="list-style-type: none"> <li>● Ray Moeller, WVU Brownfields (for architectural drawings)</li> <li>● Kristen Beverage, Partner Community Capital</li> <li>● Jaclyn Courter and James Bush, Appalachian Regional Commission</li> <li>● Andy Dani (to help with ARC grant), Region 4 Planning &amp; Development Council</li> <li>● New River Gorge Regional Development Authority</li> </ul>
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**Action 3.2 – Identify existing recreation offerings for the community, then work with the community to assess needs and gaps and implement ways to meet these needs.**

What is this? Why is it important? Who benefits?	<p>Identifying the range of recreation needs in the community will help Fayetteville prioritize what and where to invest to meet those needs. Information from all residents and user groups about what is most important can allow leadership to hear people’s voices and create more engagement and buy-in. Recreation offerings could include a YMCA-like recreation center with after-school youth programs, senior programs, ping pong, racquetball, Zumba/dance classes, a climbing wall, a gym, daycare, a sauna, etc. Matching the community’s needs with the buildings and facilities to house them will ensure that the community’s needs are met. Options include the Memorial Building, Wolf Creek, bus garage, Ben Franklin, and Grace Baptist Church. Where there are gaps in existing facilities, having a prioritized list of recreation needs can help make the case for acquiring property(ies) as they become available.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> <li>● Check with the Master Plan and Comprehensive Plan processes – is there information on recreation needs in these plans that we can build on?</li> <li>● Conduct community outreach and have conversations, meetings with the community to come up with a wish list of recreation offerings.</li> <li>● In addition to focus groups and conversations, conduct a survey of the broader community (online and paper) to identify recreation needs.</li> <li>● Create a prioritized list of recreation needs.</li> <li>● Identify suitable locations and facilities that can be developed or redeveloped to meet the needs identified.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Survey is developed and implemented</li> <li>● Priority list of recreation needs is developed</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Melanie Seiler, Active Southern West Virginia</li> <li>● Recreation Director (that the Town plans to hire!)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Craig Reger, Range Finder Coffee</li> <li>● Tabitha Stover, Convention and Visitor Bureau</li> <li>● Town – for coordinating on Town Plan and Comprehensive Plan</li> </ul>

**Action 3.2 – Identify existing recreation offerings for the community, then work with the community to assess needs and gaps and implement ways to meet these needs.**

	<ul style="list-style-type: none"> <li>● Alexa Long</li> <li>● New River Alliance of Climbers (NRAC)</li> <li>● Fayette Trails Coalition</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● Time to create the survey and distribute it/analyze results</li> <li>● Recreation Economies for Rural Communities (RERC) youth survey as an example that can be built upon</li> <li>● For distribution: Town text alert and newsletter, clinic groups for distribution, post on New River Gorge (NRG) Facebook page</li> </ul>

**Action 3.3 – Continue to seek solutions for affordable housing in partnership with the town and community.**

What is this? Why is it important? Who benefits?	<p>Tackling the affordable housing issue is a large and complex topic and will take lots of community conversations and years to address comprehensively. Many amenity-rich communities, including Fayetteville, are facing increased land and housing prices, and it is important to learn from others about what they are doing to address this issue. Housing is needed for existing residents, the next generation, as well as for seasonal workers. As such, pursuing a range of housing types will be helpful, including single-family housing, multi-family housing, housing for seasonal workers, and accessory dwelling units. Addressing the housing challenge is important to meet demand, keep folks local, enhance housing affordability, attract a workforce, shorten commutes, reduce carbon footprints, have happier employees, increase tax revenue, increase a sense of community, and maximize youth/talent retention.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> <li>● Research case studies and resources that other communities facing similar pressures face, especially policies and actions that amenity-rich communities are taking to address this issue</li> <li>● Consider how the Gaines Estate master plan proposed development could introduce a variety of new and varied housing choices and include mixed use and open space in close proximity to downtown</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Properties identified</li> <li>● Funding is secured</li> <li>● Plan is developed</li> <li>● Developer is secured</li> <li>● More residents can stay and live affordably in Fayetteville</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Gabe Peña, Fayetteville Town Council</li> <li>● Mike Harvey, Specialized Respiratory Solutions LLC</li> <li>● Lisa Gale, real estate agent</li> </ul>

**Action 3.3 – Continue to seek solutions for affordable housing in partnership with the town and community.**

	<ul style="list-style-type: none"> <li>● Candace Evans, New River Yoga</li> <li>● Bill Wells, United Coal Company</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Sarah Brengosz, Fayetteville resident</li> <li>● Andy Davis, New River Gorge Regional Development Authority</li> <li>● Morgan Hartstock, National Park Service (NPS)</li> <li>● Gaines Estate</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● A coalition</li> <li>● Funding</li> <li>● Knowledge</li> <li>● Movement/organizing</li> <li>● Identifying builders</li> <li>● Incentives for builders</li> <li>● The Headwaters Economics report: <a href="#">“The Amenity Trap”</a> provides some helpful ideas for addressing housing in amenity-rich communities.</li> </ul>

**Action 3.4 – Work with the Board of Education to identify future re-use potential for the property they hold in town.**

What is this? Why is it important? Who benefits?	<p>There is a need for more space in town for community use. The property owned by the Board of Education is currently in a prime location within walking distance of downtown. If this property could be secured from the Board of Education for future community use it would benefit Fayetteville residents and visitors. It could create more opportunities for entrepreneurs. It could turn prime real estate into something that benefits the community. It could potentially create parking options for downtown, green space, or outdoor seating/dining that is needed in the community or could be developed for other community-oriented public needs that support the outdoor recreation economy. The Master Plan references re-use of this property.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> <li>● Talk to Virginia Military Institute to get their concurrence to move forward on the property.</li> <li>● Talk with Board of Education to potentially shift their facilities to Oak Hill at the Collins School Facility.</li> <li>● Town takes ownership of the property.</li> <li>● Explore if remediation of the maintenance facility is needed.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Virginia Military Institute transfers the property to the Town.</li> <li>● Property is re-used.</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Cindy Whitlock, Board of Education</li> <li>● Gabe Peña, Fayetteville Town Council</li> </ul>



**Action 3.4 – Work with the Board of Education to identify future re-use potential for the property they hold in town.**

	<ul style="list-style-type: none"> <li>● Matt Diederich, Town of Fayetteville</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Gary Hough, Board of Education (to be contacted)</li> <li>● Carl Harris, Town Attorney and Board of Education Attorney</li> <li>● Craig Reger, Range Finder Coffee</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● Ray Moeller, West Virginia University (brownfield assessment and remediation)</li> </ul>

**Action 3.5 – Work to identify issues, generate ideas for, and implement solutions to parking in Fayetteville.**

What is this? Why is it important? Who benefits?	<p>Greater visitation to the community means increased demand on parking. Having clearly marked and available parking is important for attracting visitors and minimizing parking and traffic impacts for residents. Identifying what parking currently exists, and whether it is fully utilized, is an important first step. Identifying additional parking that is needed is a focus of the Town’s Master Plan. There is currently limited parking available and there is a need for parking solutions which could include covered parking, garage parking, dedicated spaces, metered parking, and/or park and shuttle options. Looking at what other nearby communities, such as Beckley, have done to address this issue would be helpful.</p>
Initial next steps and deadlines (Present >24 mos.)	<ul style="list-style-type: none"> <li>● Discuss during Planning and Zoning meeting (Summer 2023).</li> <li>● Review the parking assessment from the Town's Master Plan.</li> <li>● Identify existing parking that is available.</li> <li>● Determine if there is a gap between existing parking and needed parking.</li> <li>● Communicate what parking is available and make a plan to fill that gap (potentially with a new lot or garage in a key location).</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● 200 new spots</li> <li>● Keep folks in town</li> </ul>
Lead Role	<ul style="list-style-type: none"> <li>● Gabe Peña, Fayetteville Town Council</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Morgan Hartsock, National Park Service</li> <li>● Mike Harvey, Specialized Respiratory Solutions LLC</li> <li>● Philip Waidner, Arrowhead Bike Farm &amp; National Interscholastic Cycling Association</li> </ul>
Potential needs and resources	<ul style="list-style-type: none"> <li>● Funding</li> <li>● Cooperation from landowners</li> <li>● Capital campaign/financing</li> </ul>

**Goal 3 participants from the workshop:** Alexa Long, Sharon Cruikshank, Matt Diederich, Craig Reger, Deana Barber

Participants also brainstormed these additional action ideas during the workshop. While these actions were not detailed further during the workshop, they could also support implementation of Goal 3.

- Incentivize noncommercial businesses (lawyers, bail bonds) to relocate so more dining, shopping, and activities can move into downtown.
- Town to offer to lease Ben Franklin location to create capital/market and increase parking availability as an immediate solution.
- Incentivize a grocery store downtown.
- Develop high-speed internet and very high-speed internet – critical for local businesses and remote workers.
- Expand recreation opportunities available at Wolf Creek Park.
- Build a man-made world-class boulder to introduce local youth and families to the sport of climbing. It would create a gathering point in the Town Park for novice and expert climbers and a venue for competitions.
- Create a public arts budget and identify areas of the town that would benefit more for beautification.
- Apply for the West Virginia Recreation Economies Initiative (REI) Technical Assistance Program to support action plan items.
- Work with West Virginia University Extension to hold a free or low-cost community workshop on diversity and hospitality to continue our work as a welcoming destination.
- Engage local developers on creation of indoor recreation and bad weather activities.
- Read “Love Where You Live” (Peter Kaseyama) and “This is Where You Belong” (Melody Warnick) to think about what it is that keeps us authentic.

## 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 June 27, July 19, and August 15, 2023, during which the group refined the action plan, discussed progress made post-workshop, and planned their next steps. Goal Champion volunteers (those taking the lead on each RERC workshop goal) also held an in-person meeting in Fayetteville to further refine the Action Tables. The community has already begun the initial steps to implement the action plan. Listed below are some key implementation steps they have made since the workshop:

- In June 2023, a local merchant's mixer was held, and 15 folks came together to support each other, making progress on Action 1.3.
- Conversations with the County have started in relation to the Memorial Building.
- Lewis Cook has started conversations with the theater about holding more offerings.
- The second annual "Artists of the New Festival" was held August 12, 2023.
- The "Finding Fayetteville Group," that is focused on preserving Fayetteville's authenticity and telling Fayetteville's story by highlighting the town's history, culture, and sense of place met on September 19 and 26, 2023 at the American Legion, and plan to continue to meet.
- A 6,000 square foot Splash Pad opened in August at the Town Park, providing refreshing relief from the heat for area youth at no cost.
- A 10,000 square foot competition level Paved Asphalt Pump Track opened in September 2023 at the Town Park. This is the first of its kind located in West Virginia and was made possible through congressionally directed spending from Senator Joe Manchin.
- The New River Gorge became one of the featured communities of the WV ASCEND program (<https://ascendwv.com/>). The program pays people \$12,000 to move to one of the featured ASCEND communities, which is significant for all the towns and communities of the New River Gorge, including Fayetteville. The ASCEND program also offers re-locaters free outdoor recreation access, co-working space, networking, and professional development assistance.
- The Town of Fayetteville applied for a WV READY AmeriCorps. The State's Commission for National and Community Service is the lead agency for volunteerism and AmeriCorps service in West Virginia. The Town received notification of the AmeriCorps award in early October 2023. This individual will be responsible for implementing many of the actions that the Town is leading in this RERC plan.
- The Town of Fayetteville is also pursuing an EDA Economic Recovery Corps fellow, who could help with the implementation of this action plan along with the WV AmeriCorps staff.  
<https://www.eda.gov/funding/programs/economic-recovery-corps>

## APPENDICES

- Appendix A – Workshop Participants
- Appendix B – Workshop Exercise Results
- Appendix C – Funding and Technical Assistance
- Appendix D – References
- Appendix E – Youth Survey Results



## APPENDIX A: WORKSHOP PARTICIPANTS

Everyone listed below participated in some capacity during the Recreation Economy for Rural Communities process with Fayetteville, WV, either in person during the workshop or during the pre and/or post workshop calls.

### Local Steering Committee

- *Primary Point of Contact:* Matt Diederich, Town of Fayetteville, matt@fayettevillewv.gov
- Grace Angelona, Youth Representative, grace.angelona1@gmail.com
- David Bailey, Graze LLC, davidthomasbailey@gmail.com
- Chris Banks, Resident, tamboo@suddenlink.net
- Lewis Cook, Town Historian, lewisacook@suddenlink.net
- Sharon Cruikshank, Town of Fayetteville, sharon@fayettevillewv.gov
- Stephen Cruikshank, Fayette County Parks and Recreation Board, cruikshankstephen@gmail.com
- Andy Davis, New River Gorge Regional Development Authority, adavis@nrgrda.org
- Holly Fussell, Waterstone Outdoors, hhfussell@gmail.com
- Hannah Mitchell, President of Love Hope Center for the Arts, hannahcaitlyn2@gmail.com
- Abbie Newell, Fayette Trail Coalition, abbie.newell@gmail.com
- Gabe Pena, Town of Fayetteville, earnestdemo@gmail.com
- PJ Stevenson, Resident, pj@adventureres.com; petrajean27@gmail.com
- Stacey Tope, Director, Love Hope Center for the Arts, admin@lovehopearts.org

### Workshop Participants (From Sign in Sheets)

- Deana Barber, deanacbarber@gmail.com
- Sarah Brengosz, Fayetteville Resident, brengosz@gmail.com
- Glenn Chapman, Fayetteville Police Department, gchapman@fayettevillewv.gov
- Sam Comer, Sam, samcomer1@me.com
- Rachel Curzon, NRAC volunteer, racurzon5@gmail.com
- April Elkins Badtke, Stewards Individual Placements WV READY, april@conservationlegacy.org
- Candace Evans, Owner of Thread and New River Yoga, thread101wv@gmail.com
- Lisa Gale, Local Resident, lisagale@live.com
- Mike Harvey, Owner, Managing Partner The 304 restaurant and food truck, mike.h@specializedrespiratoryservices.com
- Brian Honey, Former Resident. Sister lives in S. Lee Addition., brianhoney@gmail.com

- Corey Lilly, City of Beckley Econ Dev, Pyranha Kayaks Professional Athlete, Corey.lilly@Beckley.org
- Allyson McAllister, Wedding/Event Coordinator at The Gaines Estate, allysonbmcallister@gmail.com
- Colette McInerney, COLETTE, colette.mcinerney0@gmail.com
- Cathy Moriarty, Shop owner... Hair N The Woods ..Doves Village, Cathair757@aol.com
- Tim Naylor, New River Gorge Convention & Visitor Bureau/Fayette County Chamber Of Commerce, tim@newrivergorgecvb.com
- Shannon Peffley, Mountain Surf Paddle Sports, shannon\_peffley@yahoo.com
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- Will Thornton, Terradon Corporation, will.thornton@terradon.com
- Nathan Tweeddale, Fayetteville town boulder, ntweeddale@gmail.com
- Philip Waidner, Arrowhead Bike Farm & National Interscholastic Cycling Association (NICA), phil@arrowheadbikefarm.com
- Bill Wells, Cascade Properties, Mountain State Trail Alliance, bwells7027@gmail.com

### Federal, State, and other Partners

- *Primary Federal Point of Contact:* Steph Bertaina, U.S. EPA Office of Community Revitalization, bertaina.stephanie@epa.gov
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- Samantha Beers, Director, Office of Communities Tribes & Environmental Assessment, U.S. EPA Region 3, beers.samantha@epa.gov
- Kristen Beverage, WV REI - Partner Community Capital, kbeverage@partnercapital.org
- Mara Boggs, State Director, Senator Manchin, mara\_boggs@manchin.senate.gov
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- Susan Elks, The Conservation Fund, selks@conservationfund.org
- Grace Gontarek, U.S. EPA Region 3, gontarek.grace@epa.gov
- Todd Gunter, U.S. Senator Shelley Moore Capito, gunterta@gmail.com

- Lark (Morgan) Hartsock, New River Gorge National Park and Preserve, lark\_hartsock@nps.gov
- Nathan Hilbert, NPS Rivers, Trails, and Conservation Assistance, nathan\_hilbert@nps.gov
- Derek Hildebrand, National Park Service - New River Gorge National Park and Preserve, derek\_hildebrand@nps.gov
- Adriana Hochberg, Environmental Protection Agency, hochberg.adriana@epa.gov
- Katie Kull, National Park Service, Fayette Co. resident, katie\_kull@nps.gov
- Donnie Leadbetter, NPS - Tourism Program, Donald\_Leadbetter@nps.gov
- Amanda Legg, WV Department of Tourism, amanda.n.legg@wv.gov
- Mitch Lehman, Region 4 Planning and Development Council, mlehman@reg4wv.org
- Nate Merrill, US EPA Office of Research and Development, Merrill.Nathaniel@epa.gov
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- Megan Simpson, The Greater Kanawha Valley Foundation, msimpson@tgkvf.org
- Benjamin Spurlock, U.S. Senator Joe Manchin, III, Ben\_Spurlock@manchin.senate.gov
- Andrew Steel, NPS, andy\_steel@nps.gov
- Kent Walker, USDA Rural Development, kent.walker@usda.gov
- Andy Williamson, WVU Outdoor Economic Development Collaborative, andrew.williamson@mail.wvu.edu

### **Planning Consultant Team**

- Jason Espie, Principal, Revive Strategies, jason@revivestrategies.com
- Cora Gnegy, Consultant, Tourism & Economic Development, coragnegy@outlook.com
- Frances Klimczak, RERC Facilitation Team, frances.klimczak@yale.edu
- Gerry Seavo James, RERC Facilitation Team, gerry@explorekentucky.us



# APPENDIX B: WORKSHOP EXERCISE RESULTS

The Recreation Economy for Rural Communities workshop with Fayetteville, West Virginia 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.

- One Word About Fayetteville.....B-2
- What Does Outdoor Recreation Mean to You?.....B-4
- Assets and Challenges Exercise Results.....B-6
- Headlines Exercise Results.....B-9
- This I Believe.....B-11
- Mapping Exercise Results.....B-14
- Building Blocks Value Chain Exercise Results.....B-20
- Itinerary Planning Exercise.....B-22
- Offers & Asks.....B-25

## One Word About Fayetteville

When introducing themselves, participants were asked to share one word for how they would describe Fayetteville. The responses to this prompt are listed and summarized in a word cloud below (in the word cloud, words that were used more than once are listed in larger font).



- Vibrant
- Gorgeous
- Perfect
- Sticky
- Crowded
- Roller-coaster
- Awesome
- Transitioning
- Home
- Vortex
- Revolution
- Figuring-it-out
- Fun
- Connections
- Rad
- Quirky
- Seasonal
- Inviting
- Unique
- Accepting
- Historical
- Lovely
- Opportunity
- Cool
- Cozy
- Beautiful
- Delicious
- Appealing
- Potential
- Growing
- Inclusive
- Creative
- Ever-changing
- Family
- Wonderful
- Adventurous
- Recreational
- Wild
- Artsy
- Enigmatic
- Community
- People
- Unbalanced
- Crisis
- Exciting
- Opportunity
- Buzzing
- Passion
- Warm
- Unique
- Nostalgic
- Almost-heaven
- Safe
- Changing

- Growing
- Kid-friendly
- Bingo
- Awesome
- Fayette-“chill”
- Expanding
- Unrealized-potential
- Outdoorsy
- Super-rad
- Welcoming
- Pretty
- Passionate-people
- People





- Magical
- Privilege
- World-class
- Enjoying-nature
- Bonding
- Seasonal
- Freeing
- Serenity
- Learning

## Assets and Challenges Exercise Results

Workshop participants also explored and discussed assets and what's working well, and the challenges and barriers that Fayetteville is facing when working towards achieving each workshop goal. The results of this exercise are summarized below.

### Assets/Opportunities

- Four season recreation opportunities
- World-class rock climbing
- Diverse local government (young, transplant, local, etc.)
- Opportunity/growth of small business
- Shopping-need to get law offices off Court St. for more retail opportunities
- Connect downtown (Court St.) to National Park trail system
- Good town leadership
- Teamwork around event planning
- Lack of big chain companies downtown
- Trail access
- Bustling downtown
- Strong community base of passion
- Improve parking
- Sidewalks
- Extend recreation to off season/indoors
- Attract industries other than tourism to sustain year-long residents
- Passion
- Trails
- People
- After school programs
- Inclusivity
- County government
- Networking of ideas
- Events downtown
- An undiscovered state
- Outdoor recreation inventory
- Downtown area run by locals; draw more artistic people
- Weekend town events
- Sidewalks downtown continuing W Maple
- Bike lanes
- Attracting more US-19 travelers into town
- The town can support and encourage landowner and developers to build new affordable housing to attract and retain teachers, remote workers, young families, etc.
- Interested + engaged citizens
- Small fairs + festivals area great way to leave an impression on visitors while keeping authenticity
- Build trails to connect Fayetteville with Oak Hill, Beckley, and other area towns and attractions
- Small business support
- Access to capital
- Lack of sidewalks
- Main street expanding with sidewalks and commercial business space
- Community theaters - movies shown weekly



- Fayetteville is an attractive and charming place
- It is attracting interesting, cool, and talented people
- We are positioned perfectly in nature paradise; opportunities for expansion in downtown vacant building and underutilized buildings

- More street art on buildings, more sculptures
- Events, fairs, festivals
- Include more races and challenges for kids
- Small town friendliness
- Annual arrival of outdoor workforce

### **Challenges/Barriers**

- Lack of affordable housing
- Lack of parking at trailheads and downtown
- More parking: better sidewalks for wheelchair access and handicap parking
- Need local cooperation with county and neighboring town to make it happen
- Information sharing and wayfinding
- Restrooms: good example in the brick public restrooms in Lewisburg
- Housing: business owners with no affordable housing to choose from
- Lack of housing
- Housing availability
- Infrastructure: sewer access and internet access
- Civic organization participation
- Trail connectivity
- Space, funding, housing
- Public transport
- Demographic makeup
- Old Fayetteville residents
- Recreation community
- Mid age professionals with kids

- Professional office spaces and high speed internet
- Accessibility (restrooms, ped/bike infrastructure, ADA compliance)
- Lack of community involvement
- Funding, space
- Limited public knowledge on town county laws and ordinances
- Lack of visibility of the town of Fayetteville welcome center
- Trying to keep businesses open year-round (restaurants, entertainment)
- Walkability of town, lack of sidewalks
- Lack of county/town working together
- Facebook rumor mill
- Community outreach: more outreach from the outdoor recreation community to local community
- Bridging the communication gap between the different groups
- Difficulty retaining employees for local businesses
- Lack of communication from town about issues and happenings

- Few real estate opportunities; possible to consider building a mini subdivision (i.e. condos that have written in bylaws, no rentals)
- Authority to regulate/improve roadways for bike/pedestrians use
- Town flow
- Better sidewalks, more sidewalks, lit up sidewalks
- Lack of AirBnB regulations
- Accessible trail facilities
- Public restrooms in downtown
- Authority to regulate/improve roadways for bike and pedestrian use
- Housing/job opportunities (hand in hand)/workforce
- Lack of amenities geared towards locals not just tourists (recreation centers, schools, community spaces, museums, etc.)

## Headlines Exercise Results

Workshop participants were asked to imagine future news headlines 3-5 years in the future as a way to define what success would look like. The responses to this prompt are included below.

- Fayetteville “Coolest Small Town” Exceeds Provisional Goals Set in 2023
  - Handicapped accessible sidewalks on every street, access to parking; full time market in the converted bus garage; public transportation
- Fayette County Grows from “New Roots”
  - New Roots Farm draws visitors and residents into a closer relationship with local farms leading to a healthier, engaged, and inspired community. “Plant” yourself where life is!
- Developer Invests in New River Gorge National Park Gateway Town
  - Real estate developer commits to building affordable single-family homes and apartments within 2 years– locals given first option to buy
- Fayetteville Extends Town to Rotan Street and beyond; Connects to Tank Hill Road
  - More businesses open now that the town is safer and more walkable
- Fayette County and Neighbors Complete Rail Trail from Beckley to Summersville
  - Easement acquired, funds raised, trail constructed
- Fayetteville Not Just the Coolest Small Town But Now the Coolest Place to Raise a Family
- Keller Avenue Widened: Sidewalks Now on Both Sides!
  - Fayetteville and DOH collaborated on the project
- Town of Fayetteville Restores Sailors and Soldiers Memorial Building
  - Provides museum, visitor’s center, indoor recreational opportunities
- Downtown Revitalization Complete as Board of Education Buildings Move Out of Town
  - Town purchases old Altamont Hotel; new County Commission focuses on outdoor economy
- Aliens Land at Local Airport
- Accessory Dwelling Units Resolve Critical Housing Shortage in Fayetteville
  - Zoning rules were revived and revisited to allow ADUs
- Fayetteville Named Most Accessible Recreation Downtown in the USA
  - ADA accessible trails, sidewalk systems, infrastructure, and activities
- The New River at Fayetteville Measures the Highest Water Quality of all Rivers in the U.S.

- Sewer infrastructure installed; failing septic systems replaced; public health improved! All made possible by RERC action plan
- Altamont Hotel Renovation Complete
  - New Conference Facility Finally Realized



## This I Believe...

Workshop participants were asked to complete a sentence starting with "This I believe..." about Fayetteville, their community, or anything related to the workshop. The responses to this exercise are listed below.

- I believe when you have kinship to a place, you need to preserve that place because it's part of your happiness.
- I believe we can grow and change while maintaining what we love.
- I believe there are a lot of opportunities we're not tapping into this state.
- I believe the smallest action can create the biggest action for economics.
- I believe in the wisdom of the community to make the right choices.
- I believe this is a great time for Fayetteville to be doing an exercise like this, plan vs react.
- I believe that this area is very fortunate to have the people they have because their hearts are in the right place.
- I believe when you make a real connection to yourself through yoga and the outdoors you achieve true happiness.
- I believe growth is achievable while maintaining our small-time charm.
- I believe we can grow into the future while still maintaining our charm.
- I believe Fayetteville changes the lives of anyone who visits.
- I believe Fayetteville has a lot of potential, but is fine as is.
- I believe in us being participants in the community.
- I believe this is already a great place and glad y'all are doing the work.
- I believe you can't get where you're going without planning ahead.
- I believe that all people I know and don't know are here with good intentions and applaud the efforts.
- I believe I just moved to the coolest small town.
- I believe in enhancing quality of life, visitor experience.
- I believe we have to engage and energize all of our citizens.
- I believe we have our own ideas, but be patient and kind as we work on our goals.
- I believe Fayetteville will continue to grow and will be one of the top tourist hubs in the state.
- I believe you all need funding to realize some of your goals.
- I believe Fayetteville is a leader in the economy.

- I believe Fayetteville can cater to tourists and residents.
- I believe we should protect our outdoor spaces.
- I believe this process will take time and we need to continue to engage our diverse community members. Build to maintain.
- I believe hope starts in a room like this.
- I believe that change is inevitable but wisdom in this room will help guide us on the right path.
- I believe the New River Gorge is lucky to have gateway communities like Fayetteville being organized to guide the region on a path like this.
- I believe that Fayetteville has the opportunity to create good paying jobs so that our children will stay in Fayette County and raise their families.
- I believe that OREC can be a catalyst for broader community development.
- I believe that Fayetteville has in the past and in the future can be a change for WV culture.
- I believe in the power of communities to come together like this and make change happen.
- I believe Fayetteville is an awesome place and believe in the power of the community.
- I believe the only way to navigate change is through relentless hard work and always showing up.
- I believe time outdoors is never wasted.
- I believe the climbing here is the best sandstone and it's only time before more climbers realize.
- I believe that people inherently love West Virginia.
- I believe Fayetteville is worth the effort and going through the process to make sure everyone's needs are met.
- I believe Fayetteville is home and still a great place to raise a family.
- I believe Fayetteville has the opportunity to be a poster child for WV: sense of community, downtown businesses.
- I believe Fayetteville is becoming more of a zoom town.
- I believe in the power of people to make change happen.
- I believe in the people, and it's the people who make things happen. Fayetteville has one of the strongest turnouts of all the communities.
- I believe it's important to acknowledge the complexities that exist here. There is a lot of passion here. I have no doubt this group is going to achieve.

- I believe we can spread the Fayetteville stoke across the Appalachian Region.
- I believe that I have seen many towns like Fayetteville get discovered and gentrified. Locals aren't able to live there anymore.

## Mapping Exercise Results

During the workshop, one small group exercise involved a mapping exercise where participants were asked to put colored dots down per the categories listed below. This exercise allowed workshop participants to explore assets and opportunities that exist in Fayetteville in preparation for action brainstorming later in the workshop. Note, there was limited time at the workshop to produce a complete list of all existing and supporting assets (green and blue) so these should not be considered complete data sets.

- **GREEN:** Existing outdoor recreation assets, e.g., key destinations, activities, things to do, trails, signage, visitor centers, guide services, gear shops.
- **BLUE:** Supporting community assets, e.g., museums, libraries, cultural spaces, theaters, brew pubs, etc.
- **YELLOW:** Opportunity or idea, what would you like to add, see happen, infrastructure or connectivity needs, etc. Could also include lines for connections or polygons for areas.

Three maps have been created at different scales, 1) an area map that includes the whole town and areas outside, 2) a downtown map, and 3) a zoomed in downtown map. Three maps follow and the legend defining the points and lines follows the maps. In addition to the mapping results, the group was asked to identify their top three opportunities, gaps, and actions.

### Top Opportunities

1. Traffic control along 19, including numerous projects such as sidewalks, lighting, signage
2. Creative re-design of existing and vacant building
3. Creation of a recreation center
4. Wolf Creek Park is underutilized, its 1,000 acres could expand into many opportunities

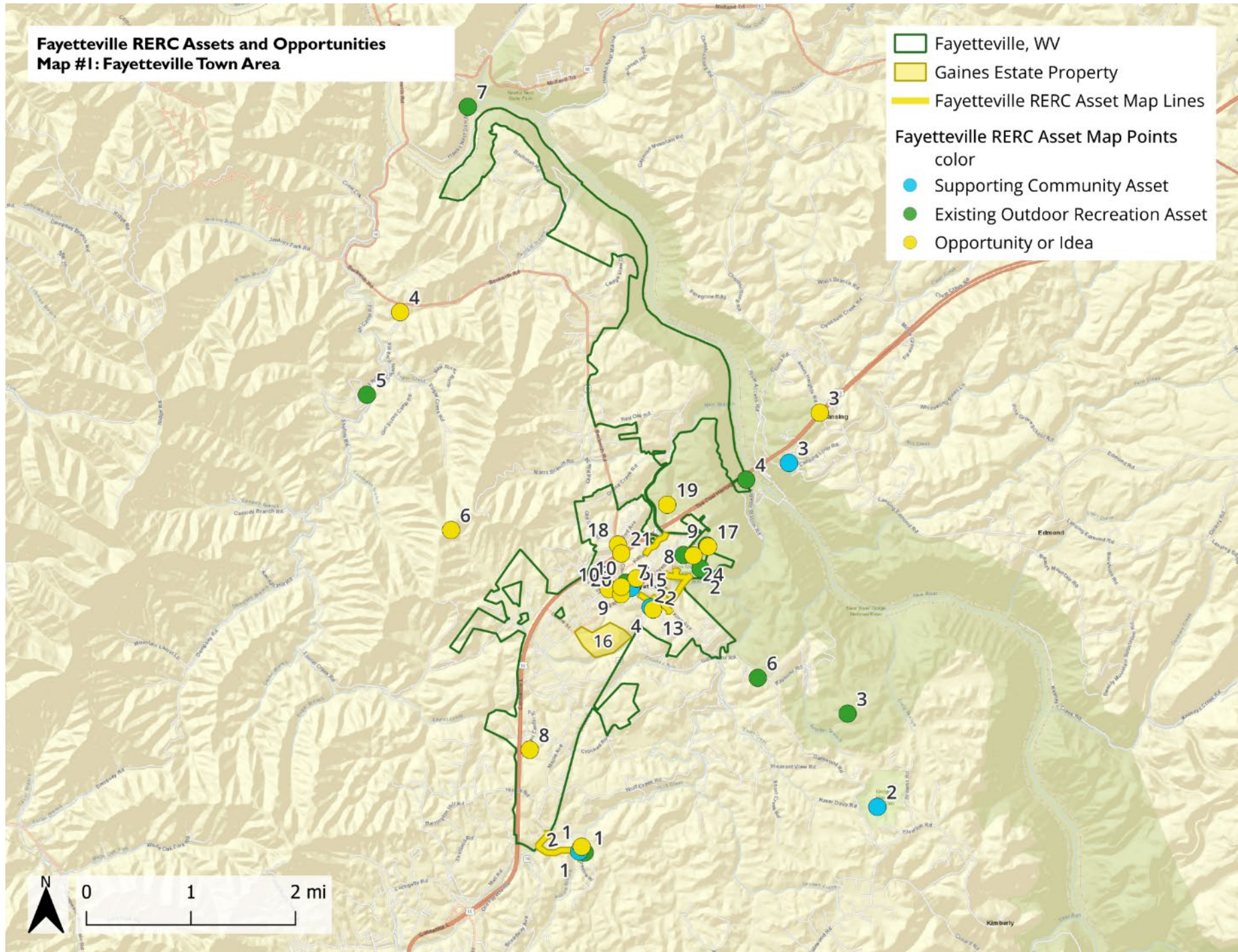
### Top Gaps

1. State laws prevent transportation and lane use actions that the town and county want to do
2. Department of Highways regulations and not fully engaged with town's plans and desires for improvements

### Top Actions

1. Visit/call Senator Manchin's office
2. Build more public parking – could be a shared town/county effort
3. Extend street access through Tank Hill area to downtown







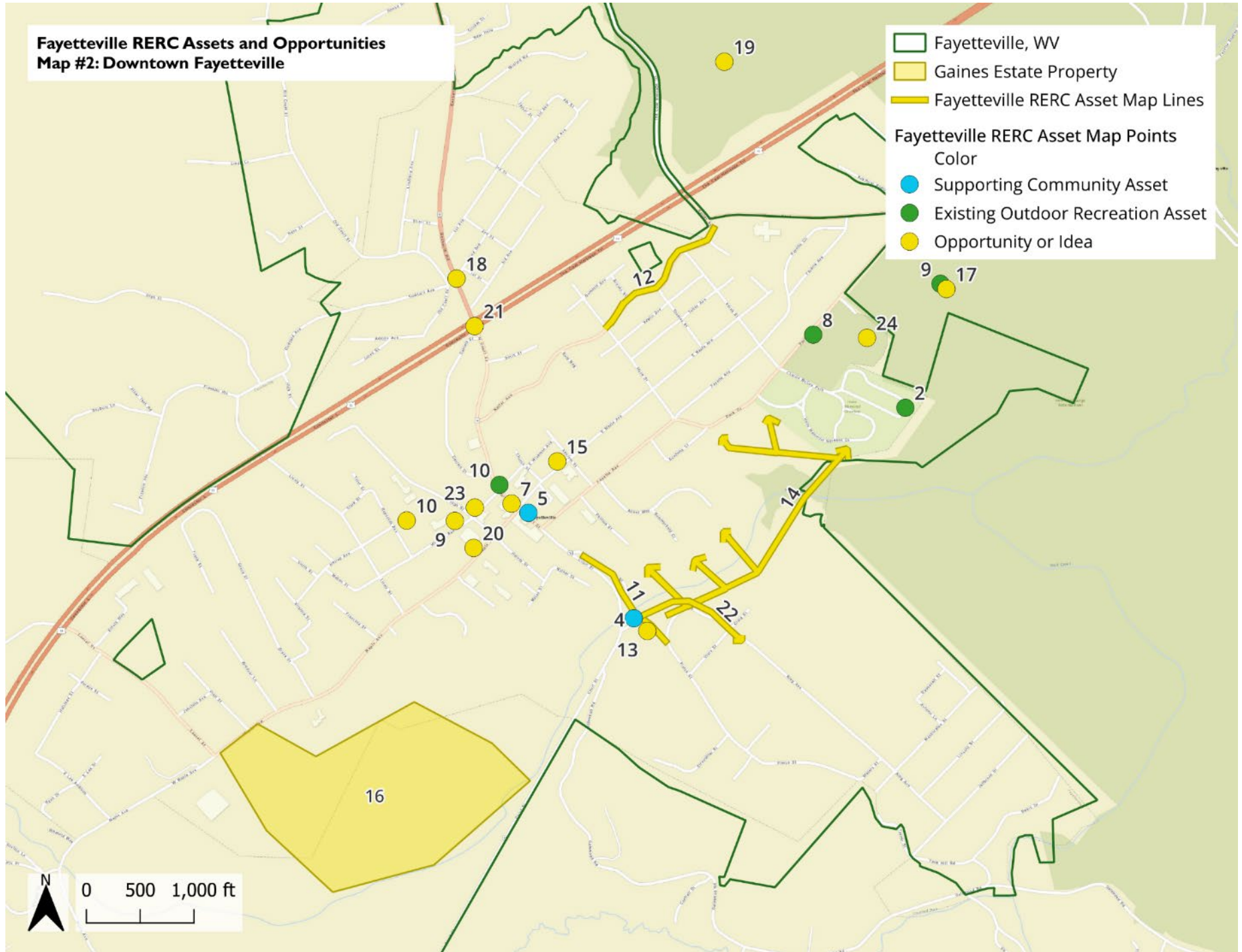
**Fayetteville RERC Assets and Opportunities**  
**Map #2: Downtown Fayetteville**

Legend

- Fayetteville, WV
- Gaines Estate Property
- Fayetteville RERC Asset Map Lines

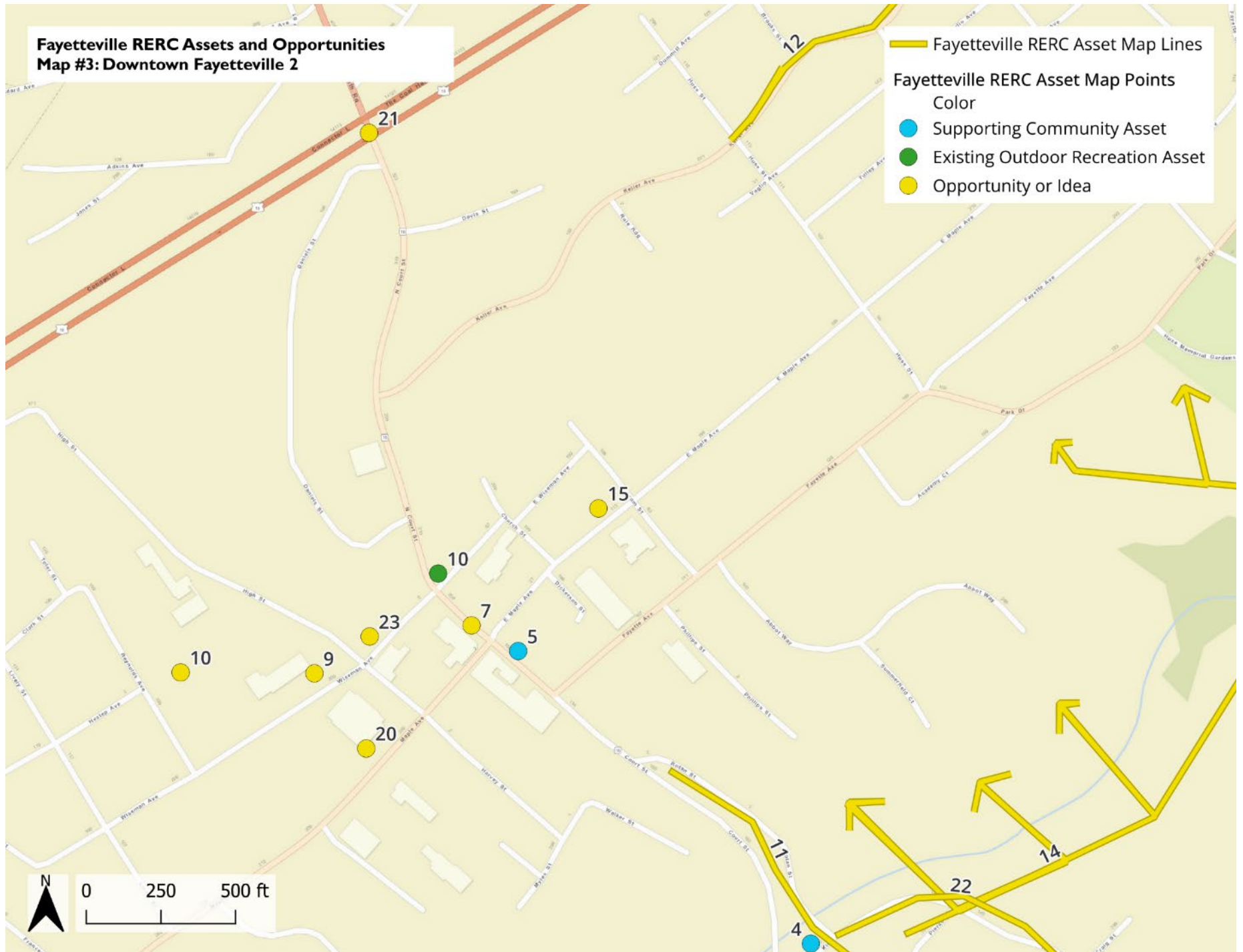
Fayetteville RERC Asset Map Points Color

- Supporting Community Asset
- Existing Outdoor Recreation Asset
- Opportunity or Idea



**Fayetteville RERC Assets and Opportunities**  
**Map #3: Downtown Fayetteville 2**

- Fayetteville RERC Asset Map Lines
- Fayetteville RERC Asset Map Points  
Color
- Supporting Community Asset
  - Existing Outdoor Recreation Asset
  - Opportunity or Idea



Existing Outdoor Recreation Asset (Green Dot)		
Map ID	Name	Details
1	Wolf Creek Park	18 miles of non-motorized trails
2	Town Park Trailhead	
3	Arrowhead Trails	
4	River Access – Fayette Station	
5	Fayette County Park	
6	Arrowhead Bike Farm	
7	Brookfield River Access	
8	Town Park	
9	Existing Trails	
10	Water Stone Outdoors	Outdoor gear retail, used gear sales, rentals, brew garden: coffee, treats, adult beverages indoor/outdoor garden space. Partnering with local vendors for coffee roasting, pastries, beer.

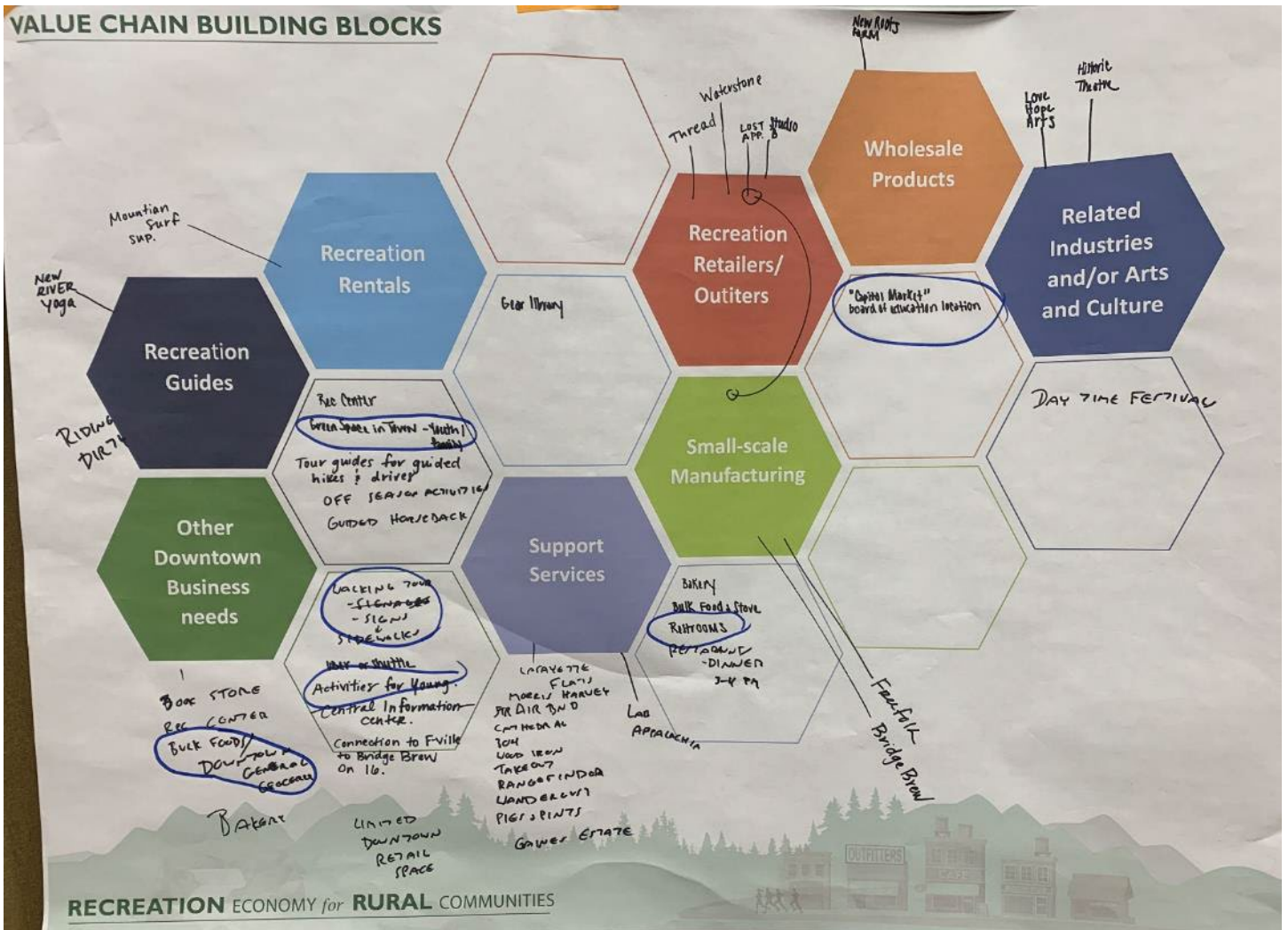
Opportunity or Idea (Yellow Dot, Line, or Polygon)		
Map ID	Name	Details
1	Wolf Creek Park	Opportunity for more trails, commercial and residential development
2	Trail Connector from Town to Walmart, Kroger, and Wolf Creek Park	
3	Install Traffic Light at Lansing Edmund Intersection	
4	Connect town to Fayette County Park Trail and build Fayette County Park Trails	Swimming pool and additional recreation assets
6	Develop Oak Ridge for Recreation	
7	Recreation Center	Year-round activity potential for all ages (no specified location)
8	Build Lodging	Purpose-built lodging or hotels for visitors outside of residential areas to minimize disruptions to residents
9	School re-purpose to housing	Old elementary school – could be other uses, library, retail/mixed-use
10	Possible use for recreation amenities	
11	Rotan Street improvements needed	Safety issues, needs sidewalks
12	Extend sidewalk on Keller Ave down to businesses at the end of Keller + stop signs at intersections	



Opportunity or Idea (Yellow Dot, Line, or Polygon)		
13	Intersect Tank Hill by through street into Fayetteville	
14	Improved Walking trail to connect the Town Park to Tank Hill area	
15	Modify parking area behind courthouse	Modify parking area behind courthouse to multistory parking building – allows for adjacent courthouse parking and in-town parking
16	Develop mixed-use community on Gaines Estate Property	Develop mixed-use community on Gaines Estate Property that would include a wide range of housing options and retail shops and restaurants; create TIF district to help infrastructure financing
17	Expand trails at Town Park Area (East)	
18	Bridge connection (bike and pedestrian)	Sites coming actually, a prefab bridge
19	Light Industrial Park + Businesses	
20	Memorial Building	Reuse of space for community recreation: climbing gym, basketball, senior fitness, aquatics
21	Make it easier to cross 19 as a pedestrian	
22	Tank Hill to town pedestrian access, steep, blind curve on King Ave between Pierce and Rotan	
23	Re-purpose to Brewpub or other restaurant gathering	A lot of churches taking prime real estate for population
24	Add "Town Boulder" to town park	This will expand access for local youth and families to be introduced to the sport of climbing

Supporting Community Asset (Blue Dot)		
Map ID	Name	Details
1	Wolf Creek Park	Supporting business development
2	Bridge Haven Golf Course	
3	Visitor Center	
4	Love Hope Arts	
5	Fayette Theatre (Multiple-use)	





The group was asked to summarize the top three opportunities and barriers or solutions to addressing barriers.

**Opportunities:**

1. Grocery store or capitol market
2. More youth activities
3. A new recreation center (possibly Memorial Building)

**Barriers or Solutions:**

1. Walkability – more sidewalks
2. Restrooms (Board of Education building/property and/or Memorial Building)
3. Space for parking and more retail, and more usable open store fronts

## Itinerary Planning Exercise

In this exercise, workshop participants sketched out an ideal two or three-day trip for different types of visitors who might be coming to the area. The group explored what activities, lodging, supplies, gear, and transportation they would need to support their visit. This exercise helped to illustrate opportunities and gaps in the outdoor recreation economy in Fayetteville. Each group chose a potential groups of visitors and explored these questions.

### **Create a 2-day itinerary in your region for one of the following people:**

- A family with young children
- A young couple in their 20s
- A group of seniors
- An individual with mobility challenges
- A local resident on a long weekend

### **Where would they go and what would they do? Think about where they would...**

- Recreate
- Buy or rent gear, supplies, and guide services
- Eat, drink, shop, sleep
- Get information
- How would they get around?
- What would they do in different weather conditions; at different times of the year?



**ITINERARY PLANNING**  
 Use the space below to brainstorm activities for a 3 day trip in your community. Atlanta

**FAMILY w/ KIDS - Racial Diversity**  
 4/11-6-12-14 No Prior Booking  
 Visitors Center ←  
 Lodging -  
 Food - brought some groceries dinner @ Arrowhead Bike Farm  
 Activity - older 2 + Dad = rafting  
 younger 2 + ACE Lake

Day 1			
Activity	Location/destination	Supplies and services needed, source	Transportation/route to next stop
Check In @ Visitors Center	Canyon Rim / stairs overlook	Listen to the Tour	Rt 19 FS Rd / Walmart / Kroger
Check in @ Lodging	Attr BnTB in Town	Bought some groceries	
Go to FV Visitor Center	Pike Around Town Park	Rentals available	
Early Dinner @ Bike Farm	Pump Track Chalets & Food / Beer		
Head @ Home			

Day 2			
Activity	Location/destination	Supplies and services needed, source	Transportation/route to next stop
Breakfast	Tudors + Good Coffee @ Range Finder	lunch included	Rt 19 (15 min)
Can Raft	LN - older 2 did ACE younger 2 + ACE Lake 10:30 ACE Lake / map		Rt 19 3pm Rt 19 - Court St.
Back to House	cleanup change		
Dinner @ To Go			Court - Maple

Day 3			
Activity	Location/destination	Supplies and services needed, source	Transportation/route to next stop
Breakfast @ Home	office @ Wood Iron		
Canyon Rim	CR-NPS		Rt 19 @
Leave NPS	to southern end of Park (starts on way home)		Rt 19 - I 77

HELPUFUL HINT: Think about where they would recreate; buy or rent gear, supplies, and guide

The Itinerary Planning group was asked to summarize the top three opportunities, gaps, and actions from their discussion.

**Top Three Opportunities**

1. Family friendly
2. Affordable
3. Centrally located

**Top Three Gaps**

1. Evening activities for families are needed
2. Hospitality training is needed
3. More activities for rain, shine, off-season periods

**Top Three Actions**

1. Signage
2. Addressing accessibility planning
3. Evening/rain activity development

**Additional Thoughts or Ideas:**

- Marketing

- Diversity from whitewater
- Groupon
- Online digital ads that are targeted
- Work with State Tourism Co-op

## Offers & 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.

Name	Offer	Ask
<b>Mitch Lehman</b>	Administrative and technical advisory.	Increased support for outdoor recreation community: "Be the change you want to see in your community."
<b>PJ Stevenson</b>	Good organization and planning skills and to show up; relationship building and marketing; future Fayette County Community Foundation potential.	Remember that the world is ruled by those who show up; see the bigger picture for folks who have a Fayetteville address but are not in town limits; Fayetteville footprint is bigger than downtown.
<b>Tim Naylor</b>	Make contacts as Chamber employee; CVB employee.	Utilize your Chamber + local CVBs for help and information; Promote! Promote! Promote!
<b>Lewis A. Cook</b>	Supporting any historical interpretation with the public and continuing the effort to develop a proper visitor's center, museum, archival center for Fayetteville.	Continued help with government agency introduction and ideas that are specific to the asks of our community; approach Department of Highways National Park Service, other government agencies.
<b>Frances Kilmczak</b>	My time and support beyond the action plan.	Stick with it! Attend council meetings; be the momentum.
<b>Allison B. McAllister</b>	Project coordination/support.	Teamwork/continued passion.
<b>Candace Evans</b>	I could offer support and two cents guidance when it	I ask for the same. "Rising tides raise all ships. We rise

Name	Offer	Ask
	comes to projects, with passion, grace, patience, and an open and loving mind.	by lifting others.” We need to keep after this.
<b>Lisa Gale</b>	I am willing to offer my experience and knowledge in outdoor recreation, tourism marketing, and real estate with our group.	Have open minds and compromise when needed and support of this group’s projects.
<b>Sharon Cruikshank</b>	I offer my full attention to see the projects of the Memorial Building and sidewalk completion of Laurel and Rotan completed within the next four years. To work with County Commission, State Rd, ARC, and others to make it happen.	I ask the community to also work towards this and be patient through the process.
<b>Jaclyn Courter</b>	Resources and guidance on funding/opportunities.	For patience and details.
<b>Jason Espie</b>	Deliver a great plan and help work with ARC and others to get/find implementation resources.	Don’t give up hope. Get a friend involved and stick to it. Stay energized, have fun. Carpe Diem!!
<b>Steph Bertaina</b>	I offer to help you all get this action plan to the finish line, connect youth to federal, state, and other partners to make it happen.	Sign yourself up as a lead or a support for at least one action. Invite a friend, neighbor, or enemy to join the process and get involved. It takes a village!
<b>Will Thornton</b>	Technical assistance.	This great work continues.
<b>Craig Reger</b>	I have community space and public presence to recruit, inform, and discuss ongoing efforts and have rangefinder be a hub of information and encouragement.	I want commitment and follow through from myself and the community. Also, transparency.



Name	Offer	Ask
<b>Hannah Mitchell</b>	Pitch ideas, serve on committees, can recruit people.	Helping source professionals for big asks, funding.
<b>Stacey Tope</b>	Be on a future/existing streets/sidewalks committee but not lead/facilitate.	Town hire resource/grant coordinator.
<b>Kent Walker</b>	Facilitation, resource connections.	Engagement, share ideas.
<b>Ray Moeller – Sine Metu</b>	Building redevelopment consult and potential technical assistance \$\$.	Connect with our office prior to accepting conveyance of any significant property to assure Brownfield considerations are met.
<b>Lauren Weatherford</b>	Service + resources of WVU extension.	Committed, reliable, and mutually beneficial partnerships.
<b>Tabitha Stover</b>	To help incorporate youth activities into existing events to help recruit merchants for the Fayetteville mechanics organization.	Support on roles I don't have capacity to fill on my own.
<b>Deanna Barber</b>	I can offer computer assistance with emails, etc. and can make phone calls and hand out the surveys our group talked about.	I'd ask to be kept in touch with how things are progressing.
<b>Phil Waidner</b>	Advice on specific cycling infrastructure needs, event space at bike farm, and to serve on a committee.	Ask the community to always assume positive intent of each other.
<b>Nicholas Tankersley</b>	Decision work/art direction. Support of art, music, and community products.	Patience and open mind to keep Fayetteville as the coolest small town.
<b>Derek Hildebrand (NPS) + Morgan Hartsock</b>	Coordinate and collaborate on shared concerns with	Help find creative solutions (and time + money).

Name	Offer	Ask
	infrastructure and community.	
<b>Dan Sharon (NPS)</b>	I can help coordinate action items using park and partner connections. If using Fed \$\$, can help with NEPA.	Stay passionate! Don't give up!
<b>Matt Diederich</b>	Open mind, open door, and my phone is always on. Here to help.	Stay active in your community.
<b>Andy Davis</b>	To serve as a connector/connection between local initiatives and resources that can assist in their achievement (locally and regionally).	For everyone to educate/advocate about these initiatives until they are achieved.
<b>Alexa Long</b>	To help in any way I can.	Those with too much on their plate delegate and ask for help.
<b>Sarah Brengosz</b>	Taking the first steps to begin advocacy with the state and other communities to change law allowing for local regulation of short-term rentals.	Sharing of knowledge regarding legislation and introductions relevant leaders and government bodies.
<b>Gerry James</b>	Case studies galore + Sierra Club resources.	Patience, belief, empowerment.

## **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>

Federal Funding and Technical Assistance.....	C-2
Non-Federal Funding and Technical Assistance .....	C-15

## Federal Funding and Technical Assistance

Americorps – Americorps Seniors Native Nations and Indigenous Elders Senior Demonstration Program: The program was created to invest in Americorps Seniors projects focused on Indigenous and Native communities, advancing opportunities for older adults to make an impact, through their time and experience. Through the Native Nations and Indigenous Elders SDP funding opportunity, applicants must demonstrate how they will engage adults ages 55 and older to address one or more of the Indigenous Elders SDP priorities.

<https://americorps.gov/funding-opportunity/fy-2023-amicorps-seniors-native-nations-indigenous-elders-senior>

Americorps – State and National Native Nations Planning Grants: AmeriCorps is committed to working on a Nation-to-Nation basis with Native Nations and upholding the federal government’s Tribal trust responsibility. AmeriCorps planning grants provide support to a grant recipient to develop an AmeriCorps program that will engage AmeriCorps members in implementing evidence-based interventions to solve community problems. Grant recipients are awarded up to \$240,000 for a 12-month planning period and are encouraged to compete for an AmeriCorps program grant in the following grant cycle if they deem the fit with AmeriCorps to be of use to their community.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=343170>

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/business-development-resolving-loan-fund-grants/>
- ARC State Program Managers:  
[https://www.arc.gov/state\\_partner\\_role/state-program-manager/](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—Challenge America: Challenge America offers support primarily to small organizations for projects in all artistic disciplines that extend the reach of the arts to groups/communities with rich and dynamic artistic and cultural contributions to share that are underserved.

<https://www.arts.gov/grants/challenge-america>

National Endowment for the Arts - Citizen's Institute on Rural Design: CIRDC is a program of the National Endowment for the Arts, in partnership with the Housing Assistance Council and design partner, To Be Done Studio. The program supports Local Design Workshops that address the selected community's specific rural design challenge, and a Design Learning Cohort program that will invite at least 15 rural communities to engage in peer learning and expert-led sessions online. All rural communities of 50,000 or less are eligible to apply for the CIRDC opportunities. Applications from nonprofits, tribal or municipal governments, regional planning and arts organizations, and other community partners are accepted.

<https://www.rural-design.org/>

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 (NFWF) – 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) – Chesapeake Gateways Network Grants: NPS Chesapeake Gateways welcomes grant proposals purposely focused on advancing equity, inclusion, accessibility, and community engagement across two strategic themes: Advance a Major Inclusive Interpretive Initiative with an Equity Lens and Promote Resilient Communities & Landscapes Through Tourism, Sustainability, Conservation & Local Economies. Eligible communities are located in the Chesapeake Bay watershed region.

<https://www.nps.gov/chba/getinvolved/grants.htm>

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](http://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>

Northern Border Regional Commission (NBRC) – Catalyst Program: The purpose of this program is to stimulate economic growth and inspire partnerships that improve rural economic vitality across the four-state NBRC region. The Catalyst Program includes funding from NBRC's core appropriations (SEID) and the Infrastructure Investment and Jobs Act (IIJA). Catalyst funds will be used to support the economic revitalization of

Northern Border communities through investments in infrastructure and non-infrastructure projects.

<https://www.nbrc.gov/content/Catalyst>

Northern Border Regional Commission (NBRC) – Forest Economy Program: The purpose of this program is to support the forest-based economy, and to assist in the industry's evolution to include new technologies and viable business models across the 4-state NBRC region. Whether funded directly or through partnerships, funds will be awarded to support projects in the forest economy, which may include community development projects, workforce training and development initiatives, marketing and education campaigns, business planning and technical assistance support, and public infrastructure projects.

<https://www.nbrc.gov/content/FEP>

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](https://www.hud.gov/program_offices/comm_planning/coc/specialCoCNOFO)

U.S. Department of Labor – Workforce Opportunity for Rural Communities (WORC): The WORC Initiative funds grant projects within the Appalachian, Lower Mississippi Delta, and Northern Border regions. These grants are designed to address the employment and training needs of the local and regional workforce, created in collaboration with community partners and aligned with existing economic and workforce development plans and strategies.

<https://www.dol.gov/agencies/eta/dislocated-workers/grants/workforce-opportunity>

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

U.S. Department of Transportation – Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation Program (PROTECT): Provides funding to ensure surface transportation resilience to natural hazards including climate change, sea level rise, flooding, extreme weather events, and other natural disasters through support of planning activities, resilience improvements, community resilience and evacuation routes, and at-risk coastal infrastructure.

<https://www.transportation.gov/rural/grant-toolkit/promoting-resilient-operations-transformative-efficient-and-cost-saving>

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 and Tribal Assistance Pilot Program: The BIL created the Rural and Tribal Assistance Pilot Program, which makes \$10 million available over five years to provide states, local governments, and tribal governments with grants to support project development leading to future applications to DOT credit or grant programs. The grants can support legal, technical, and financial advisors to help them advance infrastructure projects. The first notice of funding opportunity will include two fiscal years and will make \$3.4 million available to eligible applicants on a first-come, first-served basis.

<https://www.transportation.gov/buildamerica/RuralandTribalGrants>

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](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) – 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) - Public Works and Economic Adjustment Assistance Programs. Through this program, EDA provides grants ranging between \$100K to \$30million (with EDA Funding 50-80% of project costs depending on certain criteria). Each project funded under this program must be consistent with at least one of EDA’s Investment Priorities: 1. Equity 2. Recovery & Resilience 3. Workforce Development 4. Manufacturing 5. Technology-Based Economic Development 6. Environmentally-Sustainable Development 7. Exports & Foreign Direct Investment. Each project must be consistent with the region’s current Comprehensive Economic Development Strategy (CEDs), or if a CEDs does not exist, an equivalent EDA-accepted

regional economic development strategy that meets EDA's CEDS or strategy requirement.

<https://www.eda.gov/funding/funding-opportunities/category?category=266289>

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 Government-to-Government (EJG2G) Program - The EJG2G program provides funding to governmental entities at the state, local, territorial and tribal level to support and/or create model government activities that lead to measurable environmental or public health results in communities disproportionately burdened by environmental harms and risks.

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

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>

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 – Inflation Reduction Act Funding for Rural Development (IRA): IRA represents the largest single investment in rural electrification since the passage of the Rural Electrification Act in 1936. The Act provides funding to USDA Rural Development to help eligible entities purchase renewable energy and zero-emission systems and make energy-efficiency improvements that will significantly reduce greenhouse gas emissions.

<https://www.rd.usda.gov/inflation-reduction-act>

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 – Rural Innovation Stronger Economy (RISE) Grants: The Rural Innovation Stronger Economy (RISE) Grant Program offers grant assistance to create and augment high-wage jobs, accelerate the formation of new businesses, support industry clusters and maximize the use of local productive assets in eligible low-income rural areas.

<https://www.rd.usda.gov/programs-services/business-programs/rural-innovation-stronger-economy-rise-grants>

USDA Rural Development – Rural Microentrepreneur Assistance Program: The program provides loans and grants to Microenterprise Development Organizations (MDOs) to help microenterprises startup and growth through a Rural Microloan Revolving Fund. The program also provides training and technical assistance to microloan borrowers and micro entrepreneurs.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=343324>

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. Includes grants and loans for rural housing, housing preservation, and direct home loans. 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](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://clifffamilyfoundation.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>

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

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

Institute of Museum and Library Services – Native American Library Services Enhancement Grants: This program is designed to assist Native American tribes in

improving core library services for their communities. Reflecting IMLS's agency-level goals of championing lifelong learning, strengthening community engagement, and advancing collections stewardship and access, the goals for this program are to improve digital services to support needs for education, workforce development, economic and business development, health information, critical thinking skills, and digital literacy skills; improve educational programs related to specific topics and content areas of interest to library patrons and community-based users; and enhance the preservation and revitalization of Native American cultures and languages.

<https://www.imls.gov/grants/available/native-american-library-services-enhancement-grants>

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](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.

- Acquisition Funding: <https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/acquisition-funding/>
- Bipartisan Infrastructure Law Trail and Infrastructure Funding: [https://www.railstotrails.org/media/1167725/bil\\_eligibilities\\_2021final.pdf](https://www.railstotrails.org/media/1167725/bil_eligibilities_2021final.pdf)
- Carbon Reduction Program: <https://www.railstotrails.org/policy/funding/climate/crp/>
- Congestion Mitigation and Air Quality: <https://www.railstotrails.org/policy/funding/climate/cmaq/>
- Earmarks: <https://www.railstotrails.org/policy/funding/earmarks/>
- Neighborhood Access and Equity Grant Program: <https://www.railstotrails.org/policy/funding/equity/nae/>
- New Federal Funding for Trails: <https://www.railstotrails.org/policy/funding/>
- Maintenance Funding: <https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/maintenance-funding/>
- Rural Surface Transportation Grant: <https://www.railstotrails.org/policy/funding/rstg/>

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-aHR0cHM6Ly93d3cuc2h1bGwudXMvc3VzdGFpbmFiaWxpdHkvcmVxdWVzdC1mb3ltYS1ncmFudC1mcm9tLXNoZWxsLmh0bWw>

Smart Growth America – Community Connectors Grants: The Community Connectors program to help advance locally driven projects that will reconnect communities separated or harmed by transportation infrastructure and tap available federal and state funds to support them. 15 teams from small to mid-sized cities (between approximately 50,000 and 500,000 in population) will be selected to receive a capacity-building grant to advance these projects.

<https://smartgrowthamerica.org/program/community-connectors-grants/>

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/>

The Conservation Fund – Balancing Nature and Commerce Course: The Conservation Fund's Conservation Leadership Network offers several resources, including the Balancing Nature and Commerce Course. This course is an opportunity for gateway communities from around the country to participate in 2 webinars and a 3-day in-person workshop to catalyze collaborative action, cultivate local leadership and advance solutions. During the course, community-based teams will identify opportunities to build healthier communities based upon their unique assets and hear about the latest trends in resilient natural and cultural resources, diverse recreation assets, accessibility as a foundation, and revitalized main streets and downtowns. Teams will develop specific action plans for implementation when they return home.

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

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>

Toshiba America – Toshiba America Foundation Grants: Sixth to 12th grade teachers can apply for a grant of up to \$5,000 and more than \$5,000 to help bring an innovative project can improve STEM (Science, technology, engineering, and math) learning in their classroom. Applications must be for project-based learning.

<https://www.toshiba.com/taf/612.jsp>

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.ifnfgiants.org/>

Vision Maker Media – Fund Your Film: Vision Maker Media funds Native American and Alaska Native media at all stages of development, including Native Youth media projects, creative shorts, and public media.

<https://visionmakermedia.org/fund-your-film>

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

[Toolkit\\_Final\\_081522r1.pdf](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. *Skowhegan Americorps Outdoor Recreation Program*. (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.

<https://www2.tompkinscountyny.gov/files2/tourism/2018-April-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](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](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.vml.org/wp-content/uploads/pdf/VTCJanFeb17\\_pg21-25.pdf](https://www.vml.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://democracycollaborative.org/programs/cwb>

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://www.eda.gov/grant-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

Aspen Institute Community Strategies Group, *Growing Rural Equitable Outdoor Recreation Economies*. The Aspen Institute has several resources on the topic of making outdoor recreation economies more equitable for rural communities. <https://www.aspeninc.org/growing-rural-equitable-outdoor-recreation-economies/>

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:

- *The Amenity Trap: How High-Amenity Communities Can Avoid Being Loved to Death.* (2023). A report analyzing four major challenges and ways they uniquely affect amenity communities: housing, infrastructure, fiscal policy, and natural disasters. <https://headwaterseconomics.org/outdoor-recreation/amenity-trap/>
- *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, updated 2023). 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*. (2023). Study showing levels of participation in outdoor activities.  
<https://outdoorindustry.org/resource/2023-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*. (2021). 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](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.
- *Outdoor Rec Drives Jobs: Careers in the Recreation Economy*. (2023). 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://osucore.s3.us-west-2.amazonaws.com/orr-workforce-profiles-2022/story.html>

- *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/resources/national-recreation-data/>  
<https://recreationroundtable.org/resources/state-recreation-data/>

- *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](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](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/research/treesearch/54602>

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. *Increasing Physical Activity Through Community Design*. 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/activity-friendly-routes-to-everyday-destinations.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/)

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/funding/funding\\_opportunities.pdf](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/fhwahep17024\\_lg.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwahep17024_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://www.saferoutespartnership.org/blog/dollars-and-deadlines-state-state-look-transportation-alternatives-program>

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.

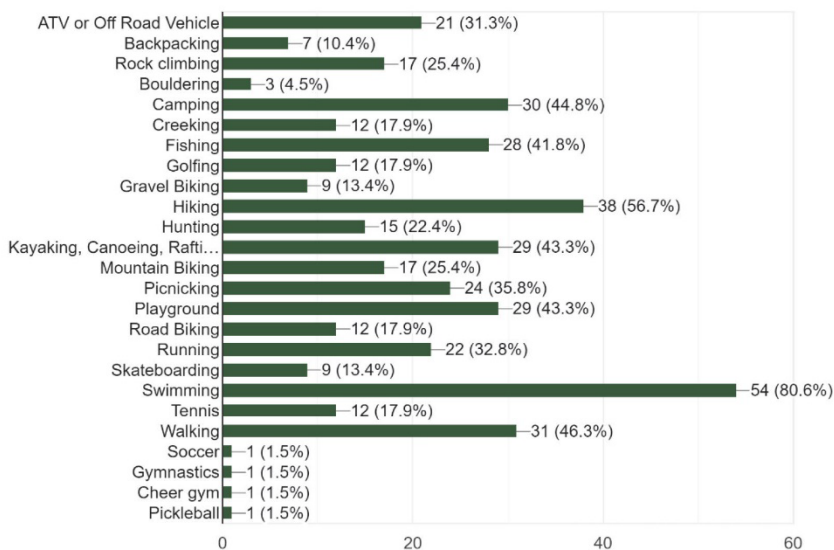
[http://creativeplacemaking.t4america.org/?utm\\_source=Design+-+2016+Highlights&utm\\_campaign=Design+2016+Highlights+Newsletter&utm\\_medium=email](http://creativeplacemaking.t4america.org/?utm_source=Design+-+2016+Highlights&utm_campaign=Design+2016+Highlights+Newsletter&utm_medium=email)

## APPENDIX E: YOUTH SURVEY RESULTS

Prior to the Recreation Economy for Rural Communities workshop in Fayetteville, West Virginia, a youth survey was conducted about the challenges and opportunities related to outdoor recreation in town, with 68 respondents. The following appendix documents the results.

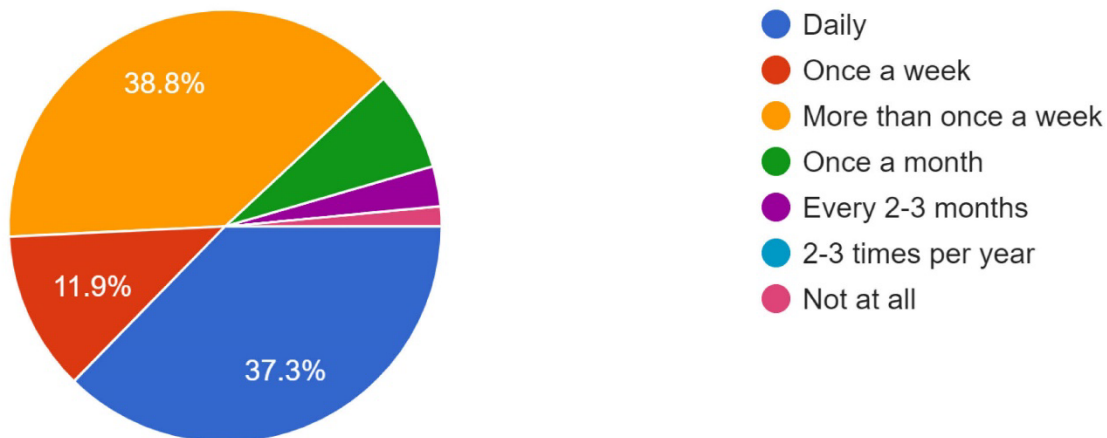
### COMMUNITY YOUTH ASSESSMENT – 68 Respondents

1. What outdoor recreation activities do you engage in within Fayetteville and/or the surrounding area? Check all that apply.



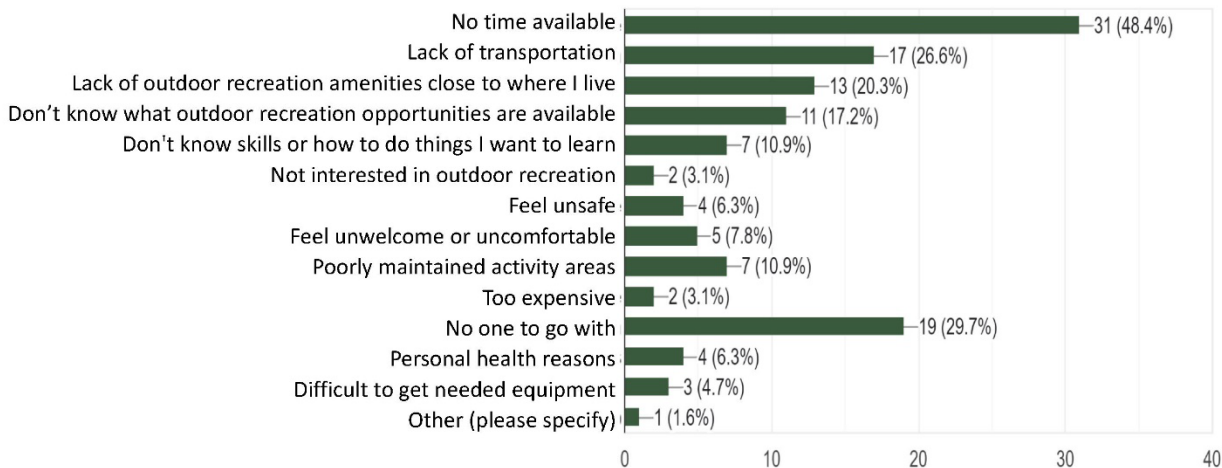
**COMMUNITY YOUTH ASSESSMENT**

2. On average, how frequently do you recreate outdoors in Fayetteville or in the surrounding area? Please select one.



**COMMUNITY YOUTH ASSESSMENT**

3. What prevents you from using or infrequently using parks, public lands, trails and/or other outdoor recreation amenities? Check all that apply.



## COMMUNITY YOUTH ASSESSMENT

4. Where are your favorite places to recreate outdoors within Fayetteville or in the surrounding area?

Fayetteville Town Park (26)	The Bike Farm and mountain biking trails (2)
The Gorge-- climbing and rafting (7)	Ace Adventure (2)
Wolf Creek Trails (6)	Mill Creek (1)
Any trails! (6)	Teays Landing (1)
Long Point Trail (5)	Cotton Hill (1)
The New River (5)	The woods (1)
Oak Hill Pool (3)	Beauty Mountain (1)
Summersville Lake (3)	Rend Trail (1)
Kaymoor Steps and Trail (3)	Active Fitness Center (1)
Walking around town (2)	Disc Golf courses (1)
Softball and Baseball Fields (2)	
Bridge Haven Golf Club (2)	
Fayette Station (2)	
4-H Camp (2)	

## COMMUNITY YOUTH ASSESSMENT

5. What additional outdoor recreation opportunities would you like to see developed in or near your community, or on nearby public lands?

**Public Pool (29)**  
 Water park (2)  
 Better baseball field with lights (2)  
 Fayetteville boulder (1)  
 Ropes course (1)  
 Roller skating (1)  
 Go-karting (1)  
 Another softball field (1)  
 ATV and motorbike trails (1)  
 Skatepark improvements (1)  
 Ziplining (1)  
 Fitness center (1)  
 Fishing pond (2)  
 Water slide (1)  
 More mountain biking trails (1)



### COMMUNITY YOUTH ASSESSMENT

6. How satisfied are you with outdoor recreation opportunities offered in your community and/or in the surrounding area? Please select one.

