

## APPENDIX A: WORKSHOP EXERCISE RESULTS

### Table of Contents

<b>Visioning and Values</b> .....	<b>2</b>
<b>Social Pinpoint Mapping Exercise</b> .....	<b>5</b>
<b>Assets and Challenges Exercise</b> .....	<b>13</b>
<b>Action Brainstorm &amp; Prioritization</b> .....	<b>17</b>

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

- Visioning & Values
- Social Pinpoint Mapping Exercise
- Assets & Challenges Exercise
- Action Brainstorming and Voting Exercise

## Visioning

As a part of the workshop's opening session, participants were asked to help illustrate their broad vision for the recreation economy of Fryeburg by sharing one word that describes the town, and sharing what they think outdoor recreation looks like in Fryeburg. Participants entered responses into the video conference chat for discussion and incorporation into other activities. The technical assistance team built word clouds for the given responses to highlight the most common words and phrases participants used in answering these prompts. Then, participants were asked to generate headlines set 3-5 years in the future that reflect the outcomes of the workshop goals. The word clouds and the headlines are below.

### One Word About Fryeburg and Outdoor Recreation



necessary  
livability  
potential  
abundant

fortunate  
opportunity  
fun  
hub

sustainable  
healthy  
beauty  
adventure

wellness	excited	sustainability
community	location	potential
cross roads	opportunity	invigorating
convenient	collaboration	water
openness	walkability	essential
friendly	limitless	gateway
restorative	resilient	impacts
essential	exciting	nature
booming	inclusive	rejuvenating
daily	underappreciated	

### What Does Outdoor Recreation Look Like?



hiking, skiing, canoeing  
 Healthy living  
 walks in natural places  
 Swimming, canoeing, skiing,  
 biking, dog walking, hiking  
 fresh Air  
 mountains and water  
 fresh air & moving my body  
 apres-rec amenities  
 achieving life balance  
 get out and have fun  
 accessibility  
 four wheeling  
 community activities  
 climbing, paddling, cycling

having fun with others  
 outdoors  
 outdoor spaces of all kinds  
 that are welcoming and  
 accessible to all kinds of  
 people for all kinds of  
 activities.  
 paddling, biking hiking,  
 swimming skiing  
 providing access to the  
 enjoyment of our Nation's  
 natural resources (public or  
 private) through a variety of  
 outdoor activities in an  
 equitable way to all

scenic beauty, gardens, large  
 spaces to gather and enjoy  
 activities, picnics (wow, there  
 is an old word), etc.  
 riding bikes to the farmers  
 market, to coffee at a  
 sidewalk café, to shop  
 picnics  
 unique local foods on main  
 street  
 fly kites, perhaps on the  
 Green at Robert Peary Park  
 outdoor facilities for people  
 to use - BATHROOMS!!  
 going outdoors in all weather

apple picking  
dog walking/playing

### **Making Headlines**

- *Fryeburg Becomes a Certified Bike Friendly Community!*
- *Mountain Division Trail from Fryeburg to Portland Completed!*
- *Connectivity Increased Between Conway and Fryeburg Rec Trails!*
- *Fryeburg, the Gateway to Recreational Wealth!*
- *Outdoor Recreation Entrepreneurs and Start-Ups Drive Growth in Fryeburg!*
- *Fryeburg Academy Launches Internship and Directed Study Program to Drive Value-Chain Economy!*
- *Investment in Outdoor Community Spaces Contributes to Visitation, Economic Gains, and a Vibrant Community!*
- *Fryeburg Attracts Record-Breaking Number of Visitors to Downtown with Vibrant Local Food and Outdoor Recreation Scene in 2024!*
- *Mountains to River Adventure Programs Kick Off!*
- *Permit System for Saco Paddlers Improves Visitor Experience and Reduces Degradation!*
- *Fryeburg Opens the Western Maine Botanical Garden in 2023!*

## Social Pinpoint Mapping Exercise

Workshop Session 2 included identification of Fryeburg’s assets and challenges as participants worked in two breakout groups. The first of these groups worked in a shared online mapping tool (Social Pinpoint) to place virtual pins on a map of Fryeburg identifying outdoor recreation assets, community assets, potential partners, areas needing improvement, and big ideas or opportunities. Outputs of this exercise are shared below, the map of Fryeburg can be viewed at <https://eprpc.mysocialpinpoint.com/rerc-fryeburg#/>.

Map #	Comment Category	Comment
1	Community Asset	historic, notorious and charming historical wonder!
1	Community Asset	Hemlock Bridge - Historic covered bridge
2	Community Asset	Fryeburg Fair
3	Community Asset	Shooting range; to be upgraded soon
4	Community Asset	Local public safety with wilderness/river/lake rescue capabilities
5	Community Asset	Eastern Slope Regional Airport - offers free bicycles for seasonal use and a courtesy truck for flight crews/passenger local use, outdoor picnic tables with airport views, aviation infrastructure/transient hangar to accommodate fly-in visitors.
6	Community Asset	Bog Pond- conserved lands
7	Community Asset	Chapel Hall- Function Space, Food Pantry, Church
8	Community Asset	Field of Dreams/David Doris Hastings Community Center
9	Community Asset	Opportunity to work with the state here as this is the gateway to Maine on this highway from NH. Great way to spotlight the town and what it has to offer as a first place to stop as you make your way into Maine.
9	Community Asset	Maine's Visitor Center
10	Needs Fixing or Attention	I don't know how popular roundabouts are here, but this could help to alleviate traffic congestion and keep traffic flow going. That would require some studies to see if it's worth the effort though.
10	Needs Fixing or Attention	Traffic mitigation! I don't think we want Fryeburg to become a 'North Conway strip'. How about coupon books that discount taxi/shuttle service? Could be on-demand for low season, or periodic for events and high season. Off-Main St parking will help alleviate stop-and-go backups from cars backing into Main St.
11	Needs Fixing or Attention	This is the fire station not the public library
12	Needs Fixing or Attention	Considering snowmobiles is important too. This is a difficult crossing and there were numerous sled/car collisions last year. Any plans for bridges need to be multi-use
12	Needs Fixing or Attention	Bridge--need safe way for pedestrians to go between town and beach
12	Needs Fixing or Attention	could also bring in snowmobilers etc

13	Needs Fixing or Attention	Lovewell Pond? What is the accessibility here for kayaking, stand-up paddleboarding, fishing, etc.? It seems there are private residences around the south-west side, but the north-east side is a WMA. Connectivity/accessibility to here and to the pond and the WMA would be a great opportunity for birders and others interested in outdoor rec. Bike/walking paths around portions of the lake would be nice especially if they connect to the town.
14	Needs Fixing or Attention	Are there designated bike lanes that cyclists would like to use? While, I've never been to Fryeburg, I'm able to use Google Maps Street View to get a wonderful view of it if I were to visit here. Knowing that Fryeburg is accessible via bike and pedestrian paths is nice to see when I'm scoping out places as a visitor to any town.
15	Needs Fixing or Attention	Sidewalks need fixing
16	Needs Fixing or Attention	Sidewalks need fixing
17	Opportunity or Big Idea	Greenway corridor from downtown to Weston's Beach
18	Opportunity or Big Idea	spur trail
19	Opportunity or Big Idea	Possible access to Green Hills mountain biking trails?
20	Opportunity or Big Idea	Pedestrian bridge? possible supportive landowner
21	Opportunity or Big Idea	Information kiosk leading people from town to outdoor access
22	Opportunity or Big Idea	Power line trail
22	Opportunity or Big Idea	This power line area could be developed into a trail which connects the fairgrounds to the rest of the town and could also be connected to the Mountain Division Trail if permissions from private land owners were allowed. Great opportunity for walking and biking in a safe area without having to worry about automobiles.
23	Opportunity or Big Idea	local food and craft and art partner with local farmers artist and crafters to bring in local residents to encourage and support local business. Local Food Local Places epa program involve residents as much as possible pass a local food ordinance
24	Outdoor Recreation Asset	Jockey Cap offers opportunities for rock climbing, bouldering, and walking. To summit offers amazing views and the hill on the SE slope was reportedly the site of the first ski tow in Maine. There are opportunities for improved public access and trails on the property.

25	Outdoor Recreation Asset	Black Pond Crag sits on private land with access granted by permission only. The area is not promoted out of respect for the landowner. The private landowner has been very gracious in allowing for access when individuals reach out, but the nature of the climbing (entry level difficulty) is a rare commodity in the region and could be a great compliment to Jockey Cap and the nearby climbing areas in North Conway if access was such that the site could be promoted.
26	Outdoor Recreation Asset	spur trail from Mtn Div rail trail to Lovewell Pond
27	Outdoor Recreation Asset	Greenway corridor from downtown to Weston's Beach
28	Outdoor Recreation Asset	Saco River Walk between downtown and fairgrounds
29	Outdoor Recreation Asset	neighborhood access to Mtn Div rail trail with micro-parks
30	Outdoor Recreation Asset	Mount Tom hiking trail - Managed by The Nature Conservancy
30	Outdoor Recreation Asset	As a visitor, where do I park, can I get here by foot or bicycle? I see I can get here by bicycle in 20 minutes from the Admiral Peary Inn. Are there places for me to lock a bike, read an informational display from the TNC about Mount Tom Preserve? Other things that might clue me in on this area?
31	Outdoor Recreation Asset	This is Weston Farmstand not the beach
32	Outdoor Recreation Asset	Weston's Beach
33	Outdoor Recreation Asset	beginning of rec trail & public restrooms
34	Outdoor Recreation Asset	Mountain Division Trail
35	Outdoor Recreation Asset	Canal Bridge parking access point for public, residents only beach, campground
36	Outdoor Recreation Asset	Public access to Lovewell Pond/Saco River
37	Outdoor Recreation Asset	Swan Falls--camping area, dam, river access
38	Outdoor Recreation Asset	State of Maine visitor info center
39	Outdoor Recreation Asset	Stark's Hill privately owned lands. Cross country skiing, trail running.
40	Outdoor Recreation Asset	Fryeburg Town Forest (walking loop)
41	Outdoor Recreation Asset	Fryeburg Fairgrounds (year round walking, running)
41	Outdoor Recreation Asset	What are the opportunities during the fair to showcase via an informational booth what makes Fryeburg a great place to visit, restaurants, breweries, distilleries, outdoor activities, connectivity to other cities/towns, public lands, privately-shared lands?
42	Outdoor Recreation Asset	Weston's Beach--CORRECT LOCATION
43	Outdoor Recreation Asset	Bradley Park-outdoor events, concerts, craft fairs and Pine Hill for winter sledding
44	Outdoor Recreation Asset	Tin Mt trail system- walking & Mt. biking

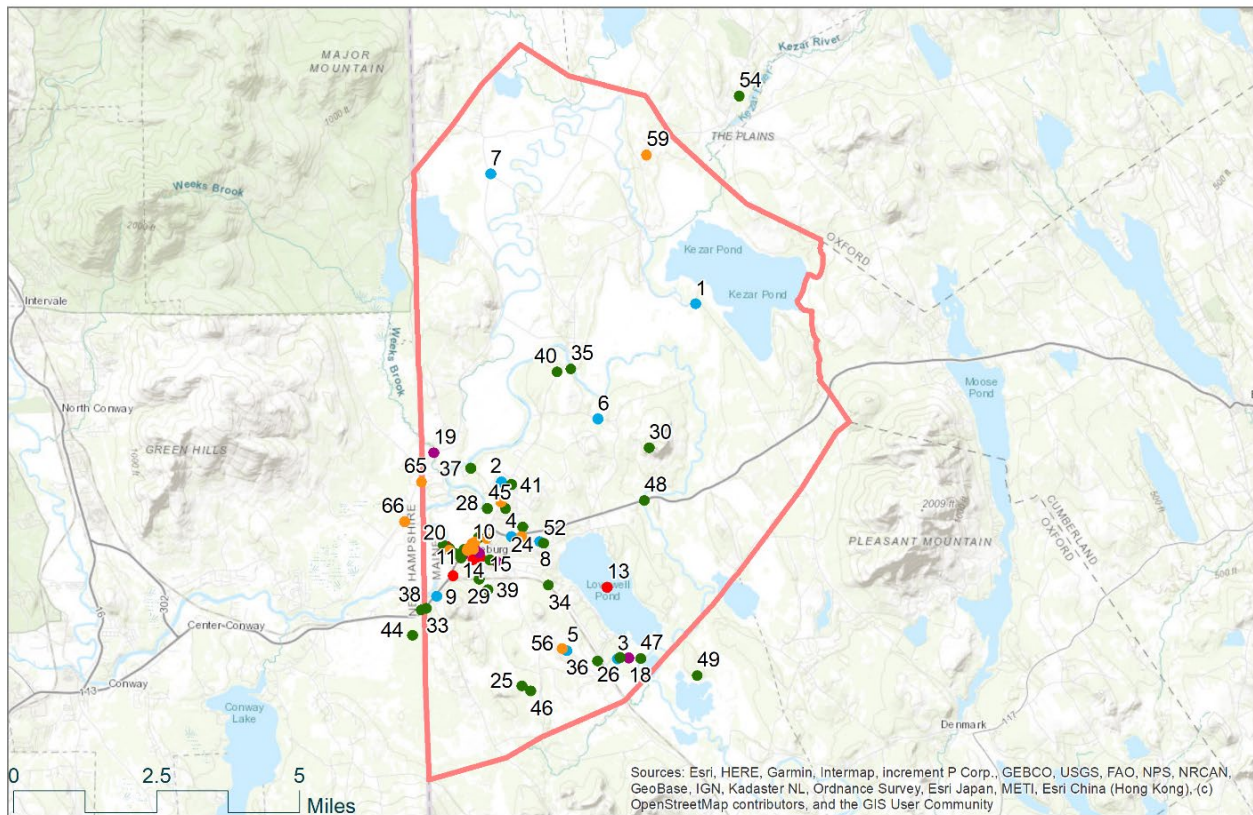


45	Outdoor Recreation Asset	Graustein Park - tennis courts, playground
		ATV/OHRV trails - Questionable access
46	Outdoor Recreation Asset	Also single track trail system
47	Outdoor Recreation Asset	Navigable channel between Lovewell Pond and Saco River
48	Outdoor Recreation Asset	Walker's Bridge - Access to the Sacco River
49	Outdoor Recreation Asset	Major Gregory Sanborn WMA (Brownfield Bog) Birding Trail
49	Outdoor Recreation Asset	What are the trails and accessibility to this area like?
50	Outdoor Recreation Asset	Admiral Peary Park aka Robert E. Peary Park
51	Outdoor Recreation Asset	Eastman's Grove (mature pine grove)
52	Outdoor Recreation Asset	Fryeburg Recreation Center and Fields
53	Outdoor Recreation Asset	Snowmobile Trails run through the town
54	Outdoor Recreation Asset	Greater Lovell Land Trust provides over 30 miles of public trails on fee-owned properties throughout their service area, which includes Lovell, Stow, Stoneham, and Sweden, ME.
55	Partner Organization / Business	I added in the chat that the Leura Hill Eastman Performing Arts Center is a huge part of the Fryeburg, MWV, and greater art appreciation community!
55	Partner Organization / Business	Fryeburg Academy independent study programs to model value-chain economy
56	Partner Organization / Business	Eastern Slope Regional Airport
57	Partner Organization / Business	White Gable Inn (developing access to snow mobile trails)
58	Partner Organization / Business	Oxford House
59	Partner Organization / Business	Old Saco Inn
60	Partner Organization / Business	Spice and Grain, central point in town
61	Partner Organization / Business	Saco River Brewery
62	Partner Organization / Business	Saco River Canoe & Kayak (rentals to access the river)
63	Partner Organization / Business	Northeast Snowmobile Rentals
64	Partner Organization / Business	Local restaurants are always great after long days recreating. I don't know how or if working with places like restaurants such as the 302 West Smokehouse and Tavern, Oxford House etc. are of interest?

65	Partner Organization / Business	Greenthumb Farm, large local employer, ag business
66	Partner Organization / Business	Sherman Farm - ag entertainment, corn maze, ice cream, farm stand
67	Partner Organization / Business	After a long day of hiking, biking, or water activities, pizza is always to enjoy. Is this business connected or interested in serving those tourists?
67	Partner Organization / Business	Fryeburg House of Pizza
68	Partner Organization / Business	Fairgrounds Coffee Shop. Also hosts Acoustic musicians in season. Outdoor tables in season.
69	Partner Organization / Business	Weston's Farm

# RECREATION ECONOMIES FOR RURAL COMMUNITIES

FRYEBURG, ME (REGION)

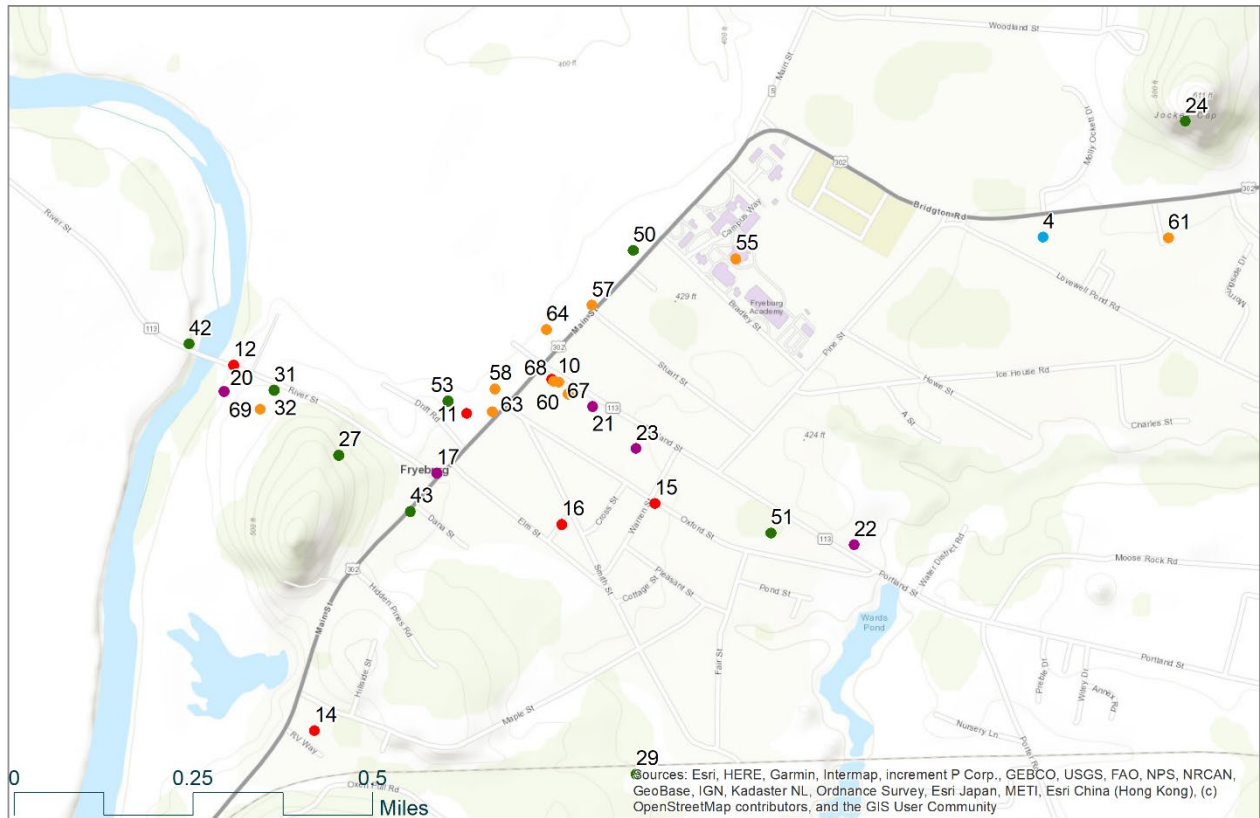


- Fryeburg, ME
- Community Asset
- Opportunity or Big Idea
- Partner Organization / Business
- Needs Fixing or Attention
- Outdoor Recreation Asset



# RECREATION ECONOMIES FOR RURAL COMMUNITIES

FRYEBURG, ME (DOWNTOWN)



- Fryeburg, ME
- Community Asset
- Opportunity or Big Idea
- Partner Organization / Business
- Needs Fixing or Attention
- Outdoor Recreation Asset





## Assets and Challenges Exercise

Workshop Session 2 included identification of Fryeburg's assets and challenges as participants worked in two breakout groups. The second of these groups engaged in a text-based exercise suggesting potential local assets and perceived challenges for each of the four workshop goals. The outputs of each of the Assets & Challenges exercise is summarized below

**Goal 1: Brand Identity:** Develop a brand identity for Fryeburg that connects and promotes the region's unique natural, recreational, cultural, and historical assets.

### Assets / Working well

*Growing sense of community *Natural assets: river, mountains, farmlands	Gateway community Location	Several parks that could be better utilized =)
Airport, Academy, Fairgrounds	Recreation center and Library are active meeting spots with programming that benefits many	Rt 302 will be completed soon
Brewery, Academy has outdoor rec interest and programming	Snowmobile trail system & existing rental business	Fryeburg recognized as business friendly
Has a designated state scenic byway Rte. 113	Offers an alternative to N Conway	Connect the Snowmobile club and ATV club and landowners to work together. Fryeburg is the only town nearby that is not connected via ATV
All 3 schools are in town within a mile of each other	Local farms	

### Challenges / Barriers

We have to be able to manage the numbers & balance the collateral impacts, in order to provide a quality experience.	Main St streetscape is nice, but focus should be on recreational opportunities	Overuse of the river. We love that folks use it but they are not always respectful
North Conway Dominates the region	Downtown road structure, T-Town will cause problems with greater numbers of people and grow businesses	Sidewalks crumbling in disrepair in areas. Need a sidewalk to beach. Unsafe from town
The National forest is seeing heavy use	Saco River and Bike Path are booming yet we are not capitalizing on it.	Overlogging and washout impacting potential trails, either hike, machine or otherwise
A plan to get entities within Fryeburg to work together	Any comprehensive guide to all the great rec amenities in and around fryeburg	Neighboring a consumer tax free state will be challenging for retails business i.e. gear shop
Having some control over river abusers		
Getting community buy in to make necessary changes.		

**Goal 2: Connectivity:** Improve physical connectivity among Fryeburg's Main Street, recreational assets, and other key destinations for people walking, cycling, paddling, and driving.

## Assets / Working well

Mountain Division Trail popular and used widely.	Fryeburg is a cycling destination recognized globally	Starks mountain for cross country skiing and mountain biking
New sidewalk from rail trail to village and eventual sidewalk to rec field complex	New Town Forest path abuts Saco River & campground	Jockey Cap a great short hike accessible to many
The River and Weston's Beach is a gift	Close to Shawnee Peak	Major MDOT project improving Main St with sidewalks taking place now
Opportunity for on-demand transit - potential legal issues with crossing state lines	Forest Service has a working group to look at parking and shuttles (still not able to overcome the economic viability)	Several vacant buildings up for repurposing ie. Saddle Adams school

## Challenges / Barriers

Need a sidewalk to Weston's Beach	Roads on cycling routes could function better for all with signage, either posts or painted	Attracting funds to complete the Mountain Division Trail to Portland.
Advertising and getting people to stay once they've arrived in fryeburg. It's too easy to just drive thru.	Fix the crumbling in town sidewalks and the abandoned sidewalks	River often attracts tourists that don't respect the environment (trash left behind)
Lacking connections between mt. biking opportunities	Landowners posting land for recreation uses- potentially based in irresponsible users previously	No public transportation; limits accessibility
Parking is already an issue at the national forest trailheads	Restrooms	Transportation crossing state lines
Volunteers to start the transportation	More advertising about the airport activities	Coordinating link to North Conway rec trail.



**Goal 3: Sense of Place:** Make Fryeburg's Main Street a vibrant community center that attracts residents and visitors, supports businesses, and is grounded in the region's identity.

## Assets / Working well

North Fryeburg and Fryeburg Harbor are fabulous rural opportunities

Small local businesses that take pride in building appearance

Historical buildings & historical society located in village

Open space: Brownfield/Sanborn Bog; Mt Tom Preserve (TNC); Kezar Outlet Fen (GLLT)

Fryeburg Fairgrounds availability for events and recreation

Downtown health food store and community gathering place with community bulletin board

Nearby Pleasant Mtn, Peary Mtn, Burnt Meadow Mtn, Sabattus Mtn

New non-profit USCA working towards these goals, circulating a newsletter

## Challenges / Barriers

We need resilient designs that withstand economic and demographic fluctuations

Attracting greater numbers can create congestion; need mitigation that is not car-centric

Too many MDOT signs on Maine St

Need landscaping and beautification

Building owners that do not maintain property

How do the business owners afford to keep up the property?

Zoning ordinances that require commercial buildings to be maintained

Farmers market

Street lights that help with in the beautification

Need wifi access improved and available

Community Bulletin Board/Sign at Fire Station to focus on community assets and events

**Goal 4: Business Development:** Start and grow businesses that support the outdoor recreation sector, particularly in underutilized spaces downtown.

## Assets / Working well

Opportunity for personalized adventure; activity planning, logistics, interpretive guiding

Airport holds events and sightseeing flights

Horticulture classes and hands on learning at Fryeburg Academy focuses on environment

Pursue satellite options with REI/EMS/Bike Shops/Ski Shops

EV Charging station at the Fire Department

Weston's Beach a valuable asset. Recently have allowed food trucks there which is a plus

Mountain Division Trail should be an anchor for attracting bike related companies

Look at zoning ordinances for changes that may help spur development.

Have experienced event coordinators, tourism marketing people that live in the area

Fryeburg Fairgrounds use for events and recreation

Brewery, Spice & Grain, Fairgrounds Coffee, Oxford House Inn, 302 West--Restaurants using local food

The availability of rental housing is very low and housing inventory also low for attracting employees to the area.

Need EV charging stations-

## Challenges / Barriers

Business plans that respect the VALUE CHAIN of the benefits to the collective community

Help business owners maintain buildings by providing workshops to resources

Desirable restaurants and shops that keep people in Fryeburg.

Folks go elsewhere for most food shopping. Closest full service grocery is 15 min away.

Need off-Main St parking to reduce traffic congestion

Get the youth excited about outdoor recreation by inviting or creating more downtown events ie bike repair station weekend or gear check picnic etc

Weekend events to bring people to our community

Would a small rec related business be able to be successful given REI & EMS in Conway

Attract and invite Scooter dealer! Get way to safely and economically get around

Invite outdoor, recreational, adventure industries to the Home & Garden show

We compete with North Conway. Often seen as a sleepy small town. (Impression: not much to do)

We have income and sales taxes

Need lodging opportunities



**Action Brainstorm & Prioritization**

Workshop Session 3 asked participants to brainstorm actions. Prior to Workshop Session 4, each participant was allocated 8 votes to assign to the actions of their choice, choosing from all the participants' actions. In Workshop Session 5, priority actions are detailed to form an action plan. The actions that were created are shown below, along with the number of votes they received, which are the red numbers on each action.

**Goal 1: Brand Identity:** Develop a brand identity for Fryeburg that connects, promotes, and sustains the region's unique natural, recreational, cultural, and historical assets.

## BRAND DEVELOPMENT PLAN

**Goal 1** 11  
Plan, fund, and create a logo and marketing plan that incorporates an honest reflection of the history, culture and identity of Fryeburg as a community that values outdoor recreation, community pride, and a rural character as a unique destination that will provide the road map for how Fryeburg will promote and advertise the community to visitors on-line, via social media, and through wayfinding signage and other physical markers throughout town. Promoting diverse representation of the community in development of the plan. Consult existing plans such as the Open Space Plan to inform values.

**Goal 1** 2  
Host a contest for a new mission statement for Fryeburg that focuses on outdoor recreation, community, sustainability, rural lifestyle and education.

**Goal 1** 4  
Identify ways to celebrate our identity - the river, the forests, tour unique downtown, the Whites, Pequawket, Molly Ockett, Logging, Agriculture, The Fair, Fryeburg Academy,

## IMPROVE COMMUNICATIONS

**Goal 1** 4  
Develop and implement a communication plan, with measurable goals, to build visibility for Fryeburg's new brand identity.

**Goal 1** 9  
Create a comprehensive promotional map and/or series of maps/brochures of connected or similar recreation assets (trails, fishing, biking, snowsports) to share in local businesses and online

## INVENTORY

**Goal 1** 12  
Compile an inventory of all recreational, cultural and historic assets along with ownership and public access constraints to inform future infrastructure development and/or mapping, example create a "Find it In Fryeburg" map geared towards the outdoors

## SIGNAGE/WAYFINDING

**Goal 1** 12  
Develop an inspiring signage and wayfinding plan that directs visitors to outdoor recreational assets and other destinations in the town, utilizing a developed brand motto and logo on flags and signs.

## DESTINATION DEVELOPMENT

**Goal 1** 6  
Determine the top list of recreational activities or major opportunities to capitalize on related to recreation that will elevate Fryeburg's brand identity and make necessary improvements in management, connections to business community, and marketing.

**Goal 2: Connectivity:** Improve physical connectivity among Fryeburg's Main Street, recreational assets, and other key destinations for people walking, cycling, paddling, and driving.

**ASSET/  
INFRASTRUCTURE  
DEVELOPMENT WITH  
PUBLIC & PRIVATE LAND**

**INVENTORY & ASSESSMENT**

Inventory the system of "trail including sidewalks, bike lanes, universal access trails, hiking trails, footpaths, through mapping and interviews to determine gaps to improve connectivity and support reduction of auto congestion. Identify areas where public/private interests overlap (like parking at brewery) to inform future planning. **8**

Do a bikeability and walkability audit of our downtown and create a committee to work on the goals that emerge from the audit, including sidewalk and lighting improvements **9**

**MAPPING/COMMUNICATION**

Contract with CCGIS to create an online map and printed map/poster/brochure to promote outdoor recreation in town **6**

Add all non-motorized trails to MaineTrailFinder and coordinate with landowners on public access/communications **3**

**MOUNTAIN DIVISION TRAIL**

Physically connect Mountain division trail and any other trails to the downtown **8**

Create a multi community group to raise money to extend the Mountain Division Trail to other communities **4**

Plan a way to connect Mountain Division Trail to Conway but also create connectivity within Fryeburg that connects to trail via powerline trail that connects to Fairgrounds? **2**

Connect Mtn Div Trail with Lovewell Pond and local neighborhoods **1**

**SUPPORT BIKING**

Create a bike-specific wayfinding plan with route signs with accompanying bike path brochure with local attractions and other events (races, workshops) for a diversity of users **7**

Start a bike share **0**

Support the development of new bike trails **2**

To connect the downtown by sidewalk or trail (for walking or biking use) to Westons Beach, the Fairgrounds, Pine Hill, Lovewell Pond **10**

Identify private property owners that abut public recreational areas to discuss ways to allow for rec access (low impact sports) with transparency and cooperation **7**

Acquire full ownership of Jockey Cap and begin conservation and park redevelopment (i.e. -trails, trailhead, etc.) for public access including connectivity to town and existing rec. complex. **5**

Investigate the feasibility of, and potential funding for a multi-use bridge over the Saco from River St to Weston **3**

Understand the new funding source just passed by Congress and US Senate for maintenance needs and conservation (Land and Water Conservation Fund) **4**

Review existing plans, such as the Open Space Plan and recommendations in the 2005 Emmerly & Garret Report as a means to plan infrastructure improvements and support recreational activities. **5**

Explore the the feasibility of connecting a trail from Fryeburg to the mountain bike trails in the Green Hills. **2**

Explore opportunities for conservation and long term public access to Black Pond Crag.. **0**



**Goal 3: Sense of Place:** Make Fryeburg's Main Street a vibrant community center that attracts residents and visitors, supports businesses, and is grounded in the region's rural character.

### CREATE AN INVITING DOWNTOWN

Clearly define streets where business development will be encouraged, review zoning there, and identify infrastructure needs to support that development. Use EPA's Smart Growth assessment tool to self-audit our planning and zoning policies. **6**

Redevelop Eastman grove as a public multi use space to possibly include Saturday markets, outdoor movie nights, picnic tables, etc. **3**

Incorporate art! Find funds for a downtown or other project and seek artists to work on it, possibly in partnership with the community. **2**

Create community gardens and a farmers market. **3**

Meet with Maine Downtown Center to discuss Maine's National Main Street and Downtown Affiliate Program, an asset and historic preservation based economic development program. **6**

Develop community-oriented summer entertainment schedule (music, arts, etc) on Main Street. **5**

Develop traffic mitigation measures and promote pedestrian mobility to reduce traffic congestion; develop metrics, programs, and incentives for healthy lifestyles. **4**

Make progress toward a municipal septic system to remove barriers to entry for new businesses. **5**

Identify and apply for funding to help revitalize the downtown area with improvements such as better lighting, renovated building exteriors, and raised garden beds to create an "edible main street." **7**

Work with the Saco River Recreation Council and Livery companies to educate river users on responsible recreation and manage their use. **2**

### SUPPORT SUSTAINABLE USE OF NATURAL RESOURCES

Partner with local businesses and service providers to create models of responsible recreation and sustainable ecotourism (i.e. Canal Bridge Campground). **6**

Develop a comprehensive management plan for natural areas used by the public for outdoor recreation, including private lands. **4**

Create a permit system for the use of the river. **6**

Inventory natural resource values in order to protect and sustain biodiversity and landscape resilience. **6**

### INCREASE ENGAGEMENT AND CAPACITY

Establish a local committee/group tasked with beautifying downtown, supporting property owners, applying for funding, and undertaking other work to revitalize the village area and connect with the recreation economy. **11**

Create a River Ranger program to address LNT education and trash/people management on the river. **6**

Convene FBA, MWVCC, MWVE, C, ESAA, Fair, recreation and hospitality businesses, town, snowmobile club, etc. to jointly plan & coordinate events. **3**

Increase staff capacity for grant writing and downtown economic development. **7**

Create a nonprofit that brings the town together for social events (music, movies, etc) using facilities such as the fairground. **5**

**Goal 4: Business Development:** Start and grow businesses that support the outdoor recreation sector, particularly in underutilized spaces downtown.

### INVENTORY GAPS AND OPPORTUNITIES

Identify what types of recreation and supportive businesses are needed in the town/area. This effort could be supported by community visioning, a social media campaign, market analysis, review of the Fryeburg Master Plan, and partnership with Fryeburg Academy to develop a value chain economic model. <sup>11</sup>

Conduct consumer exit survey in downtown (i.e. when do you come, how long do you stay, what do you do, how often do you come?, etc.). <sup>2</sup>

Work with the Fryeburg Business Association to create a promotional piece on why recreation-oriented businesses are a fit for Fryeburg. <sup>2</sup>

### JOIN STATEWIDE PROGRAMS

Apply to be a part of the Main Street Maine/Maine Development Foundation Program. <sup>10</sup>

Research the potential benefits of being a designated Business Friendly Community through the Maine Department of Economic and Community Development. <sup>3</sup>

### ENGAGE, PROMOTE, AND GROW FRYEBURG'S SMALL BUSINESSES

Incentivize and support local businesses that provide guided adventures and trip logistics. <sup>2</sup>

Renovate a vacant or underutilized building for use as a community outdoor gear exchange/store and community space. <sup>7</sup>

Convene downtown businesses to strengthen relationships, understand their vision for downtown, and identify "quick win" projects that they could help implement. <sup>6</sup>

Partner with local businesses to connect to bike trails and develop bike-friendly infrastructure such as bike racks. <sup>2</sup>

Survey existing businesses on Fryeburg as a location. What works, what needs improvement? <sup>3</sup>

Work with the entrepreneurship program at Fryeburg Academy to encourage students to start recreation businesses. <sup>1</sup>

Utilize microloan program for small business development. <sup>4</sup>



## APPENDIX B: WORKSHOP PARTICIPANTS

### Attendees

The following table provides contact information for all registrants and attendees of the Recreation Economy for Rural Communities workshop held for Fryeburg, Maine

Name	Affiliation	Email Address
Elizabeth Andrews	Resident	qe2@fairpoint.net
Anne Ball	Maine Downtown Center, Maine Development Foundation	aball@mdf.org
Sherri Billings	Fryeburg Conservation Committee, UNH Cooperative Extension Board, Friends of the Fryeburg Public Library, Carroll County Adult Education	sherribillings4@gmail.com
Charlie Buterbaugh	Fryeburg Planning Board	butterbaughcharlie@gmail.com
Kimberly Clarke	Fryeburg Board of Selectmen	kclarke@fryeburgmaine.org
Janice Crawford	Mt Washington Valley Chamber of Commerce	janice@mtwashingtonvalley.org
Mark Dindorf	Upper Saco Valley Land Trust, Saco Headwaters Alliance, Town of Hart's Location, Saco Swift Rivers Local Advisory Committee	mark.dindorf@gmail.com
Maggie Drummond-Bahl	Maine Community Foundation	mbahl@mainecf.org
Larry Garland	Appalachian Mountain Club, Mt Washington Valley Trails Association, Recreation Path Committee	lgarland@outdoors.org
Emily Greene	Saco Watershed Collaborative	egreene@une.edu
Ian Hancock	Salmon Falls Watershed Collaborative (former)	ianhancock79@gmail.com
Michiye Harper	Fryeburg Dental Center	mikechiye@gmail.com
Mason Irish	Saco River Brewing	sacoriverbrewing@gmail.com
Dan Jenkins	Office of Congressman Jared Golden	dan.jenkins@mail.house.gov
Ingrid Kellas	Mom and Small Farmer	gardener@smallfryfarm.com
Abby King	Upper Saco Valley Land Trust	aking@usvlt.org
JD Lichtman	Fryeburg Resident	LichtmanJD@gmail.com
Nels Liljedahl	Fryeburg Conservation Committee	liljedahlnels@gmail.com
Scot Montgomery	Citizen	smontgomery33@yahoo.com
Donna Moreland	Maine Office of Tourism	donna.moreland@maine.gov
Mike Morin	Access Fund	mike@accessfund.org
Robert O'Brien	Maine Development Foundation	robrien@mdf.org
Mia Purcell	Community Concepts Finance Corporation	mpurcell@community-concepts.org

Name	Affiliation	Email Address
Tyler Ray	Backyard Concept, LLC	tyler@backyardconcept.org
Jill Rundle	Greater Lovell Land Trust	jill.rundle@gmail.com
Kelisha Ryan	Spice & Grain	kelisharyan@gmail.com
Nora Schwarz	Mountain Top Music Center, Friends of The Fryeburg Public Library, Fryeburg Water District, Saco Headwater Alliance, Saco River Corridor Commission, Fryeburg Commission	nmpschwarz@gmail.com
Daymond Steer	Conway Daily Sun	daymond@conwaydailysun.com
Prudy Westerberg	Saco River Canoe & Kayak	info@sacorivercanoe.com
Mike Wilson	Northern Forest Center	mwilson@northernforest.org
Kelly Woitko	Town of Fryeburg	kellywoitko@yahoo.com
Donna Woodward	Fryeburg Business Association	Donnawbe@gmail.com

### Steering Committee

The following table provides contact information for members of the local steering committee who collaborated to plan the workshop.

Name	Affiliation	Email Address
Rick Buzzell	Town of Fryeburg	Fryeburg.rec@gmail.com
Holly Foster	Fryeburg Business Association	Hfoster55@yahoo.com
Katie Haley	Town of Fryeburg	townmanager@fryeburgmaine.org
Erin P. Mayo	Fryeburg Academy	emayo@fryeburgacademy.org
Kelsey Pelton	Southern Maine Planning and Development Commission	kpelton@smpdc.org
Paul Schumacher	Southern Maine Planning and Development Commission	pschumacher@smpdc.org

### Federal, State & Regional Partners

The following table provides contact information for members of the state, regional, and federal partners who collaborated to plan the workshop and support the assistance process either in person or on conference calls.

Name	Affiliation	Email Address
Luis Aponte	USDA Natural Resources Conservation Service	luis.aponte@usda.gov
Arvind Bhuta	USDA Forest Service	arvind.a.bhuta@usda.gov
Alan Brigham	Economic Development Administration	abrigham@eda.gov
Lauryn Coombs	US Environmental Protection Agency	coombs.lauryn@epa.gov
Jessica Dominguez	US Environmental Protection Agency, Region 1	dominguez.jessica@epa.gov
Rich Grogan	Northern Border Regional Commission	rgrogan@nbrc.gov
Karl Honkonen	USDA Forest Service	Karl.w.honkonen@usda.gov
James Innes	USDA Forest Service	james.innes@usda.gov



Name	Affiliation	Email Address
Nausheen Iqbal	USDA Forest Service	Nausheen.iqbal@usda.gov
Julie Isbill	National Park Service	julie_isbill@nps.gov
Kira Jacobs	US Environmental Protection Agency, Region 1	jacobs.kira@epa.gov
Carolann Ouellette	Maine Office of Outdoor Recreation	Carolann.ouellette@maine.gov
Alexis Rourk	US Environmental Protection Agency	rourk.alexis@epa.gov

### Technical Assistance Team

The following table provides contact information for the technical assistance team who facilitated the workshop.

Name	Affiliation	Email Address
Katie Allen	The Conservation Fund	kallen@conservationfund.org
Megan McConville	EPR, PC	m.mcconville@epr-pc.com



## APPENDIX C: 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, and the Northern Border Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

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

Community Engagement, Diversity, Equity, and Inclusion .....	2
Community-Specific Strategies and Examples .....	2
Land Conservation, Stewardship, Parks, and Health .....	3
Main Street Revitalization and Economic Development .....	4
Outdoor Recreation .....	6
Trails and Transportation .....	10

## 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/aianta-reports-publications/>

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.com/about/>

## Community-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/P6UbwgyrbjE>
2. Sustainable Systems: <https://youtu.be/ORTzpvogVcA>
3. Funding and Economic Development: <https://youtu.be/HYidzqgAy-Q>
4. Technology: <https://youtu.be/BSquMY-Kde4>
5. Health and Wellness: <https://youtu.be/StUz6s2J8pc>

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

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

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

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

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

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

Tompkins County, New York. *Tompkins County Outdoor Recreation Tourism Implementation Plan*. (2018). Identifies collective steps to develop and promote Ithaca and Tompkins County as a premier regional destination for outdoor recreation.

<http://tompkinscountyny.gov/files2/tourism/2018-3-14-Outdoor%20Rec%20Implementation%20Plan.pdf>

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

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

- New Tools for Sustainable Forest Based Recreation Webinar  
<https://youtu.be/UTHEjoAC3pE>
- 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/lrvgeqoUQNE>

## 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.nrs.fs.fed.us/STEW-MAP/>

## 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/VTCTJanFeb17\\_pg21-25.pdf](https://www.vml.org/wp-content/uploads/pdf/VTCTJanFeb17_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>

Next Generation. *The Future of Arts & Culture Placemaking in Rural America: Digital Exchange Webinars*. Each of these one-hour webinars feature voices from across the country, sharing specific themes, challenges, and opportunities collectively encountered in rural placemaking. This series was made possible through the support of the Rural Policy Research Institute (RUPRI), National Endowment for the Arts, the McKnight Foundation, and USDA Rural Development.

<https://ruralgeneration.org/digital-exchange/>

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

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

Smart Growth America. *(Re-)Building Downtown: A Guidebook for Revitalization*. (2015). This guide uses Smart Growth America's seven-step approach to downtown redevelopment and is

aimed at local elected officials who want to re-invigorate and strengthen neighborhood centers of economy, culture, and history.

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

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

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

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

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

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

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

<https://www.epa.gov/smartgrowth/essential-smart-growth-fixes-communities>

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

<https://www.epa.gov/smartgrowth/framework-creating-smart-growth-economic-development-strategy>

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

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

## Outdoor Recreation

Bureau of Economic Analysis, *Outdoor Recreation Satellite Account*. Federal dataset measuring the economic activity as well as sales and receipts generated by outdoor recreational activities across the U.S. and by state. These statistics also measure each industry's production of



outdoor goods and services and its contribution to the U.S. GDP. Industry breakdowns of outdoor employment and compensation are also included.

<https://www.bea.gov/data/special-topics/outdoor-recreation>

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

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

Headwater Economics. Headwaters Economics is an independent, nonprofit research group that works to improve community development and land management decisions. The organization receives funding from a wide variety of sources, including contracts with federal agencies such as the Bureau of Land Management and U.S. Forest Service; charitable foundations; and contract work for partner organizations. Its website provides outdoor recreation economic data by state in addition to other outdoor recreation industry research and analysis. Several relevant reports are listed below:

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

- *The Outdoor Recreation Economy by State*. (2019). 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/programs/regional-strategy/recreation-economy>

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*. (2019). Study showing levels of participation in outdoor activities. <https://outdoorindustry.org/resource/2019-outdoor-participation-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/2015/03/Headwaters-Economics-v5-screen.pdf>
- *State-Level Outdoor Recreation Reports*. (2017). Provides links to reports describing the participation in and economic impact of the outdoor recreation sector in every state and Congressional district. <https://outdoorindustry.org/advocacy/>
- *The Outdoor Recreation Economy*. (2017). Summarizes the economic impact of the outdoor recreation sector across the U.S. and includes national statistics on consumer spending, jobs, and tax revenue, along with statistics for specific recreation activities.

[https://outdoorindustry.org/wp-content/uploads/2017/04/OIA\\_RecEconomy\\_FINAL\\_Single.pdf](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://outdoorindustry.org/resource/white-paperstate-leadership-roles-for-outdoor-recreation-a-promising-trend/>

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/>

- *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/>

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/RD\\_Recreation\\_Economy\\_USDA.pdf](https://www.rd.usda.gov/sites/default/files/RD_Recreation_Economy_USDA.pdf)

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

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

## Trails and Transportation

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

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

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

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

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/)

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/>

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 D: 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, and the Northern Border Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

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

COVID-19 Pandemic Assistance	2
Federal Funding and Technical Assistance .....	2
Non-Federal Funding and Technical Assistance.....	9
State-Specific Funding and Technical Assistance .....	11

## COVID-19 Pandemic Assistance

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

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

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

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

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

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

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

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

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

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

[https://rd.usda.gov/sites/default/files/USDA\\_COVID-19\\_Fed\\_Rural\\_Resource\\_Guide.pdf](https://rd.usda.gov/sites/default/files/USDA_COVID-19_Fed_Rural_Resource_Guide.pdf)

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

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

## Federal Funding and Technical Assistance

Appalachian Regional Commission (ARC): ARC is an economic development partnership agency of the federal government and 13 state governments focusing on 420 counties across the Appalachian Region. ARC’s mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia. The Area Development program relies on a flexible “bottom up” approach to economic development, empowering Appalachian communities to work with their state governments to design impactful investment opportunities supporting ARC’s mission and investment priorities. ARC’s Area Development program makes investments in two general areas: critical infrastructure and business and workforce development. Critical infrastructure investments mainly include water and



wastewater systems, transportation networks, broadband, and other projects anchoring regional economic development. Business and workforce investments primarily focus on entrepreneurship, worker training and education, food systems, leadership, and other human capital development. In addition, ARC invests in Business Development Revolving Loan Funds to help the Region's smaller businesses access capital. All ARC Area Development grant proposals originate at the state level in consultation with the ARC state program manager.

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

Corporation for National and Community Service (CNCS): Provides grants to national and local nonprofits, schools, government agencies, faith-based and other community organizations committed to strengthening their communities through volunteering. Grants are either made directly to an organization or through an intermediary group that handles the distribution of grant funding. Eligibility requirements and funding opportunities vary by program; programs include AmeriCorps and Senior Corps. AmeriCorps is an umbrella that consists of three distinct programs: AmeriCorps VISTA, the AmeriCorps National Civilian Community Corps, and AmeriCorps State and National.

<http://www.nationalservice.gov/build-your-capacity/grants>

Five Star and Urban Waters Restoration Program: The Five Star and Urban Waters Restoration grant program seeks to develop community capacity to sustain local natural resources for future generations by providing modest financial assistance to diverse local partnerships focused on improving water quality, watersheds and the species and habitats they support. The Five Star and Urban Waters program will award approximately \$1.5 million in grants nationwide.

<https://www.nfwf.org/programs/five-star-and-urban-waters-restoration-grant-program/five-star-and-urban-waters-restoration-grant-program-2021-request-proposals>

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) – 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/preservation-grants/index.html>

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) – 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)

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

<https://www.nbrc.gov>

U.S. Department of 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) – Public Works and Economic Adjustment Assistance (PWEAA) Program: EDA’s Public Works and Economic Adjustment Assistance (EAA) programs provide economically distressed communities and regions with comprehensive and flexible resources to address a wide variety of economic needs.

- Public Works: Grants to build, improve, or expand vital public infrastructure and development facilities to enable communities to attract new, or support existing businesses that will generate new high-paid/high-skilled jobs and income for residents in the area. Among the types of projects funded are water, sewer, industrial and business parks, access roads to industrial sites, port improvements, business incubator facilities and training facilities.
- Economic Adjustment Assistance: Grants for development of public facilities, public services, business development (including funding of a revolving loan fund), planning, technical assistance, training, and any other assistance to alleviate economic distress. Flexible range of economic development tools: Construction, Non-Construction, Revolving Loan Funds.

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

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

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

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

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

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

U.S. Environmental Protection Agency (EPA) – Brownfields Program: Provides funding for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. For example, Area-Wide Planning Grants provide funding to conduct research, technical assistance and training that will result in an area-wide plan and implementation strategy for key brownfield sites and help inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization. Assessment Grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. Cleanup Grants provide funding to carry out cleanup activities at brownfield sites.

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

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.fed.us/research/locations/>

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

- Conservation Technical Assistance: NRCS can provide farmers and landowners technical assistance to manage their natural resources in a responsible and sustainable way.
- Environmental Quality Incentives Program (EQIP): Provides landowners and land managers with financial assistance to address natural resource concerns on private, working lands through conservation practices. Issues addressed can include soil erosion, water quality impacts, soil quality degradation (soil compaction, soil productivity/health), low plant productivity, and degraded wildlife habitat.
- Conservation Stewardship Program (CSP): Provides financial assistance to conservation minded agricultural and forestry producers by paying for existing conservation activity AND for newly adopted conservation measures. Adopting a new conservation activity is a requirement for program participation.

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

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

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

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

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

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

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

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

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

USDA Rural Development – Summary of Major Programs: A summary document that catalogs the more than 40 programs USDA has to support rural America, including telecommunications, electric, community facilities, water and environment, business and cooperative programs, and single and multi-family housing programs.

[https://www.rd.usda.gov/files/RD\\_ProgramMatrix.pdf](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/>

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/>

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/>

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

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



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

<https://kaboom.org/grants>

National Main Street Center, Trail-Oriented Economic Development Technical Services: The National Main Street Center provides a suite of technical services to support main street revitalization professionals in developing comprehensive, trail-oriented economic development plans. Available through a number of delivery models including one-day in-state workshops, one-day in-community technical assessments and plan development, and webinars.

<https://americawalks.org/wp-content/uploads/2017/05/NMSC-Trail-Oriented-Development-Flyer.pdf>

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/grant-guidelines>

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

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

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/>

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.ifnfgrants.org/>

## State-Specific Funding and Technical Assistance

### Maine

Maine Resource Compass: The Maine Resource Compass is a living database of over 60 resources including information on loan programs, reopening resources, virtual events and more for for-profit entrepreneurs, nonprofit organizations and small business owners looking for assistance during the COVID-19 pandemic.

<https://startupspace.app/maine-resource-compass/recovery>

Maine Department of Agriculture, Conservation & Forestry: The Maine Department of Agriculture, Conservation & Forestry provides grant programs to help support several outdoor recreation activities. Grant programs include: **ATV Grants** for clubs and municipalities to support the development and maintenance of ATV trails; **Boating Facilities Fund** to improve recreational boating access in Maine; **Snowmobile Grants** for clubs and municipalities to support the development and maintenance of snowmobile trails, grooming, and remediation due to catastrophic weather events; **Land and Water Conservation Fund** providing up to 50% of the allowable costs for approved acquisition or development projects for public outdoor recreation; and the **Recreation Trails Program** to support projects for motorized, non-motorized trail recreation and facilitation of diverse trail use.

<https://www.maine.gov/dacf/parks/grants/index.shtml>

Maine Outdoor Heritage Fund: Administered by the Maine Department of Inland, Fisheries & Wildlife, the Maine Outdoor Heritage Fund conserves wildlife and open spaces through the sale of instant, scratch lottery tickets. With proceeds from ticket sales, grants are awarded twice a year.

<https://www.maine.gov/ifw/programs-resources/grants/outdoor-heritage-fund.html>

Maine Tourism Marketing Partnership Program Grants: Administered by the Maine Office of Tourism, the Maine Tourism Marketing Partnership Program (MTMPP) was created to assist with the implementation of marketing programs designed to stimulate and expand Maine's travel and tourism economy by coordinating the promotional efforts of the private sector with those of the Maine Office of Tourism (MOT) and its eight designated tourism regions.

Qualifying organizations must be a Maine non-profit, municipality or tribal government. The following grants are available:

**Enterprise Marketing Grant:** The MTMPP Enterprise Marketing Grant supports tourism marketing projects aimed at increasing visitation to the applying destination. Tourism Enterprise Marketing Grant Applications are accepted for a minimum amount of \$2,500 and a maximum amount of \$10,000.

**Maine Communities:** The Maine Communities Grant Program provides support to tourism focused, community-oriented marketing projects and events. A maximum of four (4) grants for each of the 8 designated Maine Tourism Regions will be awarded annually for amounts ranging from \$500 – \$2500.

**Regional Grants:** The primary objective of the MTMPP Regional Grant Program is the creation and implementation of marketing programs designed to attract visitors to specific Maine tourism regions. The goal of these funds is to assist new marketing initiatives and strengthen mature, healthy ones that align and support the Maine Office of Tourism's (MOT) Five-Year Strategic Plan and/or Annual Plan.

<https://motpartners.com/programs-services/marketing-grants/>

**Northern Border Regional Commission:** The Northern Border Regional Commission (NBRC) can invest in economic and infrastructure projects in the following Maine counties:

Androscoggin, Aroostook, Franklin, Hancock, Kennebec, Knox, Oxford, Penobscot, Piscataquis, Somerset, Waldo, and Washington. Depending on the level of economic and demographic distress in each county, NBRC funded projects can be eligible for up to an 80% matching grant.

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

**Maine Rural Development Authority:** The Maine Rural Development Authority provides financial assistance to communities and their development partners to help develop speculative commercial and industrial buildings and to help develop/redevelop underutilized commercial industrial properties. Programs include the Commercial Facilities Development Program, Speculative Buildings Program, and Rural Manufacturing & Industrial Site Redevelopment Program.

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

**Maine Philanthropy Center:** The Maine Philanthropy Center is Maine's only organization that focuses on increasing the awareness and effectiveness of philanthropy. Through partnerships with funder and nonprofit members, they provide programming, networking, strategy and support to the Maine philanthropic community. Programs and resources can assist in learning more about Maine's grant makers.

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

**Environmental Funders Network:** The Environmental Funders Network (EFN) is a broad collaboration of funders with an interest in Maine's natural environment and its connection with Maine's communities. Administered by the Maine Philanthropy Center, EFN provides

opportunities for education and sharing of information, encourages networking, and promotes environmental funding.

<https://www.maine philanthropy.org/environmental-funders-network>

Maine Microenterprise Grant Program: The Maine Department of Economic & Community Development (DECD) in partnership with the Maine Small Business Development Centers (SBDC) provide grants of up to \$5,000 for businesses with five or fewer employees, with an owner whose income is in the low to moderate range as defined by the Department of Housing and Urban Development (HUD).

<https://www.mainesbdc.org/cdbg/>

Maine Community Development Block Grant Program: Each year the State of Maine receives a formula allocation of funding from the Department of Housing and Urban Development to be distributed to eligible Maine communities under the Community Development Block Grant Program. In 1982 the State of Maine began administering the CDBG Program to assist units of local government in various community projects in areas ranging from infrastructure, housing, downtown revitalization to public facilities and economic development.

<https://www.maine.gov/decd/community-development/cdbg-program>

Northern Forest Center: The Center advances its mission through network-based programs to create jobs, leverage investment and conserve forests for community benefit. Our program strategy focuses on locally grounded projects to secure tangible benefits for the region's people, communities and ecosystems. Grants and financial assistance for communities, recreation, tourism, forestry and forest products may be available.

<https://northernforest.org/>

Southern Maine Planning and Development Commission: The purpose of the Southern Maine Planning & Development Commission (SMPDC) is to strengthen local municipal self-government while combining total resources for meeting regional challenges beyond individual capacities; to serve as a mutual forum to identify, study, and bring into focus regional challenges and opportunities; provide organizational support to enable communication and coordination among governments and agencies concerned with regional issues and opportunities; to act as an advocate where membership directs; and to exercise such powers as the member municipalities may delegate. SMPDC can provide grant writing expertise, technical support for project scoping, mapping and GIS services, and demographic and economic research.

<https://smpdc.org/#>